

**TMAG RESPONSE TO RECOMMENDATIONS FROM HMIC THEMATIC INSPECTION OF PROBATIONER TRAINING:**

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
<b>3.1</b>	One tripartite strategic level body be established to oversee and manage probationer training. Such a body must be accountable to the Home Secretary and have access to the resources needed to carry out regular reviews of the Probationer Training Programme.	Home Office (PLPU)	Immediate priority. A new strategic body, the Police Training and Development Board (PTDB), has replaced the Police Training Council. Its Terms of Reference include co-ordinating a Service-wide response to HMIC reports. The Training Matters Action Group (TMAG) reports to PTDB and will recommend that it be established as a standing committee of PTDB to oversee improvements to probationer training. It will be chaired by ACPO. Nominal resources. *
<b>3.2</b>	ACPO simplifies its allocation of responsibilities and provides a single focus for all matters related to probationer training	ACPO	Immediate priority. ACPO discussed at Personnel Management Business Area (PMBA) meeting on 22.5.02 and agreed that the Force Training Managers Group should be expanded to provide the single focus. Resource neutral.
<b>3.3</b>	In relation to probationer training, ACPO addresses the client/provider conflict of interest currently existing in its business relationship with NPT (Centrex).	ACPO with Centrex	Immediate priority. The new arrangements in police training are moving towards making a clearer distinction between the client and the provider to ensure that the client decides what is needed. ACPO is not convinced that there is actual conflict, although some tensions do exist between itself and Centrex. Centrex believes that increased variety of course delivery (e.g. distance learning, FE colleges, use of internet) will make this recommendation all the more necessary. Nominal resources

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
<b>3.4</b>	Each Chief Officer ensures that, as result of their leadership and commitment, all probationers receive the same high level of training, support, supervision and direction	Chief Officers	Immediate priority. Nominal resources.
<b>3.5</b>	All police authorities take responsibility for strategic oversight of adequacy of probationer training arrangements within their individual forces, including holding their chief officer properly to account for the Probationer Training Programme within the Policing Plan.	APA	Immediate priority. This work is part of a wider programme of support by the APA for police authorities in scrutinising force activity across the HR and training field, under the umbrella of the 'Police Authority Improvement Programme'. Draft scrutiny toolkits are currently out for consultation before final amendment. They will be available by summer 2002. Resource neutral.
<b>3.6</b>	All police authorities take an active role by influencing the conduct of evaluation of the Probationer Training Programme undertaken at force level, and involving the local communities accordingly.	APA	Immediate priority. Local action by police authorities on evaluation must link in with the work to create a national evaluation strategy – see recommendation 5.15. Training evaluation strategies for use at force and regional level are being developed as part of the Best Value project. Police authorities also need to be linked in more closely to Force/Regional training meetings. Linked to rec. 5.15, 5.16 & 5.17. Nominal resource
<b>3.7</b>	The Home Office (HO) provides clear policy direction in matters affecting probationer training both through the revised PTC and ongoing work with its tripartite partners.	PTDB	Immediate priority. The PTDB will take responsibility for overseeing probationer training. TMAG will be established as a standing committee with strategic responsibility for probationer training. Resource neutral

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
<b>3.8</b>	The Service, led by the HO, devises a national formula linking recruit numbers to trainer, tutor constable and supervisor requirements.	Home Office, PLPU	Medium to long-term priority. TMAG does not consider this recommendation as useful as recommendation 5.6 which should have priority. The situation in forces varies considerably and a national formula may not deliver the desired benefits. The Action group would prefer to focus on a new direction for probationer training, which will identify how training should be delivered before returning to this recommendation. Developing the ratio would be resource neutral; delivering the requisite staff-trainee ratio may have intermediate costs.
<b>3.9</b>	The HO, in conjunction with all providers of police training, formulates a national strategy to plan for effective training estate utilisation.	Home Office, PLPU	Medium to long-term priority. The BV review will identify the total training estate in use. The training estate (Centrex, the Met and forces) is in need of substantial refurbishment. New ways of training delivery will impact on the use of the training estate. The Action Group considers that, given the very high recruit numbers and lack of spare capacity, there may not be much to be gained from pursuing this at present, until the review of probationer training is undertaken. An estate strategy would then fall out of the new direction. Substantial costs in preparing a strategy and in implementing it.
<b>3.10</b>	The HO revises the Crime Fighting Fund (CFF) arrangements to align the training infrastructure and its capacity to deliver the Probationer Training Programme to Service recruitment plans, once the human resource requirement has been properly	Home Office, PRU	Medium to long-term priority. There is no scope for change in the current CFF round. Should there be a further round of CFF, this may be resource neutral.

