

MPA/MPS HMIC INSPECTION RECOMMENDATIONS MONITORING AND REVIEW PROFORMA

HMIC REPORT: WINNING CONSENT Part I

This proforma will be used by the MPA to assist it in monitoring and reviewing the MPS progress against HMIC recommendations in all MPS-specific and national thematic inspections. The details to be contained in each column are set out in the footnote below for the information and guidance of MPA and MPS staff who will be responsible for the development and delivery of actions on the recommendations.

HMIC Recommendation¹	Links²	MPA monitoring and performance indicators and outcomes³	MPS response and progress in achieving outcomes⁴	Timetable for Action⁵	Action by Whom (MPA/MPS)⁶
1. The MPS should develop a mechanism whereby feedback from all consultative processes is fed into the Strategic Co-ordination Unit to inform the organisation's strategic planning processes. (<i>para. 2.12</i>)			Further to the previous response in July 2000, the Best Value Review on Consultation published its report in December 2000. Included within its recommendations was the requirement to implement both a Consultation Strategy and timetable for consultation aligned to the corporate planning cycle. Implementation of the BVR recommendations was to have been driven by the MPA. (> page 2)		Policy Review & Standards – PRS8 Corporate Planning

¹ **Column 1** outlines the HMIC recommendation – including page and paragraph reference.

² **Column 2** maps those recommendations, including others from related HMIC reports, internal MPS inspections and other relevant reports and/or initiatives that can usefully inform the Authority's performance requirement. THE MPS Inspection Liaison & Analysis Unit (ILAU) will be primarily responsible for undertaking this initial mapping exercise. MPA officers and lead members and Committees with responsibility for receiving reports will have the opportunity to comment and revise these, where appropriate.

³ **Column 3** specifies the MPA performance measures and outcomes that it will expect the MPS to deliver on. In addition, the Authority may propose the need for a broader range of related information that could be provided to support progress on a given recommendation.

⁴ **Column 4** will be completed by the ILAU, in consultation with the MPS's nominated lead.

⁵ **Column 5** will be completed by the MPA, in consultation with the ILAU. This section will set clear timescales for the receipt of information. This will be linked to key committee or pre-arranged meetings cycles. Some of the recommendations may require more regular monitoring than others. Where this is the case, the ILAU will be responsible for ensuring that the nominated MPS lead provides the information for the Authority in the timescales proposed.

⁶ **Column 6** will be completed by the ILAU and will indicate to the MPA, the lead Directorates/Units and individuals that will be accountable for responding to the relevant recommendation(s). This information will assist MPA officers and members in gaining a clearer picture of the lines of accountabilities and responsibilities for progressing and responding to any HMIC report recommendations(s).

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HMIC Recommendation	Links	MPA monitoring and performance indicators and outcomes	MPS response and progress in achieving outcomes	Timetable for Action	Action by Whom (MPA/MPS)
(Rec. 1 continued)			<p>(continued from page 1)</p> <p>A number of the recommendations have been implemented, although a formal structure for reviewing progress has not yet been established.</p> <p>The MPA has in post a Head of Diversity whose responsibilities include consultation. A small unit has been established to provide a focal point for consultation and drive forward initiatives. In turn, the MPS has recently appointed a Head of Consultation (Grade 8) who is currently attached to the Corporate Planning Unit – PRS8. The post holder has begun to work with the MPA on the development of a joint MPA/MPS Consultation Strategy, which will detail responsibilities and outputs required to inform the development of the Annual Policing Plan. A workshop was held on Tuesday 4 December 2001.</p> <p>Additionally, a formal consultation timetable aligned to the new planning cycle arising from the Mayor's budgetary cycle will outline the outputs required from key stakeholders in respect of agreed consultation processes. Deadlines for these outputs will be set to ensure that the results of any consultation inform key milestones in the MPS corporate planning process.</p>		<p>Policy Review & Standards – PRS8 Corporate Planning</p>

