

# MOPAC MPS Oversight Board

## 24 June 2022

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### MPS Engagement – Deep Dive

Report by: Commander Helen Harper, CPIE and Commander Rachel Williams,  
Rebuilding Trust

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#### 1. Purpose of this Paper

The purpose of this paper is to set out the MPS approach to engagement, the achievements and outcomes of such engagement and outline plans for the future.

It is not intended to be a comprehensive overview of engagement at all levels across the organisation, rather a snapshot of the approach we take in June 2022 and the impact this is having.

This paper complements our recently published Handbook of Engagement<sup>1</sup> and ongoing strategy work within the Directorate for Media & Communications.

#### 2. Recommendations – that the Oversight Board:

- a) Note the strategic approach taken to engagement
- b) Consider and discuss future plans and where the MPS should prioritise focus in the coming year – the STRIDE plan in particular and the inclusion of commitment 17 which incorporates the Race Action Plan.

#### 3. Information for Consideration

##### Why Engagement Matters

- 3.1. Having the trust and confidence of London's communities is essential to policing the city effectively. Similarly, being able to work closely and productively with

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<sup>1</sup> <https://www.met.police.uk/SysSiteAssets/media/downloads/force-content/met/about-us/stride/met-community-engagement-handbook-2022.pdf>

our partners and stakeholders will mean we are better able to prevent and tackle crime, offending and deliver a safer city.

- 3.2. We recognise that we have work to do in rebuilding the trust and confidence in across diverse London's communities. That is why we have launched a significant programme of work to drive improvements – and we are committed to implement and learn from the findings of Baroness Casey's independent review of our professional standards and culture.
- 3.3. Engagement matters because without strong relationships, policing stands alone. We need to talk to people to help us prevent crime, solve crime, tackle neighbourhood issues, become a more inclusive and diverse service and reflect the London we serve. We need to work with others to deliver the plans we have set out: in Met Direction and Police & Crime Plan, the VAWG plans, the Rebuilding Trust delivery plans, STRIDE and the Mayor's Action Plan. We know cannot operate in isolation.
- 3.4. Each of these plans and programmes of work have been shaped, and continue to be shaped, by the views, feedback and ideas and support from our communities.
- 3.5. The Met's **Violence against Women & Girls Plan** was launched for public consultation in November and included hold a series of roundtable events hosted by an Assistant Commissioner with the VAWG sector and an open public survey. Each of our BCU's also led specific VAWG plan engagement. The VAWG action plan also commits the Met to range of specific engagement commitments including that every VAWG specialist organisation in London will have a dedicated single point of contact (SPOC) in the Met whose job it will be to build strong, trusting relationships.
- 3.6. The Met's **Rebuilding Trust** plans and delivery have been shaped by internal and external engagement, including Community Innovation Hubs, engagement with Independent Advisory Groups (IAGs), direct engagement with our officers and staff through an Ideas Portal; and the creation of Action Groups made up of first and second line managers. Engagement across the Met also feeds into our plans.
- 3.7. Our latest **STRIDE delivery plan** was consulted on extensively and we are about to publish the action plan for Stride for 2022/23. This includes work we have started on the NPCC Race Action Plan incorporated into a new commitment. The Deputy Commissioner's Delivery Group has now been blended into the teams working within CPIE (Crime Prevention Inclusion and engagement). The 2021-25 STRIDE sets out the changes that we intend to achieve, working with our communities and partners, to improve Londoners' safety and trust in the Met. It also includes actions for improving colleagues' well-being and capability.

- 3.8 The most important parts of the STRIDE Strategy 2021-2025 are the four programmes for Protection, Engagement, Equality and Learning, and the sixteen commitments within them. You will see that for this year's plan we have purposely added a seventeenth commitment to ensure we continue the work we have been driving through the Deputy Commissioner's delivery group to improve policing for Black Londoners, whilst ensuring we are aligned to the NPCC Race Action plan.
- 3.9 As part of the Met's work to reinforce the standards expected of all our officers and staff we are hosting a Rebuilding Trust roadshow at each BCU. These events were started by the previous Commissioner and are hosted by Management Board members. A key part of these roadshows includes a community and stakeholder roundtable where local BCUs invite some of the key community partners to come and discuss and shape our work to build trust and confidence.
- 3.10 Our strategies and plans are built around engagement. In this report, we set out our approach to engagement, how it benefits the Met and Londoners and where we intend to take this approach in the future.

