

MOPAC MPS Oversight Board
21st September 2021

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

Report by: Catherine Roper, 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 an update of the Deputy Commissioner’s Delivery Group (‘DCDG’) activity programme.

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:

- 15 are complete (dark green)
- 8 are in progress and on track (pale green)
- There are no actions that are amber or red

1	Pilot to review samples of vehicle stops conducted under Section 163 of the Road Traffic Act	The pilot is now complete, and the final report is being completed by the DCDG.	G
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2	A review of the use of handcuffing in the MPS, with publication by the end of 2020	The review is complete, and published in January 2021. Subsequent implementation of recommendations in train.	G
3	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>The review is complete and recommendations agreed including:</p> <ul style="list-style-type: none"> • utilise violence hotspots to narrow down further searches • precision in how the LA use the data provided • engage with Commander Dales as HoP (Public protection) to ensure sharing of learning, and review Merlin process, if appropriate. • utilisation of MO2 to ensure effective sharing of intelligence • seek learning from similar work in NE and SW BCUs <p>This is being progressed by the BCU with Haringey Council.</p> <p>Based upon the above, further analysis is underway to consider the holistic safeguarding response, with additional staff allocated to support the Haringey MASH function.</p>	G
4	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.	The Continuous Policing Improvement, the DCDG and SIU are gathering data and analysing to understand if there is any disproportionality in the activity of Safer Schools Officers. The review is anticipated for completion in Autumn 2021.	G
5	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.	MOPAC is leading this action and has commenced a programme of activity, including undertaking a bespoke review of CMGs, and an external tender process for independent assistance. The MPS are represented and engaged in this process.	G
6	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>This work is being led by CPIE.</p> <p>A number of guidance workshops have been held, and each business group has provided an initial return which is being developed into an interactive online tool to assist local communities in understanding engagement activities in their area.</p>	G

		The handbook will have a phased roll out, starting with FLP. This was delayed from the original timeframe of July 2021 due to some interactive web design challenges. However, it is anticipated for late Autumn 2021.	
7	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.	Linked to Action 8. The recruitment targets have been set, and a significant programme of attraction and recruitment activity has been implemented. This is including the progression of the 'Outreach' programme, which includes additional resource investment to mobilise bespoke and targeted recruitment in communities who are less well represented in the MPS. In addition, the 'Everyone is a recruiter' awareness package is being developed to encourage recruitment activity across all business groups.	G
8	The MPS will set specific aims for the recruitment and promotion of Black officers.	Complete – please refer to the 'Representative Workforce' submission supporting previous Oversight Board update.	G
9	The MPS will imminently re-introduce the London residency criteria for most new recruits.	Complete – 13 th November 2021	G
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 L&D Community Reference Group established and commenced meetings in February 2021. MOPAC have now attended , together with the College of Policing and NPCC.	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.	The design and full training schedule has been been designed – although due to COVID restrictions, the training itself was delayed until 9 th September 2021.	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	Complete – as per previous submission – communities have been involved in the development of the new recruit pathway, which commenced January 2021. Community members are involved in the provision of training and awareness to support new recruits in the policing of London, including cultural awareness across London's communities. The recruit training process also includes a bespoke 'Local Community Immersion' element, where recruits learn and provide presentations with	G

	bespoke local Community Immersion Project.	regards to the local history, cultures and communities with whom they will be working on their BCUs.	
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	Complete – as previous update: ‘Officer safety Training’ has now been renamed as ‘Safety Training’. From 1.2.2021, all new recruits and MSCs undertake an enhanced 8 day ‘safety training’ foundation course.	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.	Having appointed an external agency to modernise the Stop & Search judgement exercises, L&D continue to develop the training for new recruits. The initial training includes the elements of cultural awareness, unconscious bias and wider ‘lived experiences’ of disproportionality for the communities of London. The ‘trading places’ and scenario based elements of the training is a latter part of the training process, and being rolled out across BCUs. To increase impact and understanding, the MPS have developed video training packages to support Black officers to share their own personal experiences of being subject to stop and search. In addition, the new ‘Just Another Day’ stop and search training package, ensures at key points, all officers reflect on their decision making to increase their understanding of objectivity in grounds and actions.	G
15	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.	The Cultural Awareness Toolkit has now developed into a Cultural Awareness Portal, which provides a digitised platform to allow all officers to access information, timelines and historical context for London’s communities. This is due to be launched in Autumn 2021, following ‘road testing’ with stakeholders on 07/09/2021.	G
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	Complete: as per previous submission, MPS Diversity Aspirations in place and agreed by Management Board.	G