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
	quantified and the estate strategy produced.		
<b>3.11</b>	Training places at NPT centres must be guaranteed and provided for every recruit who joins the Service in line with the Probationer Training Programme, against a proviso that forces make realistic and honest forecasts of requirement.	ACPO & Centrex	Immediate priority Centrex has been under considerable pressure in the last year to meet the requirements for recruits, numbers of whom have exceeded expectations. Centrex comments that this is a day-to-day management issue. A contractual arrangement is meaningless unless there are sanctions available against forces that fail to plan efficiently. This does not currently affect the MPS, although they would welcome the assurance that Centrex can react rapidly to variable probationer numbers. Resource neutral: possible gain if probationer places were utilised to maximum effectiveness.
<b>4.1</b>	There must be a structured system, overseen by PTC or any appropriate new strategic forum, in conjunction with PSSO, to identify, review and update the learning requirement of the Probationer Training Programme.	PTDB	Immediate priority. The agreement of a learning requirement will be the responsibility of the probationer training committee (TMAG) reporting to the PTDB. Linked to Recs. 5.6, 5.9, 6.6 & 7.3 Nominal resource commitment.
<b>4.2</b>	The Service, overseen by the PTC or any appropriate new strategic forum, and in conjunction with the PSSO, to ensure that the probationer training curriculum provides officers with an understanding of the needs of society and how they as individuals, and the Service as a whole, must meet them.	Home Office, PLPU & CRR Management Board	Immediate priority The importance of police involvement in the life of the community is a theme of the White Paper, <i>Policing a New Century</i> . TMAG will ask CRR Management Board to consider and advise. This need not wait for a new curriculum but must be a core element of any new programme. Nominal resources.
<b>4.3</b>	The Service, led by ACPO, ensures that Service-wide mechanisms are put in place to provide individual support for all staff where required,	ACPO	Immediate priority. ACPO will discuss with APA, NABP, LAGPA and BAWP. Depending on progress, ACPO PMBA will

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
	taking into account the needs of under-represented groups.		present a paper to Chief Constables' Council early 2003. MPS already has some mechanisms in place. Nominal resource requirements.
<b>4.4</b>	The Service, led by ACPO, makes certain that the diversity content of the training delivered to probationer constables and their trainers is restructured to provide an in-depth understanding of community to be policed, whilst ensuring that probationer constables are also able to cope with the diversity of the police Service itself.	ACPO, Centrex, Met & forces with PSSO	Immediate priority. Centrex has undertaken a review of probationer training following the recommendations of the Lawrence Report to ensure that diversity issues are embedded in training design and delivery. Forces also have responsibility for delivery of diversity training and an understanding of community and race relations. Centrex has commitments to review all training it designs and delivers and the training it provides to trainers. MPS has already audited the diversity element of its programme. Intermediate resource requirement.
<b>4.5</b>	The Service, in collaboration with PSSO, creates a qualification framework which will accredit completion of parts of, as well as the whole Probationer Training Programme.	PSSO	Immediate priority. This is in hand. The PSSO reports on this project to the Police Training Implementation Group, which in turn reports to the PTDB. A pilot Foundation Degree will start in October 2002. Centrex will also establish a project to introduce accreditation of modules of legal training in the probationer programme. Nominal resources
<b>5.1</b>	The Home Office brokers a Service Level Agreement (SLA) between NPT, the Metropolitan Police Service Training Centre -- Hendon and all forces ensuring a corporate approach to discipline matters, which occur at residential training	Home Office	Medium to long-term priority. TMAG recognises that this is a thorny issue. Discipline of staff is the responsibility of the Chief Constable. A more consistent approach needs to be taken across forces. The Police Advisory

