

MPA/MPS HMIC INSPECTION RECOMMENDATIONS MONITORING AND REVIEW PROFORMA

HMIC REPORT: WINNING THE RACE, Parts I, II & III

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 Recommendation ¹	Links ²	MPA monitoring and performance indicators and outcomes ³	MPS response and progress in achieving outcomes ⁴	Timetable for Action ⁵	Action by Whom (MPA/MPS) ⁶
Part I – Winning the Race – Policing Plural Communities					
1. Forces should publicly re-affirm their commitment to investing in good community and race relations as a core function of policing, this being reflected in the production of sound policies and strategies. <i>(paras. 1.9, 3.1, 3.77 & 3.78)</i>	Rec. 12 – CRR as Core Function of policing		The importance of reducing the vulnerability of individuals has been recognised in the MPS's developing corporate strategy, as has the necessity to build confidence with the community. The latest Diversity Strategy publicly commits the MPS to appreciating London's diversity. Consultation performed to inform the production of strategies ensures that members of the diverse communities are included, if necessary, by 'boosting' the samples to guarantee that views representative of London's diverse communities are collected. (continued on 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).

Policing London - Winning Consent: Part 1

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>Diversity has featured as an annual priority for the MPS since 1999/2000. Public documents, such as the 2001/02 policing and performance plan, are available in a wide range of languages, and are published with a paragraph in the various languages at the front of the plan, stating how to obtain the translated versions. This is a public statement of the MPS commitment to invest in good community and race relations. This issue is being addressed as part of the Leadership Challenge in the MPS Diversity Strategy Action Plan 2001-03.</p>		<p>Policy Review & Standards</p> <p>PRS8 - Corporate Planning</p> <p>DCC4 - Diversity Directorate</p>
<p>2. Forces should give a higher priority to dealing with neighbourhood incidents and anti-social behaviour. (<i>paras. 2.17 – 2.22</i>)</p>	<p>Recs. 3, 12 & 20 – Quality of Life Issues</p>		<p>See under response for Recommendation 3.</p>		<p>Policy Review & Standards</p> <p>PRS8 - Corporate Planning</p>
<p>3. Account is taken of these non-crime issues in Annual Policing Plans and Divisional/area action plans. (<i>para. 2.23</i>)</p>	<p>Recs. 2, 12 & 20 – Quality of Life Issues</p>		<p>The importance of addressing quality of life issues in the MPS has been re-enforced in the 2001-02 policing and performance plan by making anti-social behaviour a corporate priority. A corporate definition, performance measure or target for anti-social behaviour was not set for the whole of London, recognising that the problem varies greatly from place to place. However, a guide to what constitutes anti-social behaviour was circulated to the boroughs to inform their thinking. (> page 3)</p>		<p>Policy Review & Standards</p> <p>PRS8 - Corporate Planning</p>

Policing London - Winning Consent: Part 1

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(Rec. 3 continued)			<p>(continued from page 2)</p> <p>Individual boroughs have been required to produce 'Statements of Requirements', specifying which particular aspect of anti-social behaviour they will be addressing in their local area. Hence, both corporate and local plans take account of these non-crime issues.</p>		<p>Policy Review & Standards</p> <p>PRS8 - Corporate Planning</p>
<p>4. Forces (who have not done so) should clearly state that they regard the behaviour of officers who show racial or other prejudice in their behaviour and language towards colleagues or members of the public as completely unacceptable. Clear procedures should exist for dealing with such behaviour and regular communication to staff on the number of such complaints and the sanctions imposed is encouraged. (<i>paras. 3.52 & 3.55</i>)</p>	<p>Rec. 19 – EO & CRR Policies on Equal treatment & Guidance on Policing Diverse Communities</p>		<p>The MPS has developed leadership principles, which have been issued to all members of staff. Emphasis is placed on 'leading by example', as for instance under the heading of 'Fairness', where the principles state, "Be aware of the needs of individuals and challenge people who use inappropriate stereotypes," The MPS Diversity Strategy also emphasises the importance of treating people with dignity and respect.</p> <p><i>"Raising Standards through Effective Supervision"</i> was published in September 1999. The guide, which essentially consists of four parts –setting standards, supporting staff, monitoring performance and giving effective feedback –, provides full information about the standards of behaviour required in the MPS.</p> <p>All public and internal allegations, including any cases of Racially Discriminatory Behaviour, are recorded on the Complaints and Discipline System within the DPS and information is made available to the individual BOCU Complaint Units. (continued on page 4)</p>		<p>Directorate of Professional Standards (DPS)</p> <p>HR Department</p>

