

**HMIC MPS Inspection 2000/2001
Recommendation and Actions Summary**

Rec.	Her Majesty's Inspector	Progress Update	MPA action
5	<p>that the HR review embraces the outstanding actions from HM Inspector's report to the Home Secretary, which should be pursued to satisfactory conclusion. (Para 4.21)</p>	<p>Over the last year, tremendous effort was made by all branches involved in the processing of candidates to ensure that we achieved the increasingly challenging recruitment targets. This resulted in the recruitment of 2,748 officers in 2002/03, exceeding the target of 2,551 by 7.7%. Similar high levels of recruitment are being maintained this year.</p> <p>The introduction of fully automated processing through MetHR will further assist the process: the first steps of police recruitment were delivered as planned in May. The main police recruitment delivery has been re-scheduled to allow a further period for functional prototyping and quality assurance of the delivery system before formally passing through User Acceptance Testing. Delivery will be phased during September.</p> <p>Action complete</p>	<p>HRC receives regular updates on recruitment progress and MetHR.</p> <p>To note and discharge.</p>

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3	<p>Recruitment and retention of skilled analysts: HMI urges the MPS to identify, within the review of Human Resources, the scale of key skill shortages and develop an appropriate action plan. (Para 2.15)</p>	<p>With effect from 1 June the suspension on civil staff recruitment has been lifted and recruitment for all bands of civil staff has resumed appropriate to service needs.</p>	<p>To note and receive recruitment updates via the HRC.</p>
18	<p>Leadership – HR function: Of considerable disappointment to HM Inspector was the number of weaknesses identified in the HR function. Some of these concerns are being addressed, but clearly the time is right for root and branch reform.</p>	<p>The HR review has addressed the whole issue. Stage 1 of the review – the establishment of the new HR Directorate - was completed in December 01. Stage 2 - The review of directorates' core business and staffing levels has been undertaken and is currently being implemented. Stage 3 has now commenced. A number of initiatives have been introduced to improve communication between HR Directorate and HR staff across the MPS, including: monthly meetings between the AC and Director HR and Personnel Managers; introduction of account managers to assist personnel managers/borough commanders with HR issues and communicating new HR developments to them; HR Live forum on the Intranet for all staff to put questions to ACHR</p>	<p>To note the contents of the People Strategy on 3 October and to receive further progress reports on stages 2 and 3 in due course.</p>

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		<p>and HR Board – two sessions are held per month one general, one themed.</p> <p>The People Strategy has been refreshed and is the subject of a separate paper to the HRC on 3 October.</p>	
19	<p>Leadership - senior personnel managers: HMI was encouraged with the early work of the new post holders at pilot sites but was disappointed by the absence of corporate guidance from HQ Personnel about how the role should develop. (Para 4.5)</p>	<p>The provision of local HR services is currently subject to a MPA Efficiency and Effectiveness Review. This encompasses the role of senior personnel managers. The outcome of the review, expected later in October, will inform the development of the role.</p>	
20	<p>People Strategy: HMI was disappointed to see how little impact the People Strategy was having on recruitment, given the significant numbers needed to reach recruitment targets; nor is it demonstrably improving the HR function and practices. (Para 4.6)</p>	<p>As part of the review of the corporate HR function, a project was established to refresh the People Strategy. The refreshed People Strategy has now been agreed by HR Board and will be presented to Management Board on 25 September.</p> <p>It is also being presented to the HRC on 3 October.</p> <p>Action complete.</p>	To note and discharge.
21	<p>Organisational strength: HM Inspector understands the reasons for the high vacancy levels, particularly for specialist roles such as analysts. (See also item 3, para. 2.14) One possible way of</p>	<p>Local reward mechanisms already exist. Consideration will be given to promoting the special bonus scheme for civil staff when the bonus scheme for police officers is launched next year as part of</p>	To note and discharge.

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	improving the situation is to develop internal mechanisms that reward meritorious work. HM Inspector urges that local reward mechanisms be explored further as part of the HR Review. (Para 4.8)	the police reform process. Action complete	
22	Recruitment challenge: HM Inspector shares the very real concerns of the MPS about its ability to meet police recruitment targets, and within that the targets for ethnic minority recruitment. Inaccuracies in the data recently submitted to the Home Office on staff from ethnic minorities have made it difficult to clarify the scale of the shortfalls against targets. This needs to be addressed urgently.	See recommendation 5 above. During 2001/02, 283 VEMs were recruited, representing 10.3% of the total joiners, compared with 90, (6.7% of total joiners) in the previous year. At the end of March 2002 VEMs represented 4.9% of the workforce. Since 1 April 02 101 VEMs have been recruited, representing over 8% of total joiners. The Positive Action Team continues to undertake initiatives to increase visible ethnic minority recruitment and the MPA have now established a task force to address this issue. Action complete	The HRC monitors performance against recruitment targets (incl. VEM targets) through regular updates on recruitment and retention. It will also do so through reports of the Recruitment Taskforce. To note and discharge.
23	Recruitment challenge: While recognising the potential impact of the benefits of campaigns to assist the recruitment effort, (e.g. free travel concessions), HM Inspector is concerned that they are targeted at police officers and not civil staff. The MPS has embarked upon a wide-ranging review of pay and grading and	The third stage of the civil staff pay and grading review, the introduction of a new pay and grading system has been implemented. A briefing paper has been prepared for the HRC Members, providing details of the outcome of the appeal process.	To note, receive a separate briefing paper and discharge.

