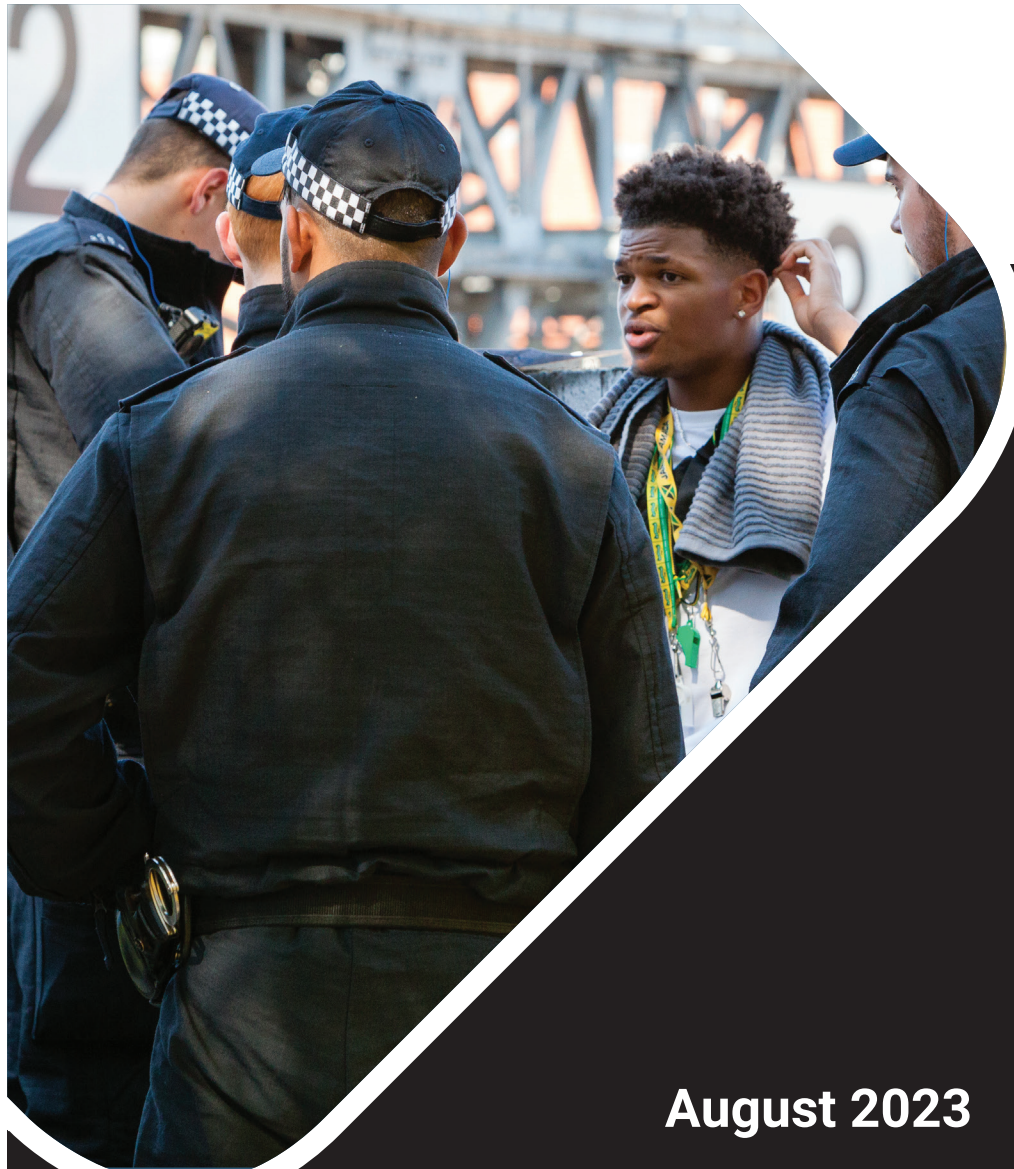


Black Voices On Policing:

Supporting Research

BLACK
LIVES
MATTER



August 2023



Contents Page

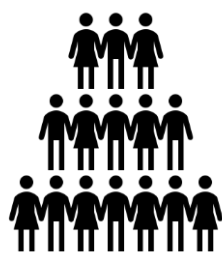
01	Finding from MOPACs public survey on trust and confidence in the police.	1
02	Evidence submission by Black Thrive Global	4
03	Baroness Casey Review Final Report: March 2023	24
05	Metropolitan Police: Turnaround Plan 2023-25	28
06	Stop & Scrutinise: How to improve community scrutiny of stop and search	32
06	Community Engagement in Policing: Lessons	34
06	Policing in Hackney: Challenges from youth in 2020	41
06	KCL REACH study - police and youth relationship posters	47



Findings from MOPACs public survey on trust and confidence in the police

Dr Yi-jing Li, Senior Lecturer in Urban Informatics, Department of Informatics, King's College London (2023)

MOPAC conducted surveys among Londoners to collect feedback on their opinions, the statistics for participants' representativeness could be found that, against demographic proportions in London from Census 2021, citizens recognised themselves as Black, Black British, Black Welsh, Caribbean or African took up 13.5%, while the survey participants defined as Black group were ranged from 11.42% in 2019/20 to 12.56% in 2017/18, slightly underrepresented by 1%-2% of London population.



Black Community takes up:

13.5% Londoners (Census 2021)

11%-12% participate in Public Surveys

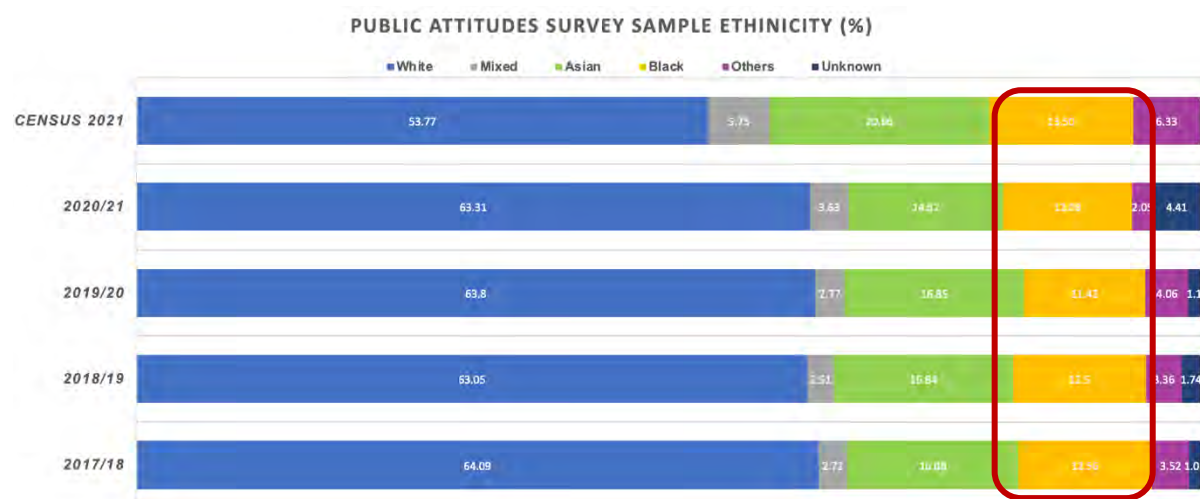


Figure 1 Ethnicity Proportions of Public Attitudes Survey from MOPAC (2017-2021)

The highlighted (in yellow color) bar signifies Black ethnicities' proportion among annual public survey samples, hence being able to indicate whether it is representative enough, upon benchmark the population proportion from Census 2021 data (Figure 1).

- Among the survey questions, the Question on “**Participants’ Trust in Metropolitan Police Service as a trustable organisation**”, whether agree the argument or disagree?



Black participants’ Trust in MPS is:

lower than the Average by **10-20%**.

Distrust is more than **twice** the average.

As in Figure 2, survey participants who agreed that MPS is a trustable organisation has an average rate around 80% (2020/21) to 86% (2017/18) but decreased steadily over time since 2017. However, the black communities had always had a lower trust in MPS comparatively, especially in **2018 and 2020** (lower than 22%).

The **mistrust** (who vote for disagree) rate for MPS in general increased from 5% in 2017 to over 8% in 2020, whilst the votes from Black communities had always **more than twice higher** than the average, from 10% in 2017 to more than 20% in 2020.

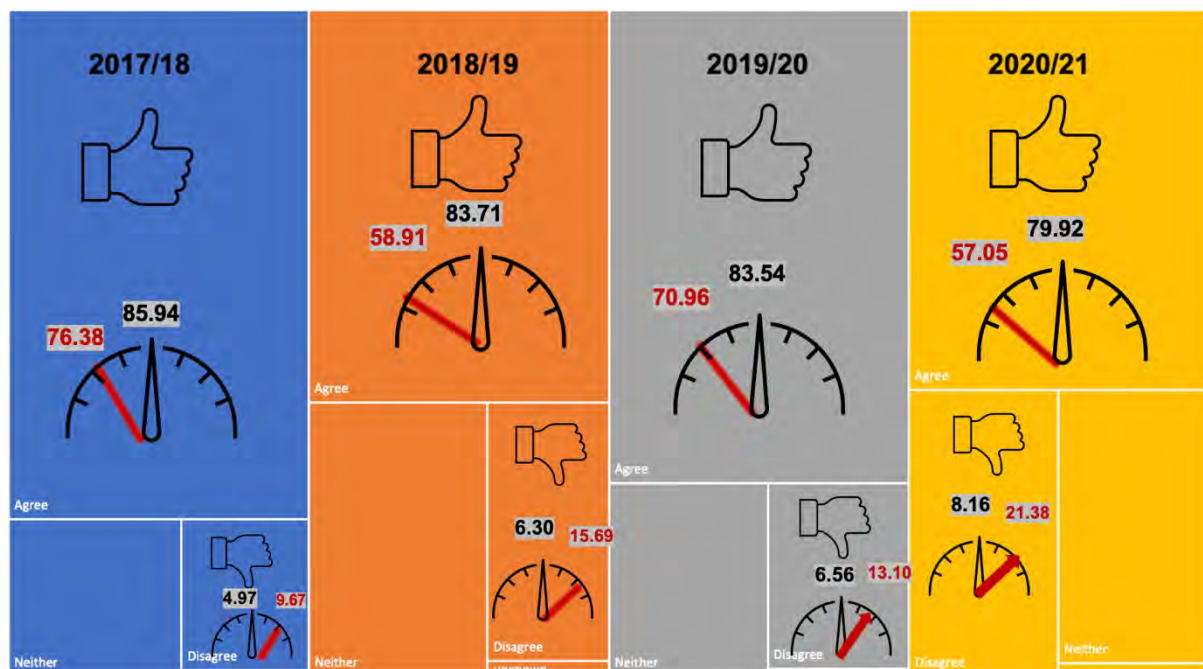


Figure 2 Comparison on Trust in MPS between Black Community and the Average in London

- The survey question on “**How confident are you that the Police in your area use their stop and search powers fairly?**” brings forward the fair practice feelings regarding to Stop & Search (S&S hereafter) practices.



Participants' Confidence in S&S Powers' Fairness:

Black community's **confidence** was lower than the average by 15% - 20%, especially in 2018 and 2020;

Black community's **inconfidence** was higher than the average by about 20%, especially in 2018 and 2020.

