

MOPAC MPS Oversight Board

15th June 2021

MPS progress on agreed priorities from the Mayor's Action Plan and overview of 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 overview 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 overview of the DCDG activity programme.

3. Information for Consideration:

The previous submission outlined the MPS internal governance of Inclusion, Diversity and Engagement.

Please note the supporting governance structure chart at **Appendix 1** of this 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. The actions have been written from the order in the plan and paraphrased for brevity.

Of the 23 actions, all have been progressed:

- 13 are complete (dark green)
- 10 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	<p>The initial 6 month pilot has been extended, and will complete in June 2021. This is to ensure a richer data set as London comes out of lockdown and there is more traffic on the road. Upon completion of the extended pilot, the data will be considered in terms of any learning and recommendations.</p> <p>Interim data after the initial pilot phase suggests that around 52% of drivers stopped during the pilot were White British or White Other, which aligns closely with the projections which estimate 55% of Londoners are White.</p> <p>However when broken down by White British and White Other, 29% of drivers stopped were White British. This is lower than the projections of 38% of Londoners being White British. This is contrasted in 23% of drivers stopped being White Other which only 18% of Londoners identify as.</p>	G
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 	G

		<ul style="list-style-type: none"> seek learning from similar work in NE and SW BCUs <p>This is being progressed by the BCU with Haringey Council.</p>	
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.	A
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 an external tender process for independent assistance. The MPS are represented and engaged in this process.	A
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> <p>The handbook will have a phased roll out, starting with FLP. This is anticipated for July 2021.</p>	A
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.	<p>Linked to Action 8.</p> <p>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.</p>	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 asked to attend a meeting as a guest, and this is currently being progressed through the DCDG.	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.	Central South BCU have commenced sessions with Mentivity (initial session 13 th May 2021). This is supported by a 6 month training programme to reach over 500 officers.	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.	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 regards to the local history, cultures and communities with whom they will be working on their BCUs.	G
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, which L&D is	G

		finalising.	
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.	A detailed toolkit has been provided by Middlesex University, and being reviewed by the MPS. The detail is being absorbed into an accessible awareness interactive package to provide a simple interactive tool to support front line officers. The roll out will be provided as part of the safety training, as well as available on the intranet for front line officers. It is anticipated this will be complete in Summer 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 consultation with staff associations.	Complete: as per previous submission, MPS Diversity Aspirations in place and agreed by Management Board.	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>Misconduct: The MPS continues a robust application of the 'Checks & Balance' process, with significant oversight from DPS, supported by the GG. Work continues with MOPAC to provide data to support the previous commissioning request.</p> <p>Grievance: Following on from the previous update, HR completed a review of grievances in Spring 2021. The following was identified:</p> <ul style="list-style-type: none"> • There has been a reduction of disproportionality affecting Black and Minority ethnic males and females in the grievance process • A working protocol was established between the teams in DPS/HR Grievance to identify risks and individuals that occur on repeat occasions in complaints. • To improve manager capability and confidence: Since July 2020 the grievance management team have delivered conflict management input to 645 newly promoted Police Sergeants and 90 Inspectors. • GMT have delivered an 'introduction to mediation and grievance management' course to those officers/staff with line management responsibility in the following business areas: 	G

		<ul style="list-style-type: none"> a. Met Operations – 370+ supervisors. b. Frontline Policing – 2 two sessions for grievance single points of contact and deputies with the aim that them be cascaded across FLP. c. Professionalism – 3 capability sessions delivered to managers in Professionalism 	
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.	Complete – with ongoing review across BCU/OCU for best practice.	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.	A joint piece of work has been agreed to review 500 pieces of BWV footage. Both language and behaviours will be 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.	This action is being progressed as part of the S&S development programme with Connect, which is a longer term IT software replacement programme which is not yet fully embedded. However, as an interim, solution, where a S&S is	G

		recorded on a tablet (which currently accounts for approximately 50% of all S&S in the MPS), the offer of a direct supply of the e5090 is being made to the member of the public, and can be supplied immediately. This will include summary details of the S&S, with full records still available at a police station. This action will continue to progress as the DP programme embeds.	
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 has been taken to Management Board to agree Data sharing principles.	G

5. Deputy Commissioner's Delivery Group

Background:

In October 2020 The Deputy Commissioner's Delivery Group ('DCDG') was brought together to bring renewed energy and focus to close the 'trust gap' with London's Black communities, and to improve the feeling of inclusion and support felt by our Black colleagues.

