

Compiled Regulations

Policing Plural Communities (Winning the Race) (1996/97) 20	Winning the Race Revisited (1998/99) 8	Diversity Matters (HMIC) (2003) 41	Best Value Review of Equalities. (2003) 36	Diversity Strategy Implementation Review 12
<p>4.1 Forces should publicly re-affirm their commitment to investing in good community and race relations as a core function of policing, this being reflected in the production of sound policies and strategies.</p>	<p>9.1 Staff appraisal procedures for police managers, supervisors, investigating and response officers must contain a specific assessment criterion on individuals' performance in relation to the handling of racial attacks and other diversity issues.</p>	<p>3.1 HM Inspector recommends that the Lawrence Steering Group (LSG), under the leadership of the Home Office, establishes by June 2003 a framework to ensure that action against each of the recommendations of the Stephen Lawrence Inquiry Report, which relate to training, once considered and actioned, are further monitored and reviewed systematically</p>	<p>1. The GLA Group adopt the following equalities vision: 'We will be an Equalities champion and Leader in</p> <ul style="list-style-type: none"> • Promoting Equality • Challenging and eradicating discrimination • Providing responsive and accessible services for Londoners • Ensuring our workforce reflects the diverse population 	<p>1. Detailed analysis of public complaints are needed to determine time taken to respond to complaints and to be aware of complainant satisfaction with complaint handling and outcomes</p>
<p>4.2 Forces give a higher priority to dealing with neighbourhood incidents and anti-social behaviour, i.e. quality of life issues</p>	<p>9.2 Forces should establish achievable yet challenging targets for recruitment and retention of police officers and civilian support staff from ethnic minority communities</p>	<p>3.2 HM Inspector recommends that each Police Authority, led by the Association of Police Authorities (APA) Diversity Group, takes responsibility within their individual forces for the strategic oversight of the adequacy of race and diversity training arrangements for all staff, including holding the chief officer properly to account. This must include arrangements for all police authority members to receive appropriate training by April 2004</p>	<p>2. The GLA Group adopt gender, race, disability, faith, sexuality and age as its high level equalities categories for planning, delivery and monitoring purposes:</p>	<p>2. The Disproportionality of Stop and Search operations on Black males needs to be resolved to ensure that it is not race related</p>

<p>4.3 Account is taken of these non-crime issues in Annual Policing Plans and Divisional/Area action plans.</p>	<p>9.3 ACPO should develop further a Diversity Strategy for the Service to address this important aspect of policing. Chief constables should contribute actively to its formulation and adopt it as an integral part of their overall corporate approach.</p>	<p>3.3 HM Inspector recommends that with immediate effect the Association of Chief Police Officers (ACPO) put in place arrangements, which ensures that the Personnel Management Business Area (PMBA) and the Race and Community Relations Business Area (R and CR BA) jointly monitor progression of race and diversity training, working in close partnership to ensure that full commitment to this area is obtained from the Chief Constables Council</p>	<p>3. Each organisation review and identify the appropriate target groups for their services having particular regard to the following target groups where, in general terms, disadvantage has been recognised.</p> <ul style="list-style-type: none"> • Equalities Target Groups • Women • Black and minority ethnic people • Disabled people • Faith groups • Lesbians • Gay men • Bi-sexuals • Transgendered people • Children • Young people • Older people <p>Social Inclusion Target Groups</p> <ul style="list-style-type: none"> • Homeless people • Unemployed people • People employed on a part-time, temporary or casual basis • Travellers • Lone parents • People with caring responsibilities • People with mental health needs 	<p>3. Publicised major incidents and cases damage image and reputation and adversely affect the trust and confidence being developed. Independent Advisors and specialist expert input may be needed to ensure even more careful and sensitive handling of such cases and incidents.</p>
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<p>4.4 Forces (who have not done so) should clearly state that they regard the behaviour of officers who show racial or other prejudice in their behaviour and language towards colleagues or members of the public as completely unacceptable. Clear procedures should exist for dealing effectively with such behaviour and regular communication to staff on the number of such complaints and the sanctions imposed is encouraged</p>	<p>9.4 The Police Promotion Examinations Board should develop the OSPRE qualifying examination to include negative marking of candidates who display racist, sexist or homophobic behaviour.</p>	<p>3.4 HM Inspector recommends that the Police Training and Development Board (PTDB), with appropriate advice from the Police Skills and Standards Organisation (PSSO), ensures that the Diversity, Learning and Development Strategy produced no later than April 2003 by the Association of Chief Police Officers (ACPO) fully meets police service requirements in relation to all staff, and its implementation to clear timelines is robustly monitored</p>	<p>The GLA Group commit to achieving Level 5 of the Equalities Standard by 31 March 2005</p>	<p>4. Consider the appointment of an internal independent ombudsman to resolve complaints</p>
<p>4.5 Training in community and race relations needs to be given greater emphasis and priority should initially be targeted towards first line supervision</p>	<p>9.5 A Service-wide strategy for CRR training should be established that defines scope, key components and common minimum delivery standards.</p>	<p>3.5 HM Inspector recommends that attendance on the race and diversity elements of the Basic Command Unit (BCU) Leadership programme delivered by Centrex is mandatory unless specific individuals can demonstrate, through proper performance review processes, that they already reach the competence level required. Centrex should</p>	<p>The GLA Group adopt the social model of disability.</p>	<p>5. Establish policy on staff surveys or other options to obtain staff's views and perceptions across a wide range of issues on a regular basis.</p>

