



Review of the scope for the Service Improvement Review Civil staff support to Operational Policing

Final Report

July 2003



**METROPOLITAN
POLICE**

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Management Summary

The Internal Consultancy Group (ICG) leads on Service Improvement Reviews (SIR) for the MPS and has undertaken a consultation with key stakeholders in the MPS and MPA to establish potential areas for inclusion in the scope of an SIR Civil Staff support to Operational Policing. In addition to consultation, high-level data analysis, a literature review, and an examination of internal and external initiatives were conducted.

The stakeholders consulted were (alphabetical order):

- Auladin Reshard, MPA member, MPA
- Fitzpatrick Rose, Commander, Strategic Development, Deputy Commissioners Command, MPS
- Ghaffur Tarique, Assistant Commissioner, Specialist Crime Directorate, MPS
- Godwin Tim, Assistant Commissioner, Territorial Policing, MPS
- Justham Rob, Trade Union representative, MPS
- Kirby Ian, Business Manager, Territorial Policing, MPS
- Luck Keith, Director of Resources, MPS
- Marchant Diana, Business Development Director, Territorial Policing, MPS
- Pugh Gary, Director of Forensic Services, Specialist Crime Directorate, MPS
- South East BOCU Commanders (group session), MPS
- Sumray Richard, MPA member, MPA
- Tiplady Martin, Director Human Resources, Human Resources, MPS
- Veness David, Assistant Commissioner, Specialist Operations, MPS
- Whittaker Rachel, MPA member, MPA

ICG has mapped proposed topic areas to current or potential work both internal and external to the MPS, in order to assess for gaps requiring research or potential scope overlaps.

The HMIC Thematic Inspection regarding Civilianisation and the use of non-sworn staff has a large number of potential overlaps with the proposed topic headings, based on a review of the Terms of Reference (TOR) for the thematic inspection. Any changes to the scope or TOR for the thematic inspection would impact on the feasibility of the SIR.

Proposed topic from stakeholders	Current or potential work in this area
<p>Civilianisation</p>	<p>Covered extensively by:</p> <ul style="list-style-type: none"> • HMIC Thematic Inspection regarding ‘Civilianisation and the use of non-sworn police staff’ⁱ, Terms Of Reference (TOR)ⁱⁱ • Implementation of Accenture Efficiency and Effectiveness (E&E) Civilianisation Review led by HR
<p>OCU support structures to deliver Operational Policing</p> <p>Examination of:</p> <ul style="list-style-type: none"> • Ratio of civil staff and police officers • Pay budget setting • Roles and functions required 	<p>Potentially covered by:</p> <ul style="list-style-type: none"> • HMIC Thematic Inspection Civilianisation TOR ‘<i>Strategy, policy and business planning</i>’ <p>Would need to link to:</p> <ul style="list-style-type: none"> • Devolved budget project • Stepchange Programme • National Intelligence Model (NIM) implementation programme
<p>Modernising the employment and deployment of civil staff</p> <ul style="list-style-type: none"> • Flexible contracts (e.g. interim managers) • Secondments (public and private sector) • Retired officers bank / associates • Professional and Specialist support • Career pathways 	<p>Covered by:</p> <ul style="list-style-type: none"> • HMIC Thematic Inspection Civilianisation TOR ‘<i>Development of future roles</i>’ and ‘<i>Management and Deployment of police staff</i>’ <p>Also covered by:</p> <ul style="list-style-type: none"> • Accenture E&E Review programme plan led by HR – specific links to retired officer employment • Retention Improvement Project (RIP)

Civil staff contribution to Community Policing	<p>Covered by:</p> <ul style="list-style-type: none"> • HMIC Thematic Inspection Civilianisation TOR <i>'Development of future roles'</i> <p>Would need to link with:</p> <ul style="list-style-type: none"> • HR strand of Stepchange • PCSO evaluation (Portsmouth University), Review of Specials, work on volunteers
Civil staff contribution to the disruption and reduction of serious crime	<p>Covered by:</p> <ul style="list-style-type: none"> • HMIC Thematic Inspection Civilianisation TOR <i>'Strategy, policy and business planning', 'Performance monitoring' and 'Development of future roles'</i> • Accenture E&E Review programme plan led by HR – specific links to roles within Specialist Crime Directorate (SCD)
Specific role focussed topics <ul style="list-style-type: none"> • Criminal Justice Units (CJU) • Station Reception Officers • Analysts • PCSOs • Traffic wardens • Outreach Community workers 	<p>Potential overlaps with:</p> <ul style="list-style-type: none"> • CJU functions examined as part of BOTJ • Managing Demand focussed on improving services offered by the front counter (SRO) • NIM implementation programme focus on analysts • Portsmouth University evaluation and HMIC Thematic Inspection TOR <i>'Development of future roles'</i> • Numerous reviews of traffic wardens and future transfer to PCSOs

ⁱ The 'HMIC Thematic Inspection regarding Civilianisation and the use of non-sworn staff' will be abbreviated throughout this table to 'HMIC Thematic Inspection Civilianisation'.

ⁱⁱ The HMIC Thematic Inspection regarding Civilianisation and the use of non-sworn police staff commenced July 2003, and at present a set of Terms Of Reference are the sole indicator of the scope of the review. The TOR are based on the headings of *'Overview', 'Strategy, policy and business planning', 'Performance monitoring', 'Management and deployment of staff', and 'Development of future roles'*. Any developments or changes to these TOR or scope would impact on the current Service Improvement Review.