The DCDG delivers against its own programme of activity, which is reflected against MetDirection and the MPS Inclusion and Diversity Strategy 2017 – 2021 ('STRIDE').

The DCDG also has the responsibility of delivering the Mayors Action Plan.

Terms of Reference for the DCDG:

- Establishing and communicating the facts about how we police London and the impact of crime and policing on different communities;
- How we further improve our professionalism in the use of police powers in confronting crime and violence, and how we build more confidence in the appropriate use of powers;
- Our deployment of officers in communities suffering high crime which also have low trust;

- A renewed focus on the experience of our black officers and staff, with specific regard to recruitment, retention, progression, and misconduct processes and proposals for further changes in practice developed;
- How we cement a framework across all parts of the MPS in which colleagues routinely discuss their experiences and changes and improvements we should to make;
- How we respond to social media activity and comment at pace where it affects the relationship between the Met and London's black communities.
- Oversee Met activity against agreed actions in the Mayor's action plan
- Have a significant focus on communication – both listening and explaining - internally and externally.

The work plan is reviewed regularly by the Deputy Commissioner.

Interrelationships:

The work of the Delivery Group will be progressed under the umbrella work programme of the STRIDE programme led by AC Ball.

Expectations of the DCDG:

The DCDG delivers against an 'Activity Programme', which is a living document.

This is reviewed weekly to ensure it is delivering against the DCDG 4 thematic strands:

Strand 1:

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

Examples of activities include:

- Introduce dedicated MPS unit within Professionalism for policing encounters governance, oversight & scrutiny. This will merge existing Officer Safety, Taser, Stop & Search, etc. teams into one centre of excellence.
- Review existing MPS policy on the use of Body Worn Video to see if the initial grounds for a policing encounter can be captured on video by the officer "talking" to the camera to capture their thought process at the time

Strand 2:

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

Examples of activities include:

- Implement MPS wide "Ride Along" scheme to promote awareness understanding and transparency of policing activities. Also a potential

- recruitment tool. To include a mechanism of capturing and acting feedback received
- Establish external reference group for the DCDG to test/challenge/consult on the DCDG themes of work
 - Produce a UoF explanation video to improve trust & confidence in police use of force tactics

Strand 3:

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

Examples of activities include:

- Roll out the "Behind the Badge" initiative across all 12 BCUs
- Establish regular vetting refusals review panel to ensure consistency of corporate risk appetite & understand any disproportionality for black candidates
- Meet the Met - Deliver virtual meet & engage sessions between black candidates & officers & staff to cover general queries including vetting & assessment process, with the aim of informing & inspiring candidates within the recruitment pipeline

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

Examples of activities include:

- Introduce a retention taskforce & associated toolkit, working across all BCUs & OCUs, seeking to reduce the attrition rate amongst black officers & staff. This taskforce will seek to embed dedicated support infrastructures & share identified best practice.
- Facilitate a pilot of the College of Policing's 'Perspectives' inclusion initiative within the Met

There are currently approximately 60+ DCDG activities that are being progressed, in addition to the MAP action plan.

The DCDG has the following governance arrangements:

- **The DCDG reports routinely into the Management Board Inclusion, Diversity and Engagement;**

- The Deputy Commissioner chairs a **Deputy Commissioner's Delivery Group Steering Committee**, comprising senior police officers and staff. This meets fortnightly and provides strategic advice and oversight to the DCDG;
- The Deputy Commissioner and Commander Roper **report weekly** on progress on the Deputy Commissioner's Delivery Group to the **Commissioner**.

6. Equalities and Diversity Issues

- 6.1 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.