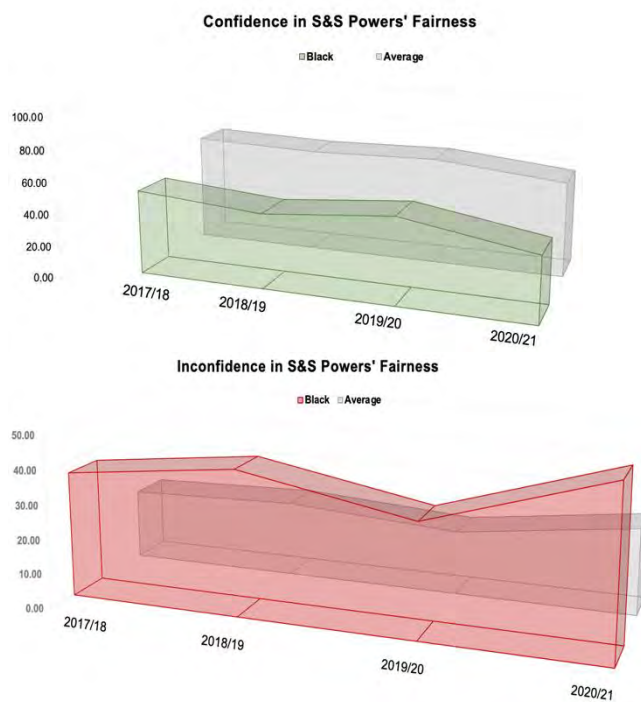


Figure 3 Comparison on Confidence in S&S Fairness between Black Community and the Average in London

Black Voices on Policing – Evidence submission

Black Thrive Global

Contents

Context	4
Definitions	6
Disproportionality	6
Crime rate	6
Stop rates and disproportionality: London overall	6
Headlines	6
Stop rates and disproportionality: Differences by borough	8
Headlines	8
Outcomes of stop and search	12
Headlines	12
Reasons for stop and search	14
Headlines	14
Other trends	18
Headlines	18
Black population size	18
Stop rate and crime rate	21

Preamble

This document provides data insights for the Black Voices on Policing consultation working group. The data and insights provided is to support the working group to develop recommendations as part of the consultation. The data and insights focuses on the use of stop on and search on Black people in London.

In these analyses we use the term Black to refer to the aggregation of the following ethnicities:

- "Black/African/Caribbean/Black British - African"
- "Black/African/Caribbean/Black British - Any other Black/African/Caribbean background"
- "Black/African/Caribbean/Black British - Caribbean"
- "Mixed/Multiple ethnic groups - White and Black African",
- "Mixed/Multiple ethnic groups - White and Black Caribbean"

Comparisons are made to the 'White' population, which refers to the following ethnicities:

- "White - Any other White background"
- "White - English/Welsh/Scottish/Northern Irish/British",
- "White - Irish"

In places this document makes use of maps to visualize statistics. These maps are broken down by London borough. Below is a key to assist readers.



Index	Borough name
1	City of London
2	Barking and Dagenham
3	Barnet
4	Bexley
5	Brent
6	Bromley
7	Camden
8	Croydon
9	Ealing
10	Enfield
11	Greenwich
12	Hackney
13	Hammersmith and Fulham
14	Haringey

15	Harrow
16	Havering
17	Hillingdon
18	Hounslow
19	Islington
20	Kensington and Chelsea
21	Kingston upon Thames
22	Lambeth
23	Lewisham
24	Merton
25	Newham
26	Redbridge
27	Richmond upon Thames
28	Southwark
29	Sutton

30	Tower Hamlets
31	Waltham Forest
32	Wandsworth

33	Westminster
----	-------------

Definitions

This section disambiguates the terms used in this document and provides links to the data sources to which these terms refer.

Disproportionality

This term refers to the comparison of the White stop rate with the Black stop rate, which is why it is also referred to as the “risk ratio.” It is calculated by calculating the stop rate for the White population and the stop rate for the Black population, and then calculating the ratio between these two rates (statistical significance – i.e., whether the differences are statistically meaningful – is determined using chi-square tests). The measure of disproportionality can take any positive value. A value of 1 indicates that the stop rate was the same for both Black and White people. A value greater than 1 indicates that Black people were more likely to be stopped than White people, and a value of less than 1 indicates that Black people were less likely to be stopped than White people.

The data used to calculate these statistics were based on stop and search records for London in the 36 months to December 2022 (extracted from the [Police Application Programming Interface](#) using [extractss](#)) and [Census 2021 population estimates](#).

Crime rate

[Crime rate](#) refers to the number of recorded crimes per 1,000 population in each borough.

Stop rates and disproportionality: London overall

Headlines

- Across London, in the period January 2020 – December 2022, Black people were **2.7 times more likely** to be stopped and searched than White people.
- Stop rates of both Black and White people have reduced from 2020 to 2022. The stop rate of Black people has decreased slightly more than the stop rate of White people (57% decrease in Black stop rate vs. 54% decrease in White stop rate).
- Consequently, disproportionality has reduced slightly over the three years (2.8 in 2020 vs 2.5 in 2022). However, in 2022 Black people were still **2.5 times more likely** to be stopped and searched than White people.

Over the period January 2020-December 2022 there were 636,491 recorded stops in Greater London. Of these, 157,870 stops (25%) were of Black people, and 198,280 (31%) were of White people. Expressing this as a function of their respective populations, **113 Black people out of every 1,000** population were stopped and searched. By comparison, **42 out of every 1,000** White people were stopped and searched. This means that over this 3-year period, Black people were **2.7 times more likely** to be stopped and searched compared to White people (as described in the definitions section, this figure is known as the “risk ratio” and is a measure of disproportionality; it describes how different the stop rates are for Black people compared to White people).

Figure 1 shows that the stop rate of both Black and White people has reduced year on year. This reduction of the Black stop rate was slightly greater than the reduction of the White stop rate. The

stop rate of Black people fell from 54 people per 1,000 in 2020 to 36 per 1,000 in 2021, to 23 per 1,000 in 2022. This represents a **57% decrease** between 2020-2022. The stop rate of White people fell from 19 people per 1,000 in 2020 to 14 per 1,000 in 2021, to 9 people per 1,000 in 2022. This represents a **54% decrease** between 2020-2022.

The fact that the Black stop rate has fallen slightly more than the White stop rate has contributed to a slight decrease in disproportionality over the three years, from 2.8 in 2020 to 2.6 in 2021 to 2.5 in 2022 (Figure 2). This is a move in the right direction, but it remains the case that in 2022 Black people were still 2.5 times more likely to be stopped and searched than White people.

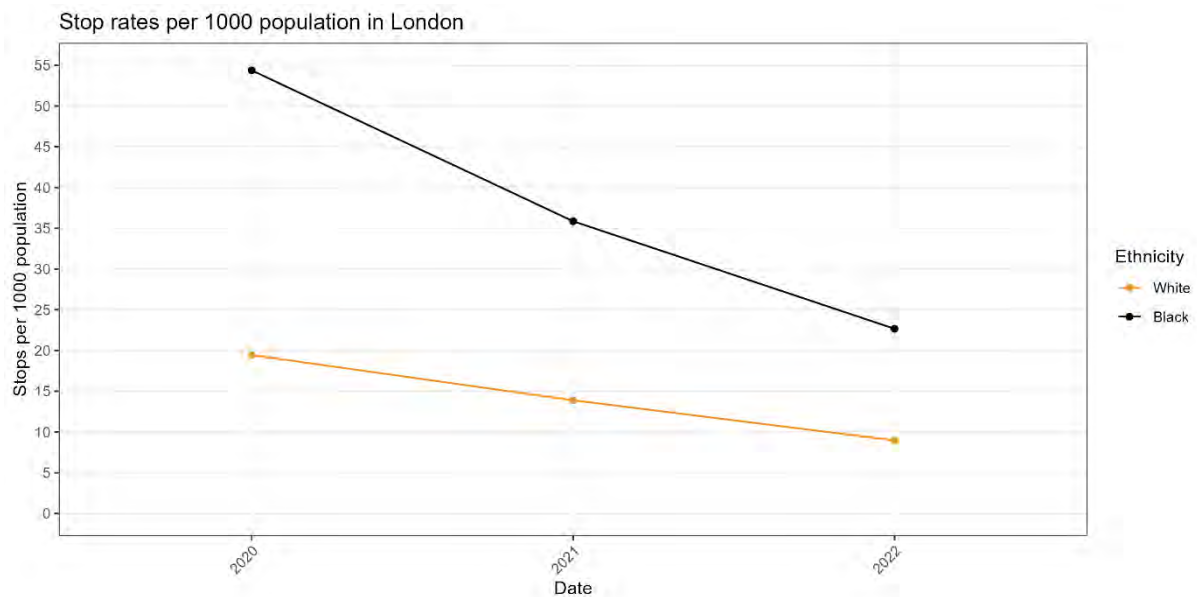


Figure 1. Stop rates per 1000 population for Black and White people in London

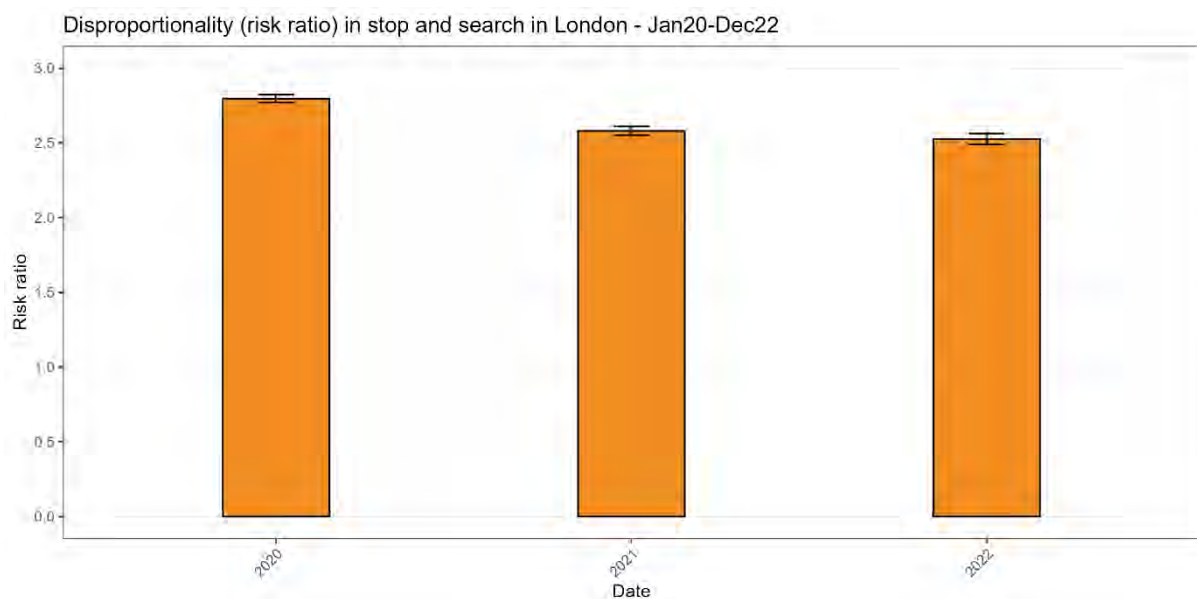


Figure 2. Black-White disproportionality in stop and search in London

As can be seen, Black people were more likely to be stopped and searched in nearly every London borough. The exceptions are Barking and Dagenham and Bexley, where Black and White stop rates are close to (but not absolutely) equal.

The disparity is highest in western and south-western boroughs. The highest disproportionality is in Wandsworth, where Black people were 6.24 times more likely to be stopped and searched than White people.

Breaking this down by year, it appears that disproportionality has decreased or stayed the same in most boroughs (Figure 3). Notable exceptions to this are City of London, Westminster, and Sutton, which have seen slight increases in disproportionality. This appears to be due to the Black stop rate decreasing less than the White stop rate in these areas (Figure 4).

