METROPOLITAN POLICE SERVICE

PROFESSIONAL STANDARDS STRATEGY

METROPOLITAN POLICE

Mission, Values, Vision

Mission

Making London safe for all the people we serve

- **Make places safer**
- **Cut crime and the fear of crime**
- **Uphold the law**

Values

- **Treat everyone fairly**
- **Be open and honest**
- **Work in partnership**
- **Change to improve**

Vision

- **To make London the safest major city in the world**

PROFESSIONAL STANDARDS STRATEGY

Mission

'To engender a shared pride and trust of the community and amongst our staff in the integrity of the Metropolitan Police Service'

Vision

'To make the Metropolitan Police Service the world leader in organisational and individual integrity'

The Professional Standards Strategy Mission and Vision will complement and directly support the MPS Mission and Vision. The Values are shared and non-negotiable.

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1. FOREWORD - by Commissioner Sir John Stevens

To include the following issues:-

- The problem has not gone away - maintain impetus - re-launch and re-focus - for the next four years.
- Relatively small number - disproportionate damage.
- Aim to continue to provide and improve the quality of service. Maintaining and improving professional standards will, in the medium term, lead to a reduction in complaints; misconduct; unethical and unprofessional behaviour; corruption and dishonesty; civil actions; Employment Tribunals and Grievances. As a consequence, a proportion of the resources currently engaged in response to these matters will be released to prevention work and front line service delivery.
- Work focused not only on those very few staff who act in a corrupt or grossly unprofessional and unethical way, but also on those who would wish to corrupt our staff.
- Much achieved - more to be done - remains part of everyday policing - leadership, supervision and management.
- Resources limited - cannot afford not to - what price integrity!
- Personal and professional courage of staff - reflected in our commitment.
- Protect our staff - safety of our staff - intrinsically policing poses daily a wide range of vulnerabilities.
- Pledge to London - Mission, Vision and Values - Integrity and professionalism underpin this.
- Improving professional standards across the MPS will lead to shared pride and trust in our integrity, both amongst our staff and the people of London we serve.
- This Strategy will reinforce that our integrity is non-negotiable and provide the continued high level statement of intention to ensure that the MPS maintains its position as a world leader in organisational and individual integrity.
- We police by consent and that consent is based on trust; trust in the integrity of police. By re-launching and re-focusing our anti-corruption drive, we will ensure that we retain our position as one of the best Police Services in the world.

2. ***BACKGROUND AND INTRODUCTION*** *- by Deputy Commissioner Ian Blair*

To include the following issues:-

- What has been achieved since publication of the C&DPS in November 1998 …
  - ♦ Integrity Testing Unit;
  - ♦ Quality Assurance Checking Programme;
  - ♦ Reporting Wrongdoing Policy;
  - ♦ Service Confidence Procedure;
  - ♦ Programme of Education, Training and Awareness;
  - ♦ Management Vetting;
  - ♦ Review of recruiting systems;
  - ♦ Prosecution statistics; include discipline statistics.
  - ♦ Setting up DPS - bringing together ACUs, Civil Action claims, ET and grievance handling into single Command to maintain the drive and develop risk management for professional standards issues.

- The Strategy is predicated on the prime strategic assumption, namely:
  'That a measured shift of resources, from investigation to prevention activities, will result in medium term reduction of complaints; misconduct; unethical and unprofessional behaviour; corruption and dishonesty; and claims, civil actions, Employment Tribunals and grievances; thereby improving professional standards across the MPS.'

- During the first four years of this Strategy, we have focused our main efforts on rooting out those who act corruptly or would seek to corrupt our colleagues. The next four years will see a significant shift of emphasis. We will be seeking to ensure that our staff are afforded greater protection by developing and implementing risk reducing measures. Prevention will be our focus.

- The Strategy continues to be drawn to include more than just MPS personnel. We will continue to use intelligence to target ex-members of our staff, criminals and other people who have been involved in corruption or seek to corrupt our colleagues. It is noteworthy that …% of those prosecuted in the first four years of this Strategy were corrupters of police.

- Need to maintain threat and fear of detection whilst at the same time reducing the condition which allow criminality, misconduct, unethical or unprofessional behaviour to take place.

- Ensure impetus is maintained and the gains capitalised upon.

- Work continues to be directly in support of the MPS Mission, Vision and Values.