7. Appendices

Appendix 1 – Governance Structure

Appendix 2 – Note arising from 12 March meeting actions – Investment in Training

Appendix 3 – Note arising from 12 March meeting actions – HMICFRS Recommendations on Stop and Search



**METROPOLITAN
POLICE**

**Deputy
Commissioner (D/C)**

**MPS Inclusion, Diversity & Engagement
Board**

Chair: Commissioner

**Commissioner's
External Advisory
Group**

STRIDE Delivery Board

Chair: AC Helen Ball

D/C Delivery Group
– External Reference
Panel

D/C Delivery Group
– Internal Reference
Panel

Head of Profession for
Engagement & Inclusion

Cmdr Catherine
Roper

HR (D&I)
Board

Claire
Davies

FLP

Cmdr
Alex
Murray

DP

Joanne
Fendt

MO

Cmdr
Kyle
Gordon

Prof

DAC
Matt
Horne

SO

DAC
D'Orsi

SSA
PSAEW
PFEW +
Tier 1
Unions

Deputy
Commissioners
Delivery Group

C/Supt
Roy
Smith

CPIE

C/Supt
Jeff
Booth

BRIEFING NOTE

Item 4 Appendix 2

To: MOPAC / MPS Oversight Board

From: Alex Walsh, Director - Learning

Date: 15 June 2021

Title: Mayoral Action Plan: Investment In Training

Purpose:

To provide additional information on how the Mayor's investment is being used in respect of training activity for front line officers.

Overview of Delivery:

The Mayor's Action Plan committed investment to six specific areas of activity linked to strengthening workforce capability in support of building trust and confidence. These areas are listed below, along with an overview of progress to date.

- [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 & Development (L&D) Community Reference Group (CRG) formally mobilised in January 2021. The L&D CRG now ensures that a spectrum of external community stakeholders are more closely involved in the design of new learning and development content. The CRG meets every month, and is chaired by a Superintendent from L&D who reports directly to the Director of Learning. It is through the lens of the L&D CRG that all work to incorporate the specific L&D actions as laid out in the Mayoral Action Plan has been pivoted. The CRG have already supported on the development of the new community impact project, as well as the design of the new 'passing out week' (final week of Street Duties) and the cultural awareness toolkit. MOPAC have asked to attend the L&D CRG as a guest and this is currently being progressed through the DCDG.

- [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 MPS has partnered with Mentivity to run a pilot in respect of 'cultural equity' upskilling centred on the use of stop and search. Following a period of design and planning, the workshops will formally launch at the beginning of July on the Boroughs of Lambeth and Southwark (Central South BCU). Building on a pilot event run in 2020, weekly workshops will be coordinated and delivered by Mentivity over a six-month period. During this time, c500 front line operational officers will take part, starting with those working within the VSU. The aim of these workshops is to develop a deeper understanding of the lived experience of stop and search, and how this important policing tactic can adversely impact on trust and confidence in the MPS - both on an individual level, and within the wider community. An evaluation of the initial pilot will inform decisions in respect of wider roll out within both BCUs and frontline specialist units.

- 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.

The 'Community Impact Task' (renamed) is now an integral part of our police officer recruit learning programme. It has been designed specifically to support all new student police officers develop a better understanding of the communities that exist within their BCUs. It engenders an appreciation of the local history, religions, traditions and culture that inform policing at this community level. The student police officer is asked to reflect on how they can influence positive change by working with and alongside these diverse groups.

The Community Impact Task has been broken down into three interconnected activities over the course of the 2-3 year probationer journey, and will enhance the student police officer's research abilities, team-working and presentation skills. Achieving 'full operational competence' status is contingent on the officer being able to demonstrate a suitable grasp of all three elements: research about a local policing issue relevant to their BCU, a presentation centred on the issue and linked actions, delivered to a combination of community groups and the BCU SLT and on-going reflection about how the officer sees can impact and affect change going forward.

Alongside the Community Impact Task, a new 'BCU Familiarisation' Week (week 12 of training) has been added into the recruit learning pathway. Recognising that this will be the first time the recruits have been in uniform with a warrant card, the week has been designed against 4 key objectives:

- To welcome recruits onto their BCU, meet the teams they will be part of and build an understanding of how it works and what the local priorities are
- To connect with the local communities that the BCU serves
- To contextualise learning in areas such as custody, forensics and intelligence
- To undertake elements of practical training including L3 public order and radio / BWV usage

Student police officers return to their BCUs at Week 19, to be immersed into an 8 week 'Street Duties' course. The final week of Street Duties is known as 'passing out week'. This week has been redesigned with the new approach seeking to engage officers in topics important to the Met and communities across London. Community speakers sharing lived experiences as well as community members facilitating set reflective tasks will both be a critical new feature of this learning time. All recruits will maintain a personal commitment log so we can ensure officers actively consider and commit to how they will take forward their learning from both the Community Impact Task and the passing out week.