		in turn monitor compliance and submit relevant data to Her Majesty's Inspectorate of Constabulary (HMIC)		
4.6 The community and race relations dimension should be explicitly recognised and catered for in all relevant force training programmes. Specific community and race relations modules should be introduced to courses where appropriate and separate training courses also developed.	9.6 Forces should develop performance indicators constructed around local community satisfaction rates. Satisfaction rates must be measured regularly and individual results obtained for key sub-groups within the local community. Forces should use this information to identify gaps in the quality of their service delivery to the community at large and thus establish a linkage with the requirements of the Crime and Disorder Act	3.6 HM Inspector recommends that the Police Training and Development Board (PTDB) oversees any programme of development, proposed by the review of Leadership Below Senior Officer and Support Staff (LBSOSS), to ensure that the content is devised after a thorough needs analysis process and that appropriate race and diversity content is incorporated	The GLA Group, over the medium term, develop and promote a London Equalities Standard.	6. Grievances and complaints processes must be subject of continuous review to secure improvements in the clear up rates and time scales involved and a clear decision must be made on the cases affected by Liversidge that protects the integrity and commitment of the MPS Diversity Strategy.
4.7 All community and race relations training should be properly monitored and evaluated	9.7 Forces re-examine their response to <i>"Winning the Race: Policing Plural Communities"</i> with a view to implementing as a matter of urgency the recommendations of that report.	3.7 HM Inspector recommends that the Police Training and Development Board (PTDB) commissions work to ensure that, by June 2003, the business case for race and diversity training, and its impact on improved police performance, is simply and clearly articulated to all police officers and police staff	7. The GLA Group adopt the following definition of "Exemplary Employer": <i>In aspiring to be an exemplary employer we will:</i> <ul style="list-style-type: none"> • <i>Develop and cultivate all our people at every stage of their employment</i> • <i>Take positive steps to ensure the grade profile of our workforce reflects London's diversity</i> • <i>Value and exceed existing relevant legislation and codes of practice in the formulation and</i> 	7. Evidence, through data availability, of increased recruitment activity to employ more people with disabilities in all parts of the organization is required.