Policing London - Winning Consent: Part 1

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(Rec. 4 continued)			<p>(continued from page 3)</p> <p>Data is produced by the management information unit in DPS and published within a number of reports that are accessible throughout the MPS.</p> <p>The Fair Practice (Internal) Work Group, as part of the MPS Diversity Strategy Action Plan 2001-03, is addressing this issue.</p>		<p>Directorate of Professional Standards (DPS)</p> <p>DCC4 -Diversity Directorate</p>
<p>5. Training in community and race relations needs to be given greater emphasis, and priority should initially be targeted towards first line supervision. <i>(paras. 2.84 – 2.91 & 3.71)</i></p>			<p>The Directorate of Training and Development is committed to ensuring that diversity is integrated into all core training. A Diversity Implementation Steering Group has been established, with representation from all schools, to assist with the implementation of the CRR Occupational Standards. The standards will be used to identify gaps in current training and a comprehensive programme to address these will be undertaken during 2002.</p>		<p>Directorate of Training & Development - Diversity Training Branch</p>
<p>6. The community and race relations dimension should be explicitly recognised and catered for in all relevant force training programmes. Specific community and race relations' modules should be introduced to courses where appropriate, and separate training courses also developed. <i>(paras. 3.69 – 3.71)</i></p>			<p>In addition to the response under Recommendation 5, the majority of current courses include significant diversity inputs. In particular, recruit training, detective training and training for newly promoted sergeants and inspectors.</p>		<p>Diversity Training Branch</p>

Policing London - Winning Consent: Part 1

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7. All community and race relations training should be properly monitored and evaluated. (paras. 2.94 & 3.71)			The MPS Evaluation Strategy has been commended as a model of good practice by ACPO and by HMIC in their national thematic report, <i>Winning the Race: Embracing Diversity</i> , published in January 2001.		Diversity Training Branch
8. The skills of officers who have benefited from national training and opportunities arising from Holly Royde projects should be better utilised by forces. (paras. 2.85, 2.94 & 3.66)			An extensive review of the training programme has been undertaken and a comprehensive three-week CRR trainers' course developed, which incorporates National Standards. The MPS is currently in discussion with National Police Training with regard to CRR training.		Diversity Training Branch
9. The contribution made to community and race relations by community beat officers and the value that the public attaches to their role should receive greater acknowledgement. In particular they should not be abstracted for protracted periods, unless absolutely necessary. (paras.2.26, 2.77, 3.67)			The contribution of beat officers to community policing is recognised in the <i>Visibility Statement</i> component of the Commissioner's Annual Report. This contains a ward by ward breakdown of community policing activity across London, which will be published on the MPS Intranet site in due course.		Policy Review & Standards PRS5 - Operational Policing Support Unit