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
	establishments.		Board has a role in considering service-wide issues such as warning notices and discipline issues. PLPU will lead discussion with ACPO, Centrex and the Met for submission to the PAB. Resource neutral.
<b>5.2</b>	Any training involving the use of documents which are necessarily force-specific, be delivered locally and that this is overseen by PTC or any appropriate new strategic forum	Home Office, PSMU & PLPU	Immediate priority. This will be considered as part of Sir David O'Dowd's review on reducing the burden of paperwork in the police service. It should also be included as part of any new design for probationer training: the key issue is that probationers understand the principles of evidence rather than the current emphasis on correctly completing forms. Nominal resources.
<b>5.3</b>	Under the aegis of the HO, the responsibility for training probationers in court file preparation to be placed on individual forces, working in partnership with the local CPS.	Home Office	Immediate priority. CPS needs to be involved as the client of the file. TMAG would not want implementation of this recommendation to be a cost-cutting exercise. Local training should be additional to the training provided in probationer training centres. It will also need to take account of the White Paper proposals to involve support staff more in file preparation. HMIC (T) is having further discussion with CPS about this recommendation. Some pump priming for training will be required. Nominal resources
<b>5.4</b>	The Service, led by ACPO, undertakes a review of the learning requirement for specialist training, and a national and a corporate approach are adopted to delivery.	PTDB	Immediate priority. This will be taken forward by the PTDB alongside recommendation 4.1. Nominal resources needed.

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
<b>5.5</b>	The Service, led by ACPO, ensures that the new national first aid training package is delivered within the Probationer Training Programme and assessed consistently on a Service-wide basis.	PSSO, ACPO, Centrex & Met	Immediate priority. ACPO has recently developed a new first aid standard, which needs to be incorporated within probationer training. Some forces are contracted to St John Ambulance and others for this financial year. No additional resources.
<b>5.6</b>	The Service, led by NPT through the HO, researches and adopts the minimum acceptable trainer to student ratio for whole of training estate and adheres to it.	Home Office, PLPU	Immediate priority. This was a particularly pressing issue because of the volume of trainees coming through under CFF. Guidelines would be helpful as a support for planning, modelling and costing as well as an independent safeguard on quality. They should take account of type of delivery and what is being taught. For example, non-classroom based training on safety critical issues will need different teacher-student ratios to classroom based training. ACPO & APA agreement will be needed because the ratios will affect later parts of the programme as well. Linked to rec. 4.1, 5.6, 5.9, 6.6 & 7.3. Developing the ratio would be resource neutral: delivering the requisite staff-trainee ratio would have intermediate costs.
<b>5.7</b>	The HO to review the rationale for initial physical fitness test. If there is a case for such a test to be maintained there must be only one national gender-free test in use	Home Office, PRU	Immediate priority. In hand. The rationale for the fitness test was reviewed in 2001 and a decision taken to introduce a national test, the Job Related Fitness Test. The national test was put in place in April 2002. A revised Circular was released in May 2002. It will be monitored closely in terms of

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
			gender and ethnicity and improvements will be made where necessary. Linked to rec. 4.1 & 5.4 No additional resources required.
<b>5.8</b>	ACPO, involving the Police Negotiating Board where appropriate, devises a national policy on the use of Regulations 14 and 15 and provides the Service with definitive criteria and guidance.	ACPO and Home Office, PRU	Medium to long-term priority. Under the Regulations, chief officers can dispense with the services of a probationer by giving one month's notice; no warning notices are required. The Home Office, PLPU will take the lead in contacting PNB after discussion with ACPO. Resource neutral.
<b>5.9</b>	Tutor units be established by the end of 2002 in every force.	ACPO and forces	Immediate priority. HMIC (T) acknowledges that there is not one model only for a tutor unit. "Tutor units" is understood as a concept that embraces support for probationary PCs through properly selected, trained and supervised tutor PCs. A Tutor Unit may be a group of people in one location, or it may be a geographically dispersed support mechanism. ACPO accepts that having qualified and experienced staff add benefit to training, provided this does not imply accepting that a single model of a tutor unit is appropriate and practicable for all forces. The MPS does not follow the Centrex training model. Each borough has a number of street duties tutors. Tutor units may feature in the new arrangements at which point the MPS will establish them in response to a national model. They remain concerned that tutor units may be less flexible than current arrangements and lead to additional costs. The



	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
			effectiveness of tutor units needs to be monitored and evaluated. Linked to recs. 4.1, 5.6, 5.9, 6.6 & 7.3. Where tutor units do not exist, this is likely to be a considerable additional requirement.
<b>5.10</b>	The Service, led by NPT through HO, designs and adopts a simplified Professional Development Portfolio (PDP) for probationers aligned to the National Competency Framework.	PTDB	Immediate priority. All training products will need to be brought into line with the National Competency Framework. The PDP will be examined as part of the Review of Probationer Training. A new PDP will be for the Police Training Implementation Group to commission from Centrex & the Met. Nominal resources required
<b>5.11</b>	The Metropolitan Police Service probationer training programme adopts any new PDP that is devised on behalf of the Service.	Centrex / MPS	Immediate priority. The MPS agrees, provided they have the opportunity to be fully involved in the development of the revised PDP and it can be integrated within its existing training system. If not, then implementation will need to await the development of the new course. Nominal resources
<b>5.12</b>	The Home Office undertakes a feasibility study of MPS residential probationer training being placed under NPT management.	Home Office, PLPU	Medium to long-term priority The Action Group considers that it would be sensible to consider this in conjunction with the implementation plan for a new training model, rather than at present. There are major differences in terms of service between officers seconded to Centrex and MPS officers working at Hendon. Links to recommendation 3.9 Substantial cost implications if implemented.

