

Audit & Monitor Process For “Winning the Race: Embracing Diversity”

Recommendation No.	HMIC Recommendation	Observation and HMIC Proposed Audit	MPA Monitoring/Performance Indicator
Part 1, Rec 1	Her Majesty’s Inspector requests that the MPS should develop a mechanism whereby feedback from all conservative Processes is fed into the strategic co-ordination Unit to inform organisations strategic planning process. (Chp. 2 Para 2.12)	<p>The Mps has responded positively in examining how their consultative processes feed into the Strategic Planning Unit. In addition to the continuance of the Independent Advisory Group, the Best Value Programme Manager, who sits within the Strategic Co-ordination Group, is taking a clear lead in this area.</p> <p>The introduction of the MPA Consultation, Diversity and Outreach committee is a clear example of increased accountability, and impetus in the MPs consultative processes.</p> <p>Her Majesty’s Inspector also acknowledges an extensive communication and consultative infrastructure with the MPA within a relatively short period of time. The review of consultation (joint MPA/MPs review) under the auspices of Best Value should produce a model for public consultation which makes this activity more effective.</p>	<p>The CDO to receive requests by monthly reports on MPS initiated consultation initiatives. CDO committee to be informed of any major community consultation exercise proposed by the MPS. MPA to produce organisation chart clearly showing lines of accountability for consultation in order to ensure direct links with chair and members of the CDO committee.</p> <p>By May 2001 – MPA to produce action plan, with timescales for implementing these MPS specific recommendations contained in the Best Value review of Consultation.</p>
2	Her Majesty’s Inspector recommends that the MPS review all internal consultation to ensure a corporate approach is taken regarding support for and advice from all minority ethnic and lesbian and gay staff. (Chapter 2 Para.2.21)	<p>It was encouraging to see that these are moves afoot to extend the First Contact Officer Scheme across the MPs by April 2001. It is anticipated that this will have a substantial impact in relation to the advice, guidance and support provided to staff from minority communities.</p> <p>Additionally, the Minority Group Forum is an excellent development for co-ordinating and collating both formal and informal views and opinions of all staff associations on issues affecting recruitments,</p>	Report to CDO committee when requested.

		retention and progression.	
3	Her majesty's Inspector recommends that the Pan London roll out of 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. (Chapter 2 Para.2.34)	It was encouraging to see that the MPs had responded positively by examining the role of the Independent Advisory Group (IAG) through a joint review between the MPs Consultancy Review and Advisory Service (CIS) and the IAG. A draft report on the emerging findings is in the final stages of completion and will undoubtedly provide a considered way forward for the future. The recent guidance communicated to managers on Borough Command Units relating to the role and function of Independent advisors provides greater clarity on appropriate use and deployment. Her Majesty's inspector noted that the Racial and Violent Crime Task Force had recruited a Detective Chief Inspector as Project manager to progress the rollout of the lay advisors service.	A copy of the joint review report is received so that the CDO committee can consider the issues raised in the review. The CDO committee is provided with; <ul style="list-style-type: none"> • A list of all Advisory groups. • Receipt of by monthly reports from all MPS Advisory groups so that committee is informed of key issues. • Committee receives monthly reports on establishment of new groups and key issues arising from these groups.
4	Her Majesty's Inspector recommends that the on-going consultation project should be completed to plan (Chapter 2 Para.2.41)	It was evident that work on a consultation strategy for the MPs was still underway, with presentation to the MPA planned by the end of 2000. Further, it was reassuring to see that the intended research study on police and community relations is now initiated and funded through the Nuffield Foundation.	MPA to be consulted on MPS implementation strategy to ensure links with broad authority consultation strategy. <ul style="list-style-type: none"> • MPA implementation strategy in place. • Borough 'Link Members' to receive information on all BCU proposed local consultation • Inform all CDO Committees to be consulted on all major consultation exercises.
5	Her Majesty's Inspector recommends that CO23 analyses, with Borough commanders and their partners, the apparent inactivity and inability to deliver results, at operation level, of Drug Action Teams in certain parts of London. (Chapter 2 Para.2.60)	It was encouraging to note that an arrest referral scheme has been initiated across the MPs since April 2000, and that its effectiveness was being comprehensively evaluated. Whilst her Majesty's Inspector recognizes there may be some resentment encountered from partners to the MPs in insisting on analysis of the effectiveness of DAT's, work towards this recommendation in a collaborative	Receipt of performance data on drug clear up rates in 'hot spot' areas. Performance indicator to be agreed.