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<p>2. The MPS reviews all internal consultation to ensure a corporate approach is taken regarding support for and advice from all minority ethnic and lesbian gay staff. <i>(para.2.21)</i></p>			<p>Work undertaken by the MPS Positive Action Team, within the Human Resources (HR) Directorate, included the development of an internal forum for consulting minority ethnic, lesbian and gay staff, and representative groups such as the Black Police Association, on strategic developments. The Positive Action Team has a remit to consult with all communities, both internal and external, on recruitment, retention and progression matters. A considerable amount of consultation takes place with staff associations, usually through DCC4, the Diversity Directorate and PRS8, the Corporate Planning Group, regarding matters affecting their communities and constituencies.</p>	<p>The MPS considers action to be complete.</p>	<p>HR Department</p>
<p>3. The 'pan-London' rollout of the Lay advisory process should only be undertaken when a full evaluation of the current Lay Advisory Group to the Racial and Violent Crime Task Force has been conducted. <i>(para. 3.4)</i></p>			<p>The MPS Consultancy and Information Service (CIS) undertook a formal review of the effectiveness of the Lay Advisory process, in conjunction with the Independent Advisory Group (IAG). A number of boroughs now have independent advisory groups, with the remainder receiving community advice through forums of different names, for example, critical incident panels. A chief inspector from the Racial and Violent Crime Task Force was appointed to the IAG as project manager to develop a corporate best practice guide on independent advice and to oversee the 'Pan London' roll-out of the process. This guide is in its final draft, awaiting adoption by a member of Management Board.</p>		<p>DCC4 – Diversity Directorate</p>

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<p>4. The ongoing consultation projects should be completed to plan. (<i>para. 2.41</i>)</p>			<p>The first initiative, a project to bridge consultative arrangements and develop a consultation strategy, was subsumed into the Best Value Review on Consultation.</p> <p>As already mentioned under Recommendation 1, a Consultation Strategy is being actively developed in conjunction with the MPA. A draft strategy will be circulated for comment. A consultation timetable, aligned to the planning cycle, will also be developed, although it is yet to be decided whether this will be included in the Strategy or published as a separate document. Once both documents are produced, key stakeholders will be aware of their responsibilities in respect of any internal and external consultation processes and the dates by which responses/results are required to inform the planning process.</p> <p>The second initiative was an independent research study of police and community relationships undertaken by Dr Marian Fitzgerald and Professor Mike Hough. The study, <i>Policing for London Project</i>, is expected to be published in March 2002.</p>		<p>Policy Review & Standards</p> <p>PRS8 – Corporate Planning</p>

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<p>5. CO23 analyses with Borough Commanders and their partners, the apparent inactivity and inability to deliver results, at operational level of Drug Action Teams in certain parts of London. <i>(para. 2.60)</i></p>			<p>The MPS has worked closely with all the DATs in London to commission Arrest Referral schemes on every London borough. These schemes commenced on 1 April 2000. Although the MPS recognises the value of analysing the activities of DATs, there are concerns about the way in which our partners would perceive such inspection and monitoring by the police.</p> <p>If such an inspection does take place, it is felt that it should not be conducted by the MPS Drugs Directorate which has established close working relationships with a significant number of DAT co-ordinators and has a prominent role in support of the Arrest Referral evaluation process.</p>		<p>Policy Review & Standards</p> <p>PRS5 – Operational Policy Support Unit</p>
<p>6. CO20 researches and develops a corporate problem-solving framework, which should be implemented at Borough level to solve local problems and address the quality of life issues. This framework must have a clear partnership dimension with effective monitoring and evaluation processes. <i>(para. 2.64)</i></p>			<p>The MPS recognises the need to adopt new approaches to reducing crime and disorder that aim to solve policing problems, rather than merely relieve their symptoms. It aims to become leaders in a problem solving partnership environment, which will assist all involved in the crime and disorder reduction field to deliver safe, secure and reassured communities.</p> <p>Research was undertaken of the various policing styles that had been adopted throughout the MPS at borough level.</p> <p>(continued on page 6)</p>		<p>Through Territorial Policing HQ</p>