## **4 How the MPS engages with the public, partners and stakeholders**

- 4.1 We categorise our engagement across the MPS in three tiers. Stakeholder engagement, such as with City Hall, HM Government and partners is grouped as Tier 1. Tier 2 engagement is driven by communications from CPIE enhanced and localised by BCU/OCUs. Tier 3 is local engagement in which our teams across the Met talk to the public and partners with the support of the centre as required.

### **Local/BCU Engagement**

- 4.2 We asked our BCU Commanders to provide us with a snapshot of the engagement they are undertaking at a BCU/Borough level. The responses were striking and show the range of activity that is taking place. Annex A is a detailed snapshot of the range of activities our BCU teams have undertaken in the last year, for example:
- Premier League Kicks events
  - Local Village Network
  - DIVERT
  - STEM Ambassadors
  - TeenTech
- 4.3 In addition, locally the Met is focussed on delivering engagement through:
- Safer Neighbourhood Boards
  - Ward Panels and Virtual Ward Panels
  - Neighbourhood Watch

- Police Encounter Panels
- Community Contact Sessions
- Positive Activity Initiatives
- Ride along schemes
- Youth and Schools Officers
- Street Briefings and Surgeries

### **Independent Advisory Groups**

- 4.4 At a Tier 2 level, IAGs play a vital role ensuring the Met has an external voice from all backgrounds and walks of life; helping to improve our services and community engagement.
- 4.5 There have been numerous examples over the years where engagement with IAGs have had impact. The LGBT+ IAG provided significant input into our response to the Stephen Port investigation (Op Lilford). They also provide advice to the Gold groups and advice around Pride and in response to terror incidents. IAG members are often asked to sit on Gold groups and provide insight to a particular policing issue.

### **Corporate Engagement Initiatives**

- 4.6 In addition to the formalised groups and boards, the MPS frequently runs campaigns and initiatives specially devised to engage with communities.
- 4.7 Some examples of engagement at corporate and BCU level include:
- Community Reference Groups and Forums
  - Gold Groups
  - Ride Alongs
  - The Metropolitan Special Constabulary
  - Volunteers
  - Walk and Talk
  - Public Order Engagement
  - Pan London Engagement from SO and Professionalism
  - Prevent and CT Engagement
- 4.8 The 'Behind the Badge' initiative brings together our communities and police officers to focus on the careers available as police officers. The initiative is growing and Behind the Badge summits are being delivered at speed: meet and greets bring officers and police family to communities to build understanding and awareness, and forge positive working relationships.

### **Prioritising Engagement for new recruits**

- 4.9 The MPS makes sure that engagement is a key focus of learning from new recruits. BCUs and MPS Learning & Development host a 'Familiarisation Week'

that forms part of our induction programme for all our new recruits. Recruits visit community run programmes enabling them to understand the importance of engaging with young people and supporting them in developing an understanding of their local communities. This also creates early links between officers and key community partners.

- 4.10 In addition during the initial part of their training, officers participate in community input sessions and are set community focused tasks and projects. This sets out, early in their Met careers, the importance of community focus and engagement.
- 4.11 New recruits officers and staff colleagues are also invited to share their lived experiences of policing. These are sessions in which new recruits are encouraged to talk about the background they bring to policing, where everyone's experiences are valued and relevant. These are similar to Listening Groups, which have become a regular feature of officer's work and these provide a conduit to feedback into the leaders in the organisation.
- 4.11 Much of the activity listed above is overseen and supported by MPS Learning & Development when officers are new and in training and the Crime Prevention Inclusion and Engagement (CPIE) command. It complements the work of our central Engagement team.