		rather than prescriptive fashion should continue to be pursued.	
6	Her Majesty's Inspector recommends that CO20 researches and develops a corporate problem-solving framework, which should be implemented at Borough level to solve local problems and address quality of life issues. This framework must have a clear partnership dimension with effective monitoring and evaluation processes. (Chapter 2 Para.2.64)	It was noteworthy that the response to a corporate problem-solving model for the MPs had been thoroughly examined by Commander Roberts (CO20) and proposed options had been submitted to the Management Board. This was an encouraging first step, which is likely to need further refinement before being implemented across the MPs. Further development is required to satisfactorily respond to this recommendation.	<ul style="list-style-type: none"> • CDO committee is consulted on draft problem – solving frame work for Borough to solve local crime. • Receipt of monthly performance indicators to monitor effectiveness (and efficiency) of the frame work.
7	Majesty's Inspector recommends that the MPS reviews the policy directive regarding minimum standard of investigation by Community Safety Units. (Chapter 3 Para.3.19)	It was impressive to see the decisive and speedy action taken to ensure that minimum standards of investigation were implemented for Community Safety Units (CSUs). The clear and relatively concise police notice, (Special Notice 7/99) reinforces the investigative action necessary for operational officers. This revised policy was welcomed as a practical and common sense approach by staff at all levels during the Borough Inspection on "Winning the Race III".	Further indicators to be developed following detailed consultation and MPA conference on 'Stop and Search'.
8	Her Majesty's Inspector recommends that independent research be commissioned to examine the contentious issues of disproportionality. (Chapter 3 Para. 3.51)	Her Majesty's Inspector notes the effort invested by the MPs in examining the issues surrounding the disproportionality of 'stop and search' and acknowledges the considerable contribution the MPs has made to the examination of the issues at a national level. The MPs recognises that there is still a need to set out a corporate response and co-ordination of "Stop and Search". The forthcoming research from the Policing and Reducing Crime Unit (PRCU) within the Home Office should assist on this matter.	<p>Further indicators to be developed following detailed consultation and MPA conference on 'Stop and Search'.</p> <p>CDO Committee to comment further in order to identify key indicators to monitor MPs progress on this recommendation.</p>

9	Her Majesty's Inspector strongly recommends that operational officers and every supervisor is made personally aware that stop and search activity is no longer a personal or team performance indicator. (Chapter 3 Para. 3.56)	The MPs have responded positively to this recommendation with a revised code of practice for stop and search and the reinforcement to Borough Commanders that stop and search should not be used as a personal performance indicator. This has been reinforced through a training programme on powers and procedures conducted at Borough level, which had been extended to members of the Territorial Support Group.	Further indicators to be developed following detailed consultation and MPA conference on 'Stop and Search'.
11.	Her Majesty's Inspector recommends that the MPS develop a single database so that details of those who have received Community and Race Relations training can be recorded and maintained. (Chapter 4 Para.4.46)	Whilst it is acknowledged there have been difficulties actioning this recommendation, the progress made towards a corporate database is welcomed and Her Majesty's Inspector System (HRIS). Her Majesty's Inspector is satisfied with the information supplied from the interim database maintained by the Diversity Training Support unit. This shows that since the last inspection of the force, the MPs has trained in excess of 6000 staff through the two day awareness programme. This is commendable.	<ul style="list-style-type: none"> • Receipt of monthly report of numbers of individuals attending training – in order to identify trends. • Internal review by MPS on impact of CRR Training on service delivery and personal performance of police officers. By June 2001 (Links with MPA, CRR review) • Development of indicators (with the MPS) that will measure the impact of CRR training on service delivery. (Links with MPA review of CRR)
12	Her Majesty's Inspector recommends that the MPS reviews the strategic management arrangements for the planning and delivery of all CRR and Diversity training so that it reflects the policy specified in the MPS Human Resources Strategy. (Chapter 4 Para 4.53)	It is clearly evident that since the Policing London "Winning Consent" Inspection, sustainable strategic management arrangements have now been put in place for the planning and delivery of all CRR and Diversity training. Her Majesty's Inspector acknowledges the leadership role taken by the Deputy Commissioner.	<ul style="list-style-type: none"> • Receipt of 6 monthly reports covering the organizations interface between CRR Training of the wide MPs Directorate. • Review of impact of CRR on areas such as the Positive Action Team CO24 and other MPs areas. • CDO committee is consulted on the draft strategy which is currently being developed. • Timeframe – By end March 2001 • CDO committee receives regular monthly reports from the Diversity Train Support Unit (DTSU) on CRR implementation issues. • CDO members.
13	Her Majesty's Inspector recommends that the MPS develop a CRR training strategy. (Chapter 4 Para 4.54)	Her Majesty's Inspector is aware that the forthcoming diversity strategy 'Protect and Respect II' will incorporate CRR training objectives and that the Diversity Strategy Board	<ul style="list-style-type: none"> • DTSU to consult with CDO committee on draft strategy. • Regular by monthly reports on implementation of strategy. • Consultation with DSTU on indicators to be used to monitor performance. • Regular briefing from Deputy Commissioner with responsibility

