

JOB REMIT

Role	Police Complaint Reviews Manager	Team	Workforce Development and Professional Standards
Reports To	MOPAC Head of Workforce and Professional Standards	Directorate	Police Resources and Performance
Post Reference		Grade	5
Purpose of the Role			
<p>The Police Complaint Reviews Manager will manage a new dedicated team which will be responsible for the management of the appeals submitted by members of the public dissatisfied with the way in which the Metropolitan Police Service (MPS) have managed or investigated their complaints.</p> <p>This team is being created to meet a statutory requirement of the Policing and Crime Act 2017 and will also form an integral part of the wider MOPAC strategy for establishing oversight of the MPS complaints management framework as well as the broader professional standards function. The team will form part of the Workforce Development and Professional Standards (WDPS) team.</p> <p>The Reviews team will be responsible for the assessment of reviews submitted by members of the public dissatisfied at the outcome of the complaints made against the MPS from April 2019. MOPAC will be seeking to improve the quality, integrity and transparency of the complaints system as per the commitment set out in the Mayor of London's Police and Crime Plan. The Reviews Manager will be responsible for defining a performance management framework for the team, will act as the immediate line manager for two Reviews Officers, act as an engagement lead with the MPS, IOPC and other stakeholder groups and be responsible for determining the day-to-day operational structure and priorities of the team.</p>			
Main Duties and Key Accountabilities of the jobholder (Knowledge and Experience)			
<ul style="list-style-type: none"> Responsible for the line management and supervision of Reviews Officers. This will incorporate reviewing (and formal sign-off of) some decisions and outcome letters drafted by the team. Assess reviews received from the public who have expressed dissatisfaction with the way in which their complaint has been handled by the MPS. The Reviews Manager will assess reviews of the highest sensitivity or urgency where clear organisational risks have been identified for either the MPS or the Mayor of London. Formulate a clear strategy for the optimum means by which MOPAC can effectively fulfil its new organisational responsibility for the management of reviews into the outcome of public complaints. To include supporting the recruitment process for the additional officers that will be required to resource the team. Develop a quality assurance protocol and testing programme which can ensure that decisions made by the teams are consistent, fair and legally compliant. Lead on the development of a robust performance management framework for the Reviews Team. Engage with stakeholders at other Police and Crime Commissioners (PCCs), the Independent Office for Police Conduct (IOPC) and the Home Office to develop a culture of organisational learning in respect of 			

how reviews can be managed in the most effective means possible to ensure that fair and timely outcomes can be achieved.

- Devise a governance framework for the Reviews Team that will enable the public to be confident in the ability of MOPAC to act as an independent review body, including the publication of data.
- Escalate any cases identified as posing significant complexity or organisational risk to the Head of Workforce Development and Professional Standards.
- Be proactive in identifying any areas where systemic or technical failures in the way in which the MPS are investigating complaints are providing legitimate grounds for appeal.
- Work in collaboration with other members of the Workforce Development and Professional Standards team to support the efficient and effective oversight of the MPS
- Develop working practices for the new team that are efficient, legally compliant and promote continuous development.
- Identify and plan the training requirement and provision for all staff in the Reviews Team. Conduct formal appraisals of Reviews Team Officers in accordance with the applicable MOPAC policies.
- Since this will be a new team within MOPAC working to deliver new legislative responsibilities, all roles will be subject to revision after an introductory period of 12 months.

Working Relationships and Contacts

The Complaint Reviews Manager will be required to build strong working relationships with the MPS, particularly those officers whose portfolio includes responsibilities for training, prevention and reduction work, and the capture and dissemination of organisational learning.

The post-holder will be responsible for the management of all staff within the team and the quality assurance of the MOPAC reviews management process. To effectively discharge these responsibilities the Reviews Manager will require the team to produce concise, evidence-based assessments. The post holder will also be expected to monitor and highlight any issues in respect of the volume of cases being handled and the quality and timeliness of the reviews process. They will also be responsible for identifying any training needs or resourcing issues, ensuring legislative compliance and establishing effective mechanisms for the identification of any specific areas where improvements are required to improve the integrity of the police complaints system.

Role Requirements

A strong ability to co-ordinate and supervise the activities of a team and build constructive relationships with external stakeholders. Experienced at working across teams to ensure legislative compliance, objective outcomes and consistency in decision making are achieved. Capacity to foster continuous improvement by sharing information and knowledge with others.

