



MOPAC MPS Oversight Board
21 April 2022

**MPS progress on agreed priorities from the Mayor’s Action Plan and
The Deputy Commissioners Delivery Group Activity Programme**

Report by: Helen Harper, Commander – Crime Prevention, Inclusion and Engagement

1. Purpose of this Paper:

The purpose of this paper is to update on MPS progress delivering on agreed priorities from the Mayor’s Action Plan to build trust and confidence in the MPS.

This paper will also provide key updates of the Deputy Commissioner’s Delivery Group (‘DCDG’) activity programme.

It will also provide a short update on the Community Outreach Fund.

2. Recommendations:

That the Oversight Board notes the progress of the MPS against the Mayor’s Action Plan.

That the Oversight Board notes the updates of the DCDG activity programme.

3. Information for Consideration:

This submission builds on the previous update paper.

4. Progress delivering on agreed priorities in the Mayor’s Action Plan:

The Mayor’s Action Plan includes actions for both MOPAC and the MPS. The RAG updates below are for the 23 actions that are the responsibility of the MPS, within the Mayor’s Action Plan. The actions have been written from the order in the plan and paraphrased for brevity.

Of the 23 MAP actions, all have been progressed:

- 17 are complete (dark green) – noting action 5 is led by MOPAC with MPS support
- 6 are in progress and on track (pale green)

1	Pilot to review samples of vehicle stops conducted under Section 163 of the Road Traffic Act	The report has been shared with MOPAC and MOPAC/MPS officials have discussed.	G
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2	<p>A review of the use of handcuffing in the MPS, with publication by the end of 2020</p>	<p>A new handcuffing policy was launched on 18th November 2021. It is supported by the refreshed Public and Personal Safety Training (PPST) programme, which extends training contact time for all officers and is outlined in detail below under Action 13. Sitting alongside this training programme is a mandatory digital package for all officers up to and including Superintendent, which enhances officers’ learning around the key aspects of handcuffing policy and law.</p> <p>To assess its impact the MPS has established a review process to be carried out over the next 12 months. This will consider any changes in the use of handcuffs following the launch of the policy, capturing in addition, any differences in the use of other forms of force. This review will be assisted by the agreed improvements under development in the process for recording of use of force, notably in relation to stop and search. IOPC colleagues were invited to participate in this review, however are satisfied with this being an MPS review, noting that any of their assessments are made from MPS data already under consideration in the review.</p>	G
3	<p>The MPS in Haringey are working with Haringey Council safeguarding leads to review the safeguarding response to under-18s who are repeatedly stopped and searched</p>	<p>A joint MPS and Haringey Children’s Services report was prepared in March 2021. A key recommendation from the initial report was for the pilot to continue. Therefore, in October 2021, its development was explored in a workshop at one of MOPAC’s Mayor’s Action Plan public meetings. Young people’s viewpoints were captured about opportunities to address their safeguarding needs and thereby inform improvements in the MPS and local authority response. A key improvement identified in this forum was the need to develop processes and protocols for providing ‘Early Help Services’ to young people and their families, informed by reporting and engagement from both police and Children’s Services.</p>	G
4	<p>The MPS will continue to ensure that the work of the Safer Schools Officers is monitored and assessed to ensure the positive work they do can continue and that there are no disproportionate impacts for Black children.</p>	<p>An initial report has been shared with the DCDG Steering Group.</p> <p>Further internal consultation has taken place internally with CPIC which will incorporate capturing additional work undertaken by the Safer Schools Officers and feedback from the</p>	LG