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
<b>5.13</b>	The Probationer Training Programme, as a whole, for every new officer be to a single national design and delivered, as far as possible, under centralised management arrangements but with regional or local facilities.	PTDB	<p>Immediate priority</p> <p>Having two providers of training should not be at the expense of quality and consistency of probationer training. Centrex and the Met have agreed for the future to develop one national programme and to bring other aspects into line as soon as possible.</p> <p>See recommendation 4.1</p> <p>Development of new regional sites would be costly but regional delivery could be based on existing Centrex and force sites.</p> <p>Substantial costs</p>
<b>5.14</b>	Service, led by ACPO, devises and adopts a national quality assurance framework in relation to whole Probationer Training Programme	ACPO	<p>Immediate priority.</p> <p>Potential for linking with rec. 6.6. ACPO, Centrex and the PSSO need to collaborate to scope the requirement. Once a single national programme exists, it will be easier to put in place a performance monitoring system. This must be linked into the work of the PTDB.</p> <p>Nominal resources.</p>
<b>5.15</b>	The Service, led by APA, creates a national training evaluation strategy in respect of the Probationer Training Programme. This must include the involvement of the community.	APA	<p>Immediate priority.</p> <p>Development of an evaluation strategy is in hand through the Police Training Implementation Group. Work on probationer training will be facilitated and led by the APA. Their objective is to secure full buy-in and ownership from all stakeholders – including ACPO, Home Office, PSSO and Centrex. A draft outline project framework will be issued to stakeholders for comments and endorsement shortly. Consistency of approach will be extremely important.</p>

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
			Linked to rec. 3.6, 5.16 & 5.17. Nominal resources
<b>5.16</b>	The Service, led by ACPO, sets a national plan outlining the evaluation work to be conducted in respect of the Probationer Training Programme.	ACPO	Immediate priority. This work needs to link up with the work of the Best Value project, which is developing an evaluation toolkit for use by local forces. This is at an early stage, however, and more work could usefully be done through TMAG. Linked to recommendation 5.15 & 5.17. Nominal resources.
<b>5.17</b>	The HO arranges for an independent long-term evaluation of the effectiveness of the whole Probationer Training Programme in England and Wales.	Home Office, PLPU	Immediate priority. Evaluation needs to be built into any revised programme from the outset. The police service needs to articulate clearly what it requires. Nominal resources
<b>6.1</b>	By end of 2002, all forces arrange to provide full quota of trainers to NPT centres and for the MPS to Hendon and that performance in this area is subject to a BV Performance Indicator.	ACPO and Chief Officers	Immediate priority, although rejected in its current format. ACPO PMBA agrees that forces should meet their commitments to provide trainers to Centrex. They will emphasise to all Chief Constables the need to assist Centrex in achieving staff complement and will monitor the situation. However, ACPO rejects the proposal that this should be a Performance Indicator under Best Value. Trainers must be willing to undertake secondments. Tenure and promotion policies can also work against forces being able to release suitable candidates. The impact on supervisors also needs to be considered. Forces do not provide a quota of trainers to Hendon and Hendon provides no quota to

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
			Centrex. Intermediate resources.
<b>6.2</b>	Those trainers who hold an existing training qualification and are seconded to NPT or Hendon should be subject to a training development programme and where appropriate be provided with refresher training by the respective training provider.	Centrex, MPS and forces	Immediate priority. This recommendation concerns developing the training skills of trainers. Setting qualifications for training staff is being taken forward as part of the development of a qualifications framework. All trainers should receive training that develops their delivery skills. Some trainers at Centrex did not receive adequate training because of demands made on Training Centres by the current recruiting programme. MPS' training for trainers programme already includes routine workplace assessment and trainer development. Additional costs would be incurred in ensuring that all trainers are appropriately qualified. Some forces are currently meeting these costs. Nominal resources.
<b>6.3</b>	The Service, under the aegis of the HO, reviews the current terms of employment and contracts for all trainers employed by NPT or MPS at Hendon to address inequality between police and non-police staff	Centrex	Immediate priority The Action Group considers this is a matter for Centrex HR department to resolve. The MPS's view is that it would be difficult to harmonise with Centrex's terms and conditions. Officers and other staff are employed on the same terms as apply elsewhere in MPS. Nominal resources.
<b>6.4</b>	The Service, led by ACPO, ensures that irrespective of the location, any individual delivering training should operate to a single set of externally accredited standards and be offered equality of development opportunities, especially	PSSO & ACPO	Immediate priority. ACPO will implement the recommendation but is not responsible for development of the framework. This will be taken forward as part of the approach to developing and delivering a qualifications