Required Competencies

- Excellent communication skills with the ability to interact with appellants, appropriate authorities and other interested parties and act assertively to explain decisions reached and supporting rationale in the consideration of reviews.
- Proficient written skills to be able to condense complex outcome decisions into concise, clear decision letters that a member of the public unfamiliar with the process can reasonably be expected to understand.
- Analytical skills to identify the key issues upon which outcome decisions can be based, and to explain that decision to a member of the public in such a way as to re-assure them that their review has been considered in an efficient, impartial and objective manner.

- Ability to produce insightful performance management reports and data to enable managers to understand any issues in respect of resourcing or structure of the Reviews Team and take appropriate action to manage risks.
- Exercise discretion and autonomy in reaching binding decisions based on the available evidence.
- Proven ability to show initiative and operate effectively in a challenging legislative environment.
- Excellent IT skills. Computer literacy is essential, and successful candidates will be expected to utilise specialist professional standards software, Centurion.
- Educated to degree level or equivalent, or able to demonstrate extensive vocational background in a similar management role.
- Experience of managing a team of staff with a commitment to valuing diversity and fostering a culture of transparency and openness.

Desirable Competencies

- Relevant experience of complaints handling or of dealing with a direct service to the public where contentious and difficult issues must be dealt with sensitively.
- Understanding of the Police Conduct Regulations, Police Reform Act or Police (Complaints and Misconduct) Regulations.
- Experience of developing a performance management framework and/or monitoring performance against a Service Level Agreement or equivalent.
- Ability to show initiative and flexibility amidst a complex and changing legislative environment.
- Familiarisation with the key tenets of the integrity reforms to the police complaints systems under the Policing and Crime Act 2017.
- Experience of working in a regulatory environment or of interpreting and applying complex regulations.

MOPAC Organisational Values

The work MOPAC performs makes a significant contribution to the safety and security of Londoners and the organisation seeks to maintain and build trust and confidence with all its partners and the public it serves in discharging this important responsibility. To achieve this all MOPAC employees are expected to uphold the standards expected of those working in public service and demonstrate the following values in all they do;

Leadership; Supporting and challenging ourselves and others to make Londoners safer

Contribution; Giving our best in our roles and helping colleagues to achieve and develop in theirs

Innovation; Willing to try new ideas to make things better, using research and evidence to prove what works and to learn from what doesn't

Cooperation; Bringing people and organisations together to better serve Londoners

Honesty; Doing the right thing - behaving ethically, with integrity, impartiality and transparency

Respect; Treating others as we would like to be treated ourselves

General Responsibilities

- To adhere to MOPAC's Equality & Diversity and Equal Opportunities policies in all activities.
- To be responsible for your own health and safety and that of your colleagues and all others in the workplace, in accordance with MOPAC Health and Safety policies.
- To work in accordance with data protection policies and adhere to Freedom of Information policies where appropriate.
- To undertake such other duties as may be reasonably expected.

MOPAC COMPETENCY FRAMEWORK

Specialist Support

Delivering Outcomes

Delivers quality outcomes to meet objectives

Works to support the delivery of relevant objectives and meet the needs of customers and managers. Undertakes a range of tasks, ensuring outcomes are delivered to a high-quality standard within the required timeframe.

Works to support effective decision-making

Helps others by supplying them with appropriate information and support where relevant. Ensures appropriate record keeping, feeding back learning for future working.

Organisational Influence

Acts with Professionalism

Behaves appropriately, taking personal responsibility for own actions and setting a good example for other colleagues. Actively demonstrates the promotion of equality and valuing of diversity and helps others to do so. Develops from own experience and supports the development of others where relevant. Takes account of how own behaviour affects others. Shows initiative, personal resilience and motivation to deliver a quality service. Upholds legislation, regulations and policy, acting with integrity and challenging those who do not.

Develops effective communications and working relationships

Builds effective relationships with customers, colleagues and stakeholders. Communicates Effectively and inclusively with customers, senior managers and team members. Ensures clear, two-way communication through listening and responding appropriately, learning and sharing Information. Upholds organisational reputation.

Productivity

Manages own time and relevant resources efficiently and effectively

Prioritises work and use of resources to meet local objectives. Ensures time and resources are used in a way that best meets customer and MOPAC needs. Uses MOPAC resources efficiently, ethically and appropriately. Shows support for efficient working.