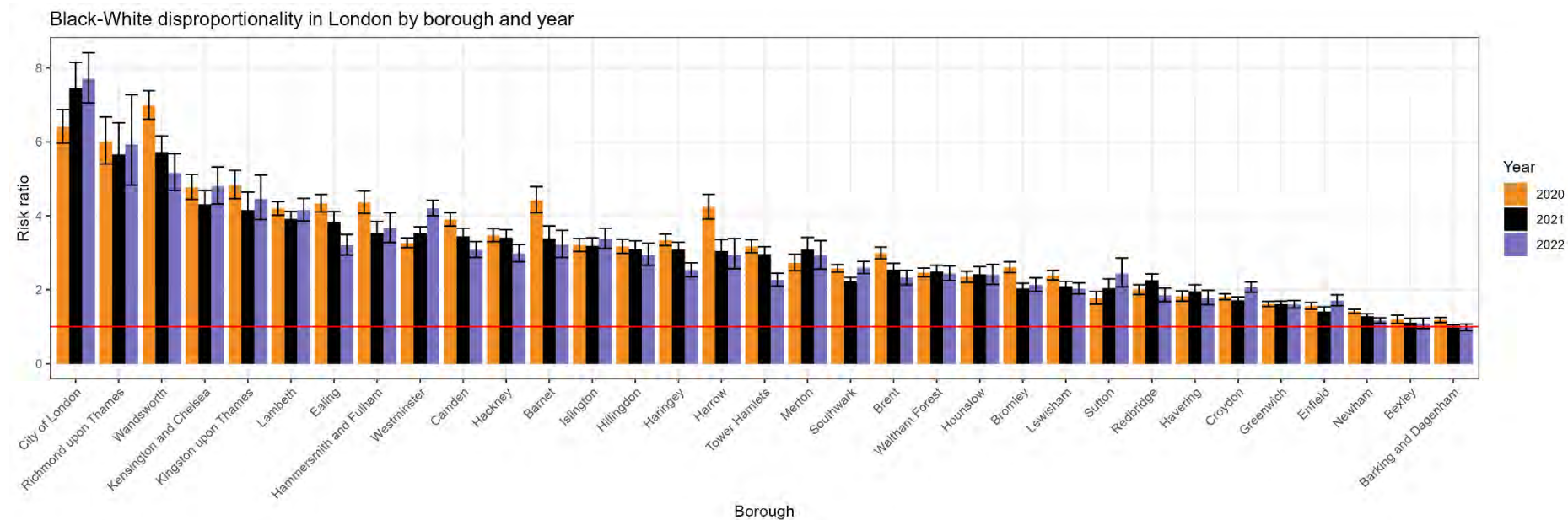


Figure 3. Black-White disproportionality in each borough over time. The red horizontal line indicates where the stop rate of Black and White people is equal.

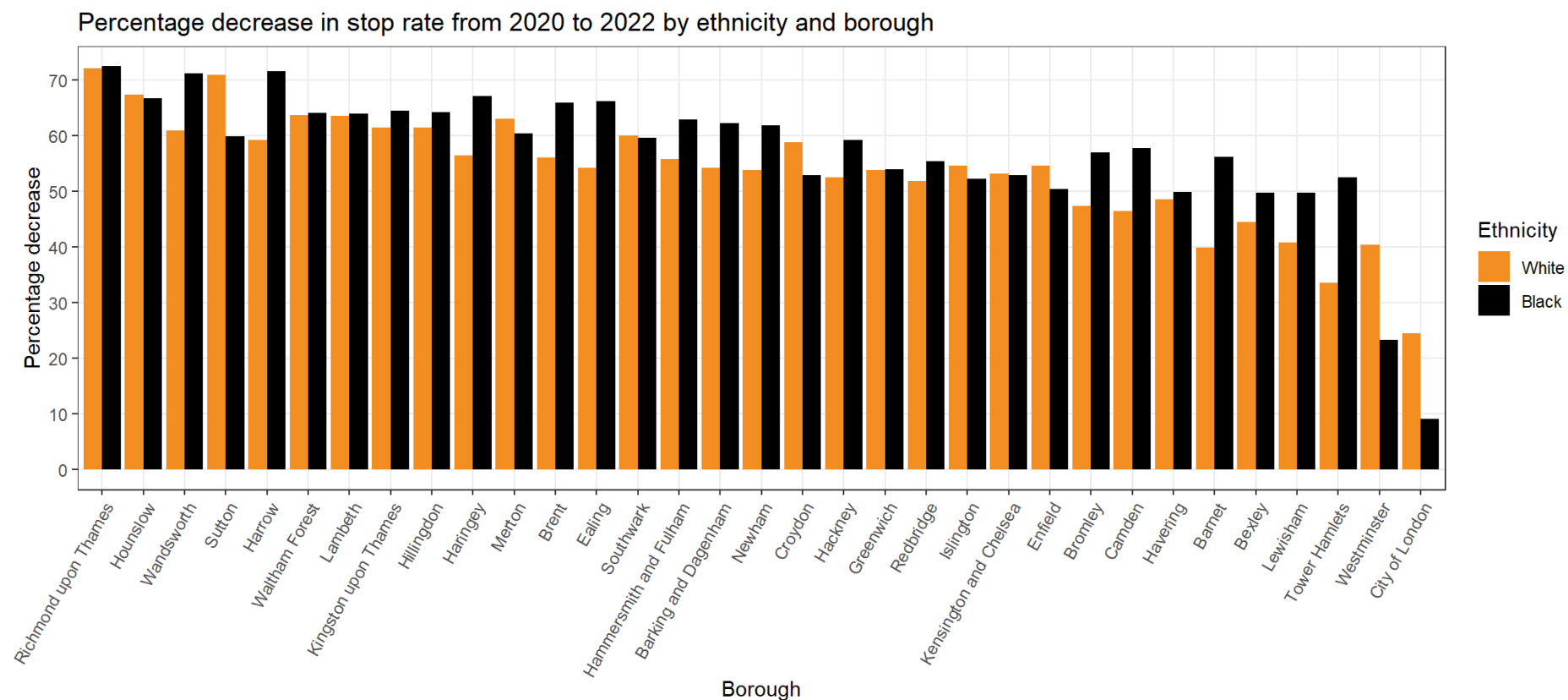


Figure 4. Percentage decrease in stop rate from 2020 to 2022 for each ethnicity and borough

Outcomes of stop and search

Headlines

- Nearly three quarters (74.8%) of stop and search events end in a no further action disposal.
- 12.31% of stop and searches end in arrest.
- Stops of Black people tend to end with harsher outcomes than stops of White people.

Figure 5 shows the breakdown of the outcomes of all stops for London in the 36 months to December 2022. Nearly three quarters of all stop and searches (n = 476,120) ended in a no further action disposal, 12.31% (n = 78,365) ended in arrest, 0.08% (n = 529) ended in a caution, 8.29% (n = 52,740) ended in a community resolution, 0.07% (n = 436) ended in a khat or cannabis warning, 2.98% (18,938) ended in a penalty notice for disorder, and 1.46% (n = 9,282) ended in a summons/charged by post.

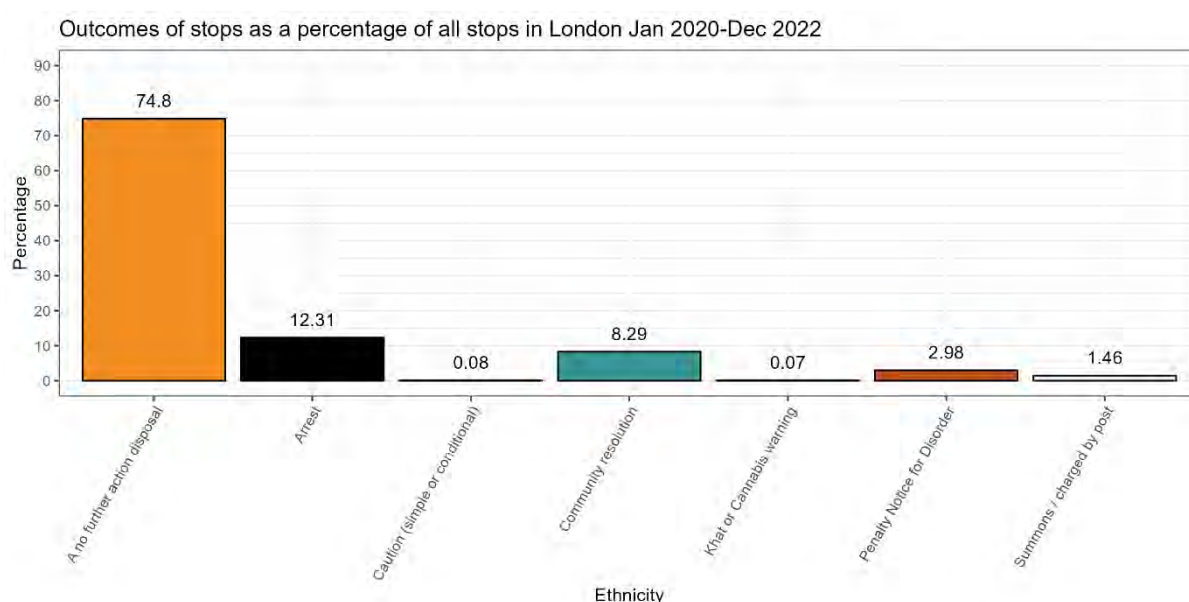


Figure 5. Percentage breakdown of outcomes of all stops in London 2020-2022.

Figure 6 shows the percentage breakdown of outcomes for each ethnicity. At first glance, the rate of outcomes appear broadly similar between the two ethnicities. However, statistical comparisons of the rates using chi-square tests indicates there are differences in outcomes by ethnicity.

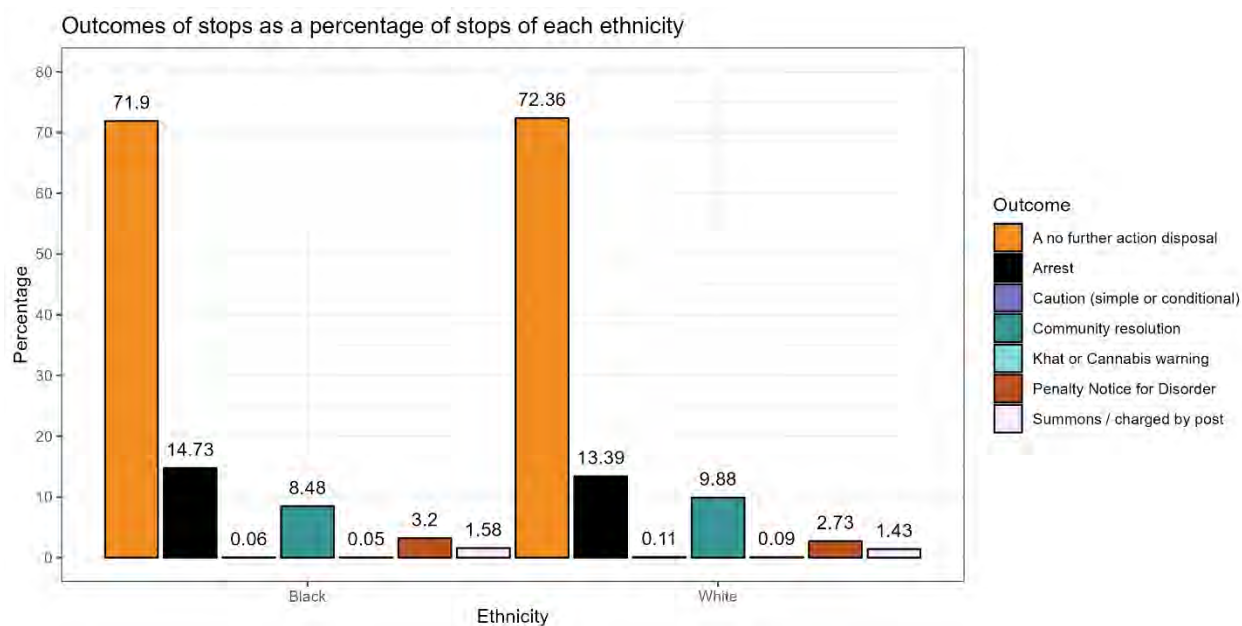


Figure 6. Outcomes of stops expressed a percentage of the stops of each ethnicity

Figure 7 illustrates these differences. The numbers represent how much more or less likely an outcome is for the Black people who were stopped and searched compared to White people who were stopped and searched. The red line indicates a value of 1, which would indicate that the likelihood of the outcome was the same for both Black and White people. Values greater than 1 indicate that the outcome was more likely for Black people compared to White people, and values less than 1 indicate the outcome was less likely for Black people compared to White people.