Policing London - Winning Consent: Part 1

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<p>10. The value of youth and school liaison officers to foster links and enhance the image of the police should be similarly recognised. (<i>paras. 2.5, 2.79, 2.82</i>)</p>	<p>Recs. 16 & 17 – Consultation with minority communities, youth & vulnerable groups</p>		<p>All MPS BOCUs participate in the Schools Involvement Programme, which is comprised of three principal strands: Crime and Consequences, Personal Safety and Drugs Education. The publication of the Stephen Lawrence Inquiry Report has also provided the impetus for officers to tackle issues of hate crime within schools and in the wider community. The officers involved in school liaison will often be the only police officers that pupils, teachers and others within the education environment are in regular contact with. As such, they play a pivotal part in forming the opinions of young people and safeguarding and enhancing the reputation of the service. There is considerable variance between BOCUs with regard to how school units are organised, staffed and deployed. Following a number of visits to schools in the Greater London area, it is apparent that these units are all viewed as being a valued resource by management. There does exist, however, within certain units, a sense that their role lacks status and that colleagues elsewhere on BOCUs do not value the work undertaken in schools. This is very much an issue to be addressed by line managers on the units in question. It has to be acknowledged that the continued pressure on staffing levels present throughout the MPS has impacted on the resources available to schools units. Many have fewer staff than might be considered ideal and officers responsible for primary schools seem to be particularly hard pressed. (> page 7)</p>		<p>Policy Review & Standards PRS5 - Operational Policing Support Unit Territorial Policing> BOCU commanders</p>

Policing London - Winning Consent: Part 1

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(Rec. 10 continued)			<p>(continued from page 6)</p> <p>Many BOCUs are actively seeking to make better use of schools involvement officers and a number of innovative programmes have been developed. It is anticipated that these will enhance the profile, contribution and, consequently, the status of schools officers that are engaged. Two such programmes are described by way of example. It should be noted that many other BOCUs are also engaged in projects that aim to make better use of the resources available for school liaison and secure greater recognition for their role.</p> <p>It is anticipated that the initiative presently being developed with the borough of Southwark will serve as a benchmark for other BOCUs in terms of school involvement. This provides officers with specific training and there is a review under way to assess the possibility that in future this will lead to a professional qualification. The approach within Southwark places great emphasis upon being multi agency. It is anticipated that those officers who have been selected to perform this role will enjoy a higher status within the organisation than has hitherto been the case. (continue on page 8)</p>		<p>Policy Review & Standards</p> <p>PRS5 - Operational Policing Support Unit</p> <p>Territorial Policing> BOCU commanders</p>

Policing London - Winning Consent: Part 1

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(Rec. 10 continued)			<p>(continued from page 7)</p> <p>Another innovative programme has recently been developed in the borough of Bromley. The Bromley Youth Justice Unit comprises one sergeant and seven constables. Officers attached to the unit are required to undertake an investigative role in addition to providing classroom input. Their role also extends to truancy patrols and general policing duties within the vicinity of the school. Again, this will serve to enhance the status of officers who are engaged in a school liaison role.</p> <p>It is vital that officers who are engaged within schools to meet the needs of the educational community are valued. Throughout the MPS area, each BOCU has to balance the often conflicting demands on available resources. It is reassuring to see that despite the restrictive climate within which the service is currently operating, schools officers continue to be valued and that efforts to enhance their contribution to the public and the service continue. It is when these efforts produce the intended results that the status of schools officers will be enhanced both within and outside the organisation.</p>		<p>Policy Review & Standards</p> <p>PRS5 - Operational Policing Support Unit</p> <p>Territorial Policing> BOCU commanders</p>

Policing London - Winning Consent: Part 1

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<p>11. Forces should consider a community and race relations audit of all Divisions/Departments to identify their potential for improving community and race relations. (<i>para. 3.4</i>)</p>			<p>It is intended to include work under this recommendation within the Diversity Strategy Action Plans produced by DCC4.</p>		<p>DCC4 - Diversity Directorate</p>
<p>12. The community and race relations' implications of policies, procedures and practices – including the planning of specific operations- should be routinely considered alongside other resource implications. (<i>paras. 2.11 – 2.14, 2.34, 2.37. 2. 39, 3.5</i>)</p>	<p>Rec. 1 – CRR as a core function of policing</p> <p>Rec.2 – Repetitive non-crime incidents</p>		<p>The MPS is currently developing a process to manage and monitor the development of corporate policy and a paper, containing proposals for the implementation of such a process, was considered by MPS Management Board on 28 November 2001. It is being proposed that policy development be overseen by a series of 'Strategic Committees' dealing with specific areas of the business, each headed by an ACPO level officer. The committees will direct, control and co-ordinate the commissioning, formulation, development, approval, implementation and review of all policy. The 'gatekeeper' for corporate policy will be a new unit, the Policy Clearing House reporting to Assistant Commissioner Policy, Review and Standards, which has developed a framework that will ensure that policy is developed in accordance with agreed processes and standards. One of the points that will need to be demonstrated through the documentation to both the strategic committees and the Policy Clearing House, is that the community and race relations implications of a policy or standard operating procedure have been considered during its development.</p>		<p>Policy Review & Standards</p> <p>PRS5 - Operational Policing Support Unit</p>