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		<p>MOPAC Public Meeting held on 18th January 2022, which focused solely on the impact of Safer Schools Officers.</p> <p>The final report is expected to be available in spring 2022.</p>	
5	<p>MOPAC and the MPS have committed to work with communities to review of all of their existing community engagement mechanisms, to make them more transparent and to identify accessible opportunities for Black communities to be engaged. Work on this review will begin immediately.</p>	<p>MOPAC is leading this action, and have appointed an independent organisation to assist in the review.</p>	G
6	<p>The MPS is working to develop a 'Handbook of Engagement' which will be shared with communities, enabling better joint-working to identify further opportunities for how the Service can listen and serve its communities, and in particular Black and ethnic minority communities.</p>	<p>The handbook final draft is being prepared and remains on track for publication publically in spring 2022.</p> <p>To enhance community mapping internally, a review is underway of the potential for digitised capture of local community engagement. If feasible, this will be progressed through CPIE.</p> <p>Local BCU Commanders are being updated in April 2022 to ensure awareness of the wide variety of community engagement mechanisms available for the public.</p>	LG
7	<p>Building on significant improvements over many years, the MPS is aiming for 16% of its officers to be BAME by 2022, 21% by 2024 and 28% by 2030. To support this new, challenging aim for the diversity of the MPS, new aims on recruitment of officers have been agreed. The MPS want to see as many as 40% of new recruits from BAME communities from 22/23.</p>	<p>Up to December 2021 the MPS has achieved these challenging aims with 16.2% of its overall officer representation being Black, Asian or Minority Ethnic (5370 of 33,077 officers).</p> <p>To maintain this position, the MPS is monitoring closely the recruitment pipeline and where appropriate, is utilising the principles of Equal Merit to improve diversity. Currently the volume of recruits is assessed as likely to be met, but the level of diversity will not meet our ambitious targets. To contextualise this significant requirement, achieving an uplift of 1344 MPS officers, and thereby reaching our budgeted workforce target in March 2022, the MPS has to recruit around 3000 additional officers.</p> <p>An important consideration in assessing this action, is the buoyancy of the wider employment market in London. However the MPS is responding to this challenge, which includes delivering specific media campaigns, focused on highlighting our commitment to</p>	G

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		recruiting a workforce reflective of London and ensuring the changes noted in Action 8, related to the MPS recruitment process, eliminates disproportionality. Due to its critical significance to the MPS, recruitment is monitored on a weekly basis.	
8	The MPS will set specific aims for the recruitment and promotion of Black officers.	<p>The MPS set an aim for recruitment of Black officers as 8% of all recruits. For promotion, aims were set for Black, Asian and Minority Ethnic officers: 15% of Sergeants and 14% of Inspectors by 2023/2024 and specifically for Black officers the aim set was: 3% of Sergeants and 3% of Inspectors. In December 2021 recruitment of Black officers was 5.5%, 10% of Sergeants were from a Black, Asian or Minority Ethnic heritage and 2.6% were Black. For Inspectors, 11.4% were from a Black, Asian or Minority Ethnic heritage and 2.6% were Black.</p> <p>To address unexplained disproportionality in recruitment we have increased training for assessors, including a clear focus on understanding MPS values and individual unconscious bias. This is being built on with community consultation on the key requirements to be a police officer. To ensure MPS selection is in line with our values and what is required to be a police officer in London, key relevant criteria has been developed. Pilot timelines for this are due to be considered in spring 2022.</p> <p>To improve the promotion position the MPS is developing specific programmes to support the promotion of Black officers. This includes the 'Inspiring Leaders' programme, specifically designed to support Black constables and 'Lead On' for all under-represented supervisors up to and including Chief Inspectors. Both of these programmes are due to be launched in spring 2022 in a modular way, to support participants with overcoming any barriers to progression in the MPS.</p>	G
9	The MPS will imminently re-introduce the London residency criteria for most new recruits.	The MPS introduced the London residency criteria in November 2020 and bespoke Outreach Teams are now fully delivered, aimed at recruiting minority ethnic Londoners to consider a career in the MPS. The impact of this change was subject to review in spring 2022 to ensure that the MPS is able to deliver its overall	G