			<i>implementation of policies and procedures</i> <ul style="list-style-type: none"> • <i>Develop monitoring systems to review and implement the best possible practice.</i> 	
<p>4.8 The skills of officers who have benefited from national training and opportunities arising from Holly Royde projects should be better utilised by forces</p>		<p>3.8 HM Inspector recommends the implementation, by April 2004, on a Service-wide basis, of a Performance and Development Review (PDR) process in line with the National Competency Framework (NCF) and National Occupational Standards (NOS) adhering fully to the relevant Home Office Circular (HOC)</p>	<p>8. The GLA Group adopt the exemplary employer template, developed by the review, to ensure continuous improvement and benchmark progress in raising achievements particularly in respect of recruitment and retention of staff.</p>	<p>8. Introduce effective management data to enable monitoring of the treatment, opportunities, contributions and successes for lesbian and gay, bisexual transgender staff</p>
<p>4.9 The contribution made to community and race relations by community beat officers and the value which the public attaches to their role should receive greater acknowledgement. In particular they should not be abstracted for protracted periods, unless absolutely necessary.</p>		<p>4.1 HM Inspector recommends that the Service, led by the Police Training and Development Board (PTDB), devises by September 2003 a strategy, implemented in all police organisations by April 2004, to ensure that organisational and individual needs are properly identified and articulated, and to include full stakeholder (internal and community) involvement in the training needs analysis processes</p>	<p>The GLA Group establish a Human Resources Officers Network with terms of reference based on the need to co ordinate initiatives, share and develop good practice, develop joint projects, influence and develop HR strategies within each of the five organisations and share resources when appropriate.</p>	<p>9. Analysis of exit interviews required to consider appropriate action to improve retention of staff</p>
<p>4.10 The value of youth and school liaison officers to</p>		<p>4.2 HM Inspector recommends that the Service,</p>	<p>10. The GLA Group review their recruitment targets</p>	<p>10. Apply audits, inspections and reviews of</p>

<p>foster links and enhance the image of the police should be similarly recognised.</p>		<p>overseen by the Police Training and Development Board (PTDB), in conjunction with the Police Skills and Standards Organisation (PSSO), identifies by October 2003 the constituents of both the organisational and individual learning requirement in race and diversity in line with National Occupational Standards (NOS) and the National Competency Framework (NCF). Once achieved, both organisations should implement a structured system to review and evaluate its effectiveness</p>	<p>[and achievement against them] and establish challenging targets to ensure that their workforces are representative and that they are striving for continuous improvement</p>	<p>staff diversity competence, including civilian staff</p>
<p>4.11 Forces should consider a community and race relations audit of all Divisions/ Departments to identify their potential for improving community and race relations</p>		<p>4.3 HM Inspector recommends that every police organisation within their Race Equality Scheme (RES) develop by July 2003 an action plan setting out arrangements for ensuring all staff, specifically managers and trainers, are developed in line with the National Competency Framework (NCF) in respect of their responsibilities under the general and specific duties of the Race Relations (Amendment) Act 2000. Her Majesty's Inspectorate of Constabulary (HMIC) will</p>	<p>11. The GLA Group identify and address the employment disparities between different staff groups, in particular differences between uniformed and non-uniformed, civil and operational staff in LFEPA and MPS</p>	<p>11. Increased resourcing for the Diversity Directorate, dedicated to key internal diversity is urgently required to enable effective operations</p>

<p>4.12 The community and race relations implications of policies, procedures and practices - including the planning of specific operations - should be routinely considered alongside other resource implications</p>		<p>inspect progress</p> <p>4.4 HM Inspector recommends that the Police Training and Development Board (PTDB) by February 2004 develops a Service-wide strategy to ensure that wider diversity matters are incorporated into all aspects of police training, while ensuring that the high profile and importance of race relations is maintained</p>	<p>12. The GLA Group jointly commission an independent process to devise a common exit interview methodology so that all staff leavers have an opportunity to discuss their experience of the GLA Group as part of an independent and confidential process. Patterns and trends can then be monitored on a regular basis to help revise policies and procedures, as appropriate. LFEPA is currently commissioning an external agency to provide exit interviews. Information on the process will be shared within the GLA Group.</p>	<p>12. More attention is required to be given to improving internal communications</p>
<p>4.13 Recruitment, selection and promotion procedures should test individuals attitudes towards race and diversity and all personal specifications and role descriptions should include the individuals responsibility towards equality of service provision.</p>		<p>4.5 HM Inspector recommends that all forces, overseen by the Home Office, conduct by September 2003 an internal audit to ascertain the true levels of diversity within their workforce. The information is to be considered within any training needs analysis process undertaken</p>	<p>13. The GLA Group research, analyse, report and disseminate information on services in a co-ordinated way. The information should be produced in accessible formats for key equality target groups</p>	
<p>4.14 Forces should sustain their efforts to ensure their composition reflects the</p>		<p>4.6 HM Inspector recommends that the Police Skills and Standards</p>	<p>14. Each GLA Group organisation review its functions and services to</p>	