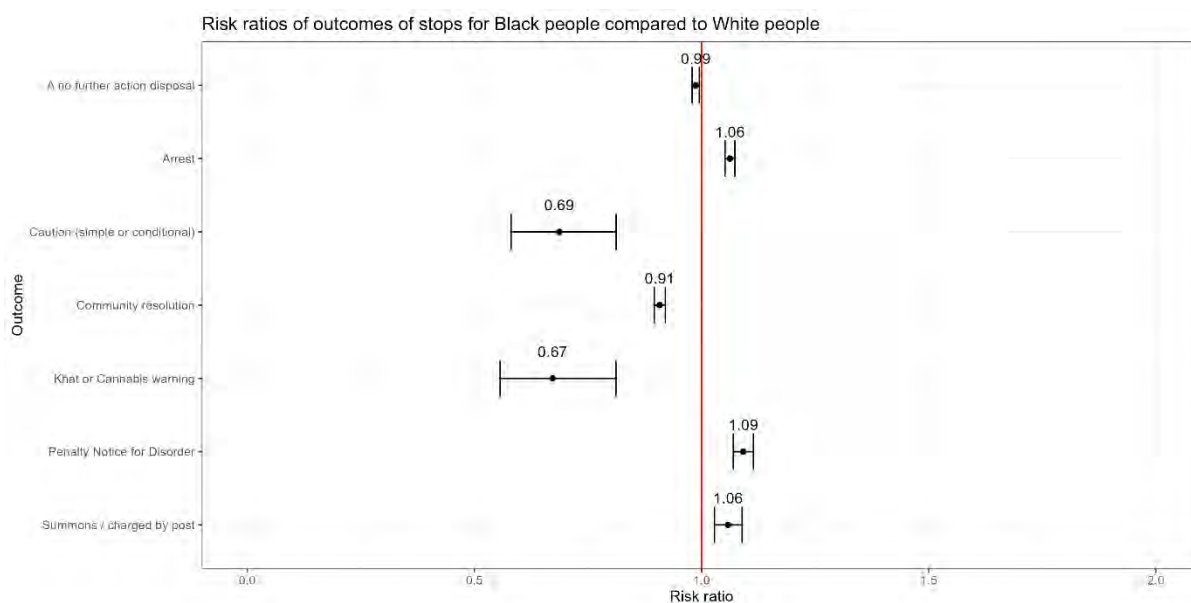


Figure 7. The risk ratio of the outcomes of stops of Black people compared to stops of White people. The red line indicates parity.

Thus, compared to White people who were stopped and searched, Black people who were stopped and searched were 0.99 times (i.e., 1%) less likely to receive a no further action disposal, 1.06 times

(6%) more likely to be arrested, 0.69 times (31%) less likely to be cautioned, 0.91 times (9%) less likely to receive a community resolution, 0.67 times (33%) less likely to receive a khat or cannabis warning, 1.09 times (9%) more likely to receive a penalty notice for disorder, and 1.06 times (6%) more likely to receive a summons/charged by post. Though these are small effect sizes, they are statistically significant and mean that there is a disparity by ethnicity in the outcomes of stops. Critically, the general pattern indicates that Black people are **more likely to receive harsher outcomes** (e.g., arrest, summons/charged by post) and **less likely to receive less harsh outcomes** (no further action disposal, caution, community resolution, khat/cannabis warning) than their White counterparts. When considered in terms of the volume of stops these differences the extent of this disparity is clearer. For example, for every 10,000 White people who were arrested, 10,600 Black people received the same outcome (i.e., 600 more Black people were arrested per 10,000 stops). Similarly, for every 10,000 White people who were cautioned, 6,900 Black people were cautioned (i.e., 3,100 fewer Black people received a caution per 10,000 stops). Thinking about the figures in these terms highlights that, though the effect sizes may seem small, the result of these disparities mean that in total many Black people receive harsher outcomes than their White counterparts.

Reasons for stop and search

Headlines

- From January 2020-2022 the majority of stops (64.9%) were for controlled drugs
- Stops of Black people were less likely to be for controlled drugs and stolen goods than stops for White people.
- Stops of Black people were more likely to be for offensive weapons than for White people.
- There is a large amount of missing data on whether outcomes of searches are related to reasons for searches. If this were improved, it would be possible to gain a clearer understanding of how effective stop and search is in finding the object of the search.

Figure 8 shows the object of the search as a percentage of all stops in London between January 2020-December 2022. The majority of stops (64.9%) were for controlled drugs. The second-most common reason was for offensive weapons (15.66%), and the third for stolen goods (11.35%).

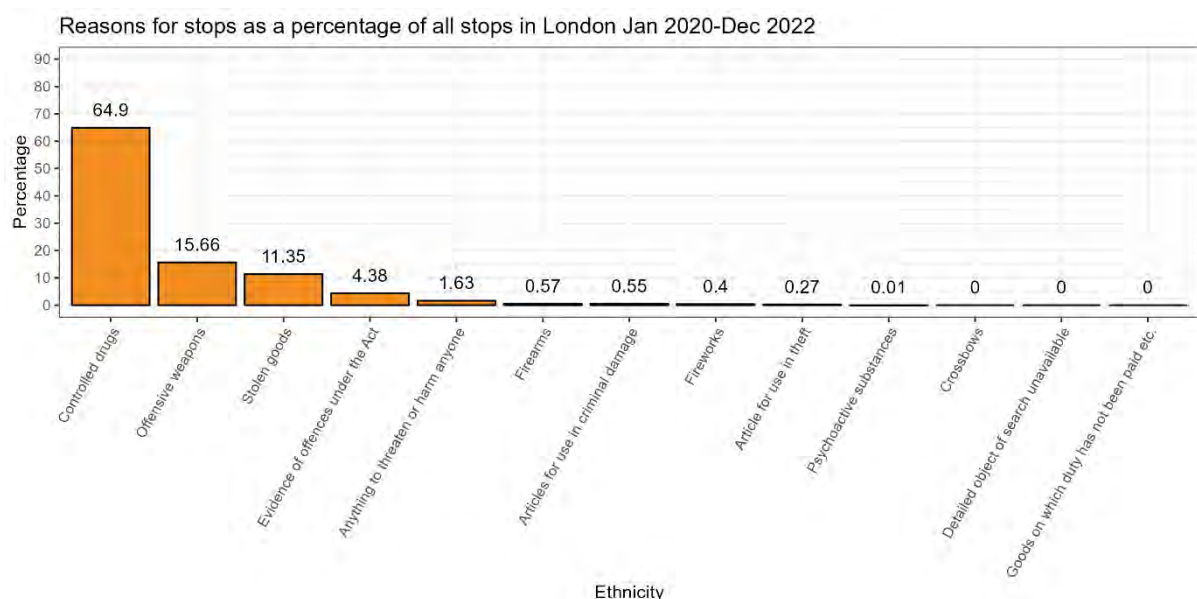


Figure 8. Reasons for stops as a percentage of all stops in London January 2020-December 2022.

Breaking this down by ethnicity (Figure 9), it appears that the percentage of stops for controlled drugs was slightly lower for stops of Black compared to White people. Stops for offensive weapons were the object of a greater percentage of stops of Black people compared to White people, whilst stops for stolen goods and for “evidence of offences under the Act” were more common for stops of White people compared to Black people.

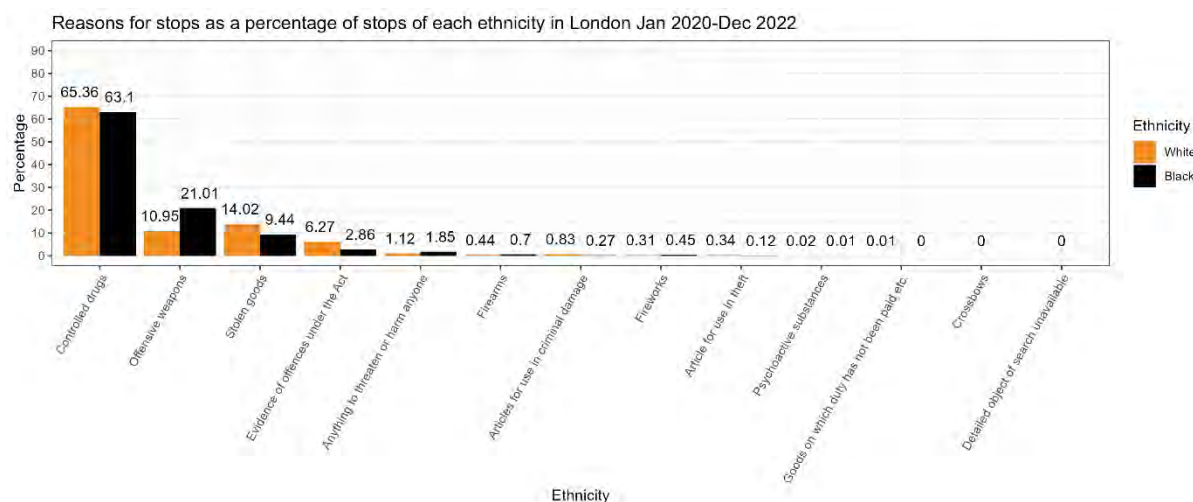


Figure 9. Reasons for stops as a percentage of stops of each ethnicity in London January 2020-December 2022.

Chi-square tests confirmed that these differences were statistically significant (Figure 10). Compared to stops of White people, stops of Black people were 33% less likely to have been for stolen goods and 5% less likely to have been for controlled drugs. In contrast, stops of Black people were 46% more likely to have been for offensive weapons than stops of White people.