## **Strategic and Political Engagement**

- 4.12 How the Met engages and communicates with stakeholders and partners, and influences them, is central to our ability to improve trust and confidence across London. In recent times, we have driven an increasingly proactive, open and front-footed approach to our key strategic relationships, investing more time in maintaining connections and expanding networks.
- 4.13 At Tier 1, we seek to build and maintain strategic and political relations - engaging, communicating and influencing across local, regional and national political and decision-making spheres. The work of the Met is of interest not just to London and local politicians, or those with direct scrutiny relationships with us (City Hall and the Home Office). For example, numerous MPs based outside of London have key interests in (and regularly comment on) MPS issues. Our regular drumbeat of formal political engagement at corporate and BCU level is strong, with both continuing to improve in recent years.
- 4.13 This political engagement is in turn is complemented by strategic partnership working. The MPS attends the Mayor-chaired London Crime Reduction Board, the Home Office National Policing Board and many other fora to work with others to drive delivery of our objectives.

## **5 The impact of engagement**

- 5.1 We know we have work to do to drive up trust and confidence. The latest figures from the Public Attitudes Survey suggest that in the last three surveyed months,

the hard work of our teams was not necessarily cutting through in how Londoners perceive us. We also know that the continuing number of high profile cases of officer misconduct continues to influence how our communities view us.

- 5.2 The Met has a number of specific projects underway to understand how different activity and communications may be able to positively impact on public perceptions. This includes our Confidence Project – an ongoing experimental approach that is testing the most effective ways (traditional and digital) to communicate with our communities in hyper-local areas. In addition, in partnership with MOPAC we are collaborating on hyper-local surveying work to test how different activity is received by our communities.
- 5.3 While survey data is important and helps inform and measure how our communities view us. We know that survey data does not tell the full picture. When we engage with Londoners, for example at our Outreach events and wider community events, partners, our public and our communities see real value in engaging with the Met. They tell us that and the more we listen engage and respond with transparent open two way communications the more benefit communities will feel and the better informed and responsive to our communities policing will be.
- 5.4 In March 2022, we hosted an event at NSY that was attended by more than 30 faith leaders. It was organised by Superintendent Andy Brittain, from the South Area Basic Command Unit, and Anthony King, from Croydon Voluntary Action, a social enterprise that provides care and educational support to vulnerable people. AC Nick Ephgrave hosted the event, and senior officers from across the Met, including Commanders Alex Murray, Alison Heydari, Helen Harper and Rachel Williams, spoke with faith leaders about issues impacting London's Black communities and how to work together to reduce violence.
- 5.5 Archdeacon Rosemarie Mallett, from the Diocese of Southwark, said of the event "We all have a duty of care, a responsibility to serve and build better communities. To work together in love does not make us weak but compassionate. I see the Met as partners to work together to reach this common cause." As we build trust and understand how we can work together, the opportunities for long-lasting change are strong. It is absolutely critical that we, alongside our partners, continue to drive down violent crime in London – but the police cannot do this alone. This is why events like this are so important in building cohesion and partnership.
- 5.6 In the last twelve months we have been a driving force at many events across London. One of the most recent and one that provided an opportunity to reinvigorate our engagement was HM The Queen's Platinum Jubilee. Officers were specifically tasked to engage and talk and get to know our public sharing the special occasion with them. This has reinvigorated for so many colleagues the value of engagement out of crisis that is crucially important to how we leave the public feeling every contact leaves a trace.
- 5.7 The impact of these can be difficult to measure, but over the last twelve months

we have seen actions monitored through STRIDE that had been positive and are leaving a framework around how we will keep moving forward.

