

HMIC Thematic Inspection of Probationer Training – Training Matters

MPS ACTION PLAN

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>Evaluation started and Gantt chart produced showing activity time-lines. The evaluation plan was in place at the time of the inspection.</p>
<p>Need for a more holistic strategic dimension to probationer programme.</p>	<p>To appoint a Superintendent from within the Directorate of Training & Development with sole responsibility for the 104-week Probationer Training</p>	<p>Superintendent appointed 1st July 2002</p>

Issues Arising	Response/Planned Work	Current Position
<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</p>	<p>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>School Management Board established – first meeting September 2002</p> <p>Meeting to determine required management information held 24th July</p>

Issues Arising	Response/Planned Work	Current Position
direction and resource needs.		(for confirmation by SMB chair).
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>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 	Meeting held with ACC Rogerson (Centrex) on 25 th June 2002 agreed that we should progress the planned work as shown.
<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 IIP assessment (25/3/02 – 29/3/02) we were asked to improve in five areas if we sought to retain this status. An action</p>

Issues Arising	Response/Planned Work	Current Position
		plan has been produced (awaits liP approval) which we will follow to ensure retention.
Support need to those probationers who are from under-represented groups	<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 schemes do not extend to Foundation Training but this is being reconsidered.</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: 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>	To initiate modular training which addresses this issue.	A training delivery plan has been produced.
Training of probationers in court file preparation within the MPS requires a corporate steer. Current 'Foundation & Continuation Training' is limited.	Undertake a performance needs analysis	Following agreement by AC Ghaffur short, medium and longer-term plans will be produced.

Issues Arising	Response/Planned Work	Current Position
<p>Corporately different procedures and practices are applied. The engagement of the CPS and other stakeholders is limited.</p>	<p>Develop partnership working with the CPS in training probationers.</p>	<p>A review of training and development in the MPS regarding Criminal Justice Issues has been produced covering 'quick wins'.</p> <p>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 18th July 2002 there was a presentation to training and Best Value Team by The College of Law.</p>
<p>Class size – To achieve National average class size Increased numbers to be trained Limited training facilities</p> <p>Limited residential accommodation facilities</p>	<p>Initiate shift working</p> <p>Increase available residential accommodation</p>	<p>Shift working commences on 19th August 2002.</p> <p>Delays in getting approval for our required additional training staff will limit us initially to a 6-track system (12 classes – 6 early & 6 late)</p> <p>The MPA has approved funding for 332 additional bed-space accommodation. This will start to become available October 2002 onwards.</p>
<p>Quality of trainers 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 	<p>This data is currently available and monitored.</p>
<p><u>Street Duties</u></p>	<p>Create a Street Duty Support Unit</p>	<p>Street Duty Support Unit created.</p>

Issues Arising	Response/Planned Work	Current Position
<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>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>Cluster Commanders to initiate inspections.</p>	<p>PNA completed.</p> <p>MPS standards set and approved by Policy Board. To be 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.</p> <p>Training for 'Street Duty Tutors' has been designed. A pilot course is being run 22nd July – 24th July 2002.</p> <p>Standards for inspection published.</p>
<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 	<p>This data is currently available and monitored.</p>
<p>Current management structure does not support delivery</p>	<p>Review structure and initiate change</p>	<p>Review being undertaken by Head of PDU with report due by end of August.</p>
<p>Currently within Foundation Training the</p>	<p>Consider incorporating this best</p>	<p>Not in place for Continuation Training.</p>

Issues Arising	Response/Planned Work	Current Position
following units exist as best practice: <ul style="list-style-type: none"> • Advice & Development Unit • Staff Development Unit 	practice into Continuation Training.	

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. It has no shortages of applicants for vacant recruit trainer posts.

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

Issue	Response/Planned Work	Current Position
		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.	The MPS will shortly introduce a new and simplified appraisal system based on the National Competency Framework. This will reduce the bureaucratic burden of the present appraisal system and encourage the timely completion of all appraisals.

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>Street Duties Support unit maintained.</p> <p>Planned work programme shown.</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.	The MPS totally agrees with this recommendation and hopes that there are no instances of this happening in the MPS. Proposal that this should be incorporated in revised PDP.

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.