<p>communities they serve, but they need to more robustly address the question of the retention of officers from various backgrounds as well as their recruitment</p>		<p>Organisation (PSSO), or any subsequent Sector Skills Council, clarifies and articulates by June 2003, in relation to National Occupational Standards (NOS), the status of the Community and Race Relations Occupational Standards. Once this is achieved, the Police Training and Development Board (PTDB), by September 2003, must decide on their relevance to the Service</p>	<p>ensure that all equalities targets, in respect of service delivery, are set with appropriate systems for monitoring them and reporting the results</p>	
<p>4.15 Forces should recognise that 'community intelligence' is as valuable as 'crime intelligence' to effective policing and quality of service</p>		<p>4.7 HM Inspector recommends that the Police Skills and Standards Organisation (PSSO), or any subsequent Sector Skills Council, ensures by October 2003, that any National Occupational Standards (NOS) relevant to race and diversity are totally inclusive and fully meet the requirements of all aspects of society</p>	<p>15. The GLA and each organisation agree the key targets and equality groups to be included in the quarterly performance reports submitted to the Mayor;</p>	
<p>4.16 Provision should be made for effective feedback of ethnic monitoring data both within forces and with outside agencies and community groups to encourage reflection, dialogue, action (if necessary) and mutual</p>		<p>4.8 HM Inspector recommends that with immediate effect the Service, under the aegis of the Police Skills and Standards Organisation (PSSO), adopts National Occupational Standards (NOS) unit 1A2 (promotes equality) as the</p>	<p>16. The GLA Group undertake a review of existing methods of community liaison and make recommendations on how best to deliver a more joined up approach to community liaison including improvements in sharing</p>	

understanding.		standard to be achieved in the workplace by all police trainers, training supervisors and training managers	information.	
4.17 Forces should monitor and plan for demographic changes in terms of age/ethnicity profile of the community they serve to ensure effective links with the younger generations in particular.		4.9 HM Inspector recommends that the Police Skills and Standards Organisation (PSSO), or any subsequent Sector Skills Council by June 2003, clarifies and articulates to the Service, the interrelationship between National Occupational Standards (NOS) and the National Competency Framework (NCF)	17. The GLA Group undertake a review of the existing methods of conducting equalities impact assessments within each organisation and develop a shared assessment framework together with appropriate training and support programmes	
4.18 Forces need to re-issue the ACPO definition of a racial incident, ensure systematic and comprehensive recording, effectively monitor the patterns shown and improve the quality of response, including increasing the effectiveness of multi-agency approaches.		4.10 HM Inspector recommends that with immediate effect the Service, under the aegis of the Police Skills and Standards Organisation (PSSO), ensures the National Competency Framework (NCF) criteria for police trainer, training supervisor and training manager reflect the high level of skill required within the police training function	18. The GLA Group establish a Complaints Forum to: <ul style="list-style-type: none"> • Examine the current accessibility of complaints procedures/documentation and patterns/trends in respect of complaints received; • Identify communities who may require support in pursuing a complaint; Develop a robust complaints framework for the GLA Group including analysis of complainants and those complained against 	
4.19 Forces should establish policies and		5.1 HM Inspector recommends that the Service,	19. The GLA Group review and strengthen the terms of	

<p>strategies for the policing incidents and crimes against the gay community, acknowledging their vulnerability as a minority group, and establish systems and practices to deal effectively with homophobic attacks including monitoring arrangements.</p>		<p>led by the Association of Police Authorities (APA), issues guidance by September 2003 to all forces promoting the value, when devising race and diversity training policy and strategy, of formally consulting with external minority groups</p>	<p>reference for the Consultation Network (CN), which includes representatives from all five organisations</p>	
<p>4.20 That in the next round of discussions relating to national KPI's, there may be a case for introducing an indicator more specifically targeted to 'quality of service', relating to one or more categories of non-crime incident(s). (While HM Inspector appreciates the difficulties involved in introducing such an indicator, the strength of feeling from the public in the communities visited with regard to the irritant of repetitive neighbourhood nuisances, affecting their quality of life, cannot be ignored. This is a significant aspect of this report.)</p>		<p>5.2 HM Inspector recommends that the Service, led by the Association of Chief Police Officers (ACPO), issues guidance by September 2003, to all forces promoting the value, when devising race and diversity training policy and strategy, of formally consulting with internal staff associations and networks</p>	<p>20. The GLA Group reconstitute the Equalities Commission having reviewed its membership and terms of reference</p>	
		<p>5.3 HM Inspector recommends that the Service, led by the Association of Chief Police Officers (ACPO), issues guidance by</p>	<p>21. The GLA Group use the Equalities Commission which should comprise of representatives from key pan London equality groups</p>	