Policing London - Winning Consent: Part 1

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<p>13. Recruitment, selection and promotion procedures should test individuals' attitudes towards race and diversity and all personnel specifications and role descriptions should include the individual's responsibility towards equality of service provision. (paras. 3.58 & 3.59)</p>			<p>A new competency based structured interview (CBSI) system for police recruitment has been introduced with effect from 10 September 2001. This has been designed in accordance with the latest theories to be as fair and free from bias as possible. The results of the trial week and subsequent use indicate that there is no statistically significant bias in selection between people, irrespective of their diversity. Experience has also shown that it will identify those candidates whose behaviour within diversity issues is not of the standard expected. It is intended to continue to refine and develop the recruit selection processes over the next twelve months in order to improve the fairness of selection, especially in respect of eliminating any bias towards minority and other diverse groups of people. All individual candidates' attitudes towards race and diversity issues are tested under the skill area of Policing Diversity. Promotion interview questions are based on task analysis with target rank officers, in focus groups and interviews regarding the responsibilities and role descriptions for that rank. All questions are shown to the following minority groups: Black Police Association, Gay and Lesbian Police Association, Lesbian, Gay, Bi-sexual, Transgender Independent Advisory Group, Women Police Association and the Independent Advisory Group. Within the skill area of Policing Diversity, poor performance is clearly identified. Guidance, which covers diversity and equal opportunity issues, is also provided to personnel managers for the local recruitment, promotion and selection of civil staff.</p>		<p>HR Department</p>

Policing London - Winning Consent: Part 1

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<p>14. Forces should contain their efforts to ensure their composition reflects the communities' they serve, but they need to more robustly address the question of retention of officers from various backgrounds as well as their recruitment. (paras. 2.72 & 3.62)</p>			<p>Retention is one of the aims of the MPS Diversity Strategy - <i>Protect and Respect II</i>. Specific examples of retention measures include the 0-5 years officers' mentoring scheme, which has recently been extended to cover recruits and sergeants; the active career development scheme for ethnic minority inspectors and above; a Borough probationer support scheme, which has been piloted and will become a corporate programme in 2002.</p> <p>In October 2001 a new Directorate - <i>Development and Organisation Improvement Teams</i> - was established, which comprises multi-dimensional teams with knowledge and skills in the areas of diversity, leadership and corporate change. Concomitant with this work is the corporate action plan in support of the Diversity Strategy.</p>		HR Department
<p>15. Forces should recognise that 'community intelligence' is as valuable as 'crime intelligence' to effective policing and quality of service. (paras. 3.38 & 3.39)</p>			<p>The Investigation Work Group, as part of the MPS Diversity Strategy Action Plan 2001-03, is addressing this issue. The initiative, '<i>to encourage and support proactive intelligence initiatives to combat hate crime</i>', is examining crime trends for hate crime and developing local and pan-London intelligence on hate crime. A quality assurance model will be developed by April 2002.</p>		DCC4 - Diversity Directorate