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		uplift in officers and has been temporarily lifted.	
10	The MPS will ensure communities are more closely involved in the design of new police learning and development by default and a new Learning and Development Community Reference Group will be established to facilitate this.	The Learning and Development Community Reference Group is fully established, with a regular meeting schedule in place. Many members work, or have professional links, within education and training and have been invaluable in providing advice on the development of many areas of the MPS response to the learning and development of staff. MOPAC are invited as observers and both the College of Policing and National Police Chiefs' Council colleagues have attended to encourage national consideration around the replication of this approach for other forces.	G
11	In support of broadening the conversations with communities on the use of stop and search, the MPS will mobilise a local pilot in the Central South BCU.	This in-person pilot was expected to be complete in December 2021, however timelines have had to be extended into 2022. It is expected to be complete in spring 2022; to date over 200 officers have received training. Following its conclusion a review will be undertaken by Central South BCU and Learning and Development. Contact has already been established with MOPAC Evidence and Insight Unit, to consider the review elements able to support MPS consideration for extension across all BCUs.	G
12	The MPS will incorporate direct community input into specific aspects of the training given to new recruits across the service. Known as 'Local Community Familiarisation' – new recruits will spend a proportion of their initial learning understanding the history of the local area they will police, including learning the cultural history, lived experiences and the challenges the communities have faced. This will be supplemented by a bespoke local Community Immersion Project.	This learning is now entitled the 'Community Impact Task'. It is delivered after the first 11 weeks of training and is to prepare recruits for their operational time on a BCU. Recruits meet (where available) Independent Advisory Group chairs, local mayors and then visit community projects, archives or groups, learning about key critical events on the BCU (all activity is tailored for local BCU delivery) to enhance their awareness of the community on the BCU and raise confidence in policing, due to a clear appreciation of its history and seeing policing activity from others' viewpoints. This complements familiarisation with the BCU as a whole (eg custody suites/bases etc) and towards the end of the week also incorporates a meeting with the Neighbourhood Policing lead, who reiterates the key aspects of the local community and their local priorities. Dip-sampling has been conducted, with IAG chairs indicating they have had a good volume	G

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		of contact from student constables.	
13	Refreshed Safety Training – the officer safety training that new recruits receive will be enhanced with a planned extra three days centred on how the MPS equip recruits with additional skills	<p>The 8 day timetable provides additional time for student constables to become competent and confident with skills being taught. Additionally, training that had previously been delivered during annual refresher courses, has now been brought into the student constable timetable. The extra 3 days provides more opportunity to link skills together, rather than practise them in isolation. This translates into more role-play (being both the officer and the member of the public being searched) and scenario practice sessions, and will include areas such as searching, handcuffing and edged weapon defence. Further inputs on Acute Behavioural Disturbance, along with dealing with people experiencing mental health crises, have also been added. An enhanced lesson that highlights the use of tactical communication, and how it links in with stress and de-escalation, is also included. Taser awareness has been developed from a 30-minute power point presentation, into an hour-long package that now incorporates a demonstration of the equipment by the Taser instructors. The effectiveness of this new programme will be considered prior to the launch of cycle 2 of training, which is due to start in late spring 2022.</p>	G
14	Refreshed Stop and Search Training – during their initial learning new recruits will spend time understanding the importance of cultural awareness and the impact of issues such as unconscious bias and disproportionality on communities across London, specifically Black communities. This includes scenario-based role plays such as ‘trading places’ exercises, where officers will be put in the shoes of the people they stop.	<p>During initial training new recruits receive inputs in relation to cultural awareness, with the concepts of procedural justice and policing by consent, woven throughout their wider training programme. As noted above in response to Action 12, this includes the Community Impact Task, as noted in Action 13, within the enhanced Public and Personal Safety Training role-play and scenario training, and as outlined below in Action 15, the development of the Cultural Awareness Portal.</p> <p>As part of a recruits ‘Passing Out Parade’ week (at the end of their initial training) a further programme has been established to ensure that officers appreciate the impact of policing on Londoners, notably on Black communities. Members of the Black community share their experiences of policing including stop and search, through sharing the history of police/Black community relations,</p>	G