		<p>September 2003 to all forces promoting the value, when devising race and diversity training policy and strategy of formally consulting with Community Beat Officers (CBOs)</p>	<p>to:</p> <ul style="list-style-type: none"> • Advise on the consultation undertaken and planned and advise on the impact on strategic planning; • Play a role in reviewing consultation undertaken and assisting with the dissemination of the results of consultation; <p>Advise on the performance of the GLA Group in respect of equalities issues.</p>	
		<p>5.4 HM Inspector recommends that with immediate effect the Service, led by the Association of Chief Police Officers (ACPO), devises a policy in respect of internal hate crime which provides unequivocal guidance in relation to the recording, investigation and monitoring of such incidents</p>	<p>22. This review recommends that the Listening to Londoners' Review consider the following proposals:</p> <p>[i] To develop a Consultation Framework which includes:</p> <ul style="list-style-type: none"> • Agreed definitions of consultation; • An agreed approach to equalities consultation exercises and the extent to which this model can be mainstreamed into all consultation exercises whilst still ensuring that all voices are heard; • A checklist or model for good consultation, incorporating the checklist set out in Annex 3. Internal consultation with staff 	

			<p>members should inform the development of this model.</p> <p>[ii] Abandon the term "Hard to Reach" groups as it is misleading, negative and potentially offensive and develop a more positive concept of inclusive consultation;</p> <p>[iii] Examine the budget and resources available for equalities consultation and ensure that they are used to optimal effect;</p> <p>[iv] Consider pooling resources and expertise for the design and evaluation of consultation, to maximise expertise but still allow each organisation to adapt consultation for its own service users;</p> <p>[v] Clarify, within each organisation, who is responsible for consultation and develop a mechanism to co-ordinate consultation and disseminate the results;</p> <p>[vi] Publish the reports of consultation by as wide and varied means as possible, including the use of web sites.</p>	
		<p>5.5 HM Inspector recommends that the Service, led by the Association of Chief Police Officers (ACPO),</p>	<p>23. The GLA Group agree to a high profile event to launch the findings and recommendations of this</p>	

		develops by December 2003 minimum standards, applicable to all members of the Service, in relation to the communication of race and diversity training policy and strategy, which fully encompass the opportunities and constraints of electronic media	review where all leaders and senior managers in the GLA Group can publicly commit to the London equalities agenda	
		6.1 HM Inspector recommends that Centrex, in collaboration with the Association of Police Authorities (APA), ensures that by September 2003 the National Training Design Model contains explicit direction for designers of training in relation to wide-reaching community involvement and participation in all aspects of the training cycle	24. Senior Management Boards and Authority Boards/Committees ensure that progress on equalities issues and items they recognise as critical to the achievement of equalities targets are regularly discussed at their management meetings and action taken whenever appropriate to prevent slippage against agreed targets and timescales	
		6.2 HM Inspector recommends that the Service, overseen by the Police Training and Development Board (PTDB), ensures that by January 2004 the design of all police training adheres to the concepts contained in the National Training Design Model. Progress will be monitored by inspections conducted by Her Majesty's Inspectorate of Constabulary	25. The GLA Group use the communications network to ensure information flows through the different levels of each organisation and that staff are fully briefed on the commitment of senior management and on all issues relating to equalities	