- **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 to deal with and de-escalate potential conflict situations to improve safety for the public and for those on the frontline

To coincide with the 'go live' of the new externally accredited PEQF recruit training pathways, in January 2021 a new 'Public & Personal Safety Training' foundation course was launched. This means that all new recruits now have 8 days of focused safety training input (an increase from 5 days). The extra 3 days has been designed to provide more opportunity to link critical skills together, as opposed to practising them in isolation. This translates into more time spent

in role-play & scenario practice sessions across the areas of searching, handcuffing & edged weapon defence.

In addition, elements of skills training that have previously been delivered as part of annual refresher courses, have now also been brought into the initial recruit training. This includes managing interactions with individuals with learning disabilities, and those who may be experiencing acute behaviour disturbance or mental health crises. This is further supplemented by an enhanced lesson focused on the use of tactical communication, and how this links with stress & de-escalation. Taser awareness has also been built out from a 30-minute power point presentation, into a more rounded input that incorporates a practical demonstration of the equipment by the Taser instructors.

Recognising the high numbers of recruits that we welcomed into the Met last year that won't have had the opportunity to benefit from the new and expanded safety training input, we have designed a tailored one day 'top up' safety training intervention. Starting this month, we will be giving this training to all probationers who joined the Met during 2020 to help ready them for a busy Summer across London.

Looking ahead, from October 2021, the 'Public and Personal Safety Training' annual CPD / refresher training - undertaken by all police officers up to and including the rank of Superintendent - is being redesigned and will be increased from 2 to 3 days. These increases will provide enhanced coverage of the critical areas of de-escalation and procedural justice.

- 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.

Complementing local activity such as the pilot work with Mentivity on Central South BCU, a new digital safety training package ('Just Another Day') has been designed specifically focused on the quality of the stop and search encounter. The training simulates an unfolding scenario promoting the demonstration of judgement and decision making covering a range of topics including legality, procedural justice, the importance of situation awareness and de-escalation - all underpinned by the Code of Ethics and National Decision Model. Rolling out from 17th June, this training will be mandatory for all officers up to and including the rank of Superintendent. The digital module is supported by a range of associated reference material that learners can download or access when they need to.

Alongside, the 'A Different View' judgement exercises that form part of the stop & search training for all new recruits is undergoing a refresh. In addition, the Central Stop & Search Team are designing two additional video scenarios and a 12 minute interactive video on stop & search best practice.

- 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.

A detailed reference document on matters of cultural awareness has been provided by Middlesex University, and is currently being reviewed by the MPS. The detail is being absorbed into an accessible interactive package (that has been subject to CRG review) to provide a simple tool for front line officers to use. Roll out is anticipated from September.

BRIEFING NOTE

To: MOPAC / MPS Oversight Board

Date: June 2021

Title: HMICFRS Recommendations on Stop and Search

Recommendation 1

By July 2022, forces should ensure that officers and staff have effective communication skills, in line with the National Policing Guidelines on Conflict Management. This should be in addition to existing training on conflict management and de-escalation.

New digital training content covers conflict management and will continue to be developed and progressed as an 'add on' to traditional PPST (OST) delivery methods.

Foundation training has increased from 5 to 8 days to incorporate the concepts of conflict management, procedural justice and de-escalation.

The CoP have delivered a 'train the trainers' event for their conflict management package which forces can opt to purchase licences to instil in training (as an extra) however this package already contains many of the methodologies that we have incorporated into training – and will continue to develop going forward.

The new National PPST curriculum coming in April 2022 incorporates communication skills and conflict management into the scenarios. The MPS is softly introducing the CoP package from October therefore will intrinsically be covering these concepts in our delivery.