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(Rec. 6 continued)			<p>(continued from page 5)</p> <p>Following considerable discussion, the MPS problem solving process has been defined, an implementation structure has been developed and minimum standards have been set for the delivery of action to achieve meaningful and measurable results and outcomes. Integral to the problem solving approach is the engagement of other partners to effect an improvement in the quality of life.</p> <p>The MPS Problem Solving Model develops existing SARA methodology. Initial scanning for problems is catered for within the MPS by the focus desk approach of the Intelligence Model currently being introduced across the Service. In terms of policing style, the MPS Policing Model has now been approved by Management Board and is in the process of being rolled out across the Boroughs. It has six components, one of which is Problem Solving and, therefore, will become the corporate problem-solving framework.</p> <p>Additionally, the MPS is about to trial with Surrey Police, a reassurance project to address quality of life issues. The aim of the project is to provide a reassurance model that helps people feel safer by locally identifying the needs and concerns of communities and responding through targeted partnership approaches. (continued on page 7)</p>		Through Territorial Policing HQ

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(Rec. 6 continued)			<p>(continued from page 6)</p> <p>Finally, as an umbrella to all this, there is the development of linking the MPS Policing Plan to Community Safety Plans through bespoke targeting negotiated with partners. This has been developed in negotiation with the Regional Crime Director, Government Office for London.</p>		Through Territorial Policing HQ
7. The MPS reviews the policy directive regarding minimum standards of investigation by CSUs. (<i>para. 3.19</i>)			<p>The review of the policy directive regarding minimum standards of investigation for race and hate crime was undertaken as part of an audit of all Community Safety Units.</p> <p>Special Police Notice 15/2000 entitled, '<i>Minimum Standards for the Investigation of Racist, Domestic Violence and Homophobic Incidents</i>' was published on 7 July 2000. The Notice emphasised that operational officers who first attend incidents should carry out a full initial investigation. This will ensure that only crimes and incidents requiring the additional resources of Community Safety Units are passed on to those units. The Investigation Work Group within the Diversity Directorate, DCC4, is currently undertaking a review of Special Notice 15/2000.</p>	The MPS considers action to be complete.	DCC4 – Diversity Directorate
8. Independent research be commissioned to examine the contentious issues of disproportionality. (<i>para. 3.51</i>)			In autumn 2000, the MPS Diversity Forum established several working groups including <i>Fair Practice (External)</i> . (continued on page 8)		DCC4 – Diversity Directorate

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(Rec. 8 continued)			<p>(continued from page 7)</p> <p>This group was tasked to develop a mechanism to facilitate, at a borough level, the identification and monitoring of disproportionality in service delivery, and the implementation of remedial measures. Using the MPS Best Value Database as a starting point, the group has identified an inclusive list of core policing delivery topics. Those areas to be measured include:</p> <ul style="list-style-type: none"> • crime investigation and detection • case disposal for all arrests • stop and search • complaints by ethnicity • complaints involving allegations of racially discriminatory behaviour • complaints involving allegations of homophobic behaviour <p>The group also recommended that the MPS develops a system whereby it uses its ability to interrogate data and regularly monitor and analyse the provision of core policing services by reference to ethnicity, gender and age. This analysis would be used to inform and drive good practice and, where necessary, remedial action. This process would be carried out centrally and on boroughs to enable a corporate and local overview.</p> <p>(continued on page 9)</p>		DCC4 – Diversity Directorate