- Recognise and build on changes that have taken place since publication, namely:
  - ♦ drive towards improving professional standards;
  - ♦ diversity;
  - ♦ managing risks; and
  - ♦ developing a learning organisation

- Balance - enforcement of standards -v- treating our staff fairly and justly. Careful but not frightened to do their duty.

- Importance of leadership.
- Make the Metropolitan Police Service even better.
- Reference to Best Value??

3. THE STRATEGY

3.1 Introduction

3.1.1 The Mission and Vision for the Strategy are:-

Mission - ***'To engender a shared pride and trust of the community and amongst our staff in the integrity of the Metropolitan Police Service'***

Vision - ***'To make the Metropolitan Police Service the world leader in organisational and individual integrity'***

3.1.2 The key changes are:-

- A focus on developing risk-reducing measures that ensure our staff[1] are afforded greater protection;
- A focus on maintaining and improving professional standards;
- Acceleration of the shift of focus and resources from detection to prevention whilst maintaining a credible deterrent; and
- A greater focus on the key role of leadership and supervision.

3.1.3 The Strategy has five strands, each of which identifies and delivers a number of objectives. Our work will remain a dynamic process, changes being made as our knowledge and experience continues to develop.

3.1.4 The philosophy of the Strategy remains the same, namely that the MPS will continuously invest effort and resources into ensuring the highest levels of integrity for all time.

3.1.5 A schematic of the Strategy is set out at *Figure 1*.

3.2 Definitions

3.2.1 It is easy for an act or omission, no matter how minor, to be regarded as unethical or unprofessional; this may then be considered a threat to our staff or lead to unnecessary action which would inevitably undermine trust. For the purposes of this Strategy, the following definitions will apply:-

- *'Professional Standards' is behaviour which is consistent with the high ethical standards of policing and the MPS Mission, Values and Vision.*
- *'Risk Management*[2] *is control of factors which could lead to loss, injury or damage to the MPS, its staff and/or its reputation.*
- *Unethical behaviour is behaviour that does not conform with the MPS Values; and/or the codes of conduct for police and civil staff.*
- *Corruption is the abuse of one's role or position held in the MPS for personal gain or gain for others.*

[1] *For the purposes of this Strategy, references to MPS staff, personnel, employees etc, will include staff that are employed directly or indirectly, paid or voluntary.*

[2] *For the purposes of this Strategy, Risk Management is limited to Professional Standards issues only.*

- *Intentional neglect of duty or responsibilities will be regarded as unprofessional, unethical and/or corrupt, according to the circumstances, as will racist or sexist behaviour.*
- *'Persons of Concern' are (i) those individuals who would seek to corrupt members of the MPS, (ii) those members of the MPS where verifiable intelligence and/or evidence indicates that they are engaged in corruption; dishonesty; serious malpractice; or a series of malpractices; and (iii) those members of MPS who have substantial and verifiable bad complaints, civil actions, employment tribunals and/or claims history.*