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		<p>contextualising their own personal experiences as part of the wider Black community experience.</p> <p>Training in relation to stop and search has been developed to include both digital and in-person training. Where possible and in compliance with Covid regulations, the concept of viewing the Black community's experiences, through 'trading places' with a person being stopped and searched is utilised. The pilot on Central South BCU has specifically included this approach. The new MPS 'Just Another Day' stop and search/use of force digital training package is an interactive tool to ensure all officers up to and including superintendents, reflect on their decision making within policing encounters (also noted above in Action 2).</p> <p>Furthermore, to maintain the focus on the 'trading places' technique in MPS training, Learning and Development have invested in a full time role to develop further and maximise opportunities for Black community voices to be heard. The potential inclusion of the community in the PPST programme is underway, noting that to deliver this requires considerable community availability due to the volume of PPST courses run daily across the MPS.</p>	
15	<p>The MPS has commissioned Middlesex University to develop a cultural awareness toolkit and a two-part training video, which will include an explanation and demonstration of the principles behind procedural justice Once completed the toolkit will be made available to officers and staff through the MPS intranet.</p>	<p>This commission has resulted in the development of an in-house 'Cultural Awareness Portal', where all members of the MPS will be able to access relevant information about London's communities and thereby appreciate how understanding communities and difference, underpins fair policing principles and the concept of Procedural Justice.</p> <p>The portal includes bespoke briefings about BCUs, including their history, community groups and key characteristics, aimed at ensuring all those policing have the information to be culturally competent. Further content focuses on the wider MPS, including explanations of key events in policing London as well as timelines for relevant minority groups in London.</p> <p>The portal is expected to be launched in spring 2022 and as it evolves it is expected to capture the heritage stories of our diverse staff, celebrating their difference and illustrating how</p>	LG

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		the MPS represents London’s diversity.	
16	The MPS will set challenging aims to increase the number of Sergeants and Inspectors from BAME groups and will set a specific aim for Black officers. The MPS will publish details of this scheme at the end of January 2021, following consultation with staff associations.	<p>This funding has been utilised to deliver 14 senior leaders as Career Development Officers, trained specifically in supporting under-represented officers achieve their potential. They are located across all BCUs and within specialisms to support the MPS retention, promotion and selection aims outlined within this annex. They will be a key part of the new leadership programmes for Black constables and under-represented leaders noted above in relation to Action 8.</p> <p>In line with an approach of continual reflection and improvement, all MPS promotion courses are being reviewed to ensure that what is delivered is effective preparation for newly promoted officers, reiterating throughout the MPS values of inclusion. The first iteration of this approach is within the new Sergeant course, due to be launched in summer 2022.</p>	G
17	The Mayor has welcomed the MPS’ commitment to continue to significantly reduce disproportionality within the grievance and misconduct processes by 2024. The Mayor will hold the Commissioner to account for ensuring that this happens.	<p>The MPS has undertaken significant work to reduce disproportionality in both misconduct and grievance procedures. For misconduct, a process of checks and balances remains, under the leadership of Commander Savell within Professional Standards. This is added to with a pilot initiated in late 2021 on 4 BCUs, to support more developmental conversations, thereby positively shaping officer and staff performance to reduce referrals into the misconduct process; this being where disproportionality is particularly noted. Early indications are that already this is supporting supervisors in addressing minor development needs proportionately and minimising lower level misconduct referrals. Full implementation across the MPS took place in early February 2022 and its impact is under regular review by DPS.</p> <p>Reviews of grievances continues under the leadership of MPS Director of HR, Clare Davies. Grievance numbers remain static, with an average of 245 per annum over the last three years. However Black, Asian and Minority Ethnic officers/staff are still 1.7 times more likely to raise a grievance. Reviews of these show a believed lack of career support and training and perceptions of inappropriate early use of</p>	LG

