

Professional Standards Best Value Review - Summary of Benefits - For April 2002 MPA PSPM Committee

Appendix 2

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.

BSC = Borough Support Command BV Impl Plan = Best Value Implementation Plan EM = Excellence Model IOWA = Investigating Officer Workload Analysis IOTA = IO Throughput Analysis
 MPA IP & MP = Bi-monthly report by DPS on Investigative Performance & Misconduct Procedures

Value type	Relate to DPS BV Findings	Benefit Type (ES = Efficiency Saving)	Ref.	Benefit Summary	Measurement	Report
Definite	1 2 5	Cashable ES	1	* Restructuring of DPS Borough Support Command from 5 branches to 4	Cashable efficiency saving	BV Impl Plan
	2 2 5	Cashable ES	2	* Reduction in number of DPS BSC investigative teams from 34 to 16	Cashable efficiency saving	BV Impl Plan
	2 5	Cashable ES	3	* Appropriate ranks / grades aligned to each investigative process	Cashable efficiency saving	BV Impl Plan
	1 4 5	Non-cashable ES	4	* Fewer suspended officers	Non-cashable efficiency saving	BV Impl Plan
	4	Non-cashable ES	5	Reduced involvement of ACPO officers in complaints	Non-cashable efficiency saving	BV Impl Plan
	1 2 5	Non-cashable ES	6	Better use of resources by case screening & grading to ensure proportionate investigations	Not readily quantifiable	N/A
	1 2 3	Non-financial	7	Effective liaison & problem-solving with Boroughs through aligned IOs	Branch visits by DPS senior officers	N/A
	2 3 4 5	Non-financial	8	* Decisions made at appropriate level based on timely, relevant, accurate information	Included in Ref. 3, 5	N/A
	2 4 5	Non-financial	9	Clarity as to expectations, responsibility and accountability in the decision making processes	Not readily quantifiable	N/A
	2 5	Non-financial	10	* Enhanced job satisfaction for DPS staff	Excellence Model (EM)	EM Action Plans
	1 2 5	Non-financial	11	Improved communication with complainants at all stages of the process	Satisfaction survey	MPA IP & MP
	4	Non-financial	12	Improved consistency & parity of decision making as to formal or informal discipline	Non-cashable efficiency saving	BV Impl Plan
	2 3	Non-financial	13	Risk assessment allows focus on highest risks, reducing risks to MPS, DPS & public	Not readily quantifiable	N/A
	3 5	Non-financial	14	Ability to benchmark with other forces, ensuring future continuous improvement	Benchmarking has started	N/A
	2 4	Unquantifiable ES	15	Reduced overheads with fewer staff	Unquantifiable due to way budgets transferred	N/A
	2 3	Unquantifiable ES	16	More efficient use of MPS estate by DPS BSC moving branches to non-HQ buildings	Not readily quantifiable	N/A
Expected	2	Cashable ES	17	Civilianisation of case managers in Discipline Office	Cashable efficiency saving - To be included in next BV Update	
	2 5	Non-cashable ES	18	Corporate standards reduce cost of investigations	Not readily quantifiable	N/A
	1 2 5	Non-cashable ES	19	Level 1 & 2 inspection process increases corporacy & reduces systems failures	Not readily quantifiable	N/A
	1 3 5	Non-cashable ES	20	Unnecessary referrals reduced	Reduction in new internal investigations	MPA IP & MP

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	1 2 3 5	Non-cashable ES	21	Effort and resources redirected to prevention	Branch visits by DPS senior officers	N/A
	1 2 4 5	Non-cashable ES	22	Reduction in bureaucracy allowing staff to process cases in a timely manner	IOWA & IOTA	MPA IP & MP
	1 2 5	Non-cashable ES	23	More timely investigation reducing cost of case management & review	Initially needs more case management	N/A
	1 2 5	Non-cashable ES	24	MPS cost savings by quicker disposal in terms of suspended officers and wage payments	Non-cashable efficiency saving	BV Impl Plan
	1 2 5	Non-financial	25	* Improved quality of investigation	Not readily quantifiable	N/A
	1 5	Non-financial	26	* Greater public confidence in police	Satisfaction survey	MPA IP & MP
	1 2 5	Non-financial	27	* Improved quality of service to complainants & increased level of satisfaction	Satisfaction survey	MPA IP & MP
	1 2 5	Non-financial	28	* Reduction in time taken for complainants & officers to receive an outcome	IOTA (IO Throughput Analysis)	MPA IP & MP
	1 2 5	Non-financial	29	* Improved communication between complainant, officers, DPS, PCA & CPS	Satisfaction survey	MPA IP & MP
	1 2 3 5	Non-financial	30	Staff time should be 'freed up' for complaint prevention & reduction	Branch visits by DPS senior officers	N/A
	1 2	Non-financial	31	* Officers more satisfied due to timeliness, communication & response to ill-founded complaints	Satisfaction survey	MPA IP & MP
	1 2 4 5	Non-financial	32	Improved communication & working relationships with CPS, PCA & IPCC	Learning Labs - Meetings & Minutes - MPA are represented	
	1 2 4 5	Non-financial	33	Fewer rejections of cases by CPS, PCA & misconduct hearings due to flawed investigations	Rejected cases	MPA IP & MP
	1 2 5	Non-financial	34	Timeliness in the completion of the Discipline process	Time taken for decisions & hearings	MPA IP & MP
	1 2 5	Non-financial	35	Structured investigative approach allows risk assessment, monitoring & case review	Achieved by new BSC structure	Complete
	1 3	Non-financial	36	Greater accountability and management intervention by Borough & OCU management	Reduction in new internal investigations	MPA IP & MP
Logical	1 5	Non-cashable ES	37	* Reduced stress & sickness when officers subject to lengthy investigations	Not readily quantifiable	N/A
	1 3 5	Non-cashable ES	38	Resources applied to prioritised work & duplication of effort avoided	Not readily quantifiable	N/A
	4 5	Non-financial	39	Corporate standards & case review reduce legal challenges at hearings & judicial reviews	Not readily quantifiable	N/A
	3	Non-financial	40	MI on IO workloads & performance is extendable to support complaints reduction	IOWA & IOTA	Complete
	1 3	Non-financial	41	Increased recording of public complaints leading to more and better intelligence	Not readily quantifiable	N/A
Intangible	2	Non-financial	42	Career development opportunities for constables & inspectors	Achieved by new BSC structure	Complete
	3	Non-financial	43	Improved professional standards due to changing culture	Not readily quantifiable	N/A
	2 3	Non-financial	44	Improved status of DPS	Excellence Model	EM Action Plans