- 5.8 In some examples though, we can monitor quantitatively the impact of our engagement. The daily engagement work of Outreach Teams across the whole of London has generated over 16,000 positive interactions with the people of London (via QR code scans). This has led to over 6,438 expressions of interest, from Londoner's seeking to join the MPS, to make a positive difference, and improve trust and confidence. The diversity breakdown of subsequent applications are: BAME – 57%, Female – 44% and Black – 24%, BAME Female 28%.
- 5.9 The establishment of a Community Outreach Fund enables key external stakeholders to work with the MPS in furthering our engagement by running community led initiatives – and enabling key influencers to become advocates – in order to attract people to join the MPS. A total of 68 bids have been received totalling over £4.6 million. This is indicative of the level of engagement which this innovative approach has generated. Annex B provides an indication of the type of projects which are due to be supported via the Community Outreach Fund.
- 5.10 The Outreach approach is overseen by an Attraction Community Reference Group (CRG), made up of external influencers and key partners, who play an active part in the ongoing development of the Outreach Strategy and Tactical Delivery, thereby ensuring a truly collaborative approach in improving trust and confidence.
- 5.11 Over the last 18 months we have been working to improve our approach to high profile cases where individual officers, team and the Met have failed to uphold the standards we and the public expect. We are working to continually develop our approach to early engagement with our communities to be as open and transparent as possible about any mistakes, misconduct or wider failings and demonstrate our determination to learn.
- 5.12 One recent example of this is the impact of engaging strongly in our learning through Op Lilford and Op Wasabi. We engaged early with the LGBT IAG and this relationship is ongoing; in Op Lilford, East Area BCU has been strong in its local engagement and there have been online community meetings following the publication of the inquest findings. We are actively working on the recommendations of the IOPC Op Wasabi report, including the review of the LGBT+ Advisor role, which will be key to long term engagement.

### **The next twelve months – our approach and plans**

- 6.1 We know that engagement will play a key role in supporting the Met's efforts to build trust and confidence. We also know that many of our communities want to engage with us and help us on our journey to rebuild trust. Engagement is key to rebuilding trust and confidence, both internally and with the public and partners – and we are developing a strategy, in concert with DMC, to realise

improvements in both trust and confidence. The DMPC is sighted on the detail of our approach to use engagement to drive up public perceptions, user satisfaction and officer/staff confidence in the organisation.

- 6.2 The Met will continue to drive engagement at all levels of the organisation and support BCUs to engage directly with their local communities. Where possible we will seek to evaluate the impact of our engagement so that we can replicate those engagement opportunities that have most impact across the Met.
- 6.3 We will also seek to develop clear routes that ensure that the feedback we hear from our communities directly influences decision-making and that where possible we close the feedback loop so our communities feel valued and heard.
- 6.4 Our IAGs and Forums have grown organically over many years and the new 2021 Census data, along with regularly updated PAS/USS data, will help us to review our engagement structures to ensure we are focussed on the communities we need to listen to the most.
- 6.5 We will also participate in a national project reviewing the IAG concept, being led by the College of Policing. This may influence our approach in coming months.
- 6.4 In the next year, we will further explore the potential commercial opportunities being presented by the Community Outreach fund to encourage further engagement through joint working with Commercial Services and the Givewith Programme
- 6.5. We will also consider the engagement opportunities being presented through Minority Media Outlets who are keen to work with the MPS, to improve our engagement across social media and minority TV.
- 6.6 Baroness Casey's review of our culture and standards is also considering engagement with our communities.
- 6.7 The MPS recognises the importance of engagement. It continues to be a risk on the RAB Risk Register and as such is recognised to be corporately critical to the success of the organisation.

## **7. Equalities and Diversity Issues**

- 7.1 Equality and Diversity issues run through our approach to engagement. It is vital for the MPS to run effectively that we have strong relationships across London's diverse communities.
- 7.2 The Met's STRIDE Strategy fortifies our commitment that engagement needs to remain central to how we work. In fact 'Engagement' is one of the four central pillars covered in the strategy and it lays out a number of specific commitments which we are dedicated to achieving. Focusing on what matters most to Londoners and working closely with our partners is part of our vision and values.