	consultation with staff associations.		
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>Misconduct: This long term action is overseen through the Commander (DPS). The latest Gold Group took place on 06/09/2021 with MOPAC in attendance. Key work streams include the piloting in early Autumn 2021, of a 'Learning through Reflections' process across 3 BCUs and in MO4 (to ensure the capture of police staff). This provides line managers the opportunity to record developmental conversations and therefore reduce early referrals into the misconduct process and where possible, decrease the number of grievances raised in response to line manager action. The benefits of the 'checks and balances' approach will be considered for review, when sufficient data is available, to assess its impact on reducing disproportionality.</p> <p>Grievance: Following the previous significant update, HR have continued implementing the working protocol established between DPS/HR Grievance departments to identify repeat complainants and challenging line management relationships. An 'Inclusive Leadership' development package has been delivered across the organization to encourage a supportive and compassionate leadership approach.</p>	G
18	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>Complete – with ongoing review across BCU/OCU for best practice. Data supplied from the Op Hampshire team outlines:</p> <ul style="list-style-type: none"> • In the 12 months ending 31 July 2021 there have been 1,956 victims of hate abuse whilst on duty (5.4 per day) • The number of positive outcomes for hate abuse offences committed against police officers and staff on duty for Q1 2021/22 is 31.8% <p>The Operation Hampshire team are supporting blue light colleagues to share best practice. A working group has been established with CPS and Met Prosecutions to identify areas for improvement.</p>	G

19	The MPS has put in place the necessary safeguards and has reinstated Body Worn Video reviews by Community Monitoring Groups from October 2020.	Complete – as previous update, this has been available in all 32 boroughs since September 2020.	G
20	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.	The joint piece of work between the MPS and MOPAC continues. 500 pieces of BWV footage will be reviewed, with language and behaviours coded to assist in defining good practice. This will be absorbed into the wider S&S learning.	G
21	MOPAC and the MPS will run a new Complainants Survey asking about people's experiences of the complaints process. This will enable a better understanding of how the journey can be improved.	As per the previous update, the survey is complete and the results currently being considered to identify recommendations for the improvement of the complaints process This is being overseen by the DPS Service Assurance Board. A ToR has been agreed, with MOPAC as core attendees.	G
22	MPS to make stop and search records available by email to anyone who would wish to receive the information in that way.	A change control request has been raised to immediately implement the ability for a stop & search record to be emailed to the subject of the stop. This along with an improved interface between stop & search and use of force forms will be implemented on our existing platform (CRIMINT+). Work is ongoing with the CONNECT project team to understand the implications this change will have on the CONNECT project	G
23	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 Statistics in line with MOPAC and the GLA, ensuring that data is used to a consistent and high standard by all parties.	MOPAC and MPS have a signed Data Sharing Agreement, and improved the process by which MOPAC can commission research on MPS Data MOPAC, GLA and MPS now have a regular meeting of senior leads to agree principles of Data Sharing and are seeking to operate on the same technology platform to refine DSAs. A paper will shortly be taken to Management Board to agree Data sharing principles.	G

5. Deputy Commissioner's Delivery Group

The MPS has also undertaken to update MOPAC against the Deputy Commissioner's Delivery Group 4 strand programme of activity. The update below builds on the previous submission, reflecting new activities and the progression of those previously highlighted.

Strand 1:

Improving trust, confidence and accountability for police encounters involving the exercise of powers or use of force with black communities

Recent activity includes:

- Development of a standalone procedural justice training input with MO7 Taskforce, supported by both the DCDG and L&D. This will be evaluated for consideration for wider roll out across the MPS.
- Recruitment continued for the dedicated MPS unit within Professionalism for policing encounters governance, oversight & scrutiny.

Strand 2:

Improving the sense of inclusion, support and belonging for black officers and staff

Recent activity includes:

- MPS wide "Ride Along" scheme continues to be established to promote awareness understanding and transparency of policing activities, and also a potential recruitment tool. This includes the capturing of feedback from the community member involved.

Strand 3:

Identifying the key barriers within existing recruitment & promotion processes, which are adversely impacting on our ability to recruit / promote from black communities

Recent activity includes:

- Implementation of a 360 degree feedback process through Career Development Service (CDS) to support those in non-supervisory ranks/bands and first line 'acting' roles
- Continued roll out the "Behind the Badge" initiative across all 12 BCUs

Strand 4:

Proactively engaging with external influencers and stakeholders who are critical of the MPS approach to policing black communities and targeting specific engagement activity to listen & learn both ways

Recent activity includes:

- Exploring support for 'Onwards and Upwards': an organisation seeking to providing training in cycle maintenance, for inmates in HMP Brixton, where 33% of prisoners are Black, by providing all MPS held bicycles unclaimed and for disposal.
- Progression of the Retention Taskforce & associated toolkit, seeking to reduce the attrition rate amongst black officers & staff. The first taskforce deployment took place on 12/07/2021 on NE BCU. Learning from this is currently taking place within HR, including the newly developed HR information dashboard to support SLT activities.

5.1 Equalities and Diversity Issues

The Mayor's Action Plan and all related activity is fundamental to the further development of the equality and diversity policy and processes of the MPS.