

HMIC Thematic Inspection of Race and Diversity Training in the Police Service: *Diversity Matters*. MPS-Specific Feedback

Positive	Perceived Areas for Improvement
<p>Leadership:</p> <ul style="list-style-type: none"> • HMIC commends clear ownership of race and diversity issues by the Deputy Commissioner. This is demonstrated through various means from chairing the diversity board to his support for the ongoing force roll-out of race and diversity training to all staff across the service. • The creation of the diversity training unit and appointment of Shaun Kennedy to head the unit is an example of the commitment of senior managers in relation to race and diversity training matters. • The direct links that the Diversity Training Strategy Unit has with the race and diversity management meeting structures together with community consultation shows clear commitment to the value of race and diversity training in pursuit of relevant service objectives. • HMIC commends the existence and work of the MPS Diversity Directorate. The achievements of DCC4 are well publicised and appear effective in increasing community trust and confidence in the policing of hate crime. • The existence of DOIT addressing internal cultural issues is considered noteworthy practice. The planned initiatives by this department seem progressive and HMIC looks forward to seeing evidence of the long-term impact of this work. 	<ul style="list-style-type: none"> • On many occasions throughout the inspection, interviewees cited the former Deputy Assistant Commissioner, John Grieve as being the champion for race and diversity issues within the service, in his absence there appears to be a lack of such a high visibility role model. • Evidence was found of some supervisors lacking commitment for race and diversity issues. For example, a clear lack of interest encountered during a sergeants focus session, and also supervisors failing to interview staff before they attended the session or to debrief staff on completion of the course. • However, little evidence was found of a robust inter-relationship between the diversity strategy and the diversity strategy. This results in confusion and difficulties in progressing some internal issues.

Policies and Strategies

- The establishment of the Training Policy Unit, to provide structures for all training is to be commended.
- It was pleasing to find that a draft evaluation strategy has recently been approved which incorporates evaluation of Phase 1 race and diversity training. Management commitment to, and understanding of the value of evaluation is demonstrated by the commissioning of a long term, level 4 evaluation of the current race and diversity training programme. This is viewed as noteworthy practice.
- The MPS and MPA are to be commended for completing their race equality schemes in a timely and structured fashion.
- A lack of clarity amongst staff was found over the role of the Training Policy Unit. The confusion seems to arise due to its title which gives the impression that it creates its own training policies.
- There is a general confusion regarding how staff would respond to allegations of internal hate crime; some staff stated there was a policy whilst others were unaware of any guidance. The inspection team perceived a definite separation between the manner in which internal and external hate crime issues are recorded. For example, internal hate crime was not being placed on CRIS and racist incident forms were not being completed for such incidents.
- Little evidence could be found of a linkage between the outcomes from the MPS's various race and diversity consultation groups and the overall training curriculum.
- HMIC would like to see an early decision regarding the business case and strategy for Phase 2 race and diversity training. It is unclear from the evaluation strategy whether there is a commitment to evaluating this phase.
- HMIC are concerned that some boroughs are already delivering what is being classed as Phase 2 in the absence of a corporate strategy, funding or evaluation scheme.

People

- The high level of commitment found amongst all MPS trainers is noted.
 - It was noted that all dedicated race and diversity trainers receive a 3 week trainer training course. It was also pleasing to find policies in place to protect the health and welfare of race and diversity trainers.
 - HMIC is pleased to see the involvement of community representatives at both borough level and at Hendon.
 - HMIC commend the work of the Flexible Needs Adviser to provide flexible training solutions to enable special constables and flexible working staff to participate in training.
- The inspection found that the current PDR process is not explicitly linked to diversity issues. It is doubtful therefore, that an individual's development, in this area has been properly monitored. However, the fact that the MPS intends to implement the competency framework in the near future may, if fully integrated, address these issues.
 - However, there is some concern regarding the general lack of training skills amongst MPS trainers. The inspection team were concerned that trainers are currently being expected to deliver race and diversity training inputs via a mainstream approach without having had the dedicated training to be able to deal effectively with the issues raised.
 - The concerns raised by Hendon staff relating to the significant influx of new recruits which resulted in, new unskilled trainers being utilised, single handed delivery and overcrowding of classes and facilities.
 - The lack of cognisance of the importance of race and diversity content within the detective foundation course was disturbing. Exclusionary and elitist language was in use by one of the trainers interviewed and students on the course failed to recognise the importance of the recommendations of the

Stephen Lawrence Inquiry.
There was a consensus amongst the detective students interviewed that they had no need to undertake race and diversity training.

- The assessment of trainers is carried out by a mix of staff qualified either through D32/33 or by attendance on the one day internal course. The process of assessment, being carried out on trainers from within their schools, by their colleagues is not viewed as open and transparent, and that it is also dependent upon self-nomination.
- It was noted that the special operations officers are behind schedule in relation to attending Phase I of the training.
- Anecdotal evidence was found of Race and Diversity Trainers, who are support staff members, being paid at a lower scale than other trainers.
- The training of special constables in this topic is currently unstructured and lacks consistency. The standard and content of training varies on a borough-to-borough basis.

Processes

- It was pleasing to find that associate trainers complete a selection process and attend the same 3 week race and diversity training course as internal trainers.
 - The provision of family liaison officers is worthy of recognition. The MPS have met their commitment to the Stephen Lawrence Inquiry in this area.
 - There is ample evidence to show that the force supports staff associations (e.g. BPA and LAGPA) and consults with them around training policies etc.
 - The location of the 2-day training is well considered as it is delivered on non-police establishments.
 - The inclusion of members of the community on CRR training as participants is commended.
 - The work carried out by the MPS after September 11 with respect to Muslim communities is fully recognised.
- However, there are concerns around the level of support, specifically whether it is equitable for all groups.
 - It was noted that a TNA was not carried out prior to the commencement of phase one race and diversity training and that there is similar lack of a TNA for phase 2.
 - Opportunities for flexible working for staff to attend this training are presently limited. The current policy does not cover this issue and is potentially discriminatory.
 - There is concern that some community contributors are not being valued by the organisation. For example: the letter of thanks provided to contributors is of poor quality having been photocopied many times, contributors being expected to attend sessions with very little notice and reimbursement of expenses being paid in front of delegates.

- The recording of training completed on the personnel information system is problematic. Examples are found of training being completed but not recorded on personal files. This related to training completed by SMT members.
- HMIC is concerned that community safety unit officers dealing with hate crime are not given the appropriate training until they have been in the department for a substantial amount of time. For example, of the nine officers at Kingston, only two had received training to carry out this important role.
- During the inspection a number of staff were asked if they were able to explain 'institutional racism'. The vast majority of these were unable to, and many believed it meant individual police officers were racist.
- There is ample evidence to suggest that community beat officers are not being actively used to promote good community relations. For example, at Kingston Borough, CBOs are rarely used in the capacity of beat officers as they are used as a team responding to crime issues.
- There is evidence to suggest that some First Contact Officers are under-utilised and there is a lack of direction and guidance. For example, at one borough, there is only one officer performing this role.

Other Issues Discussed

- Good practice: Policing Diversity Handbook produced by the Diversity Training Strategy Unit.
- A Market Place is held every 15 weeks at Hendon. This is a two hour exhibition for all new recruits. All Staff Associations, different units, support networks and departments are invited.
- BPA in partnership with the community run a residential scheme at Hendon for 15-17 year olds (mainly from the ethnic minority community) around citizenship issues. It helps to raise awareness and break down barriers.