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
	through relevant external qualification schemes		framework, which PSSO is undertaking. MPS training is designed around existing numbers for trainers. Formal accreditation through an Awarding Body would result in additional costs. Substantial cost implications.
<b>6.5</b>	NPT creates and manages a national central database of individuals qualified to design, deliver, or quality assure police training	Centrex	Medium to long-term priority This may be difficult in practice. It will be necessary to avoid possible duplication with forces' data. There would be resource implications not only for Centrex but also for forces that will have to notify changes. Nominal resources.
<b>6.6</b>	All forces have sufficient nationally qualified training development officers in place to enable a structured and regular assessment of probationer training delivery to take place.	Chief Officers	Medium to long-term priority. The PSSO is developing an assessment strategy that will include TDOs. Nominal/intermediate cost implications.
<b>6.7</b>	Forces recognise the skills and experience gained by individuals who complete a period of their careers within training delivery and ensure that they are fully supported and given equal opportunities in career development.	ACPO & forces	Immediate priority. Accepted. This should be included in forces' HR strategies. ACPO PMBA will put a paper forward in October for agreement at Chief Constables' Council. Resource neutral.
<b>6.8</b>	Forces provide for all area or division-based training officers, with a responsibility for the development of probationers, force-wide support and direction.	ACPO & forces	Immediate priority. Accepted. ACPO PMBA will put a paper forward in October for agreement at Chief Constables' Council. The MPS says this is already built into their training structure. Nominal resources.
<b>6.9</b>	The Service, led by ACPO, devises national selection criteria for the role of tutor constable to	ACPO & PSSO	Immediate priority. ACPO PMBA will liaise with PSSO, the MPS and

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
	be adopted by all forces. These criteria should include a stipulation that individual applicants must have completed PEACE and diversity training.		Centrex to draft criteria which will be submitted to the PTDB. Nominal resources.
<b>6.10</b>	The tutor constable role is included as a core role within the National Competency Framework	PSSO	Completed.
<b>6.11</b>	NPT designs, reviews and monitors a new national tutor constable course, to be adopted by all forces. It should be accredited within the NVQ system.	Centrex & PSSO	Immediate priority. This should be included as a core element in any new probationer training programme. Substantial cost implications.
<b>6.12</b>	The Service, led by ACPO, ensures that tutor constables are formally and regularly assessed by a qualified training development officer when performing their role.	ACPO & PSSO	Immediate priority. PSSO is developing an assessment strategy, which will cover all staff in the police service. Links to recommendation 6.6 Intermediate cost implications.
<b>6.13</b>	The Service, led by ACPO, identifies and introduces a national recognition system for tutor constables, one which will attract suitable candidates and rewards tutor constables appropriately.	ACPO	Medium to long-term priority. This needs to be linked to the police reform programme. However, some differentiation between money and other reward systems should be considered. Intermediate cost implications.
<b>6.14</b>	All forces deliver common national standard initial and refresher training to supervisors to improve management of probationers.	ACPO & Forces	Immediate priority in terms of importance although may be difficult to achieve within the timescale. Some remedial work will be needed to pick up staff not already trained. Thereafter, training should be a core part of any new programme. This recommendation needs to be evaluated to determine whether on this scale it produces the desired outcomes. TMAG is also concerned that the current pressure on performance management by supervisors may encourage them to abrogate this responsibility to tutor units.