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		<p>misconduct processes, and by default failure to use a more informal developmental approach, as significant factors.</p> <p>To continue the upward trajectory in the use of mediation (increased by 50% in 2020/2021), the MPS includes conflict resolution training on sergeant and inspector promotion courses, as well as extending training on grievance management to a further 500 leaders. Grievance Management Team support is offered to senior leadership teams identified as grievance ‘hotspots’ to develop, where appropriate, their response to all staff.</p> <p>The links between misconduct, grievances and employment tribunal claims are being considered through a joint working group of HR and Professional Standards leads, ensuring a co-ordinated response across the MPS.</p>	
18	<p>The MPS is expanding the support provided via Operation Hampshire to support officers and staff who are victims of all hate crime while on duty. This is to ensure that every officer or member of staff who is assaulted, or subjected to a hate crime or both, is treated as a victim and that they have meaningful support.</p>	<p>Operation Hampshire principles now include hate crime as well as physical assault. Guidance is available on the MPS internal Intranet, which includes the expectations set for senior leaders when supporting staff. The Operation Hampshire performance dashboard is fully established, with the central Operation Hampshire team capturing good practice to enhance support for all officers and staff affected.</p>	G
19	<p>The MPS has put in place the necessary safeguards and has reinstated Body Worn Video reviews by Community Monitoring Groups from October 2020.</p>	<p>From September 2020, Community Monitoring Groups have been able to view Body Worn Video in line with their terms of reference for reviewing stop and search encounters. Our central stop and search team collate feedback from local leads to ensure relevant organisational learning across the MPS.</p>	G
20	<p>MOPAC and the MPS will start work shortly to jointly research a sample of Body Worn Video footage, to: examine the nature of stop and search interactions, particularly when there is escalation or de-escalation in the behaviour of officers or the individual(s) being stopped and understand how different groups of people experience and interpret stop and search interactions.</p>	<p>The research has required considerable review and consultation to ensure compliance with relevant legislation, policy and practice. This has now been achieved and the research is underway. Results are expected to be available in summer 2022.</p>	LG
21	<p>MOPAC and the MPS will run a new Complainants Survey asking about</p>	<p>A Complainants’ Survey was conducted in October 2020 with 300 responses received from</p>	G

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	<p>people’s experiences of the complaints process. This will enable a better understanding of how the journey can be improved.</p>	<p>a potential 1700 people invited to participate. 80% of those responding indicated that the service they received was poor or very poor, with the two main aims, when making their complaint, noted as organisational or individual learning.</p> <p>To address this feedback the MPS has established within the Directorate of Professional Standards (DPS), a Complaints Resolution Unit. This unit is already in place and is operating 7 days a week contacting complainants, identifying opportunities for early resolution of concerns where appropriate, through learning and reflective practice. Its aim is to provide a timely response and resolution to complaints and where necessary, feed in organisational learning through the Prevention and Learning function in DPS and support individual learning through local Professional Standards Units. Where necessary the CRU will initiate a proportionate misconduct investigation.</p> <p>Each complainant contacted by the CRU, will be provided a survey to complete (capturing demographic data), ensuring the MPS is able to assess the benefits of the CRU and identify drivers of complaints.</p> <p>The impact of these changes, alongside those outlined above in Action 17, will be monitored within the DPS led Disproportionality in Misconduct Working Group.</p>	
22	<p>MPS to make stop and search records available by email to anyone who would wish to receive the information in that way.</p>	<p>The necessary changes to deliver stop and search records via email have been commissioned and is due to be delivered in spring 2022. This will allow those subject to stop and search to be provided with an email summarising the key information from their encounter. Demand for this service will be monitored to understand any benefits and opportunities for improvement within the new MPS CONNECT IT platform.</p>	G
23	<p>MOPAC, the MPS and the GLA will review how data sharing between organisations is working and make recommendations on how more data can be made accessible, in line with work with other London public services. In addition, the MPS will sign up to the Voluntary Code of Practice for</p>	<p>Data sharing protocols are in place between MOPAC, MPS and wider GLA.</p> <p>The MPS currently is reviewing carefully the impact of the voluntary code of practice and is working with the Open Data Institute to ensure a wide capture of viewpoints are considered.</p>	LG

