

HMIC National Thematic Inspection Report June 1999

Police Integrity – outstanding recommendations

Ref.	Recommendation	Current status	MPA Action
Rec 1	All supervisory officers should be significantly more active in raising the standard of behaviour of all staff, in all ranks, ensuring everyone is treated with dignity and respect, regardless of circumstances. <i>(Para 2.9)</i>	The next phase of the Diversity Strategy, to be entitled ' Protect and Respect - Everybody Benefits ', will be launched on the 24th April. The fundamental difference is that this phase will be more inclusive, embracing wider issues of diversity such as gender, sexual orientation, faith, and disability whilst maintaining an emphasis on race. It will address external service delivery, internal personnel issues and the recruitment, retention and progression of staff from under represented groups.	For noting and to receive an update on the Strategy in due course.
Rec 4	Forces should review selection, training and methods of deployment of tutor constables, with the specific aim of enhancing the integrity of the probationer constable. <i>(Para 5.5)</i>	A person specification for tutor constables has been designed by the Directorate of Training and Development and circulated to all boroughs. The Directorate delivers a standard one-week training package based around the person specification but the selection and deployment of the tutor constables is managed by Boroughs. Action complete.	For noting and discharging.

HMIC Inspection Report 1999
MPS: Specialist Operations – Outstanding Recommendations

Ref.	Her Majesty's Inspector recommends:	Current Status	MPA action
Rec 7	The report of the positive action team on equal opportunities should be implemented as a matter of urgency. (<i>para 4.32</i>)	The Guide to Specialist Operations for Minority Ethnic Officers continues to be updated. A full time SO Diversity Advisor post has been appointed and has been in post for four weeks.	For noting.

HMIC Inspection Report 1999
MPS: Community Safety & Partnerships - Outstanding Recommendations

Ref.	Her Majesty's Inspector recommends:	Current Status	MPA action
Rec 6	When the MPS implements the Human Resources Strategy, the imperatives of the Crime and Disorder Act be fully incorporated. This should include a training needs analysis at all levels with a clear focus on the need to encourage cultural change towards a problem solving and partnership approach. (para 5.12)	Occupational standards and training were delivered for Borough Commanders. The training was undertaken by MAST and was attended by Borough Commanders and Chief Executives of Local Authorities. The new Detective course includes a National Crime Faculty training needs analysis, which focused on problem solving policing and has been included as a theme through the Detective Foundation course.	For noting.

Policing London 'Winning Consent'
HMIC Thematic Inspection Report January 2000
Part I – Community Safety & Race Relations – Outstanding Recommendations

Ref.	Her Majesty's Inspector recommends:	Current Status	MPA action
Rec 2	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. (para 2.21)	<p>The first contact scheme is in place for all personnel in the MPS. The Positive Action Team's (PAT) Support and Development scheme for ethnic minority officers in 6 month to 5 year band in place and a similar scheme is being developed for officers in the 5 year to inspector band.</p> <p>Staff associations are represented on the Diversity Strategy Co-ordinating Forum and PAT undertakes bi-lateral contact with staff associations as necessary.</p>	For noting
Rec 11	That the MPS develops a single database, so that details of those who have received community and race relations training can be recorded and maintained. (para 4.46)	From 1 January 2001 the attendance of all personnel receiving CRR training will be recorded onto the central training administration system. The attendance details of those trained prior to that date will be converted onto the system over the next six months and collated centrally onto PRISM (the new HRIS system) in due course	For noting the interim arrangements and to monitor the implementation of PRISM.

Ref.	Her Majesty's Inspector recommends:	Current Status	
Rec 12	That the MPS review the strategic management arrangements for the planning and delivery of all CRR and Diversity training so that they reflect the policy specified in the MPS Human Resources Strategy. (para 4.53)	The Diversity Strategy Training Sub Group chaired by the Director of Training and Development (DTD) has undertaken this review. As a result a number of improvements have been made including: inclusion of diversity training objectives in the next phase of the Diversity Strategy, production of CRR training planning and implementation guidance, piloting of National CRR Occupational Standards.	For noting
Rec 13	That the MPS develops a CRR training strategy. (para 4.54)	Comprehensive Diversity and CRR training objectives form a key strand of the next phase of the Diversity Strategy 'Protect and Respect - Everybody Benefits ' to be launched on 24 April.	For noting and to receive an update on the strategy in due course.
Rec 14	That the MPS develops an evaluation strategy, which is capable of measuring the effectiveness of all CRR training. (para 4.58)	The evaluation strategy developed by the Directorate of Training and Development's Quality Assurance Unit has been agreed. Comprehensive evaluation will be undertaken in the remaining 24 boroughs (the first six of these commenced training on 22 January). The new strategy was recently cited as an example of good practice in the latest HMIC inspection 'Embracing Diversity', which has just been published. A three-week trainer training course designed and evaluated by 'full circle'. Key ideas for improvement have already been addressed.	For noting.