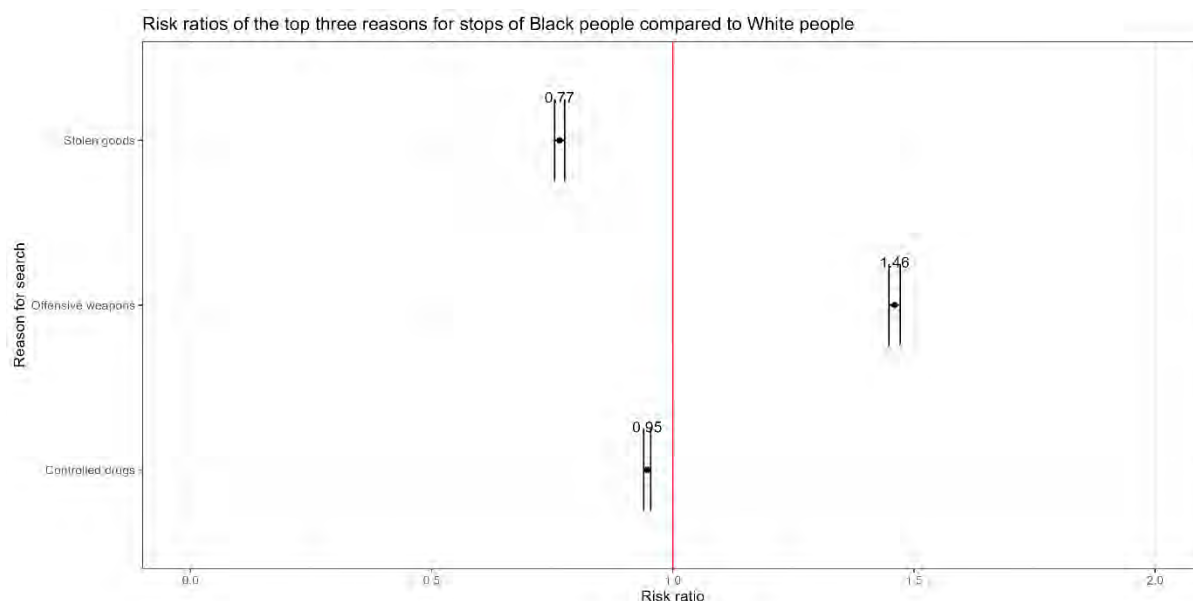


Figure 10. The risk ratio of the reasons for stops of Black people compared to stops of White people. The red line indicates parity.

Exploring the rate at which the outcome of the search was linked to object of the search is complicated by the fact that there is a large amount of missing data for the variable “Outcome linked to object of search”. In the data obtained for January 2020-December 2022 from the Police API, 96.48% of all stops had a missing value for this variable (Figure 11).

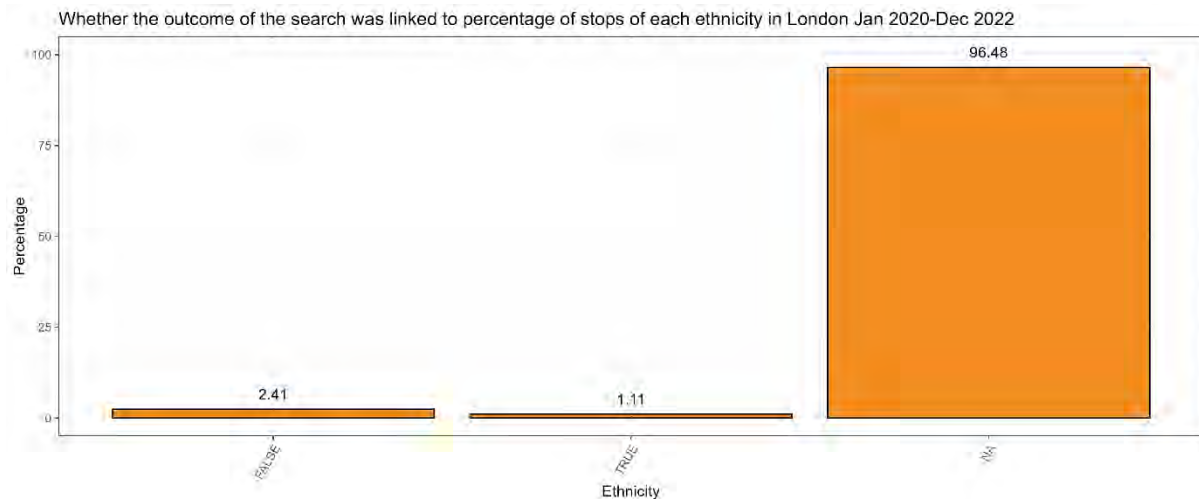


Figure 11. Percentage breakdown of whether outcomes of stops were related to the reason for the stops. 'NA' indicates that the data is missing.

As can be seen in Figure 12, this much missing data makes the “Outcome linked to object of search” essentially meaningless; for each of the three most common reasons for stops, the percentage of stops of Black people for which the outcome was linked to the reason was lower than that for White people, but this was also the case for the percentage of stops for which the outcome **was not** linked to the reason. That is, the outcomes of stops of Black people were both **linked to the reason and not linked to the reason to a lesser extent** than for White people. This should not be possible; if the outcomes of stops of Black people are linked to the reason less than for White people, the outcomes of stops of Black people **not linked** to the reason should be higher than for White people, but this is not what the available data shows.

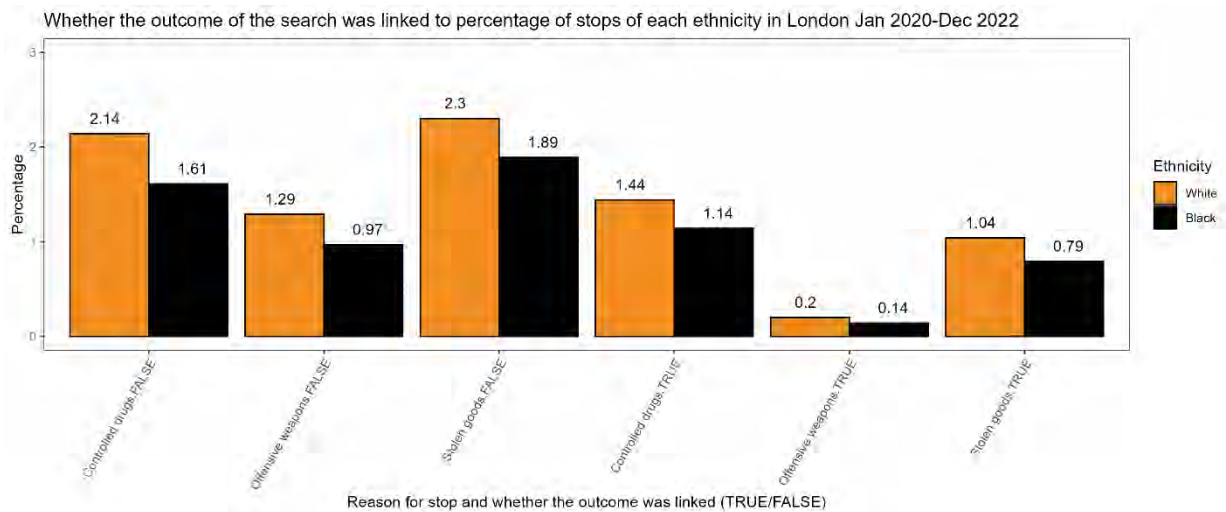


Figure 12. Percentage breakdown of whether outcomes of stops were related to the reason for the stop for each of the three most common reasons by ethnicity. The x axis indicates the reason and whether the outcome was linked (i.e., TRUE = linked, FALSE = not linked).

In light of this, a clear recommendation lies in improving the reporting of whether outcomes are linked to the reason for the stop. As a measure of performance of stop and search, the Metropolitan Police make use of 'positive outcomes', which are defined as any outcome that is not a no further action disposal. It stands to reason that a good (potentially better) measure of stop and search efficacy would be the rate at which the result of the search is related to the reason for its initiation. Accurate estimation of this is not currently possible with the data available via the Police API, but it could be made possible if the current state of missingness of this variable in the data is improved.

Other trends

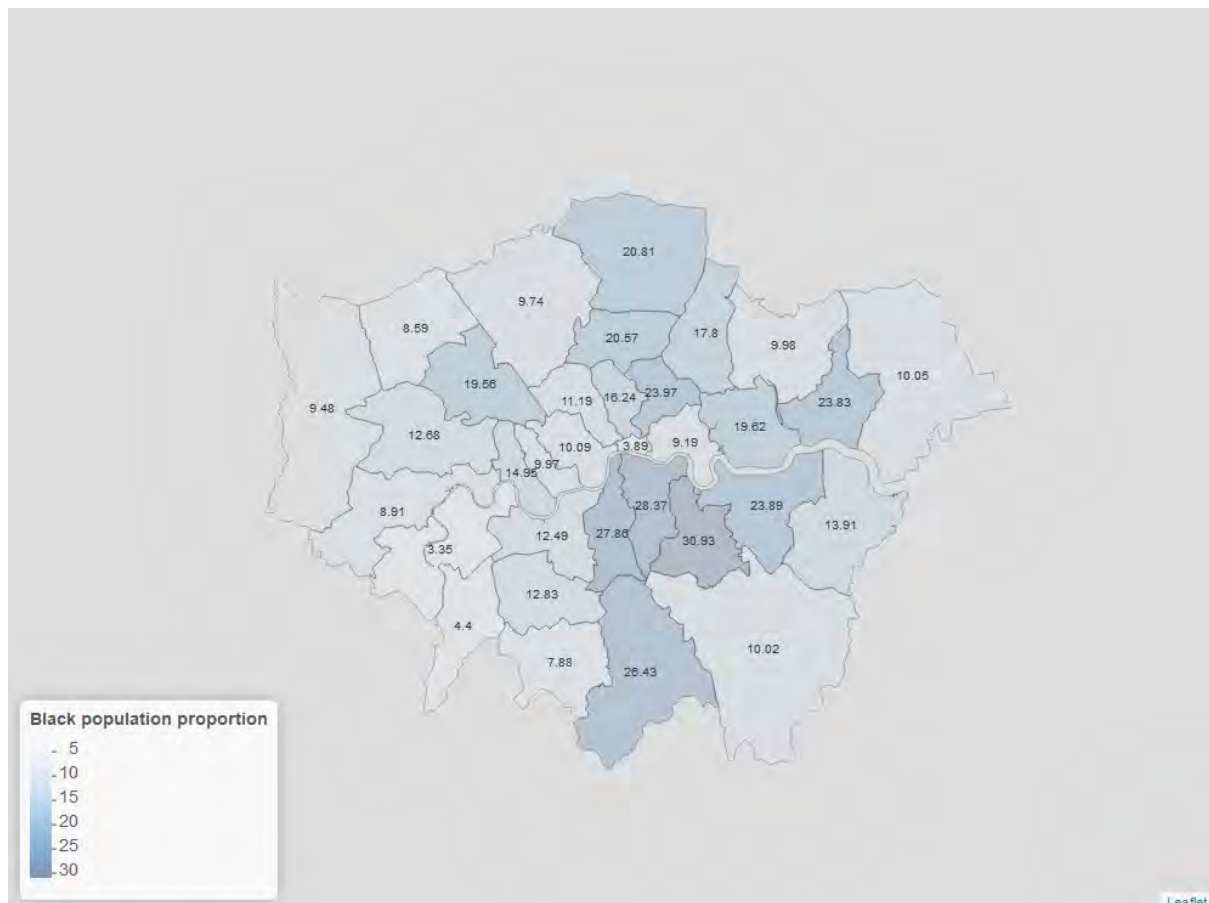
Headlines

- Disproportionality is higher in areas that have smaller Black populations, suggesting that Black people are targeted more in areas where they are more minoritized.
- Across boroughs, there is no relationship between the stop rate and the crime rate.

We explored how the size of the Black population and the crime rate differ by borough, and how these relate to stop and search trends across boroughs. These analyses include simple regressions that measure the relationship between each area characteristic and the disproportionality. It should be noted that no causal direction can be attributed to the results of these analyses. This notwithstanding, we believe it is important to explore and understand how these contextual factors relate to stop and search practice in order to build a more nuanced picture of why stop and search varies by borough. The following analyses are a first step in this direction.

Black population size

Map 2 depicts the size of the Black population as a proportion of the total population in each borough.



Map 2. Heat map showing the size of the Black population as a proportion of the total population of each borough.

A regression analysis indicated that areas with larger Black populations have lower rates of disproportionality. That is, disproportionality is higher in areas where the Black population is smaller (Table 1; Figure 13).

A second analysis, which controlled for the size of the White population, showed the same results (Table 2). That is, if one was to compare two areas that have similar White population sizes but different Black population sizes, the area with a smaller Black population would have greater disproportionality. This suggests that disproportionality is higher in areas where Black people are more of a minority.