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(Rec. 8 continued)			<p>(continued from page 8)</p> <p>The development of a formula to measure proportionality could be applied to each of the core policing delivery topics. If the measure indicates disproportionality for a specific topic, there will be a requirement for boroughs to investigate causal factors by drilling down quantitatively and/or qualitatively.</p> <p>The proposal paper was submitted for the consideration of the MPS Diversity Board, chaired by the Deputy Commissioner, in December 2001. It is envisaged that the package will be implemented service wide within six months.</p>		DCC4 – Diversity Directorate
<p>9. Operational officers and every supervisor are made personally aware that stop and search activity is no longer a personal or team performance indicator. (para. 3.56)</p>			<p>Special Police Notice 12/01, <i>The MPS Guide to the Use of Stop and Search</i>, published on 26 June 2001, provides guidance under present legislation and under the Codes of Practice of the Police and Criminal Evidence Act. The guidance document sets minimum standards for all MPS personnel and at every level, it is emphasised that the number of searches conducted is <i>not</i> a personal performance indicator. This statement is reinforced in the corporate training package produced to support the guidance document. The objectives of the training programme are focused around legislation, reasonable grounds, community perceptions and stereotyping. The Stop and Search Workgroup is addressing this issue as part of the MPS Diversity Strategy Action Plan 2001-03.</p>		DCC4 – Diversity Directorate

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10. Work is undertaken to reconcile custody records with CRIS records of disposals so that certainty can prevail in this important area of discretionary decision making. <i>(para. 3.64)</i>			The National Strategy for Police Information Systems (NSPIS) Case Preparation and Custody package, sponsored by the Police Information Technology Organisation, will provide the capability, within one corporate system, to input, analyse and retrieve data about those who come into police custody and their case disposal outcome.		
11. The MPS develops a single database so that details of those who have received community and race relations training can be recorded and maintained. <i>(para. 4.46)</i>			Comprehensive attendance records are now compiled weekly by the MPS Diversity Training School, which has responsibility for the management, co-ordination and day-to-day delivery of Community Race Relations (CRR) training. Information collated by the policy unit includes a rolling count of all staff trained by borough, rank and grade. In due course, this information will be collated centrally on the new HRIS system – PRISM.		Diversity Training Branch
12. The MPS review the strategic management arrangements for the planning and delivery of all CRR and diversity training so that they reflect the policy specified in the MPS HR Strategy. <i>(para. 4.53)</i>			The strategic management arrangements for CRR training have been reviewed to ensure that CRR training targets are met. Lead responsibility for the strategic management and planning of the Borough-based CRR training is vested in the Director of Training, supported by the Head of the Diversity Training Support Unit (DTSU). The Head of the DTSU also reports to the MPS Diversity Strategy Board chaired by the Deputy Commissioner.		Diversity Training Branch

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13. The MPS develops a CRR Training strategy. (para. 4.5.4)			CRR training objectives were incorporated into the MPS Diversity Strategy <i>Protect and Respect Part II</i> launched on 24 April 2001. The MPS Diversity Strategy Action Plan 2001-03 includes key objectives and action to integrate diversity into all training and to deliver CRR training to all police and front line civil staff by 31 December 2002.		Diversity Training Branch
14. The MPS develops an evaluation strategy, which is capable of measuring the effectiveness of all CRR training. (para. 4.58)			<p>An evaluation of CRR training was undertaken and a strategy, developed and delivered by the Quality Assurance Unit within the Directorate of Training and Development (DTD), is now in place. Preliminary results of the first phase of evaluation will be available by the end of 2001. The MPS evaluation strategy has been commended as a model of good practice by ACPO and by HMIC in the national thematic inspection report, <i>Winning the Race: Embracing Diversity</i>, published in January 2001.</p> <p>Work is under way to explore options with the Commission for Racial Equality and the MPA to develop an external evaluation model to measure the impact of the training on community perceptions of policing and police and community relations.</p>		Diversity Training Branch