3.3 Principles

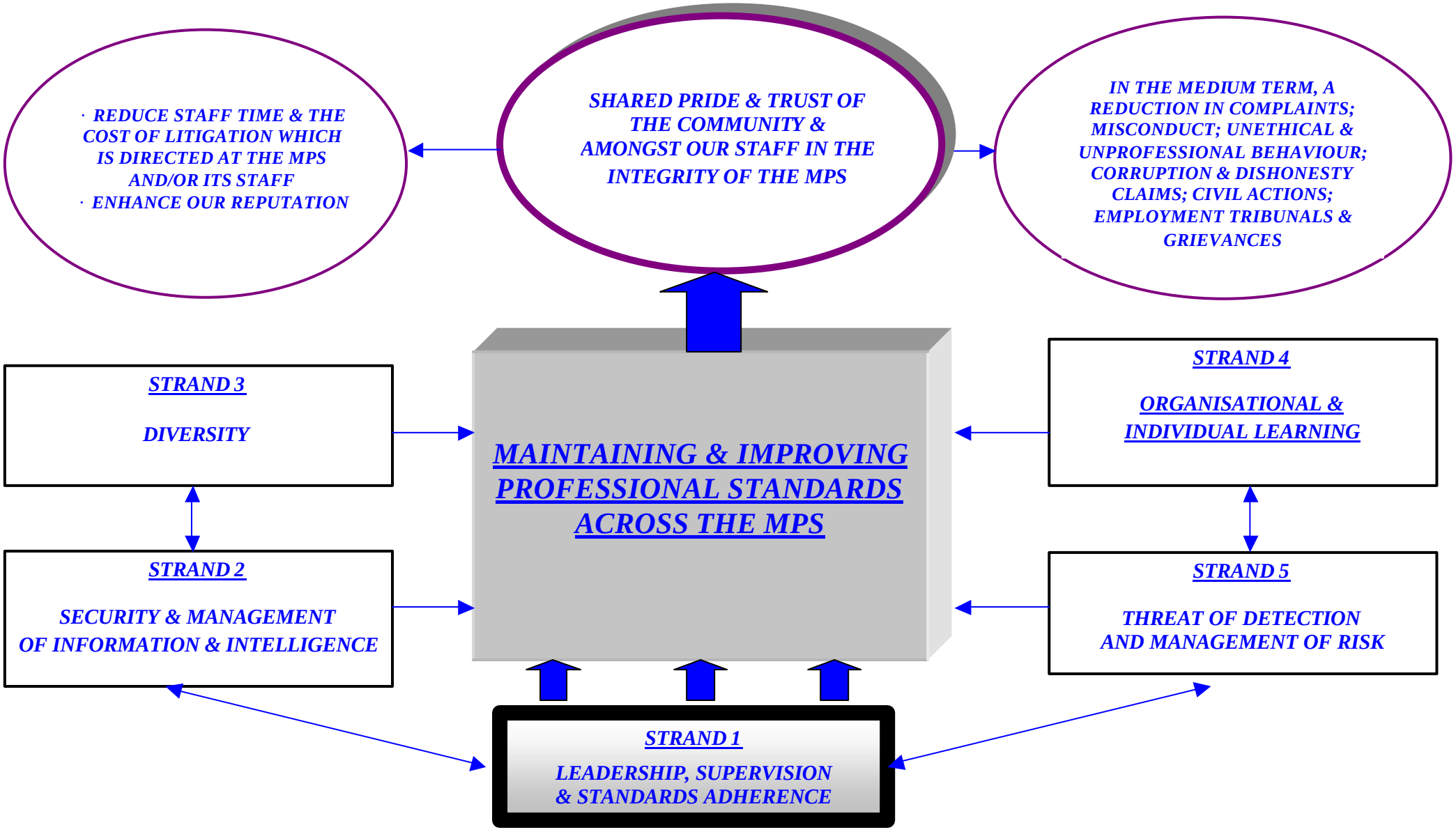
3.3.1 The Strategy will have a foundation in the following basic principles:-

- *We all have a duty to challenge and report unethical, unprofessional and unlawful behaviour; and a right to expect support and protection against victimisation.*
- *Work within this Strategy will complement and support the MPS Diversity Strategy[3] and the MPS Leadership Principles[3].*
- *Professional standards work will be typically intelligence/information led with priorities being set in accordance with the level of risk to the MPS and its staff.*
- *As an organisation we will seek to learn from mistakes ensuring that repetition is avoided.*
- *Investigation options; prosecution and misconduct decisions will be demonstrably fair, proportionate and based on risks to the MPS and its staff.*
- *Where there is evidence that a member of staff has been unfairly or falsely accused, positive action will be taken to support that person; and where appropriate we will seek to prosecute those who make false accusations.*
- *We will continue by use of intelligence to target not only members of our staff who are alleged to be corrupt or dishonest but also:-*
  - *ex-members of our staff who have been corrupt or seek to corrupt our colleagues; and*
  - *criminals and other people who have been involved in corruption or seek to corrupt our colleagues.*
- *We will adopt a twin-track approach of prevention and detection to reduce vulnerability.*

[3] *These documents are available on the MPS Intranet*

Figure 1

SCHEMATIC OF MPS PROFESSIONAL STANDARDS STRATEGY



Vision - To make the Metropolitan Police Service the world leader in organisational and individual integrity

3.4 Aims and Objectives

3.4.1 There are five strands which are:-

- ***Strand 1 - Leadership, supervision and standards adherence;***
- ***Strand 2 - Security and management of information and intelligence;***
- ***Strand 3 - Diversity issues;***
- ***Strand 4 - Organisational and individual learning; and***
- ***Strand 5 - Threat of detection and management of risk***

3.4.2 *Strand 1 - Leadership, Supervision and Standards Adherence*

The overarching aim of this Strand is … ***'To develop and support supervisors and leaders to identify, prevent, challenge and manage risks inherent in unprofessional, unethical and unlawful behaviour.'***

We will:-

- Continue the implementation of the MPS Leadership Principles[3] and Supervision Model[3].
- Develop a practical model/guide to assist supervisors assess and manage key risks to them, their staff and the MPS.
- Review and re-market the MPS Reporting of Wrongdoing Policy.
- Identify and provide appropriate support for supervisors and leaders.