## **Annex A – Recent BCU led engagement examples**

- **North Westminster: Boxing club** in Little Venice supported by IAG chair and DWO for the ward. This project has featured on Crimewatch and BBC News as a resounding community success. Children attend from all over London, keep fit, and interact with police and local community volunteers. Places offered to teenagers on the Young Offender program. Breaks down barriers build trust provides safe space and reduces violence.
- **Pan London, Volunteer Police Cadet to Police Constable Programme:** the programme provides a formalised and structured pathway for any of our cadets (over the age of 16 years) wishing to join the Met as a substantive police officer, through the Police Constable Degree Apprenticeship Programme (PCDA). The pathway provides a fantastic opportunity to develop further the skills and confidence of our young volunteers. Formally launched in September 2021, this scheme enables cadets to undertake a range of activities to build their confidence and policing skills supported by a police officer mentor, workshops, special events and activities including visits to our London University sites, seeing our recruits in training and experiencing elements of the learning and assessments. This complements the VPC scheme which still continues to thrive with over 3,500 cadets aged from 11 – 18 belonging to our extended policing family. Volunteering with us, becoming ambassadors for us, this scheme is incredibly diverse our VPC look and feel like Londoners, bold brave young people committed to making a difference to their communities with police.
- **Police staff volunteering:** A seven week mentoring programme, offered through the Prince's Trust MOSAIC mentoring programme (11-18 year olds), where Met role models work directly in schools to close the gap between aspirations and attainment.
- **Sports Initiatives across football, rugby, boxing, cricket and netball:** Each initiative, working in schools or youth club settings, has local and specialist officers working together with professional sports clubs to deliver key Policing messages on the platform of sport. The delivery content covers everything from breaking down barriers and building trust, stop and search, basic emergency life support, how to reduce violence against women and girls, making the right life choices and associations, mental wellbeing, gang culture and county lines.
- Several large scale events such as the **Premier League Kicks** in partnership which brought young people together from all over London to play in tournaments and receive Police led workshops including recruitment.
- **Local Village Network:** a downloadable App and outreach engagement tool in which young people (14 - 24 year olds) can search for opportunities & feel part of their local community. There is ongoing work regarding mentoring young people from the PRU network. Local Village Network (LVN) can deliver practical mentoring with the aim of improving outcomes for London's most vulnerable young people whilst diverting them away from crime and criminality.
- **DIVERT:** running since 2015, this scheme recognises the needs of young adults

who are arrested. This program aims to divert 18-25 year olds into employment, development and education. The programme has worked with over 1,169 18-25 year olds providing them with information, advice and guidance and many have received training and education including mental health resilience and pre-employment courses. .

- **MO3 Covert Intelligence Apprenticeship Scheme for Engineers:** working with a mentor, apprentices are taught up-to-date practices by professional engineers while being exposed to some of the hands-on realities of the real world and front-line policing. Each student attends College as a day release scheme, while working with various technical departments on a rotation basis. The scheme has been successful in supplying a steady and reliable stream of skilled engineers into technical roles from a pool of talent that would otherwise have not been likely to join a law enforcement organisation.
- **STEM Ambassadors (Science Technology Engineering and Maths):** focussed on improving education and awareness of STEM for young people (8-21 years), two of our teams in Met Operations have active STEM ambassadors (who work in STEM roles) who are frequently engaged in activities to support awareness of careers within STEM in Policing. This ranges from careers fairs, to online awareness sessions and school assemblies. For National Inclusion Week, we ran a series of 3 Webinars (hosted by STEM.org) providing an insight on how we 'Fight crime with STEM'. At these events, we interviewed three separate STEM professionals within MO4, MO3 and DP. These events were watched online by 2,700 secondary school pupils in London. Forensic Awareness: outside of the STEM scheme, MO4 actively supports schools officers, HR initiatives, University careers fairs and work experience schemes to support awareness of careers in Forensic roles within MO4; providing tours, interactive learning sessions and careers talks. All careers enquiries received to our specialist mailbox receive a breakdown of careers opportunities to the MET, entry requirements, advice on MET application processes and links to Forensic information.
- **TeenTech:** we have also taken part in 'TeenTech' which has a wide outreach to schools from all backgrounds which we would otherwise not have been in contact with. TeenTech run lively initiatives with a supporting Award scheme to inspire innovators of the future. They support teenagers in gaining skills, experiences and connections to guide them into contemporary careers and give everyone the chance to reach their full potential. They work collaboratively with companies, universities, business organisations such as ours.
- **Kickstart scheme:** The Met recently launched our Kickstart scheme in conjunction with the Government's programme, which provides young people in London (16-25 year olds) who are at risk of long term unemployment a first step into working, and support to increase their long term employability. .
- **Royal London Hospital Trauma Support Team** The Royal London Hospital (RLH) is the busiest trauma centre in the UK, treating 600 victims of knife or gun enabled violence each year on average. The volume of high harm violent crime victims presents the RLH as a unique location to take a place-based approach to violence reduction through working with victims. In July 2021 CE BCU, with the

