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Summary: DPS Review Programme Initiation Document	

DPS REVIEW PROGRAMME PROGRAMME INITIATION DOCUMENT (PID)

1. BACKGROUND AND BUSINESS NEED

The DPS Review Programme sets out to review the functions and activities carried out by the Directorate of Professional Standards (DPS) of the Metropolitan Police Service (MPS). The Programme will provide an integrated DPS response to the Morris Inquiry, the Taylor Report, the Ghaffur Report, the CRE Commissioners' Report, the MPS Service Review and the Workforce Modernisation Programme.

The DPS is responsible for professional standards within the MPS, which includes investigations into police misconduct, public complaints, corruption and civil litigation. The Inquiries and Reports listed above have made recommendations about changes to the way that the MPS manages such investigations. In October 2005 Her Majesty's Inspectorate of Constabulary (HMIC) will carry out a thematic inspection of DPS work, including the progress that has been made to implement these recommendations. It is also of note that the IPCC Statutory Guidelines have been produced and these will be borne in mind as part of our process.

The Commissioner, Sir Ian Blair has instituted a Service Review of the MPS which will report in summer 2005. Each Operational Command Unit (OCU) is carrying out a Self Review process towards this work, and the DPS self review creates the opportunity to carry out business process improvement.

Previous work by the MPS to carry out a programme of business process improvement in Bexley BOCU provides valuable learning for this programme. The Bexley Workforce Modernisation (WFM) Programme instituted a review of all policing services in one London Borough, comprising a suite of projects to address all aspects of service delivery. The respective projects were selected as a result of benchmarking, focus groups, process-mapping workshops and structured interviews with senior stakeholders. The principles of that programme will be used to influence this work.

2. OBJECTIVES AND SCOPE

The strategic aims of the programme are:

- To place a prevention culture at the heart of DPS activity in order to identify and reduce opportunities for misconduct and corruption.
- To develop greater internal and external trust and confidence through improved sensitivity, timeliness, effectiveness and efficiency of DPS investigations.
- To move from a blame culture to one where lessons are learnt and understood by the organisation.
- To increase DPS engagement with stakeholders to -
 - Improve the openness, accountability and accessibility of investigations
 - Enhance understanding of customer needs, whilst developing external awareness of the DPS area of work
- To improve support for all those both within and outside the MPS involved DPS investigations.
- To ensure that DPS has sufficient arrangements for monitoring and assessing performance in relation to race equality responsibilities.
- To improve internal and external communications.

The scope of the programme includes:

- The various OCU's and units contained within DPS.
- Actions necessary to implement the recommendations from the Morris, Taylor, Ghaffur and CRE reports.
- Workforce Modernisation incorporating -
 - Principles arising from the Bexleyheath initiative i.e. how DPS does business and the optimum officer/staff ratios according to powers, skills and experience
 - Diversity commitments in relation to race, sexual orientation, age, faith, disability and gender,
 - Business processes - linking professional standards procedures to Best Value and accountability.
 - Management structures - job descriptions, lines of responsibility etc.
- Utilisation of Police Regulations, adherence to Race Relations Amendment Act and other employment law.

Appendix 2A

3. ORGANISATION

Role & Responsibility	Name
Sponsor <ul style="list-style-type: none"> Sets strategic direction of the programme 	AC Alan Brown
DPS Review Board <ul style="list-style-type: none"> Agrees PID, process and recommendations Supports the Sponsor in strategic decisions Sign off key stages of the programme. 	AC Brown (chair) Programme Director (Cmdr Akers) MPA, Supt Association, Police Federation and Staff Union Representatives
Programme Director <ul style="list-style-type: none"> Agree key products on behalf of sponsor Ensure support is provided to the programme team Chair DPS Review Steering Group 	Cdr Sue Akers
DPS Review Steering Group <ul style="list-style-type: none"> Drive project Resolve difficulties and make recommendations 	Cdr Akers (chair), Programme Manager, Work Element Leads, DPS CTM
DPS Review Programme Manager <ul style="list-style-type: none"> Responsible for the overall delivery of the programme. 	DCI Steve Kershaw
DPS Review Programme Team <ul style="list-style-type: none"> Supports the programme manager in the day-to-day running of the project. Carry out activities required to deliver programme outcomes 	D/Supt Jerry Sheppard DI Peter Chadwick Insp Chris Davers DS Paul Miller PC Mark Gervais Malcolm Finnie
DPS Review Programme Consultant <ul style="list-style-type: none"> Assist the programme team with the planning and management of the programme. Provide implementation support to ensure objectives and timescales are met. 	Neil Thomson, People Aspects Ltd

4. KEY MILESTONES

A detailed project plan will be produced separately. The key milestones are summarised below.