3.4.3 *Strand 2 - Security and Management of Information and Intelligence*

The overarching aim of this Strand is … ***'To minimise the risks to our information and intelligence assets posed by unauthorised or inappropriate access and disclosure.'***

We will:-

- Review security controls on key systems.
- Review and re-focus MPS vetting arrangements.
- Develop and implement specific guidance and standards based on the 'need to know' principle.
- Develop practical security guides for supervisors and managers for vulnerable systems.

Recommendations emanating from this Strand will require agreement of METSEC Programme Board.

3.4.4 *Strand 3 - Diversity Issues*

The overarching aim of this Strand is … ***'To ensure that both the professional standards set and their means of maintenance and enforcement reflect and are sensitive to the diversity of our communities and staff.'***

We will:-

- Research the perceived and/or actual disproportionality in professional standards matters.
- Ensure compliance with Race Relations (Amendment) Act.
- Further develop measures of public / staff confidence in processes.

- Develop processes to maximise support and advice regarding policy and practice emanating from diverse Staff Associations, independent advice, etc.
- Develop a system of ethical 'health checks'.

3.4.5 *Strand 4 - Organisational and Individual Learning*

The overarching aim of this Strand is … ***'To develop processes which will identify and disseminate potential lessons which will lead to continuous improvement in standards.'***

We will:-

- Develop an Integrity Strengthening Programme;
- Develop 'values based' training incorporating an 'ethical policing' decision making model;
- Develop a programme of education, awareness and understanding;
- Establish interdisciplinary seminars; and
- Review processes for debriefing, auditing, inspection and review.

3.4.6 *Strand 5 - Threat of Detection and Management of Risks*

The overarching aim of this Strand is … ***'To maintain and develop proactive detection and investigation capabilities based on Risk Management assessments.'***

We will:-

- Continue development of the Directorate of Professional Standards with particular reference to the development of the Independent Police Complaints Commission.
- Continue the focus on proactive intelligence development and integrity testing.
- Continue to improve the integrity, timeliness and quality of investigations and enquiries.
- Develop additional effective tactics against 'persons of concern'.
- Continue the development of the DPS Risk Management Committee.
- Ensure that risk management techniques continue to be applied to professional standards related work.
- Review the arrangements for prevention and detection of fraud and theft against MPS / MPA property.
- Continue the development and use of the Independent Advisory Group.

4. DELIVERY OF THE STRATEGY

4.1 Structure and Priorities

4.1.1 The delivery of the Professional Standards Strategy will be the responsibility of the Deputy Commissioner and will be progressed and developed by the MPS Professional Standards and Risk Management Committee. Working Groups will be established to develop and deliver each Strand.

4.1.2 The Project Manager will be a member on each group ensuring co-ordination of the whole Strategy on behalf of the Chair of the Professional Standards and Risk Management Committee.

4.1.3 Implementation will be driven by the Professional Standards and Risk Management Committee in accordance with agreed priorities that will be consistent with and supportive of the MPS Policing and Performance Plan.

4.1.4 The Working Groups will develop work plans and make recommendations for the priorities for Year 1 and subsequent years to the Professional Standards and Risk Management Committee.