		will monitor their progress. Additionally there is now a draft CRR training strategy in place. This strategy needs to be finalized at the earliest opportunity, and it is important that those involved in its implementation are involved in the consultation process.	for Diversity to CDO committee on the ways in which CRR Training informs and contributes to board MPS diversity strategy. <ul style="list-style-type: none"> • Identification of indicators to measure effectiveness of CRR training in contributing to organisational diversity objectives.
14	Her Majesty's Inspector recommends that the MPS develop an evaluation strategy, which is capable of measuring the effectiveness of all CRR training. (Chapter 4 Para.4.54)	It was evident that an evaluation strategy on CRR training is now in place. Her Majesty's Inspector looks forward to its implementation and supports the adoption of this strategy as a national model by ACPO. The work in this area has the potential to benefit the police service as a whole.	<ul style="list-style-type: none"> • DSTU consults CDO committee on evaluation strategy. • CDO committee, in consultation with Diversity Directorate develop performance measures for monitoring progress in this area.
15	Her Majesty's Inspector recommends that 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. (Chapter 4 Para.4.60)	It was clear that more than adequate arrangements for the effective control and monitoring of external contractors have now been introduced. During the "Winning the Race III" Inspection the true extent of external contractors ownership, and awareness of local issues was raised by both internal and external sources. This is an area the MPs needs to remain mindful of when outsourcing training at Borough level.	<ul style="list-style-type: none"> • MPS provide report of all outsourced contracts for CRR training to Chair of the CDO committee, indicating the criteria used for awarding such contracts. • Receipt of regular reports of future contracts awarded, ensuring that fair competition and access principles are adhered to.
16	Her Majesty's Inspector recommends that the MPs revisit 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 (Chapter 4 Para. 4.61)	Her Majesty's Inspector was impressed with the speed and thoroughness of the review of the original Training Needs Analysis, and the new link to the CRR competencies (occupational standards). This process has now directly informed the CRR training objectives formulated by the MPs.	<ul style="list-style-type: none"> • CDO Committee to receive regular reports from DTSU on progress. • In consultation with MPs agree process for receipt of regular reports on monitoring of CRR Training objectives.
17	Her Majesty's Inspector recommends that the MPs review the planned 'roll out' of the CRR awareness training to ensure that sufficient resources are available to deliver the training within the published time scale. (Chapter 4 Para. 4.63)	It was impressive to see the decisive and positive action taken to provide additional resources for the delivery and support of CRR training. This was evident at managerial, support staff, and practitioner levels and was commendably bolstered with the	<ul style="list-style-type: none"> • The CDO Chair, as member of the MPs Diversity Board. Ensures that DTSU resources for CRR Training maintained at appropriate levels. • Establish regular briefing meetings of Training to review resources allocation and other key issues relating Diversity issues.

		inclusion of associate community trainers to assist in delivery.	
18	Her Majesty's Inspector recommends that the MPs review all CRR trainers courses to ensure that they are being delivered to a common minimum standard and meet the identified performance need. (Chapter 4 Para. 4.66)	It was apparent that the MPs have now ensured that all the trainers' courses are being delivered to a common minimum standard. Her Majesty's Inspector was particularly impressed with the commitment of staff, the production of competency standards, the standards for training design and the excellent handbook 'Policing Diversity'. During the Borough inspection on 'Winning the Race III' staff were very positive about the critical incident training they had received, and felt that it had heightened their professionalism.	<ul style="list-style-type: none"> • Committee to establish protocol with MPs for Head Member/Officer to have access, as observers to trainers training events.
19	Her Majesty's Inspector recommends that the MPs review the staffing level of the Diversity training Support Unit to ensure this unit has the capability of effectively supporting all training within the MPs. (Chapter 4 Para. 4.70)	It was notable that the Diversity Training Support Unit's resources and staffing levels have now been holstered to an adequate level to meet the demand. The whole of the 'roll out' programme has been reviewed and brought under one portfolio holder and one Hendon based unit. It was evident that there had been a substantial increase in the number of CRR trainers in the MPs. This is a considerable achievement.	<ul style="list-style-type: none"> • CDO Committee to hold annual meeting with CRR Trainers to identify key issues that may need to be progressed. • Chair/Deputies and MPA Clerk/Deputy establish formal links with Ionnan Consultancy issues are identified.