Table 1. Regression table of a model regressing the size of the Black population as a proportion of the total borough population on the risk ratio (i.e., disproportionality)

DV = Risk ratio				
Predictors		Estimates CI		p
(Intercept)		4.39	3.35 – 5.44	<0.001
Black proportion	population	-0.09	-0.16 – -0.03	0.004
Observations		33		
R ² / R ² adjusted		0.233 / 0.208		

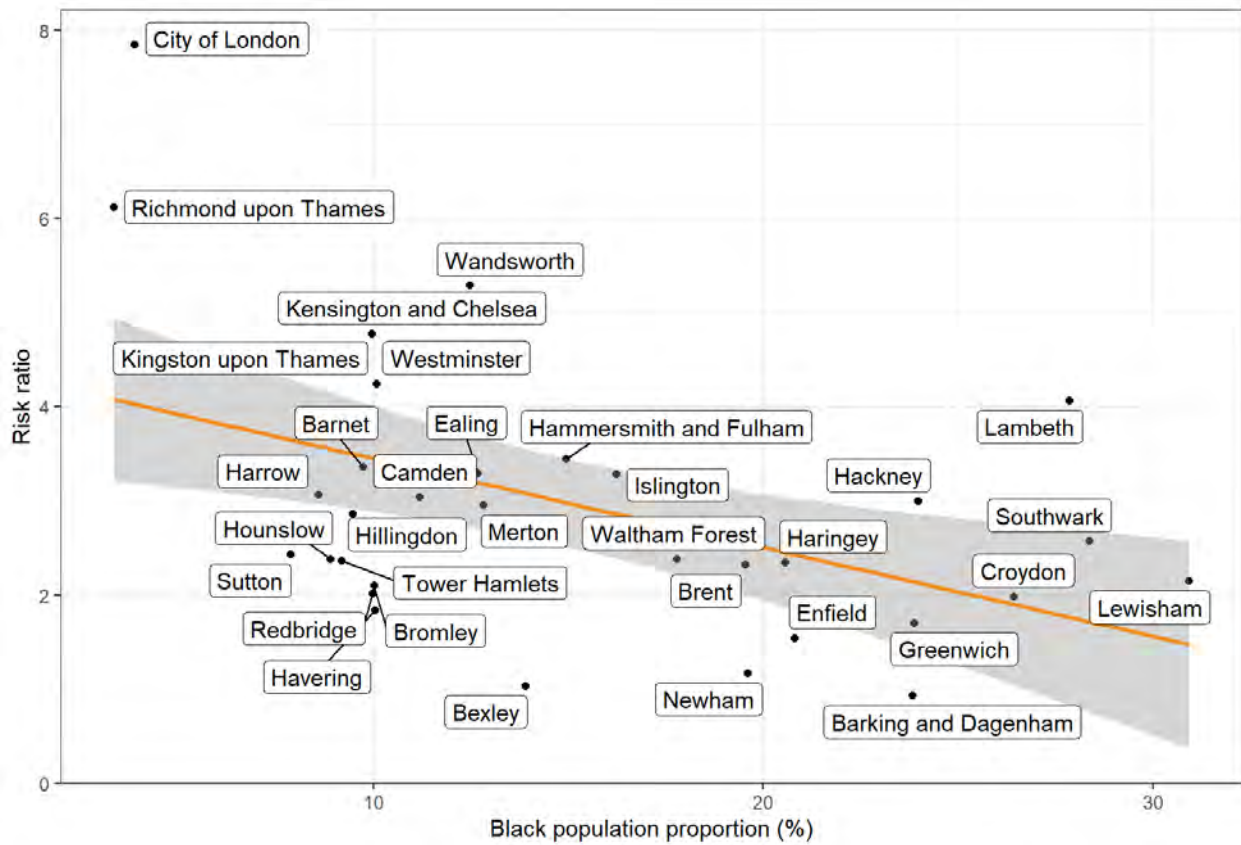


Figure 13. The size of the Black population as a proportion of total borough population plotted against the stop and search risk ratio (i.e., disproportionality).

Table 2. Regression table of a model regressing extent of the size of the Black population and White population as proportions of the total borough population on the risk ratio (i.e., disproportionality)

DV = Risk ratio				
Predictors	Estimates CI		p	
(Intercept)	2.20	-0.42 – 4.82	0.09	7
Black population proportion	-0.07	-0.14 – -0.01	0.02	6
White population proportion	0.03	-0.00 – 0.07	0.07	4
Observations	33			
R ² / R ² adjusted	0.312 / 0.266			

Stop rate and crime rate

We estimated the relationship between the overall rate of stops in a borough and the borough's crime rate in the period September 2021-September 2022. A regression analysis indicated that there was no relationship between crime rate and the overall rate of stops in an area (see Table 3 and Figure 14), suggesting that stop and search does not influence crime rate, and crime rate does not influence stop and search. It should be noted however that potential deterrent effects of stop and search may only be evident over time. For example, stop and search in a borough in one month may relate to crime rate in a subsequent month. Similarly, it is also possible that increases in crime in one month may prompt increases in stop and search at a subsequent time point. Our findings do not test these possibilities.

Table 3. Regression table of a model regressing each borough's stop rate per 1000 onto its crime rate per 1000.

DV = Crime rate per 1000				
Predictors	Estimates CI		p	
(Intercept)	61.49	10.78 – 112.19	0.01	9
Stop rate	0.05	-0.23 – 1.29	0.16	3
Observations	32			
R ² / R ² adjusted	0.064 / 0.033			

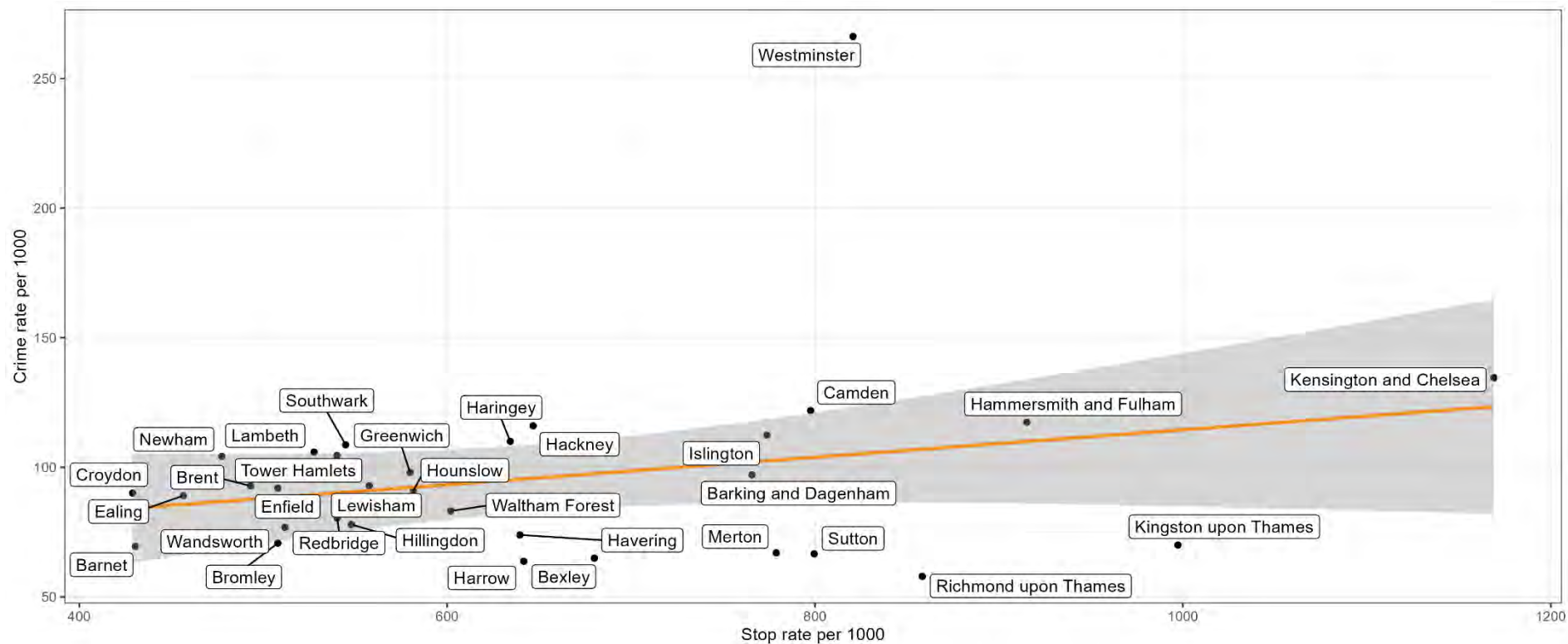


Figure 14. Stop rate per 1000 population plotted against crime rate per 1000 population for each London borough. Note City of London is omitted due to missing crime rate data.

Baroness Casey Review Final Report: March 2023	24
Purpose.....	24
Structure.....	24
Considerations.....	25
Reference	26

This work was supported by the Economic and Social Research Council, Centre for Society and Mental Health at King's College London [ES/S012567/1]. The views expressed are those of the author(s) and not necessarily those of the ESRC or King's College London.

Baroness Casey Review Final Report:

March 2023

Purpose

An independent review led by Baroness Louise Casey, who was appointed by the Metropolitan Police Service to assess its culture and standards of behaviour. The review was commissioned in the wake of the public concern that grew following the kidnap, rape, and murder of Sarah Everard by a serving Metropolitan Police officer, as well as other egregious incidents at the hands of Metropolitan Police officers. The review discusses whether the standards expected by the public are met by the Metropolitan Police Service's leadership, recruitment, vetting, training, culture, and communications. The review also provides recommendations on how the Metropolitan Police can:

- Routinely meet high standards
- Restore and maintain a high level of public trust in the Metropolitan Police Service.

Structure

The review was finalised on 8 main conclusions. They state:

- 1) There are systemic and fundamental problems in how the Met is run due to disconnected and inadequate management
- 2) The Met has not managed the integrity of its own police service, due to the failure of ensuring the integrity of its officers
- 3) Deep seated cultures need to be tackled for change in tone and approach, such as the Met's new leadership, to be sustained
- 4) Londoners have been 'put last', with the fracturing of local, neighbourhood policing
- 5) London's women and children have been left even further behind due to de-prioritisation and de-specialisation of public protection
- 6) The Met lacks accountability and transparency, with structures of governance and scrutiny being relatively weak
- 7) Discrimination is baked into the system of the Met as it is tolerated and not dealt, with signs of widespread bullying of those with protected characteristics
- 8) The Met is in danger of losing its way as its key values and principles have not been at the forefront of its strategic and operational approach, both internally and externally

Which lay the foundation for 8 key recommendations focussing on:

- the rebuilding of trust for the Metropolitan Police Service from minoritised communities
- reforming the Metropolitan Police Service's method of policing when it comes to minoritised communities
- reforming the Metropolitan Police Services workplace culture
- strengthening structures that enable scrutiny and accountability from the community

Key Considerations/Recommendations for the Working Group

A new police deal for Londoners to address the absence of Londoner's voices from how London is policed

How

- A new borough-based approach to ensure that structures allow for better transparency and challenge

Intervention

- Build on the introduction of Borough Superintendents to:
 - o include democratic representatives through local authorities
 - o provide access to high quality data and review case handling
 - o deliver strong and consistent community engagement

Outcome

- A clearer way for London's local authorities and their residents to hold the Metropolitan Police Service to account for how it polices and tackles crime on a borough to borough basis

New oversight and accountability

How

- Introduce a new governance structure to:
 - o oversee and scrutinise the changes to the Metropolitan Police Service that are needed
 - o ensure full transparency and accountability to Londoners

Intervention

- A new quarterly Policing Board chaired by the Mayor of London to drive forward changes made in this Casey review
- The Commissioner continuing to chair the new Met Management Board responsible for the leadership, strategic direction and operational policing of the Met

Outcome

- A new scrutiny structure that is operationally independent of the Commissioner

Showing London that reform is working

How

- independent progress reviews of key measures at set intervals

Intervention

- The Metropolitan Police Service and the Mayor of London should commission independent progress reviews after two years and again after five years, measuring components such as:
 - o Narrowing the gaps in public trust, confidence and fairness between Black, ethnic minority and LGBTQ+ Londoners and all Londoners

- Increasing the proportion of misconduct cases where action is taken
- Reducing the racial disparity in misconduct cases

Outcome

- Londoners can begin to have confidence and trust that reform in policing is taking place

Reference

Baroness Casey Review Final Report: March 2023. Found at:

<https://www.met.police.uk/SysSiteAssets/media/downloads/met/about-us/baroness-casey-review/update-march-2023/baroness-casey-review-march-2023.pdf>

Metropolitan Police: Turnaround Plan 2023-25

Contents

Metropolitan Police: Turnaround Plan 2023-25.....	28
Purpose.....	28
Structure.....	28
Methods	28
Example of Priorities	28
Considerations.....	29
Reference	30
Resources	30

This work was supported by the Economic and Social Research Council, Centre for Society and Mental Health at King's College London [ES/S012567/1]. The views expressed are those of the author(s) and not necessarily those of the ESRC or King's College London.