		(HMIC)	
		6.3 HM Inspector recommends that the Service, led by the Association of Police Authorities (APA) in collaboration with the Home Office, develops by September 2003 guidance on the use of community settings in the delivery of police training	26. The GLA Group agree to a programme of management and culture change and investigate their existing policies and legislation governing their services to identify and remedy issues that impede the mainstreaming of equalities.
		6.4 HM Inspector recommends that each Chief Constable ensures their force has in place by November 2003 a robust personnel management system and makes use of it accurately to record, as part of their performance review process, all development activity associated with individual members of staff	27. The GLA Group establish an Equalities Network with terms of reference based on the need to share experiences, information and good practice, co-ordinate initiatives, develop joint projects, influence and develop equalities strategies frameworks and toolkits within the organisation and share resources when appropriate
		6.5 HM Inspector recommends that the Service, led by the Association of Chief Police Officers (ACPO), issues guidance by September 2003 to ensure that all police personnel attending race and diversity training events have a pre- and post-course interview with their line manager	28. The GLA Group develop a set of employment and service delivery equality indicators to complement the corporate health indicators currently monitored and reported on, which address a wide breadth of activity e.g. breakdown of women and black staff in line with salary

			bands – both within the upper and lower tiers of the work force. These indicators will be adopted and implemented across the GLA Group as appropriate	
		6.6 HM Inspector recommends that with immediate effect, the Service, in its implementation plan for the Police Skills and Standards Organisation (PSSO) assessment strategy, in support of National Occupational Standards (NOS), ensures that assessors are themselves appropriately competent in relation to race and diversity	29. The GLA Group adapt the CRE's toolkit for auditing race equality, as a basis for measuring overall performance against race, gender and disability, and carry out an assessment of the level reached on the Equality Standard by each organisation.	
		6.7 HM Inspector recommends that the Service, led by the Home Office, produces by November 2003 national standards for the development, dissemination and use of cultural and communities guidebooks	30. The GLA Group establish a Procurement Officers' Network to provide guidance on current legislative requirements and provisions and develop common methods of approval and monitoring – this procurement framework to be adopted across the GLA Group	
		6.8 HM Inspector recommends that the Service, led by the Association of Chief Police Officers (ACPO), devises by August 2003 a Service-wide implementation	31. The LDA develop strategies for: -Developing the capacity of small firms who find it difficult to comply with the GLA Group procurement	

		and evaluation strategy in respect of the multi-media programme 'Working On Race and Diversity'	frameworks; -Developing equalities awareness with large firms who need help in mainstreaming the equalities agenda.	
		7.1 HM Inspector recommends that the Service, led by the Home Office in collaboration with the Association of Police Authorities (APA) and the Police Skills and Standards Organisation (PSSO), by February 2004 review selection procedures in respect of any external individual or organisation involved in the delivery of police training either within Centrex or employed through force contracts. The selection procedures should establish a rigorous Service-wide process to select only suitable individuals and organisations, and be allied to the work of the Police Licensing and Accreditation Board	32. The Data Management and Analysis Group [DMAG], the Policy Support Unit and the Economics Group to work closely together to ensure updating and dissemination of material relating to equality target groups on demographic and social trends, survey and research findings, and their economic implications.	
		7.2 HM Inspector recommends that Centrex, based on a requirement produced by the Police Training and Development Board (PTDB), by February 2004 designs, delivers, reviews and monitors a new	33. The GLA promote widely, within the GLA Group, the data and information available on equality target groups and where data and information is collected in other GLA Group organisations it	

		<p>trainer development programme, to be adopted by all forces, including the Metropolitan Police Service. The programme must equip police trainers with the level of expertise necessary to deliver race and diversity training on a fully integrated basis</p>	<p>should be shared within the GLA Group.</p>	
		<p>7.3 HM Inspector recommends that Centrex, based on a requirement produced by the Police Training and Development Board (PTDB), designs, delivers, reviews and monitors a new race and diversity trainer development programme, to equip a selected number of individuals with requisite, higher levels of expertise, in race and diversity issues, for the purposes of promoting excellence by example across the Service. The programme must be supported and recognised by all forces</p>	<p>34. The GLA develop the process of integrating the equalities agenda with the budgets and business plans of the GLA Group, ensuring that systems are in place to enable outcomes to be effectively monitored against targets</p>	
		<p>7.4 HM Inspector recommends that the Service, with advice from Centrex and the Police Skills and Standards Organisation (PSSO), by February 2004 devises and implements a suitable common assessment procedure, in line with</p>	<p>35. The GLA Group adopt the 'Equalities for All' Service Improvement Plan, recognising its strategic nature, and the need to review the Plan to reflect operational issues in each of the five organisations.</p>	