4.1.5 The structure for delivery is set out schematically in *Figure 2*.

4.2 Benefits and Impacts

4.2.1 Progressive implementation of the Strategy will lead to:-

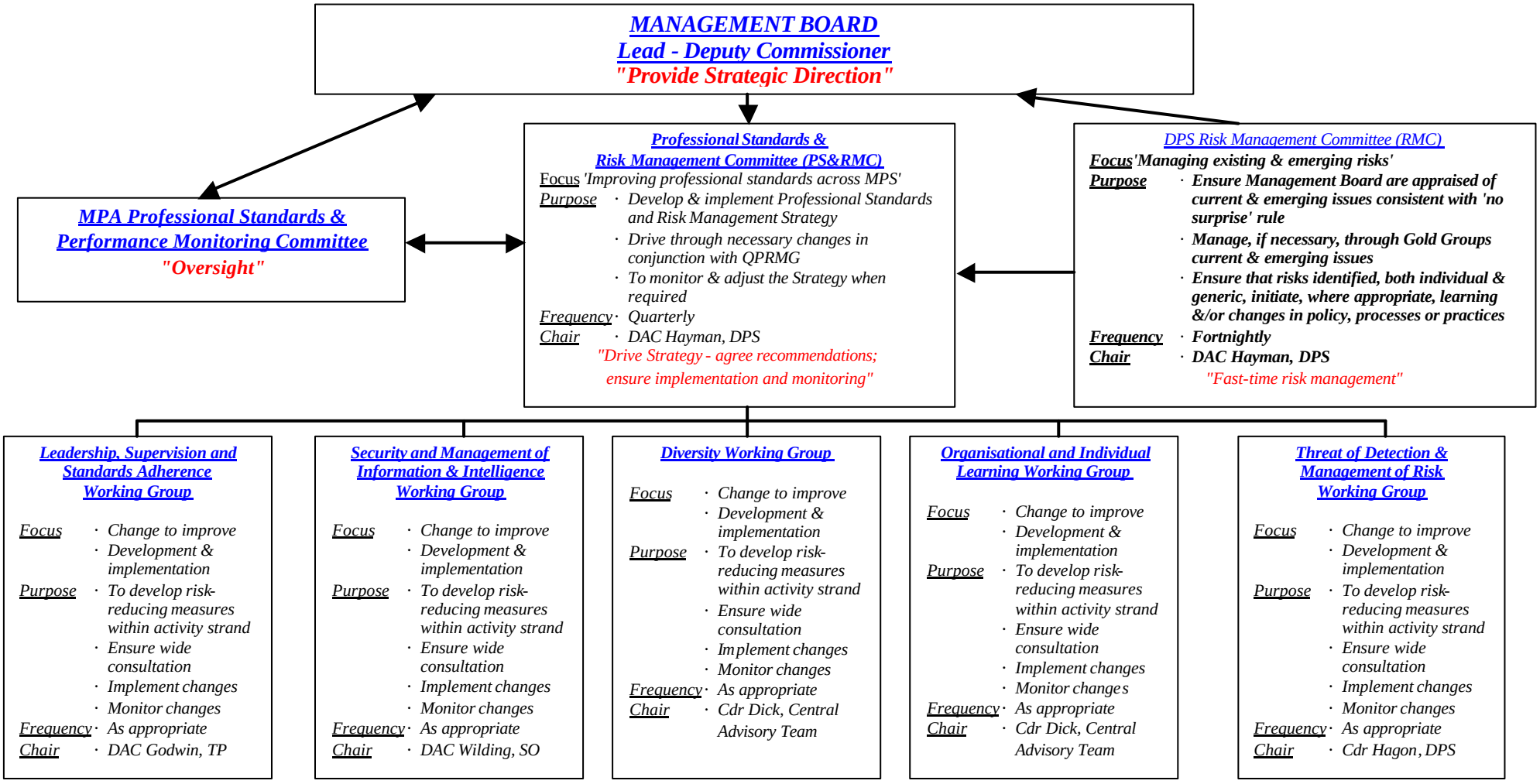
- A reduction in the risks to staff and the MPS.
- A continued rise in professional standards across the MPS.
- A reduction in staff time and the cost of litigation which is directed at the MPS or its staff; and
- An enhanced reputation of the MPS.

4.2.2 Other additional benefits are likely to include:-

- Improved quality of service provided;
- Increased confidence in the MPS from the community;
- Maintenance of our good reputation and the trust given by the community and our partners in crime reduction work and within the Criminal Justice System;
- Improved safety of our staff, in particular those most at risk when investigating serious crime;
- Improved staff morale;
- Improved effectiveness of our operations;
- Reduced wastage of resources and management time in dealing with unnecessary investigations, enquiries and grievances; and
- Long-term re-direction of resources to front-line service delivery.

STRUCTURE FOR DELIVERY OF THE STRATEGY

Figure 2



"Develop and implement risk-reducing measures across the MPS"

Notes: *1. Membership of Professional Standards & Risk Management Committee (PS&RMC) will include representatives from (i) TP; (ii) SO; (iii) PRS; (iv) Central Advisory Team; (v) HR Directorate; (vi) Internal Audit; (vii) Resources Directorate; (viii) Directorate of Legal Services; (ix) Staff Associations; (x) DPS and (xi) the Project Manager.*
2. Chairs of the Working Groups will be members of PS&RMC
3. Programme Manager to be a member of all Working Groups and member of PS&RMC