Metropolitan Police: Turnaround Plan 2023-25

Purpose

For the Metropolitan Police to actively listen to, respond to, and create longstanding, authentic partnerships with Londoners to identify what matters most to them. Trust and confidence in the Met has worsened following incidents of serious police misconduct, abuse of power, corruption, and the police falling short in protecting London's most vulnerable groups. The Met seeks to urgently reinstate a police force that acts with consent, collaborates better with communities, and intends to enhance their capability to proactively reduce harm and crime.

Structure



Deliver 3 missions

More Trust, Less
Crime, High
Standards



Through 9 core police activities

e.g., Safety, Public order, Target
threats, Crime prevention, Protect
vulnerable etc.,



Underpinned by 5 refreshed values

Professionalism,
Compassion, Courage,
Integrity, Respect

Professional

Compassion

Courage

Integrity

Respect

Methods



Voices involved in creating draft plan

Communities, partners, and Met staff,
officers, volunteers



Survey on Turnaround Plan

Anonymous online questionnaire
open to public for 8 weeks



Public feedback to shape final plan

Public are included in revising the plan and given the chance to hold the Met to account.

Example of Priorities

check quick sheet for more detail
on full list of priorities!

1

**We will have the
strongest ever
neighbourhood
policing**

How

Neighbourhood
teams will develop
strong links with
local communities
to earn trust

Intervention

Invest in strategic
partnerships with
London boroughs,
communities, and
safety partnerships

Outcome

Robust and visible
relations with
public. Met are
solving problems
that matter

5

We will raise standards and show communities we care and respect them

How

Become a more inclusive and diverse force and commit to being anti-racist

Intervention

Incorporate the revised Race, Disability, & Diversity Action Plans

Outcome

A Met that better represents and reflects the diverse communities it serves

8

We will be relentlessly data driven and evidence-based in delivery

How

Put data in the hands of the public so they have more say in decisions

Intervention

Real-time community data collection and delivery of intervention

Outcome

Revival of community action and more sense of what works to prevent crime

Considerations



Open & easy survey

Space to write freely and quick to complete



Not clear what aspects of plan were community-led

No breakdown of which community voices were involved or to what extent.



Community voices throughout process

Community input and feedback is integrated at inception and sought after this initial draft. Public can provide honest feedback on how they want the plan to change, what concerns them, and where they feel the Met is most successful



Not possible (yet) to evaluate effectiveness

Draft plan, survey is ongoing, level of community engagement or input is unknown

Results to be published & reviewed by Met

A pledge that recommendations and input from public will be included and valued



No demographic information on survey participants or plan contributors

We don't know whether they have successfully captured voices from groups that are underrepresented i.e., young people or London's Black and LGBTQ+ communities

Reference

1. Metropolitan Police Service. The Turnaround Plan: More Trust, Less Crime, and High Standards. Notices. Available at: <https://www.met.police.uk/notices/met/the-turnaround-plan-more-trust-less-crime-and-high-standards/>

Resources

MPS Turnaround Plan Survey

- Aim: to receive public feedback on changes related to the Met's draft plan for an improvement to neighbourhood policing, community engagement, and diversity and inclusion. ¹
- Anonymous survey
- 11 questions: mixture of multiple choice and free-text questions for participants to provide more thoughts and recommendations for the plan
- Open for eight weeks between 20th January and **17th March 2023 (closing soon)**
- Results will be shared with the Met to help ensure the views of communities inform their decisions and the revised plan is due to be published in April 2023
- Example of questions shown below

[Click here to take part](#)

MPS Turnaround Plan

We welcome your thoughts on the Met's Turnaround Plan, including the priorities, success and values within it. Before you complete the survey, please take a look at the Turnaround Plan on the Met website: www.met.police.uk/turnaround-plan

2. **How much do you agree this Plan will have a positive impact on policing London?**
(Please use 1 for strongly disagree, up to 5 for strongly agree.)

1

2

3

4

5

3. **Please tell us why you gave this score in Q2**

Enter your answer

Stop & Scrutinise: How to improve community scrutiny of stop and search

Contents

Stop & Scrutinise: How to improve community scrutiny of stop and search	32
Purpose.....	32
Summary	32
Problems	32
Main methods	32
Key findings & recommendations	33
Examples of successful working partnerships between community & police.....	34

This work was supported by the Economic and Social Research Council, Centre for Society and Mental Health at King's College London [ES/S012567/1]. The views expressed are those of the author(s) and not necessarily those of the ESRC or King's College London.

Stop & Scrutinise: How to improve community scrutiny of stop and search

Purpose

To establish how stop and search Community Scrutiny Panels (CSPs) currently operate in England and Wales and identify possibilities for improvement. ¹

Summary

CSPs face a variety of obstacles which limit their ability to challenge, and ultimately improve, their local police force. Stop and search is one of the most contentious powers that the police have so it is essential that these procedures are comprehensively and independently scrutinised by those most impacted to help build public trust and provide accountability. This report highlights existing problems with stop and search, key areas of community scrutiny in need of change, and examples of productive partnerships formed between police and communities.

Community Scrutiny Panels (CSPs)

An independent group, made up of members of the public, that meet to scrutinise a range of information on their local police powers, procedures, policies etc.,

Problems



Ethnic disparities in searches

Searches have been decreasing overall since 2011 but the difference between white and Black people searched is stark and widening. ²



Weak evidence of stop & search as crime deterrent

Inconsistent and weak relationship between stop and search and crime rates. ³



CSP operations not consistent

Considerable differences across CSPs e.g., member demographics, responsibilities, transparency of work etc., ⁴

Main methods



Online surveys

42 responses across 25 police forces; sent to 41 offices for Police & Crime Commissioners in England & Wales



Interviews

10 interviews with police representatives; more interviews with academics, community groups, & charities

Key findings & recommendations

Empower



1/3 of CSPs not public-led

Replace police-affiliated leaders of CSPs to ensure a true community-led panel

Problems with raising concerns

Clear & accessible channels needed to submit feedback & receive responses

Ethnically minoritised voices differ widely (10-80%) across CSPs

Diversify voices by recruiting members who accurately represent communities most impacted by police powers

REPRESENTATION



1/3 of CSP leaders from ethnically minoritised group & only 1/3 of CSPs record demographics

Review and refresh members periodically; Monitor key personal characteristics of members to ensure better representation of voices

Informed

More youth voices are needed

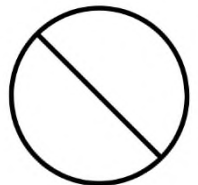
Young people are most impacted by stop and search. CSPs could partner with schools to engage with young people

1/4 offered no training

Tools and resources are needed to support interpretation of data, recognition of patterns, and improve knowledge & confidence to challenge police

Restricted data access limits scrutiny

e.g., body worn video footage only retained for 31 days* or constrained for confidentiality reasons. CSPs could be given pre-determined allocation of files to scrutinise



Inconsistent guidelines & resource content

Not all CSPs have access to the same data and more guidance is needed on interpreting police powers



Over 3/4 of panels NOT open to public

CSPs could consider making one annual session open to the local community

Only 1/2 make work available to public

Counter impact of closed meetings by posting summary reports of agenda, discussions, and actions on an active website

* Unless footage is being used as evidence in court. The 31-day limit is a problem as only 3% of CSPs said that they meet monthly which can undermine their capacity to review and contest content.

References

1. Kalyan K and Keeling P. Stop & Scrutinise: How to improve community scrutiny of stop and search. The Criminal Justice Alliance. 2019
2. Home Office. Police powers and procedures for England and Wales, year ending 31 March 2018.
3. Quinton P, Tiratelli M, Bradford B. Does stop and search mean less crime? Analysis of Metropolitan Police Service panel data, 2004-14. College of Policing. 2017
4. College of Policing. Authorised Professional Practice on stop and search: Transparency. 2018

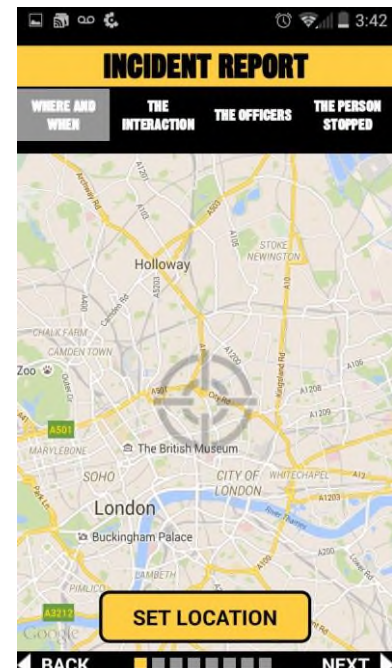
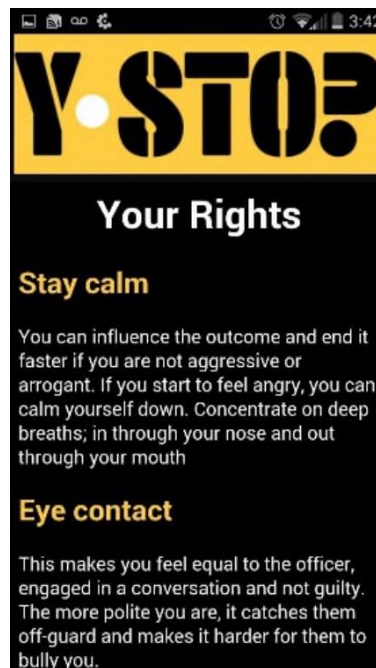
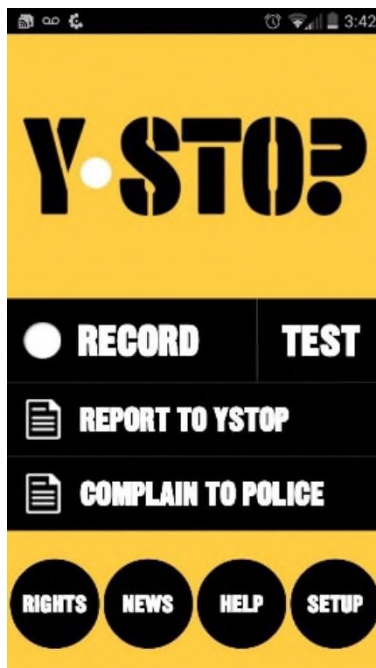
Examples of successful working partnerships between community & police

Youth Independent Advisory Group in Hackney

Hackney Council for Voluntary Service have imbedded a youth-led stop and search monitoring group within their organisation to improve relations with police. Young advisors receive training on analysing police powers, meet with the Independent Police Complaints Commission, gather evidence from young people on police encounters, develop training materials for officers, deliver workshops in schools, and create opportunities for the police to interact with young people in local community events. An example of their work is an app, co-developed with the police, for young people to record details of a stop and search, get legal advice, and check their rights.