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
			A very significant additional cost: substantial resources.
<b>6.15</b>	All forces provide those supervisors who are responsible for the development of probationer constables with a nationally accredited assessment qualification.	ACPO & PSSO	Immediate priority, although as for 6.14. The PSSO is developing a qualifications framework and an assessment strategy, which will be for forces to implement. Intermediate resources.
<b>6.16</b>	Forces ensure that the performance of supervisors who are responsible for the development of probationer constables is regularly and formally appraised.	Chief officers	Immediate priority Appraisal for all staff should be happening now. The Home Office will issue further advice to forces about PDRs during 2002. Nominal resources
<b>6.17</b>	Forces ensure that supervisors who are responsible for the development of probationer constables are made aware of their obligations to the PDP system through focussed training, monitoring and assessment by Training Development Officers.	Chief officers	Immediate priority Specialist appraisal re supervision of probationer constables will require TDO expertise. MPS does not currently use the PDP system and does not have TDOs. Intermediate resources
<b>6.18</b>	Forces ensure that all probationers are kept informed of the identity of the first-line supervisor responsible for their development	ACPO & Chief officers	Immediate priority Letter to all Chief Constables from Chair of ACPO PMBA will be sent out at an early stage. Resource neutral
<b>7.1</b>	The attestation of recruits into police service takes place after the completion of core training and prior to supervised patrol. The Service, led by HO, to address this at the earliest.	Home Office	Medium to long-term priority The Action Group is opposed to this recommendation as it stands. Members foresee problems in relation to status and conditions of new recruits and the PAB needs to be involved in any discussions. The MPS solution might be appropriate: not to issue warrant cards until foundation training is complete. Nonetheless, members recognise the importance

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
			of marking various phases of transition throughout a probationer's career, e.g. with graduation ceremonies. More thought needs to be given to this issue as part of the review of probationer training. Intermediate resources
<b>7.2</b>	The Service, led by ACPO, commissions a study to identify and implement the most effective method of providing probationers with an understanding of the community.	ACPO	Immediate priority. ACPO will collaborate with Centrex and draw up an implementation strategy for presentation to Chief Constables' Council early in 2003. Nominal resources
<b>7.3</b>	The Service, led by NPT, provides a central monitoring function for future community based training and placements.	Centrex	Medium to long-term priority. This recommendation should be implemented as part of a new training strategy for probationers. Nominal resources.
<b>7.4</b>	The Service, through the PTC or other appropriate new strategic forum, ensures that any future programme includes a significant element of joint training provision involving probationer constables alongside individuals entering other criminal justice agencies.	PTDB	Immediate priority. Recommendation should be linked to proposal at rec. 4.2. Contacts with CPS and CJNTO need to be pursued. Intermediate resources.
<b>7.5</b>	The Service, led by ACPO, introduces a system to identify, support and develop officers who possess specified initial qualifications, competencies, and extraordinary potential, as well as those who need some support in the pre-recruitment and selection stages.	ACPO & Centrex	Immediate priority The Police Leadership Development Board is overseeing the High Potential Development scheme, which will identify those with exceptional potential. The PSSO is considering a pre-recruitment strategy. New recruits also need to be assessed for their core skills. The Service is moving towards being able to accredit prior learning. Nominal resources



	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
<b>7.6</b>	The Service, led by NPT, introduces a system to identify, assess and develop inherent attitudes and behaviour amongst probationer constables.	PTDB & Centrex	Immediate priority More sophisticated approaches to recruitment and assessment on entry will help to ensure that strengths and weaknesses are identified and addressed through initial training. This also needs to be included in the development of the new training programme: see 7.8. Nominal resources
<b>7.7</b>	The Service, led by ACPO, classes a significant initial period of a probationer constable's service (up to 12 months) as being supernumerary to operational strengths.	ACPO	Medium to long-term priority Without substantial additional funding, ACPO's view is that this recommendation cannot be implemented. The MPS understands the reasoning behind the recommendation; however, some boroughs have about 120 recruits in this category. It might be possible to link a period of being supernumerary to a certificate of independent patrol. Further thought needs to be given. Substantial resources.
<b>7.8</b>	The Service, led by NPT, designs a new training programme in line with National Occupational Standards, which will cater for individual learning styles and abilities as well as taking into account previous experience, qualifications and inherent attitudes and behaviour.	PTDB & Centrex	Immediate priority. The Action Group considers this an important recommendation, which should be part of a wider review of the probationer programme. It should be taken forward at the same time as other more short-term recommendations as the shape of the new probationer training programme will determine the outcome of many other recommendations. It proposes that Centrex should be commissioned to carry out a review, involving the Met, and overseen by the Action Group to include this recommendation.

	<b>Recommendation</b>	<b>Lead Body</b>	<b>Response</b>
			Nominal resources.

\*Resources: Substantial = £5m+; Intermediate = £1m to £5m; nominal up to £1m