

Professional Standards Best Value Review - Summary of Benefits

For December 2001 MPA PSPM Committee

DPS Best Value Review Findings

- 1 Areas for improvement were identified to increase performance of the MPS service delivery for complaints investigation.
- 2 The roles, skill profile and working practices of the BSC Complaints Units need to be more closely aligned to meet service delivery requirements.
- 3 A more comprehensive planning framework is required to link the objectives of the complaints function and the best value objectives.
- 4 A flatter senior management structure in the new Directorate would improve accountability and parity in the decision making process across London.
- 5 Implementation of Corporate Standards to the complaint process would ensure corporacy, reduction in bureaucracy and improved efficiency.

Value type	Relate to DPS BV Findings	Benefit Type (ES = Efficiency Saving)	Ref.	Benefit Summary	
Definite	1 2 5	Cashable ES	1	* Restructuring of DPS Borough Support Command from 5 branches to 4	
	2 2 5	Cashable ES	2	* Reduction in number of DPS BSC investigative teams from 34 to 16	
	2 5	Cashable ES	3	* Appropriate ranks / grades aligned to each investigative process	
	1 4 5	Non-cashable ES	4	* Fewer suspended officers	
	4	Non-cashable ES	5	Reduced involvement of ACPO officers in complaints	
	1 2 5	Non-cashable ES	6	Better use of resources by case screening & grading to ensure proportionate investigations	
	1 2 3	Non-financial	7	Effective liaison & problem-solving with Boroughs through aligned IOs	
	2 3 4 5	Non-financial	8	* Decisions made at appropriate level based on timely, relevant, accurate information	
	2 4 5	Non-financial	9	Clarity as to expectations, responsibility and accountability in the decision making processes	
	2 5	Non-financial	10	* Enhanced job satisfaction for DPS staff	
	1 2 5	Non-financial	11	Improved communication with complainants at all stages of the process	
	4	Non-financial	12	Improved consistency & parity of decision making as to formal or informal discipline	
	2 3	Non-financial	13	Risk assessment allows focus on highest risks, reducing risks to MPS, DPS & public	
	3 5	Non-financial	14	Ability to benchmark with other forces, ensuring future continuous improvement	
	2 4	Unquantifiable ES	15	Reduced overheads with fewer staff (<i>unquantifiable due to way budgets transferred</i>)	
	Expected	2 3	Unquantifiable ES	16	More efficient use of MPS estate by DPS BSC moving branches to non-HQ buildings
2		Cashable ES	17	Civilianisation of case managers in Discipline Office	
2 5		Non-cashable ES	18	Corporate standards reduce cost of investigations	
1 2 5		Non-cashable ES	19	Level 1 & 2 inspection process increases corporacy & reduces systems failures	
1 3 5		Non-cashable ES	20	Unnecessary referrals reduced	
1 2 3 5		Non-cashable ES	21	Effort and resources redirected to prevention	
1 2 4 5		Non-cashable ES	22	Reduction in bureaucracy allowing staff to process cases in a timely manner	
1 2 5		Non-cashable ES	23	More timely investigation reducing cost of case management & review	
1 2 5		Non-cashable ES	24	MPS cost savings by quicker disposal in terms of suspended officers and wage payments	
1 2 5		Non-financial	25	* Improved quality of investigation	
1 5		Non-financial	26	* Greater public confidence in police	
1 2 5		Non-financial	27	* Improved quality of service to complainants & increased level of satisfaction	
1 2 5		Non-financial	28	* Reduction in time taken for complainants & officers to receive an outcome	
1 2 5		Non-financial	29	Improved communication between complainant, officers, DPS, PCA & CPS	
1 2 3 5		Non-financial	30	Staff time should be 'freed up' for complaint prevention & reduction	
1 2		Non-financial	31	Officers more satisfied due to timeliness, communication & response to ill-founded complaints	
1 2 4 5		Non-financial	32	Improved communication & working relationships with CPS, PCA & IPCC	
1 2 4 5		Non-financial	33	Fewer rejections of cases by CPS, PCA & misconduct hearings due to flawed investigations	
Logical	1 2 5	Non-financial	34	Timeliness in the completion of the Discipline process	
	1 2 5	Non-financial	35	Structured investigative approach allows risk assessment, monitoring & case review	
	1 3	Non-financial	36	Greater accountability and management intervention by Borough & OCU management	
	1 5	Non-cashable ES	37	* Reduced stress & sickness when officers subject to lengthy investigations	
	1 3 5	Non-cashable ES	38	Resources applied to prioritised work & duplication of effort avoided	
	4 5	Non-financial	39	Corporate standards & case review reduce legal challenges at hearings & judicial reviews	
	3	Non-financial	40	MI on IO workloads & performance is extendable to support complaints reduction	
	1 3	Non-financial	41	Increased recording of public complaints leading to more and better intelligence	
	Intangible	2	Non-financial	42	Career development opportunities for constables & inspectors
		3	Non-financial	43	Improved professional standards due to changing culture
2 3		Non-financial	44	Improved status of DPS	