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<p>15. The MPS puts in place policies, systems and procedures to ensure that all training being delivered by external contractors is effectively co-ordinated, monitored and delivered to a common minimum standard set by the MPS. <i>(para. 4.60)</i></p>			<p>The two-day CRR training programme has been reviewed. A corporate standards training package outlining aims and objectives, together with facilitator and course content guides, has been developed. Its delivery and application will be rigorously monitored by the DTSU. Systems will also be established to monitor the performance of all police trainers and associate trainers.</p>	<p>The MPS considers action to be complete.</p>	<p>Diversity Training Branch</p>
<p>16. The MPS revisits the process of training needs analysis for the planned two day CRR awareness training to ensure that the training currently being delivered will address the gap in performance identified by the MPS. <i>(para. 4.61)</i></p>			<p>A comprehensive review confirmed the validity of the two-day course and supported the original training needs analysis. Relevant changes have been made to the existing programme and the MPS is satisfied that this will meet the needs identified.</p>	<p>The MPS considers action to be complete.</p>	<p>Diversity Training Branch</p>
<p>17. The MPS reviews the planned rollout of the CRR awareness training to ensure that sufficient resources are available to deliver the training within the published timescale. <i>(para. 4.63)</i></p>			<p>The Diversity Training Branch has recently been established by the DTD to ensure the effective management and co-ordination of all MPS diversity training. The new branch based at the Peel Centre, Hendon, includes the Diversity Training Strategy Unit, P11(7) and the Diversity Training School: CRR Programme, P11(8). The Head of the Diversity Training Branch is the current head of diversity training for the MPS, reporting to the Director of Training and Development. (continued on page 13)</p>		<p>Diversity Training Branch</p>

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HMIC Recommendation	Links	MPA monitoring and performance indicators and outcomes	MPS response and progress in achieving outcomes	Timetable for Action	Action by Whom (MPA/MPS)
(Rec. 17 continued)			<p>(continued from page 12)</p> <p>At present, there are 36 police trainers and 62 police associate trainers delivering the CRR Training Programme.</p> <p>Management information on progress against CRR training targets is reported weekly to the Human Resources Board and achievement of CRR training targets is one of ten high level objectives.</p>		Diversity Training Branch
18. The MPS review all CRR trainers' courses to ensure that they are being delivered to common minimum standard and meet the identified performance need. <i>(para. 4.66)</i>			<p>An extensive review of the current training programme was undertaken and relevant changes made. The Diversity Training School has developed a comprehensive three-week CRR trainers' course that incorporates the CRR Occupational Standards. The MPS is satisfied that its courses meet the needs for CRR and Equal Opportunities trainers identified by the Minimum Effective Training Levels (METLs) agreed by HMIC in July 1997.</p>	The MPS considers action to be complete.	Diversity Training Branch
19. The MPS reviews the staffing level of the Diversity Training Support Unit to ensure this unit has the capability to support effectively all training within the MPS. <i>(para. 4.70)</i>			Response to Recommendation 17 refers.		Diversity Training Branch

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20. The training of recruit interviewers be reviewed to ensure a consistent competency level across the whole of the MPS. <i>(para. 5.15)</i>			P7, the Recruitment and Selection team within the HR Directorate has designed a structured interview process and a competency-based application pack. All recruit interviewers are to be trained in this new style which, once in place, will enable the service to quality assure all interviews. Quality assurance and the close management of the register of interviewers will be overseen by P7.		HR Department
21. The Positive Action Team, as an interim measure, provides recruitment information packs at the front of the counter in all Metropolitan Police Stations. <i>(para. 5.17)</i>			The Positive Action Team has supplied all boroughs with recruitment posters, information cards and leaflets for potential new recruits. All MPS staff undertaking station reception duties will receive a briefing sheet on recruitment issues.	The MPS considers action to be complete.	HR Department
22. The MPS revisits its career management policy in order to simplify its application and minimise the negative effects that it is currently having on the morale of uniform officers. <i>(para. 5.28)</i>			The MPS has specifically examined the career management policy for police officers as part of the Human Resource Strategy. The <i>Postings Policy</i> , published on 4 May 2001, seeks to achieve a balance between the needs of the Service and the careers of the officers. A formal postings policy panel comprising the Head of Workforce Deployment, the Territorial Policing (TP) business manager, local personnel managers, a BOCU commander and representation from the Police Federation meets to finalise postings. (continued on page 15)	The MPS considers action to be complete.	HR Department