<p>Statistics in line with MOPAC and the GLA, ensuring that data is used to a consistent and high standard by all parties.</p>		
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5. Deputy Commissioner’s Delivery Group

The MPS has amended the wording of strands of the DCDG to mirror those of the national Race Action Plan (noting their close alignment was already in place).

Strand 1- Encounters and Use of Powers

Recent work has included the finalising of the Data Protection Impact Assessment to ensure that Police Encounter Panels are able to launch in spring 2022. To ensure delivery, this action has been included in the MPS STRIDE Strategy 2021-2025.

To support understanding of police actions when using their powers, the DCDG has made recommendations on sharing best practice about the use of BWV, as an active recording mechanism for recording rationale. Currently, this is being incorporated into a Learning and Development ‘story board’ custody training package.

Strand 2 – Community Engagement and Relations

The DCDG External Reference Group remains active with recent inputs on the MPS response to modern slavery within MPS Commercial Services. An ongoing focus of discussion has been on opportunities to reflect on how to discuss and understand data comparison, when considering disproportionality.

The DCDG is researching opportunities to host a Grassroots Organisation Fair, bringing together small organisations, charities and projects. The aim is to increase awareness and collaboration of local groups, improving opportunities for working pan-London and ensuring all Black Londoners receive the benefit of enhanced focus on their needs. A key element of this fair will be to provide guidance on the MPS procurement processes and illustrate the ‘whole of Met’ approach to inclusivity, as part of its role as an Anchor Institution. Through this insight it is hoped that smaller organisations, particularly focused on supporting minority groups in London, will gain confidence to work with the MPS.

Strand 3 – Internal Culture and Inclusivity

The DCDG Internal Reference Group has been consulted and provided feedback in relation to the impact of professional standards matters on Black officers and staff. This will be included within DPS transformation activity.

Another activity has been focused on ensuring guidance and a clear support network for those staff leading Listening Circles. Additionally, this has supported senior leaders in ensuring that any B/OCU response to concerns about publically reported professional standards matters, are dealt with in an informed and sensitive manner as well as ensuring the fullest understanding of the impact of the conflict in Ukraine, on MPS officers, staff and their families.

Strand 4 – Protection against Victimisation and Harm

Within this strand the priority focus has been on considering how the MPS can support the third sector response to Black girls affected by gangs, alongside MPS partners. This has included working with a DCDG External Reference Group member to maximise awareness of organisations and charities in London able to support the needs of Black girls in gangs. In March 2022, DCDG

leads will be working on a public campaign with the charity Unseen, to maximise the reach of their services for young Black women affected by gang culture.

6. Community Outreach Fund

The MPS were allocated £900,000 over three years to assist in achieving the challenging recruitment targets. The first year funding of £300,000 has been spent on the implementation of an Analytic Dashboard at a cost of £71,351.06, with a yearly maintenance charge for the dashboard of £20,325.36. The remainder of the first years funding i.e. £208,325.58 has been set aside for the Community Outreach Programme Fund, with year 2 and 3 rising to £279,674.64 (£300,000 annual grant minus yearly maintenance charge for dashboard £20,325.36).

In the first year, a total of 30 bids have been received totalling in excess of £1.7 million for the Community Outreach Programme; with a further set of bids due by the end of April 2023. The level of interest from Community Groups, far exceeds the amount allocated; and there is a real opportunity to gather more support, at a time of low trust and confidence, if further funds were made available towards the Community Outreach Programme Fund.