Policing London - Winning Consent: Part 1

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<p>16. Provision should be made for effective feedback of ethnic monitoring data both within forces and outside agencies and community groups to encourage reflection, dialogue, action (if necessary) and mutual understanding. (<i>paras. 2.54 – 2.60 & 3.61</i>)</p>			<p>The MPS is sharing information with the police authority on a range of performance issues. Some of this information has been shown broken down by ethnic group, e.g. customer satisfaction, stop and search. The MPS is also working with the MPA and the Home Office to identify appropriate population bases for the range of Best Value Performance Indicators and particularly for stop and search.</p> <p>A number of MPS boroughs have developed monitoring packages to report on fairness and disproportionality. In particular, examples, this information is shared with local PCCG groups and partners (e.g. Camden and Hackney). This work is being taken forward through the development of a common package for boroughs and the MPS, which will monitor fairness and flag any apparent disproportionality.</p>		<p>Policy Review & Standards</p> <p>PRS7 - Corporate Performance</p> <p>Territorial Policing</p>
<p>17. Forces should monitor and plan for demographic changes in terms of age/ethnicity profile of the community they serve to ensure effective links with the younger generations in particular. (<i>paras. 1.9, 2.42, 2.43 & 3.74</i>)</p>	<p>Rec.10 Consultation</p> <p>Rec.14 – Recruitment & Retention of Ethnic Minority Officers</p>		<p>Every BOCU commander is now working closely with community and local authority representatives in partnership to determine local priorities and tailor service delivery. Demographic profiles, which are of paramount importance to many agencies, such as education, health and housing authorities, are invariably taken into consideration during this process.</p>		<p>Territorial Policing > BOCU commanders</p>

Policing London - Winning Consent: Part 1

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<p>18. Forces need to re-issue the ACPO definition of a racial (now racist) incident, ensure systemic and comprehensive recording, effectively monitor patterns shown and improve the quality of response, including increasing the effectiveness of multi-agency approaches. (paras. 2.65, 2.66, 3.13 & 3.31 – 3.34)</p>			<p>The reporting and recording of racist incidents is extensively covered in the Special Notice 15/00 <i>Minimum Standards for Investigation of Racist Incidents, Homophobic Crime and Domestic Violence</i>, which was published on 7 July 2000. In addition, racist incident reporting levels and victim satisfaction monitoring have been included as a specific measure in the MPS Policing Plan 2001/2002.</p> <p>In April 2001, the MPS Inspectorate published the results of their inspection into the MPS investigation of racist incidents. DCC4, and the representative from the Independent Advisory Group who had worked closely with them during the inspection, endorsed the twelve recommendations. A formal update on progress is expected in December 2001.</p> <p>The Investigation Work Group, as part of the MPS Diversity Strategy Action Plan 2001-03, is also addressing this issue. The initiative, 'to ensure police comply with minimum standards for hate crime investigation', is identifying performance indicators and developing evaluation processes for Community Safety Units (CSUs). Best Practice guidelines and remedial action recommendations will be produced in December 2001. (continued on page 14)</p>		DCC4 - Diversity Directorate

Policing London - Winning Consent: Part 1

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(Rec. 18 continued)			<p>(continued from page 13)</p> <p>The ACPO definition of racist incident has now been superseded by the Macpherson definition, which has been adopted by ACPO. The widespread adoption of this definition is promoted by the MPS. The ACPO Hate Crime Manual, compiled within DCC4, has been circulated throughout all forces.</p>		CC4 - Diversity Directorate
<p>19. Forces should establish policies and strategies for the policing of incidents and crimes against the gay community acknowledge their vulnerability as a minority group and establish systems and practices to deal effectively with homophobic attacks including monitoring arrangements. (paras. 3.14 – 3.30)</p>			<p>Homophobic crime featured for the first time as a specific target in the MPS Policing Plan for 2001/02. The MPS will monitor and report on the number of homophobic incidents and crimes, work for a JD rate of 13% and work to see that there is no difference in the satisfaction of victims of homophobic crime when compared to overall crime victim satisfaction. (Note: the monitoring mechanism for this is still to be agreed.) The reporting and recording of homophobic crime is also included in Special Notice 15/00 as detailed in the response for Recommendation 18.</p> <p>The MPS Lesbian, Gay, Bi-sexual, Transgender Independent Advisory Group was established in April 2000. This group is represented on the MPS Diversity Strategy Board and so influences MPS policies and strategies. Recognition of these issues is included within the scope of the MPS Diversity Strategy. (continued on page 15)</p>		<p>Policy Review & Standards</p> <p>PRS8 - Corporate Planning</p>