support of the VCTF, implemented the Trauma Support Team (TST), a site based function working at the RLH to improve police response to violent crime through adopting an innovative, whole-system, public health approach. Integral to the police approach at the RLH is addressing victims with a caring mind-set and advocating for them as individuals, whilst still successfully progressing the criminal investigation. The officers working on the TST have therefore received additional training on employing a trauma-informed approach and have developed a transformed awareness of adverse childhood experiences (ACEs).

## **Annex B – Community Outreach Fund Applications supported to date:**

### **1. AM Partnership Group**

The programme will provide young girls and women with vocational training, empowering them to reach their full potential and build relationships with local police by giving them all the support that they need to achieve, whilst levelling the playing field, equalling the opportunities, and developing the role of women in society so that we can all play a full and active role in community life and the local economy.

### **2. Hope in Tottenham**

Hope In Tottenham will seek to expand its existing work to enrich the curriculum of public service Btec students who are actively seeking a career in uniform which will seek to place the MPS in the forefront of learners' minds when making choices.

The charity will also organise SNT panels in our partner schools in the area while also planning visits from TSG carriers and other MPS units such as the Mounted Branch who will aim to present to specially chosen pupils in both secondary and primary schools.

### **3. Council of Somali Organisations**

Design and deliver 8 Online Workshops on CSO Members and the Somali Community.  
Design and deliver 8 Face to Face Workshops on CSO Members and the Somali Community.

### **4. You Vs You**

This project aims to take a multi-layered approach to raising awareness of the opportunities within the MPS and provide a supported development program of individuals (male and female), from underrepresented Black & Ethnic Minority groups within the London Boroughs of Haringey and Enfield, to enhance the skills beneficial within the MPS, and other employment, whilst guiding them to the point of application and supporting them through the process. The target is to engage a minimum of 250 individuals, achieving a minimum of 25 individuals progressing to point of application to MPS- and supporting them through the process to give the best chance of success.

### **5. LVE Foundation**

Small proportion of the funding will be used to create broadcast-quality videos, targeting BAME and female beneficiaries along with supporting printed materials and a post-Covid, portable PA and video display system, most of the funding will be used by us to deliver the project to the wide range of potential beneficiaries, their communities and key influencers within those communities.

### **6. Elevated Minds**

Our Elevated Aspirations programme catalyses Black young people to pursue in policing through a package of activities including Aspiration Days where young people learn more about the exciting and wide-ranging careers available in the police, practical work experience, person-centred coaching and group workshops.

## **7. 75derbyradio**

The project will run 24 radio programmes geared to targeted audiences, and each radio program will be hosted by a volunteer presenter.

The project will also run 4 workshops, one each quarter, organised by the management team made up of the project coordinator and a team of volunteers and advised about our MET networking partners for the content and last but not least, the project will run adverts, informing the communities, about the importance of working with the MET, the benefits as well informing the community through role models working with the MET the rewards both financial and service for the country.

## **8. The Crib**

Increase the relationship between community and police through Trading Places Workshops. The workshops are a stepping stone for young people and police to look at their behaviours.

## **9. Brentford FCCST**

Through a community-based learning pathway, including 20 engagement workshops; 8 personal development including Q&A with West London Police Recruitment; and 121 mentoring and coaching for up to 30 beneficiaries who express an interest in joining the Police service.

In total, the project will work with over 200 unique individuals, with 15+ progressing to 121 mentoring and potential applications to the Metropolitan Police.