We continue to work with the Prison Service and National Hostage Negotiators to further provide practical assistance to colleagues in refining their conflict management capabilities which surpasses the CoP guidelines.

Recommendation 2

By July 2021, forces should ensure that communication skills are reinforced as part of the programme of continuing professional development for officers and staff, and that supervisors are supported to routinely and frequently debrief officers on these skills using body-worn video footage.

Linked to the above. New digital training content covers conflict management and will continue to be developed and progressed as an 'add on' to traditional PPST (OST) delivery methods.

PIOSS has now been introduced with all BWV relating to an assault on an Officer or incident highlighted on the DCB is reviewed by UoF SMEs. This process allows for

any organisational learning to be picked up quickly and fed into the Organisational Learning sub-group to the Public and Personal Safety Board whilst at the same time offering support where individual learning is in issue. This may include but is not limited to initial interactions and the quality of encounter.

When infrastructure allows, the further roll out of PIOSS will include providing input to supervisors to enable them to have supportive debrief conversations with their staff taking into account the initial encounter through to exiting the interaction in a positive manner.

Recommendation 3

By September 2021, forces should: ensure that officers record on body-worn video (when this is available) the entirety of all stop and search encounters, including traffic stops and use of force incidents; have a structured process for regularly reviewing and monitoring internally a sufficient sample of body-worn video footage to identify and disseminate learning and hold officers to account when behaviour falls below acceptable standards; and provide external scrutiny panel members with access to samples of body-worn video footage showing stop and search encounters and use of force incidents, taking account of the safeguards in the College of Policing's Authorised Professional Practice.

S&S, Traffic stops and UoF are all mandatory BWV encounters and BWV compliance in S&S is currently 96%. MPS officers are directed and taught that they should activate their BWV at the earliest possible opportunity in order to maximise the potential to capture evidence. This is included in the MPS BWV Policy and Guidance and is clearly communicated in the MPS online e-learning training. We have invested in new cameras that come out of the dock in "standby mode" with no manual interaction required by an officer other than to press the record button. Our stock of BWV cameras has increased, with 26,500 available to our staff. We are the only UK force to have our "pre event buffer" set at 60 seconds.

Frontline supervisors of staff who undertake stop and search regularly supervise their staff's use of stop and search powers either in person or by dip sampling BWV. Independent Community Monitoring Groups (CMGs) exist across the Met's 32 boroughs and scrutinise the use of our stop and search powers by viewing BWV and search records. New Police Encounter Panels (PEPs), which will be introduced later this year, will further enhance and widen the scope of external scrutiny to include incidents of note where force has been used.

Recommendation 4

The Home Office and the NPCC should take steps to ensure that the quality of the data collected on the number of incidents where force has been used to effect a stop and search is sufficient for publication. The Home Office should publish this data as soon as possible.

A request has been submitted to Accenture to make amends to the e5090 stop and search APP to include data capture where force was used and link the relevant e5090 to a UoF form.

This has now been approved and therefore will be actioned it is expected to be delivered fully in the Autumn

Recommendation 5

By July 2021, forces should ensure they have effective internal monitoring processes on the use of force, to help them to identify and understand disproportionate use, explain the reasons and implement any necessary improvement action.

The restructure of the OSU into the PPSU has meant this activity has begun in earnest. Use of Force is both reviewed as part of a dip sample process as well as following assault on Police and incidents of note from the DCB.

Reports are produced quarterly and raised at the PPSB (Public and Personal Safety Board). This process will continue. Once the new proposed unit is fully up and running (timeline of Autumn 2021), further work will progress.

Recommendation 6

By July 2021, forces should ensure they have effective external scrutiny processes in place in relation to the use of force. Forces should take account of feedback and update the scrutiny panel and the community on the action taken.

Police Encounter Panels (PEPs) will widen, enhance and increase internal and external feedback to include use of force. They will be introduced later this year.

Recommendation 7

With immediate effect, forces should ensure that all stop and search records include detail of the self-defined ethnicity of the subject. When this information is refused by the subject, the officer-defined ethnicity code should be recorded.

This process is already long established within Met stop and search paper records and as data fields on tablets used to record stop and search. Compliance is above 99.5%.