Stage 1	
Activity	Completed by
Self Review submission	24 Jun 2005
Staff consultation on current business processes and key issues	July - August 2005
Development of 'new way' model in consultation with staff	Sept - Oct 2005
HMIC Inspection	Oct 2005
Implementation preparation and transitional arrangements	Nov - Jan 2006
Trialing of 'new way' model	Jan - Apr 2006
Full implementation of 'new way' of working	April 2006
Ongoing review and adaptation	Quarterly from April 2006
Final review	April 2007

5. RESOURCES, COSTS AND BENEFITS

5.1 Resources

The programme will require the use of the following resources, not all of which are directly funded through the programme budget:

- Programme team staff
 - 1 x D/Supt
 - 1 x DCI
 - 1 x DI
 - 1 x Insp (part-time)
 - 1 x DS
 - 1 x PC
 - 1 Band D
 - Project consultant
- Staff time in focus groups and workshops.
- MPS estate - programme team office and meeting rooms.
- External meeting rooms for consultation phases.
- Computers and other IT.
- Car.
- Consumable materials (plotter paper, stationery etc.)

5.2 Costs

Item	Cost	Comment
Pay Costs (nine months)		
D/Supt, DCI, DI, DS, PC, Band D	£276,070	
Inspector (part time)	-	Covered by WFM Programme funding
Consultancy Support		
Project Consultant fees	-	Covered by WFM Programme funding
External meetings		
Meeting room hire	-	
Resources (Computers, Software, Admin staff, office costs, consumable materials)	£150,000	
Total	£426,070	

5.2 Benefits

The Programme will focus on achievement of the objectives set out in section 2 of this PID. Achievement of these objectives will deliver the following benefits:

- Faster resolution of complaints, discipline cases, prosecutions and civil actions.
- Greater trust and confidence by stakeholders in DPS.
- Better value for money, with officers and staff being targeted more efficiently and effectively on tasks requiring their particular powers, knowledge, skills and experience.
- Improved welfare care for all those involved in DPS investigations - including, witnesses, families and friends of those under investigation, whether they are MPS staff or not.
- Reduced opportunities for misconduct or corruption.
- Faster and more effective identification of the underlying causes of complaints, discipline cases, corruption and civil actions.

Appendix 1

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Challenge Group - further consultation and communication – Chaired by Mr David Muir, Reps from. Staff Associations, IAG, & IPCC.

DPS REVIEW BOARD
Purpose: To agree process and recommendations
Chair: AC Brown
Members: Project Director (Cmdr Akers), MPA - (David Riddle, Reshard Auladin), ACPO- (Reps from other business groups), Police Federation, Supt Assoc, & Staff Assoc.
Frequency: As required

DPS REVIEW STEERING GROUP
Purpose: To drive project, resolve difficulties and make recommendations
Chair: Project Director (Cmdr Akers)
Membership: Project Manager, Work Element Leads, DPS CTM
Frequency: 2 weekly (moving to monthly)

DPS REVIEW PROGRAMME TEAM
Purpose: To review the functions and activities of the DPS, providing an integrated DPS response to the Morris Inquiry, the Taylor Report, the Ghaffur Report, the CRE Commissioners' Report, the MPS Service Review and the Workforce Modernisation Programme.
Project Manager: Steve Kershaw
Membership: Jerry Sheppard, Paul Miller, Malcolm Finnie, Mark Gervais, Neil Thomson (Part-time: Chris Davers)

Diversity Excellence Model

FOCUS GROUPS, CONSULTATION AND COMMUNICATIONS

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Appendix 2A

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