Ref.	Her Majesty's Inspector recommends:	Current Status	
Rec 17	That the MPS reviews the planned 'roll out' of the CRR awareness training to ensure that sufficient resources are available to deliver the training within the published timescale. (para 4.63)	The programme now has specific administrative personnel to ensure quality via Training and Development Lead Body standards and the monitoring of progress. Additional trainers have also been recruited to ensure the programme is delivered within the timescale.	To monitor progress
Rec 19	That the MPS reviews the staffing level of the Diversity Training Support Unit to ensure this unit has the capability to support effectively all training within the published timescale. (para 4.70)	Staffing levels in the Diversity Training Support Unit have now been increased in line with the review, which has ensured the second phase of the CRR training commenced to time.	For noting.
Rec 20	That the training of recruit interviewers be reviewed to ensure a consistent competency level across the whole of the MPS. (para 5.15)	Training courses for recruit selection and personnel selection are being rationalised and amalgamated to form one course. Equal opportunities and diversity issues are integrated into all training courses, covering the legislative context understanding prejudice and stereotyping and awareness issues. Action complete.	For noting and discharging.
Rec 22	That the MPS revisit its career management policy in order to simplify its application and minimise the negative effects that it is currently having on the morale of uniform officers. (para 5.28)	A draft Postings Policy has been prepared and has been circulated for consultation prior to submitting the final draft to Management Board for approval. The policy seeks to achieve a balance between the needs of the Service and the careers of officers. Line managers should take into account information gained during the appraisal process, as well as corporate policy when determining postings.	For noting and to receive details of the Postings Policy in due course.

Ref.	Her Majesty's Inspector recommends:	Current Status	MPA action
Rec 23	That the MPS conduct a review of the grievance procedure to make it more effective and user friendly, for both management and staff at all levels. (para 5.29)	Commander Cullen has been appointed to lead a project considering alternative means of resolving grievances. The project commences on 5 March.	For noting and to receive progress report on project in due course.
Rec 24	That the mentoring scheme for minority ethnic officers with 0 - 5 years service should be overseen by the local borough commander or departmental head. In addition, any career development plans should be agreed and jointly signed off by the officer's own line manager. (para 5.34)	The PAT Support and Development scheme is in place and improvements are being made to the scheme following an evaluation by Consultancy services. PAT has initiated a project to develop the Borough framework for the recruitment, retention and career progression of ethnic minority staff. A number of boroughs have already generated their own retention and career progression initiatives and PAT will incorporate examples of good practice.	For noting.
Rec 25	That the promotion from the rank of Superintendents to Chief Superintendent be carried out centrally by way of an assessment centre process based upon an agreed competency profile. (para 5.45)	A generic assessment process for chief superintendents has been devised and is to be implemented as a structured interview process based on selected competencies. The next selection process will commence on 19 March 2001.	For noting.

Ref.	Her Majesty's Inspector recommends:	Current Status	MPA action
Rec 26	That the corporate expertise, knowledge and initiatives to develop recruitment, retention and progression issues should continue to be driven by the MPS Positive Action Team, but that actual ownership should belong at borough and departmental level. (para 5.51)	<p>The Positive Action Team drives the recruitment, retention and progression strategy for the MPS at a corporate level. A programme for training and raising awareness for positive action initiatives is delivered at borough and departmental level with support from the team, who are available for consultation purposes. Recent examples include an action planning open day for boroughs and the framework for recruitment, retention and career progression of ethnic minority staff.</p> <p>3. Action complete</p>	For noting and discharging.

Policing London 'Winning Consent'
HMIC Thematic Inspection Report January 2000
Part II – The investigation of murder

Ref.	Her Majesty's Inspector recommends:	Current Status	MPA action
Rec 41	That the MPS takes positive steps to recruit senior detective officers from outside forces. Furthermore, it would benefit both the MPS and the police service if a system for the temporary posting of outside detectives to the MPS were introduced.	An arrangement has been made with Surrey Police for detective inspectors to join the MPS on periods of attachment.	For noting.
C5	The issue of rewards for civil staff indexers needs to be addressed as part of a long-term solution to coping with caseloads.	A market related allowance has been awarded to HOLMES indexers and took effect from 1 December 2000. They may additionally qualify for shift disturbance and on call allowances but this is determined by local work arrangements. Action complete.	For noting and discharging.

Ref.	Her Majesty's Inspector recommends:	Current Status	MPA action
C27	HMIC noted that only six MPS chief officers had attended the SCIMITAR course prior to April 1999.	Twelve serving MPS senior officers have now attended the course, this includes officers who transferred from other Forces and who were trained before joining the MPS. The next SCIMITAR course will run in April 2001.	To receive progress report in due course.
C28	HMIC is concerned that the relatively low application rate within the MPS for senior detective posts will eventually lead to a dilution in the skills base of officers to the detriment of investigation. The MPS needs to take action in respect of succession planning.	Further work is being undertaken to strengthen the business case for the payment of additional allowances to Senior Investigating Officers. This will be presented to Management Board when complete.	For noting.

Calling Time on Crime

HMIC National Thematic Inspection July 2000

Ref.	Her Majesty's Inspector recommends:	MPS response	MPA action
Rec 36	The National Competency Project Team is urged to ensure that competencies relating to community safety are included within the framework, building on the work already undertaken.	<p>Tasks relating to community safety, partnership and problem solving policing have been identified and included within the competencies of key Borough/OCU roles. These will shortly be going through a formal validation process and a practical application exercise.</p> <p>Current position: The validation process is underway and this has validated much of the project so far.</p>	For noting.

Appendix 6

Under the Microscope
HMIC National Thematic Inspection July 2000

Ref.	Her Majesty's Inspector recommends:	MPS response	
Rec 14	<p>HMI recommends awareness training in relation to scientific and technical support be given to all police staff appropriate to their roles during the key stages of human resource deployments.</p>	<p>The MPS already delivers forensic awareness training to police staff as described within this recommendation. The response describes the training given to new recruits, exhibits officers, detective constables, sergeants on promotion etc.</p> <p>A Project Board, under the direction of a DAC has been established to examine technical support management and training in the MPS. Current position: the Board's report is due for completion April 2001.</p>	For noting.