Policing London - Winning Consent: Part 1

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(Rec. 19 continued)			<p>(continued from page 14)</p> <p>The Investigation Work Group, as part of the MPS Diversity Strategy Action Plan 2001-03, is comparing satisfaction levels for victims of hate crime and victims of other crimes. Work is due to be completed in April 2002.</p>	By April 2002	DCC4 - Diversity Directorate
<p>20. That the next round of discussions relating to national KPI's, there may be the case for introducing an indicator more specifically targeted to 'quality of service', relating to one of more categories of non-crime incident(s). (While the HM Inspector recognises the difficulties involved in introducing such indicators, the strength of feeling from the public in the communities visited with regard to the irritant of repetitive neighbourhood nuisance, affecting their quality of life, cannot be ignored. This is a significant aspect of this report.</p>	Recs. 2 & 12 – Quality of Life		<p>As already noted above in the response for Recommendations 2 and 3, the importance of addressing quality of life issues in the MPS has been re-enforced in the 2001/02 policing and performance plan by making anti-social behaviour a corporate priority. No corporate definition, performance measure or target for anti-social behaviour was set for the whole of London, recognising that the problem varies greatly from place to place. Specific local action plans to address local issues have been put in place and will be subject of local monitoring. Progress against the range of local plans will be reviewed centrally.</p> <p>MPS quality of service is assessed through the annual public attitude survey (PAS) that gives feedback on views of police and policing from Londoners who may or may not have been victims of crime. The responses are analysed at force and borough level. (continued on page 16)</p>		<p>Policy Review & Standards</p> <p>PRS8 - Corporate Planning</p>

Policing London - Winning Consent: Part 1

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(Rec. 20 continued)			<p>(continued from page 15)</p> <p>The PAS includes an analysis of how important various police services are seen to be by respondents, and how well they consider the MPS carries out these services. These responses are cross-referenced to provide a grid of importance and service delivery. The range of services considered in the last PAS was:</p> <ul style="list-style-type: none"> • Responding promptly to emergencies • Providing a visible patrolling presence • Investigating crimes committed against members of minority groups • Dealing fairly with offenders • Tackling illegal drugs supply and misuse • Policing major events in London • Telling the public about what they do and how they do it • Supporting victims and witnesses • Dealing with murder & gun crime issues • Investigating child abuse • Dealing with traffic matters • Reducing crime and disorder through working with other agencies 		<p>Policy Review & Standards</p> <p>PRS8 - Corporate Planning</p>

Policing London - Winning Consent: Part 1

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Part II – Winning the Race – Revisited					
21. Staff appraisal procedures for police managers, supervisors, investigating and response officers must contain a specific assessment criterion on individual performance in relation to the handling of racial attacks and other diversity issues. <i>(para4.27)</i>			The new appraisal system, which will assess officers' development needs against tailored roles, includes activities such as investigating crime, into which CRR standards have been threaded. The core responsibility of people includes the specific activity of 'promoting equality, diversity and Human Rights in work practices.' The behavioural profile created by the competency framework includes the behaviour 'respect for diversity'. Rollout of the new appraisal system commenced for police officers in December 2001	Rollout commenced in December 2001	HR Department
22. Forces should establish achievable yet challenging targets for recruitment and retention of police officers and civilian support staff from ethnic minority communities. <i>(para. 6.25)</i>	Rec. 14 Recruitment & Retention of Ethnic Minority Officers		Targets for overall strength for police officers, agreed with the MPA, are in place. These are 5% by 31 March 2002 and 25% by 2009, which are in line with the Home Secretary's requirement that police forces should have ethnic minority representation in an equivalent proportion to the population it polices. Targets will be set, in consultation with the MPA, for each intervening year up to 2009. From 2002-03, these targets will include civil staff.		HR Department

