

HMIC Thematic Inspection of Probationer Training – Training Matters

MPS Action Plan – Update April 03

Recommendation:

3.4 Each chief officer should ensure that, as a result of their leadership and commitment, all probationers receive the same high level of training, support, supervision and direction.

The issues arising relate to ensuring consistency throughout all phase of probationer training and that a high level of training is achieved throughout.

Issues Arising	Response/Planned Work	Current Position
<p>Establish if the current foundation course and continuation training element are fit for purpose and whether they meet the needs of the organisation.</p> <p>Review the impact of the National Competency Framework and how it embraces both the Policing Plan and the Mission, Vision & Values of the Metropolitan Police Service.</p> <p>The implications of the new Police Skills & Standards Organisation need to be examined.</p>	<p>Undertake an evaluation of the 104-week Probationer training Programme</p>	<p>To report Dec02.</p> <p><i>The evaluation is complete, report produced and circulated. It contains 48 recommendations. These will be considered at the School Management Board on 11th March 2003 and an action plan agreed on how each recommendation will proceed.</i></p>

Issues Arising	Response/Planned Work	Current Position
<p>Need for a more holistic strategic dimension to probationer programme.</p> <p>To fully engage Territorial Policing and other key stakeholders at a strategic level in:</p> <ul style="list-style-type: none"> - Identifying the knowledge and skills required for core role duties. - Identifying and prioritising training delivery needs. - Ensuring the content of training is amended to reflect changing client needs. - Ensuring that priority-training needs are met in the most cost-effective manner. - Ensuring that core training practices and standards within the board's area of responsibility are appropriately reflected in the training owned and provided by other SMBs. - Acting as a focal point for training required for core roles or duties within the board's area of responsibility. - Taking ownership of the relevant elements of the MPS Annual Training Plan. <p>To ensure the existence of necessary management information against which informed decisions can be made as to direction and resource needs.</p>	<p>To appoint a Superintendent from within the Directorate of Training & Development with sole responsibility for the 104-week Probationer Training Programme.</p> <p>To create a School Management Board (SMB) that solely focuses on the 104-week Probationer Training Programme.</p> <p>To ensure that management information, as required, is supplied.</p>	<p>Complete.</p> <p>Complete</p> <p>Complete</p>

Issues Arising	Response/Planned Work	Current Position
<p>To ensure effective consultation and collaboration with other bodies, including HMIC, MPA, Centrex, as well as boroughs and TP, to ensure the MPS response to probationer training and development is timely and fit for purpose.</p>	<p>To explore the possibility of staff exchanges.</p> <p>To minimise duplication through an exchange of best practice.</p> <p>To examine areas of joint concern where a collaboration of effort will bring best value.</p> <p>To fully engage with Centrex towards ensuring that National-Standards for probationer training are developed and applied.</p> <p>To explore with Centrex opportunities for joint:</p> <ul style="list-style-type: none"> • Environmental scanning manual writing, maintenance and updating 	<p>Ongoing liaison.</p> <p><i>Since last reporting, the MPS has forged a closer working relationship with Centrex gaining representation at key meeting, and with ongoing projects, namely: Foundation Training Management Team, Probationer Training Advisory group and Modernisation of the Probationer Training Programme – Practitioner Project.</i></p> <p><i>We have committed a full time staff member to assist on the Probationer Training Modernisation Project as a Field Researcher.</i></p> <p><i>In addition to the School Management Board, TP now commit time at their TP Personnel Forum to discuss training issues relative to TP.</i></p>
<p>Need to maintain effective communication.</p> <p>Need to ensure that we adhere to ‘Investors in People’ standards.</p>	<p>Create and maintain an effective communications strategy.</p> <p>Undertake action to maintain our ‘Investors in People’ status.</p>	<p>Communication strategy produced. Need now to fully market.</p> <p>We currently hold ‘Investors in People’ status. However following the liP assessment (253/02 – 29/3/02) we were asked to improve in five areas if we sought to retain this status. An action plan has been produced (awaits liP approval) which we will follow to ensure retention.</p> <p><i>Ongoing</i></p>