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	HM Inspector urges completion of the work within a short time frame. (Para 4.11)	Action complete.	
25	Personnel data: A major concern of HM Inspector is the inaccuracy of personnel data. A strategic review of IT systems is being undertaken, but in the interim there is no central personnel data warehouse. Shortcomings will, it is hoped, be addressed by the new PRISM system. In the opinion of HM Inspector, it is vital that PRISM succeeds if the MPS is to avoid repetition of the embarrassing data inaccuracies in Home Office submissions. (Para 4.16)	<p>The first part of the MetHR rollout commenced in April 2002. The training database is now due to be replaced in early September and recruitment systems will be phased during September. Devolved HR will commence with the first beacon site at Southwark in October, followed by full Borough and HQ rollout from November 2002 to March 2003.</p> <p>All phases incorporate a data cleansing stage designed to correct any data inaccuracies.</p>	To note position. MetHR continues to be monitored via the IS/IT sub group of the Finance, Planning and Best Value Committee
26	Staff appraisals: Additionally, PRISM needs to rescue the current situation in respect of police staff appraisals. During the inspection, it was evident that the current system is widely discredited and, in any case, ignored – hundreds of appraisals are outstanding. HM Inspector will expect to see a considerable reduction in the backlog of appraisals when he next inspects the MPS. (Para 4.18)	It is anticipated that MetHR will include specific recording of appraisals, which will more easily identify outstanding cases for managers' attention. It is not currently within the build and awaits specification. (Further update requested)	To note.

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27	<p>Career Management Policy: In the absence of a policy, a postings panel works smoothly where individuals have volunteered for particular moves but has yet to find a successful way to transfer staff in the absence of sufficient volunteers. HM Inspector urges a re-examination of the postings panel to address the identified shortcomings, perhaps as part of the HR Review. (Para 4.19)</p>	<p>Police postings are managed through the postings policy and a postings panel. Work continues with senior managers in Territorial Policing to develop a process to ensure a balance of numbers and experience across Boroughs when transfers are arranged</p> <p>Action complete.</p>	To note and discharge.
28	<p>Career Management Policy: Representatives from the Police Federation conveyed to HM Inspector the need for an effective career management system now that tenure has been abandoned. He urges that these views are fully considered and the Federation is fully involved in the HR Review where decisions on a future career management system may be made. (Para 4.19)</p>	<p>The introduction of the new MetHR IT system and the Performance Development Reviews in the Competency Framework will enable the MPS to develop further its career management policies. A Career Development Unit is to be established.</p>	To note.

Winning Consent – actions outstanding and carried forward in MPS Inspection 2000/01			
Rec.	Her Majesty's Inspector recommends:	Progress Update	MPA action
110	<p>Recruitment of Senior Officers from outside forces: There is a national shortage of experience senior detectives, which is a stumbling block to progress. It would be to the ultimate benefit of the whole service if it were to introduce reciprocal attachments to widen the learning experience and spread good practice. Initially the MPS should widen experience by initiating a programme of attachment to MITs. Experience needs to be shared and expanded so that succession planning does not become problematic. (Paras. 51& 52)</p>	<p>All DCIs and DIs in the MPS have the opportunity to be attached to a MIT following their Senior Investigating Officer training and before Hydra Immersion training week. There is a strong campaign currently to recruit detectives from outside forces as part of the growth project.</p> <p>Action complete</p>	To note and discharge

**HMIC Inspection - Open all Hours 2001
Recommendations and MPS response**

Rec.	Recommendation	MPS response	MPA Action
6.	ACPO, APA and NPT should work with interested parties to ensure the concept of a 'centre of patrol excellence' is included within the proposal to merge the national crime and operations faculties of NPT, and also ensure that the work of the merged centre has an explicit reassurance dimension. (Para. 2.24)	The MPS awaits national developments, but would welcome the opportunity to contribute to the Centre for Patrol Excellence.	To note.

Rec.	Recommendation	MPS response	MPA Action
9.	ACPO, APA and the Home Office, in consultation with relevant representative bodies, should develop strategic guidance on the process of civilianisation and avoid a simplistic focus on overall police numbers. (Para. 3.26)	<p>The MPS is constantly striving to maximise civilianisation and to have an appropriately staffed force through a mix of police and support staff including traffic wardens, and recognising the contribution made by the Special Constabulary. The MPS welcomes the proposals for community support officers (auxiliaries) contained in the Police Reform agenda as a further addition to police resources. Increasing the overall staffing strength of the force is welcomed and the MPS awaits national developments.</p> <p>As part of ensuring the best possible mix of police officers and other personnel resources within the MPS, a facility is being developed in the new integrated computerised HR system (MetHR) to monitor the allocation of all personnel - police, specials, community support officers, traffic wardens and civil staff - across a range of activity categories going beyond the three standard categories currently used in HMIC returns. There will be a focus on visible policing activity and other activity with direct contact with the public. Definitions of the appropriate categories are currently being developed.</p>	To note.
14.	NPT should develop a nationally recognised training course for community officers linked to the national competency framework and the training needs identified during the inspection. (Para. 4.68)	The MPS awaits national developments. However, the MPS, in common with other forces, would expect to contribute to the training needs analysis for this course. It is not clear whether it is expected to deliver this through NPT centres or in-force.	To note

Rec.	Recommendation	MPS response	MPA Action
15.	PSSO, in consultation with ACPO, should set national standards for customer care and, on the basis of a training needs analysis, should ensure that probationer training and continuous professional development equip staff with the relevant skills. (Para. 4.69)	The MPS awaits national developments. PSSO consultation will inevitably involve the MPS and result in National Occupational Standards against which the MPS will be judged. Training and development courses and activity will be reviewed in light of the national standards once available.	To note