Policing London - Winning Consent: Part 1

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<p>23. ACPO should develop further a Diversity Strategy for the Service to address this important aspect of policing. Chief constables should contribute actively to its formulation and adopt it as an integral part of their overall corporate approach. (para. 7.4.4)</p>			<p>The MPS notes this recommendation.</p>		<p>DCC4 - Diversity Directorate</p>
<p>24. The Police Promotion Examinations Board should develop the OSPRE qualifying examination to include negative marking of candidates who display racist, sexist or homophobic behaviour. (7.8.3)</p>			<p>The Police Promotions Examinations Board (PPEB) has developed Professional and Ethical Standards. In June 1999, the PPEB set up a working party to develop a system whereby the recommendations put forward by the OSPRE Review and HMIC could be implemented. The principles associated with and the system proposed by the working group, as endorsed by the PPEB, came into effect from May 2000.</p> <ul style="list-style-type: none"> Unacceptable language or behaviour is defined as "any language or behaviour which falls short of the standards expected of a police officer under the Code of Conduct in Schedule 1 to the Police (Conduct) Regulations." <p>(continued on page 19)</p>		<p>National Issue HR Department to monitor</p>

Policing London - Winning Consent: Part 1

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(Rec. 24 continued)			<p>(continued from page 18)</p> <ul style="list-style-type: none"> • The professional and ethical standards competency area will be measured in each Part II exercise and will be used as the basis for recording and evaluating unacceptable language and behaviour. Any candidate who scores a 'D' in professional and ethical standards could fail the examination irrespective of what grade he or she achieves in the other competency areas. • The information associated with candidates who display unacceptable language or behaviour could be forwarded to their Chief Officer, to enable them to institute disciplinary proceedings if appropriate. Candidates will be informed if they have failed the Part II because of their professional and ethical standards. 		National Issue HR Department to monitor
25. A Service-wide strategy for CRR training should be established that defines scope, key components and common minimum delivery standards. <i>(para.7.9.7)</i>			The MPS Diversity Strategy Action Plan includes the key objectives and action to integrate diversity into all training and to deliver CRR training to all frontline staff by 31 December 2002.		Diversity Training Branch

Policing London - Winning Consent: Part 1

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)
<p>26. Forces should develop performance indicators constructed around local community satisfaction rates. Satisfaction rates must be measured regularly and individual results obtained for key sub-groups within the local community. Forces should use this information to identify gaps in the quality of their service delivery to the community at large and thus establish a linkage with the requirements of the Crime and Disorder Act. <i>(para. 7.17.6)</i></p>			<p>The MPS regularly surveys victims of crime, traffic accident victims and callers at front counters to gauge their satisfaction with the service they received. This information is available at force level and broken down so that results are separately monitored for each London borough. Results can be analysed to identify any differences in response from different ethnic groups. From April 2000, these surveys were revised to reflect a five-point satisfaction scale, and the crime victim survey is now carried out over the telephone. Also, from April 2000, a new refinement was introduced to the surveying, which provides information about any disparity in satisfaction from victims of race crime. Again, this information is available at a force level, and for each borough. The MPS Policing Plan included for the first time in 2000/2001 a target to remove disparity between satisfaction of victims of race crime and other crime types. This target has been retained for the 2001/02 plan.</p> <p>(continued on page 21)</p>		<p>Policy Review & Standards</p> <p>PRS8 - Corporate Planning</p> <p>PRS7 - Corporate Performance</p>

Policing London - Winning Consent: Part 1

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. 26 continued)			<p>(continued from page 20)</p> <p>In addition, the MPS carries out an annual Public Attitude Survey, gathering the views of over 4,000 Londoners about local and London-wide policing and priorities. The responses can be broken down to borough level and by ethnic group. The sample of ethnic minority respondents is enhanced so that each borough can obtain a meaningful response from minority groups. Boroughs have the option to have “boosted” samples for their area to enable more specific local analysis.</p>		<p>Policy Review & Standards</p> <p>PRS8 - Corporate Planning</p>
<p>27. Forces re-examine their response to “<i>Winning the Race: Policing Plural Communities</i>” with a view to implementing as a matter of urgency the recommendations of the report. (para. 8.8)</p>			<p>An extensive action plan that underpins the MPS’s Diversity Strategy <i>Protect and Respect: Everybody Benefits</i> has been presented to the Deputy Commissioner’s Diversity Strategy Board. This action plan encapsulates the work required to ensure that the MPS addresses all of the various diversity related recommendations from the Stephen Lawrence Inquiry report, the <i>Winning the Race Series, Policing London – Winning Consent</i> and the implications of the Race Relations Amendment Act.</p> <p>The Inspection Liaison and Analysis Unit, in conjunction with DCC4, has prepared a response to cover all of the recommendations from the three <i>Winning the Race</i> Reports published by HMIC.</p>		<p>DCC4 – Diversity Directorate</p> <p>PRS9(5) Inspection Liaison & Analysis Unit</p>