		National Occupational Standards (NOS), for all in-Service and external race and diversity trainers		
		7.5 HM Inspector recommends that with immediate effect the Home Office, the Association of Chief Police Officers (ACPO) and the Association of Police Authorities (APA), officially recognise and support the Police Diversity Trainers Network (PDTN) as a formal Service-wide support mechanism	36. The Chief Executive of each of the GLA Group organisations be responsible for the implementation of the Service Improvement Plan.	
		7.6 HM Inspector recommends that all forces have resources in place to meet the spiritual needs of police officers and police staff, while respecting the diversity of faiths and beliefs both inside the service and in the communities which they serve		
		7.7 HM Inspector recommends that the Service, lead by the Association of Chief Police Officers (ACPO), devises by September 2003 a policy for the effective and efficient succession planning of training staff, incorporating the Service-wide re-integration of trainers into operational policing and		

		taking into account any relevant individual training requirements		
		7.8 HM Inspector recommends that the Service, led by the Association of Police Authorities (APA), produces by September 2003 guidance to be adopted by all forces and relevant police organisations which sets out the arrangements for remuneration and recognition for external community members involved within police training, outside of formal contractual arrangements		
		7.9 HM Inspector recommends that with immediate effect the Service, led by the Association of Chief Police Officers (ACPO), devises a Servicewide policy in relation to acceptable conduct by staff attending all training and the action to be taken in response to unacceptable conduct		
		8.1 HM Inspector recommends that with immediate effect all police authorities take an active role in influencing the conduct of the evaluation of race and diversity training conducted at		

		force level, and involving the local communities accordingly. The results should inform the organisational planning processes		
		<p>8.2 HM Inspector recommends that the Police Training and Development Board (PTDB), in consultation with the Association of Police Authorities (APA), commissions by September 2003 an evaluation strategy for race and diversity training as an Annex or Addendum to the National Evaluation Strategy (NES), to include clear direction particularly on the:</p> <ul style="list-style-type: none"> • role of the community • criticality of establishing a baseline assessment prior to training taking place • value of separating the evaluation function from the training department • need to adopt a prioritisation process, which also identifies the appropriate depth of evaluation to be assigned to each training event. • the same high level of value, understanding and resource support in each force for the evaluation function 		
		8.3 HM Inspector		

		<p>recommends that the Service, led by the Association of Police Authorities (APA), devises by September 2003 a policy to ensure that any reports in respect of the evaluation of police training are produced in a form which is readily accessible by the public</p>		
		<p>9.1 HM Inspector recommends that the Service, led by the Home Office, in conjunction with individual police forces, conducts, by August 2003, on a case by case basis, a review of the contracts awarded to external contractors to ensure that any services or products provided:</p> <ul style="list-style-type: none"> • deliver what was agreed at the outset • adhere strictly to articulated objectives • are subject to robust management and monitoring processes • fully meet the needs of the contracting organisation 		
		<p>9.2 HM Inspector recommends that the Home Office amend any future versions of the National Policing Plan (NPP) to include direction on a representative police workforce, explicitly covering all areas of diversity</p>		

		<p>HM Inspector recommends that the Service, led by the Association of Chief Police Officers (ACPO), designates training as a specialist area where selection for posts is robust and objective.</p> <p>Furthermore, a career path should be achievable within the training function, after any probationary period for police officers, but relevant to all staff</p>		
		<p>9.4 HM Inspector recommends that the Service, led by the Association of Chief Police Officers (ACPO), in conjunction with the Police Skills and Standards Organisation (PSSO), provides Continuous Professional Development (CPD) for police trainers, aligned to National Occupational Standards (NOS)</p>		
		<p>9.5 HM Inspector recommends that the race and diversity content of training delivered to police officers and police staff is restructured to provide an in-depth understanding of the community to be policed, whilst ensuring that staff are also able to cope with the diversity of the Service itself</p>		

		<p>9.6 HM Inspector recommends that the Service, led by the Association of Chief Police Officers (ACPO), within the framework of the National Intelligence Model, devises a National strategy for the gathering and use of 'community intelligence' to inform the training process</p>		
		<p>9.7 HM Inspector recommends the creation of a Centre of Expertise in Diversity, as part of the National Centre for Policing Excellence (NCPE)</p>		