Issues Arising	Response/Planned Work	Current Position
<p>Support need to those probationers who are from under-represented groups</p>	<p>Ensure active support is operating effectively</p> <p>A menu of options is to be produced for support to recruits whom are from any single group or minority.</p>	<p>Support systems exist within Foundation Training</p> <p>The 0–5 scheme does not extend to Foundation Training but this is being reconsidered and resolution subject to resource availability.</p> <p><i>Ongoing: Recent work undertaken by Internal Consultancy (A scoping study to consider visible ethnic minority only intakes or classes) recommended that the proposal for such intakes/classes was not supported. Included were suggestions for improvement. These are currently being explored with a requirement to report by 3/03.</i></p>
<p>Following CRR Occupational Standards & The Framework for Qualified CRR Trainers, we need to ensure that probationer-training staff have the ability to deliver the quality of training needed to maintain our inclusive style of delivery in subjects taught (the 'golden thread' approach).</p> <p>Rationale:</p> <p>The 2-day borough programme does not deliver the required underpinning knowledge, skills and experience, essential for the development of all trainers. Trainers are not always confident in the material or in the delivery of the programme.</p>	<p>To initiate modular training which addresses this issue.</p>	<p>Training delivery to commence Dec 02. (Note: DTD All staff completed the 2-day CRR training).</p> <p><i>Commenced mandatory for all probationer trainers: Personal Awareness (5 days) for completion by March 2004, Multi-Cultural Britain (3 days), Legislation & Policy (2 days) & Lay Contribution (1 day) for completion by September 2005. In addition the following modular training is now available: Advanced Facilitation in Diversity issues (3 days), Flexible Training Needs (1 day), Domestic Violence (1 day), Forced Marriages (1 day), Travellers & Gypsies (1 day) & Disability Awareness (1 day).</i></p>

Issues Arising	Response/Planned Work	Current Position
<p>Training of probationers in court file preparation within the MPS requires a corporate steer. Current 'Foundation & Continuation Training' is limited. Corporately different procedures and practices are applied. The engagement of the CPS and other stakeholders is limited.</p>	<p>Undertake a performance needs analysis</p> <p>Develop partnership working with the CPS in training probationers.</p>	<p>Following agreement by AC Ghaffur short, medium and longer-term plans will be produced.</p> <p>A review of training and development in the MPS regarding Criminal Justice Issues has been produced covering 'quick wins'. Liaison with The College of Law has resulted in production of a training package. Issues covered include arrest, file preparation and courtroom skills. A presentation was given to the BVR(T) on 18 July 2002 there was a presentation to training and Best Value Team by The College of Law.</p> <p>Ongoing</p> <p><i>The MPS has contracted the services of Bond Solon to provide training in courtroom skills to all probationers during post foundation training. We are currently examining practices within Centrex regarding case file preparation.</i></p> <p><i>Ongoing.</i></p>
<p>Class size – To achieve National average class size Increased numbers to be trained Limited training facilities</p>	<p>Initiate shift working</p>	<p>Shift working commenced on 19th August 2002.</p> <p><i>The training requirement 2003 – 2004 and supporting delivery plan Awaits confirmation (due 7th March 2003).</i></p> <p>The MPA has approved funding for 332</p>