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(Rec. 22 continued)			<p>(continued from page 14)</p> <p>Additionally, the Head of Workforce Deployment meets with the TP business manager on a monthly basis to review the application of the policy and to plan forthcoming postings.</p> <p>The policy has been generally well received because it ensures that officers are treated individually, rather than posting them simply because they have served in a location for a specific period.</p>	The MPS considers action to be complete.	HR Department
23. The MPS conduct a review of the grievance procedure to make it more effective and user-friendly, for both management and staff at all levels. <i>(para. 5.29)</i>			The review of the grievance procedure is being progressed on behalf of the Deputy Commissioner. Proposals have been discussed with Assistant Commissioner HR.		HR Department
24. The mentoring scheme for minority ethnic officers with 0 – 5 years service should be overseen by the local Borough commander or departmental head. Also, any career development plans should be agreed and jointly signed off by the officer's own line manager. <i>(para. 5.34)</i>			The support and development programme for ethnic minority officers was established with its own networks distinct from Boroughs in order to provide officers with a lifeline <i>outside</i> their workplace. Additionally some officers did not want their Borough colleagues, including their line managers, to be made aware of their participation. The responsibility for action under this recommendation, <i>at a corporate level</i> , still rests with the Positive Action Team, but this will be devolved to Boroughs in the long term.		HR Department

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25. The promotion from the rank of superintendent to chief superintendent be carried out centrally by way of an assessment centre process based upon an agreed competency profile. <i>(para. 5.45)</i>			Further to the previous response in July 2000, the selection process for Chief Superintendents was held between 19 and 22 March 2001. 42 officers attended and 17 were selected for promotion to Chief Superintendent. The process - a structured interview process based on selected competencies - was well received by Management Board.	The MPS considers action to be complete.	HR Department
26. The corporate expertise, knowledge and initiatives to develop recruitment, retention and progression issues should continue to be driven by the MPS Positive Action Team, but that actual ownership should belong at borough and departmental level. <i>(para. 5.51)</i>			The Positive Action Team drives the recruitment, retention and progression strategy for the MPS at a corporate level. A programme for training and raising awareness for positive action initiatives is delivered at borough and departmental level with support from the team who are available for consultation purposes. Recruitment examples include an action planning open day and career progression of ethnic minority staff.	The MPS considers action to be complete.	HR Department
27. To ensure openness, transparency and accountability, the MPS should develop the use of lay advisors in its inspection processes. <i>(para. 6.31)</i>			Independent advice has penetrated all areas of MPS activity including internal MPS inspections. An independent advisor was involved in the inspection into Hate Crime Investigation.		
28. In the light of Best Value principles, the MPS should develop corporate guidance regarding the costing of individual inspections. <i>(para. 6.32)</i>			A system of activity analysis for all staff within the MPS Inspectorate engaged in inspections was introduced in September 1999, since when costing information has been included in all reports produced by the MPS Inspectorate. (continued on page 17)		Policy Review & Standards PRS9 Inspectorate

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(Rec. 28 continued)			<p>(continued from page 16)</p> <p>In the meantime, consultants Price Waterhouse Cooper were commissioned to advise on a corporate activity based costing methodology. Their report, presented to Management Board in September 2001, put forward a three year staged implementation plan, which is still under consideration within the Policy, Review and Standards Directorate.</p>		Policy Review & Standards
29. The MPS continues to develop and use the process of Fairness Health Checks to address issues of disproportionality regarding all areas of service delivery. (para. 6.37)			Response under Recommendation 8 refers.		