Policing London - Winning Consent: Part 1

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)
Part III – Winning the Race – Embracing Diversity					
28. There should be a revised national CRR training strategy directly subordinate, and complimentary to, the ACPO Diversity Strategy. <i>(para. 7.21)</i>			The MPS notes this recommendation.		National Issue
29. The CRR Occupational Standards, developed by NPT, are adopted throughout the Service and absorbed into PDR processes. These standards should become the principal tool for assessing staff in relation to issues of diversity, whether on performance review or selection processes. <i>(para. 7.24)</i>			<p>The National CRR Occupational Standards were developed by NPT following work within the MPS. Piloting of these standards within the MPS has been completed on Hammersmith & Fulham, Camden and Tower Hamlets BOCUs.</p> <p>A member of the MPS Diversity Training Strategy Unit is responsible for co-ordinating the MPS input into the national programme. An ACPO notice about the implementation of the Occupational Standards was circulated to all forces at the end of April 2001.</p> <p>Implementation of the Standards throughout the MPS has commenced. Initial work will focus on the use of the standards to integrate diversity into all core training.</p>		Diversity Training Branch

Policing London - Winning Consent: Part 1

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)
30. The Home Office, the Association of Police Authorities (APA) and ACPO have a focused and structured role in approving the training needs for the Strategic Command Course in relation to issues of diversity. <i>(para. 7.26)</i>			The MPS notes this recommendation.		National Issue
31. NPT formulates its own specific CRR strategy and complimentary CRR training strategy, pan estate, that can give direction and clarity to faculty and department heads. <i>(para. 7.28)</i>			The MPS notes this recommendation.		National Issue
32. Before conducting any CRR training programmes forces carry out appropriate training needs analysis to ensure that the training provided meets the requirements of both national drivers and local community needs. <i>(para. 7.33)</i>			<p>A full training needs analysis was initially undertaken on Hammersmith division in 1997, the results of which were used in the formulation of the MPS CRR training model that is currently being rolled out across the MPS. The content of the current two-day awareness programme, which is due to be completed at the end of December 2002, will vary according to the needs of each BOCU. This flexible format enables specific local issues to be incorporated as appropriate.</p> <p>To date, 62% of all MPS personnel, including Special Constables, have undertaken CRR training.</p>		Diversity Training Branch

Policing London - Winning Consent: Part 1

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)
33. Only 'qualified' trainers are used in CRR training and that ACPO compile a suitable definition of 'qualified' that the Service can adopt with common accord. <i>(para. 7.38)</i>			The MPS employs 62 police associate community trainers and 36 police trainers. Every police trainer will have initially completed a two-week Trainer Foundation course. In addition, both police trainers and associate trainers attend a three-week CRR trainer course.		National Issue Diversity Training Branch
34. Forces have in place sufficient resources for sustainable CRR training programmes and that these allow for regular staff rotation. <i>(para. 7.41)</i>			£3m has been made available within the MPS to finance the delivery of the first phase of the CRR training programme, due for completion by 31 December 2002.		Diversity Training Branch
35. The Service adopts a national evaluation strategy similar to that recently developed by the Metropolitan Police Service, as this strategy has the potential to achieve the aspirational goal of independence that training evaluation requires. <i>(para. 7.50)</i>			The MPS notes this recommendation.		Diversity Training Branch