Issues Arising	Response/Planned Work	Current Position
Limited residential accommodation facilities	Increase available residential accommodation	additional bed-space accommodation. This will start to become available October 2002 onwards. <i>1572 beds are now available which fully meets current requirements.</i>
Quality of trainers Maintain national average trainer/student ratio	Report monthly on: <ul style="list-style-type: none"> • Trainer activity • Trainer assessments • Number of trainers/students 	This data is currently available and monitored.
<p><u>Street Duties</u></p> <p>Varied approached being applied against mixed standards</p> <p>Current Probationer's Development Portfolio dated and takes no account of these recommendations and the Competency Framework</p> <p>Limited training/no training being provided to those used as Street Duty Tutors</p>	<p>Create a Street Duty Support Unit</p> <p>Undertake a performance needs analysis for 'Street Duty Trainers'</p> <p>Set MPS standards</p> <p>Produce a Probationer's Development Portfolio</p> <p>Deliver 'Street Duty Tutor Training'</p> <p>Boroughs to produce training plans SDSU to monitor</p>	<p>Street Duty Support Unit created.</p> <p>PNA completed.</p> <p>MPS standards set and approved by Policy Board. Circulated MPS wide.</p> <p>Authority from ACC Rogerson has allowed us to utilise some of the current Centrex PDP in producing an updated and 'fit for purpose' PDP. Currently undergoing final checking. <i>PDP produced and in full use. Small print runs allow for modification as required.</i></p> <p>Training for 'Street Duty Tutors' has been designed. A pilot course is being run 22nd July – 24th July 2002. <i>Training being delivered. Twelve courses were undertaken prior to 12/03. Further to follow.</i></p>

Issues Arising	Response/Planned Work	Current Position
	Cluster Commanders to initiate inspections.	Standards for inspection published. <i>The MPS has since re-structured at Commander level. Accordingly our Internal Audit Directorate have commenced an audit which will examine, evaluate and report on the procedures put in place by management for the placement, training and monitoring of police probationers. This will focus largely on the newly introduced street duties course.</i>
<p><u>Continuation Training</u></p> <p>Quality of trainers</p> <p>Maintain National average Trainer/Student ratio</p>	<p>Report monthly on:</p> <ul style="list-style-type: none"> • Trainer activity • Trainer assessments • Number of trainers/students 	This data is currently available and monitored.
Current management structure does not support delivery.	Review structure and initiate change.	Complete.
<p>Currently within Foundation Training the following units exist as best practice:</p> <ul style="list-style-type: none"> • Advice & Development Unit • Staff Development Unit 	Consider incorporating this best practice into Continuation Training.	Ongoing

Recommendation:

5.9 Tutor Units be established, by the end of 2002, in every force.

This recommendation relates to the Street Duties phase of training.

Issue	Response/Planned Work	Current Position
Although this is an issue for other forces, it is not an issue for the MPS.	No action required	As the Inspection notes, the MPS already has the equivalent of Tutor Units at each of its boroughs.

Recommendation:

5.11 The Metropolitan Police Service (MPS) probationer-training programme adopts any new Professional development Portfolio (PDP) system that is devised on behalf of the Service.

Issue	Response/Planned Work	Current Position
The current PDP (MPS & Centrex) is dated and therefore not fit for purpose.	The review of street duties and design of training for tutors has caused us to act now in designing (in collaboration with Centrex) a PDP, which is fit for purpose. It is recognised and accepted that we will adopt the Centrex PDP when designed.	As shown in action.

Recommendation:

6.1 By the end of 2002, all forces arrange to provide their full quota of trainers to National Police Training (NPT) centres, and for the Metropolitan Police Service (MPS) to Hendon, and that performance in this area is subject to a Best Value Performance Indicator (BVPI).

Issue	Response/Planned Work	Current Position
The MPS is not party to this system and should not have been included in the recommendation.	No action required	Forces do not provide a 'quota of trainers' to the MPS. Neither does the MPS provide a quota to NPT probationer training centres.

Recommendation:

6.6 All forces have sufficient nationally qualified training development officers (TDOs) in place to enable a structured and regular assessment of probationer training delivery takes place.

Issue	Response/Planned Work	Current Position
Not all forces using the Centrex model are complying with its requirements	No action required	The Inspection notes that the MPS does not utilise TDOs. It does have systems by which trainers are assessed by qualified assessors.

Recommendations:

6.7 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.

6.8 Forces provide for all area or division-based officers, with a responsibility for the development of probationers, force wide support and direction.

Issue	Response/Planned Work	Current Position
HMIC has noted that in some forces trainers are not always valued and may be disadvantaged in respect of their careers	To be monitored by Director of Training and Development.	The MPS recognises that this can be an issue and is doing what it can to implement this recommendation. Being a trainer is not an 'easy option' and the MPS values the experience and expertise which trainers bring to the Service. <i>One identified officer (Superintendent) now provides the lead on all training issues for probationers. This includes support to DTD and borough based trainers.</i>

Recommendation:

6.14 All forces deliver common national standard initial and refresher training to their supervisors to improve the management of probationers.

Issue	Response/Planned Work	Current Position
HMIC has noted that the quality of supervision is variable across forces	Supt Probationer Programme to monitor quality of probationer supervision.	No common national standard currently exists. The MPS provides training in the management of probationers as part of our sergeants' promotion training. TMAG has recognised that there are very considerable cost implications in setting up refresher training for supervisors as HMIC suggests

Recommendation:

6.15 All forces provide those supervisors who are responsible for the development of probationer constables with a nationally accredited assessment qualification.

Issue	Response/Planned Work	Current Position
This recommendation is about meeting existing national standards for workplace assessment and is likely to become increasingly important as National Occupational Standards are introduced to underpin training	Director of Training and Development has instigated a scoping study to assess the implications of providing trainers with nationally recognised qualifications.	Many of the MPS trainers have gained a nationally accredited assessment qualification (D32/33). However, it is not currently a requirement of this specific role and its implementation would have resource implications.

Recommendation:

6.16 Forces ensure that the performance of those supervisors, who are responsible for the development of probationer constables, is regularly and formally appraised.

Issue	Response/Planned Work	Current Position
HMIC noted that annual appraisals were not always completed	HR Board monitor appraisal completion rates.	Resolved. <i>The dated MPS probationer appraisal system has been revised and is currently being considered by the Police Federation prior to final approval.</i>

Recommendation:

6.17 Forces ensure that those supervisors who are responsible for the development of probationer constables are made aware of their obligations to the Professional development (PDP) system through focussed training, monitoring and assessment by Training & Development Officers (TDOs).

Issue	Response/Planned Work	Current Position
<p>The current review of street duties training has highlighted a need now to ensure MPS standards exists.</p> <p>When Centrex has developed national standards, these will be included.</p>	<p>Maintain a Street Duties Support Unit</p> <p>Impose MPS street duty training standards</p> <p>Provide training for tutors</p> <p>Provide a development day for tutors</p> <p>Provide learning support & management guidance through the MPS website which is timely, relevant and regularly updated.</p> <p>Create a Street Duties Manual.</p> <p>Review and ensure corporate awareness of the Reg.15 process.</p>	<p>Standards Produced.</p> <p><i>Complete</i></p> <p>Training package produced.</p> <p><i>Development day designed but not yet delivered.</i></p> <p>For inspection mid Nov 02. <i>Basics complete. Ongoing.</i></p> <p>Complete.</p> <p>For completion Dec 02. <i>Ongoing. Draft complete. Currently also reviewing policy.</i></p>

Recommendation:

6.18 Forces ensure that all probationers are kept informed of the identity of the first-line supervisor responsible for their development.

Issue	Response/Planned Work	Current Position
HMIC discovered some instances where probationers were unsure of the identity of their first line supervisor. The forces involved were not named.	To be raised at the next SMB and with proposal for incorporation in new PDP.	Complete.

Centrex and Met

Recommendation:

6.3 The Service, under the aegis of the Home Office, review the current terms of employment and contracts for all trainers employed by National Police Training (NPT) and the Metropolitan Police Service (MPS) Training Centre – Hendon to address inequality between police and non-police staff.

Issue	Response/Planned Work	Current Position
Terms and conditions for those working within the Centrex Probationer training programme are not consistent	No action required at present.	This is an issue of inequality in the terms and conditions of trainers at different Centrex centres. It would only become an issue for the MPS if Centrex established a presence at Hendon.