[Click here to check out their website](#) | [Click here to read more about the monitoring group](#)

READ THE [POLICING IN HACKNEY REPORT](#) (included in your set of resources) TO SEE HOW THIS GROUP HAS EVOLVED INTO CONDUCTING ITS OWN RESEARCH!



Another Night of Sisterhood (ANOS) in Croydon

ANOS is a grassroots community organisation in Croydon that puts 'honesty, transparency, and action' at the heart of their work. ANOS has worked with their police force, local CSP, and the Black Police Association to host events that facilitate conversations within the community on police use of force, stop and search, and community engagement in policing. These groups work to foster honest and open discussions about the history and current state of policing and how to restore trust within the community.

[Click here to check out ANOS' Instagram account](#)

Community Engagement in Policing: Lessons

Contents

Community Engagement in Policing: Lessons	34
Purpose & summary.....	34
Methods	34
Why is community engagement in policing needed?	34
How must it be done?	34
Evidence strength.....	35
Some limitations.....	35
Some implementation problems & solutions	35
Examples of engagement mechanisms.....	36
Considerations.....	37
References.....	38

This work was supported by the Economic and Social Research Council, Centre for Society and Mental Health at King's College London [ES/S012567/1]. The views expressed are those of the author(s) and not necessarily those of the ESRC or King's College London.

Community Engagement in Policing: Lessons

Purpose & summary

Commissioned by the Police Reform Unit, this review discusses what good community engagement in policing could look like. It explores whether there is reliable evidence, from assessments of existing programmes, to suggest that greater community participation can contribute to positive and longstanding impacts in policing. Prevention of operational problems are discussed and suggestions are made to ensure more effective future models of police-community partnerships and citizen control.¹

“we must build strong, empowered, and active communities”²

“state acts to **facilitate, support, and enable** citizens to lead **self-determined** lives”²

Methods

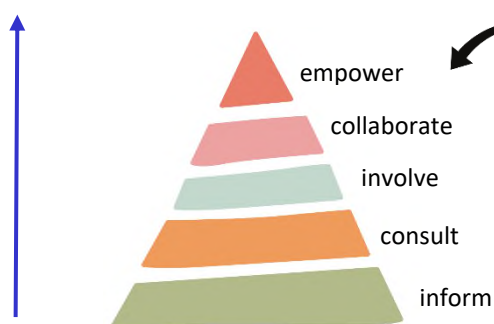
Researchers performed in-depth searches of the literature, identified relevant resources, and summarised results and insights. This comprehensive review included nearly 60 sources of existing evidence (e.g., research studies, projects, programmes) on community engagement in policing.

Why is community engagement in policing needed?

- What communities need, and consider most important, is **core to successful delivery** and should **not be an afterthought**^{3,4}
- Community knowledge is **expert knowledge**³
- Without active public participation, democracy and police accountability could struggle to meaningfully improve³
- Communities could **bring out new issues** police may not be aware of



How must it be done?



- Communities should participate in policing at the **level of their choice**⁶
- **Empower communities** with information & reassurance **to identify & implement solutions** to local problems
- Police must **engage & respond** to community input and they **must have influence** on strategic priorities
- Police & communities **must be willing, capable, & able** to participate

The higher you go up, the more impact you might have on decisions⁵

Evidence strength

Weak positive: some positive findings, some neutral, no negative | **Fairly strong positive:** mostly positive findings, some neutral, no negative
Strong positive: almost all positive findings, minimal neutral, no negative



Reduce crime
Weak positive



**Reduce anti-social
behaviour**
Fairly strong positive



Increase safety
Fairly strong
positive



Improve relations
Strong positive



**Increase
community
capacity**
Unknown



**Change attitudes
& behaviour**
Mixed

Some limitations

There is some promising evidence to support community engagement in policing but...



- **Evidence varies** widely across the possible benefits (above)
- Urgent need to implement and investigate this partnership **more in the UK**
- Often community members' **perceptions were neglected**
- Not much is known about whether these ways of working are **actually sustainable**
- **Programmes were rare or short-lived** so it is difficult to answer the key question of "does it work?"
- Many programmes **selected specific people** so assessing impact & quality of relationships may be biased ⁷

Some implementation problems & solutions

Representation

Mistrust, varying capacities, and reliance on traditional methods of engagement
 → narrow reach of people participating (White, older, middle class) ⁷⁻¹⁰

Confidence & mistrust

Historically weak public-police relations should not be forgotten or underestimated (especially in ethnically minoritised groups) ¹¹

Scepticism of real impact

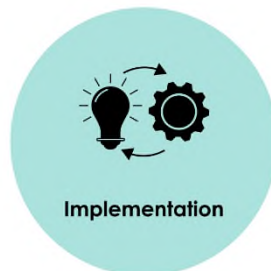
Public input must be valued, contributions actioned, & expectations clearly set out from the start to avoid disappointment ^{10, 12}

Power

Communities and police must have shared power and equal ownership ¹³

Tailored approach

Decisions need to be flexible & fitted not a 'one size fits all'



Implementation

Lack of reward

Effective police-community work needs recognition & compensation ¹⁴

Resource-intensive

Officer and community training is costly and extensive. Reallocation of resources is needed

Police culture & commitment

Community engagement in policing needs to be accepted and respected by police officials to be effective and not considered to be low priority ^{15, 12}

Police mistrust of the model

Some officers were cynical of police-community problem-solving claiming "hard sells" in some neighbourhoods & difficulty in officer "sign-ups" ¹⁵

Measurement of performance

Proactive policing should be included in performance assessments to encourage officers to adopt restorative actions ¹⁵⁻¹⁶

Examples of engagement mechanisms

Police officer visits (door-knocking)

Evidence: most effective in crime reduction

Problem: disproportionate benefit to white, middle-class residents ¹⁷

Police-community 'storefronts'

Jointly run information points stationed in local areas

Evidence: mixed impact on crime reduction & public reassurance ¹⁷⁻¹⁸

Public meetings

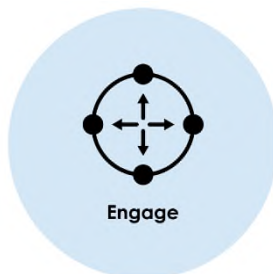
Evidence: most popular despite limited & mixed effectiveness

Problem: attendees not representative of wider community

Community service days

Held in a target area with booths set up for residents to share concerns and receive help to resolve problems

Expected impact: police get to know their residents better and develop personal relationships ¹²



Neighbourhood-oriented policing

e.g., connecting police with youth identified as high risk for drug use during community festivals

Evidence: positive impacts on relationships

Problem: positive impacts were restricted to certain officers or community groups ¹²

Citizen Police Academies

10–12-week training & education courses on police structures & procedures

Evidence: increased understanding & trust

Problem: majority of attendees already supported police & not socially diverse ¹⁹

Problem-solving

e.g., multi-agency task force incorporated resident 'block watches' to reduce robbery

Evidence: successful e.g., robberies declined by 43% ²⁰

Problem-solving

Volunteers visit households to explain burglary initiative & advise on prevention

Evidence: successful engagement

Problem: volunteers not representative of wider community; some unsuitable for task ²¹

Considerations

- **Report is from 2012** so police statistics, powers, procedures, and current events will differ to now but it **allows us to examine progress** made since
- Majority of evidence is from the US so **contexts differ to UK**
- **Limited detail, if any, on characteristics** of who was involved in these programmes
- Evidence was considered to be 'consistent' if 3+ sources supported a theme
- Spectrum of public participation (pyramid on page 1) was designed for all contexts, not necessarily policing



References

1. Myhill A. Community engagement in policing: Lessons from the literature. National Policing Improvement Agency. 2012.
2. Blunkett D. Edith Kahn Memorial Lecture. 2003
3. Burton P et al. What works in community involvement in area-based initiatives? A systematic review of the literature. London: Home Office. 2004
4. Home Office. Building communities, beating crime. London: Home Office. 2004
5. International Association for Public Participation (IAPP). IAP2 Spectrum of Public Participation. IAP2 International Federation. 2018
6. Forrest S et al. Practical lessons for involving the community in crime and disorder problem-solving. London: Home Office Development and Practice. Report 43. 2005
7. Lurigio & Rosenbaum, 1994
8. Skogan W. The impact of community policing on neighbourhood residents – a cross site analysis in Rosenbaum D. (ed) *The Challenge of Community Policing: testing the promises*. Thousand Oaks, California: Sage. 1994
9. Skogan W et al. Community policing in Chicago, year 10: An evaluation of Chicago's alternative policing strategy. Chicago: Illinois Criminal Justice Authority. 2004
10. Myhill et al. The role of police authorities in public engagement. London: Home Office Online Report 37/03. 2003
11. Vernon R and Lasley J. Police/citizen partnerships in the inner city. *FBI Law Enforcement Bulletin*, May: 18-22. 1992
12. Sadd S and Grinc R. Innovative neighbourhood-oriented policing: An evaluation of community policing programmes in eight cities, in Rosenbaum D. (ed) *The Challenge of Community Policing: testing the promises*. Thousand Oaks, California: Sage. 1994
13. Herbert S. Policing the contemporary city: Fixing broken windows or shoring up neo-liberalism? *Theoretical Criminology*, 5 (4): 445-466. 2001
14. Vito G et al. Community policing: The middle manager's perspective. *Police Quarterly*, 8 (4): 490-511. 2005
15. Skogan W et al. On the beat – police and community problem-solving. Boulder, Colorado: Westview Press. 1999
16. Neyroud P. Unsettled by statistics. *Police Review*, 16 August: 24-25. 2002
17. Sherman L and Eck J. Policing for crime prevention, in Sherman et al. (eds.) *Evidence-based crime prevention*. London: Routledge. 2002
18. Dalglish D and Myhill A. Reassuring the public – a review of international policing interventions. London: Home Office Research Study 284. 2004
19. Abutalebi Aryani G. The citizen police academy – success through community partnerships. *FBI Law Enforcement Bulletin*, May: 16-21. 2002
20. Moore M. Problem-solving and community policing, in Alpert G and Piquero A. (eds.) *Community policing – contemporary readings*. Prospect Heights, Illinois: Waveland Press. 2000
21. Hamilton-Smith N. (ed) *The reducing burglary initiative: design, development, delivery*. London: Home Office Research Study 287. 2004

Policing in Hackney: Challenges from youth in 2020

Contents

Policing in Hackney: Challenges from youth in 2020.....	41
Purpose.....	41
Methods	42
Key findings	43
Key demands	43
Recommendations.....	44
References.....	44
Resources	45-46

This work was supported by the Economic and Social Research Council, Centre for Society and Mental Health at King's College London [ES/S012567/1]. The views expressed are those of the author(s) and not necessarily those of the ESRC or King's College London.

Policing in Hackney: Challenges from youth in 2020

Purpose

Account is a social action project which began as the Young People's Stop & Search Monitoring Group at Hackney Council. This group of young people, who were responsible for scrutinising their local police, evolved into a collective of individuals who create their own research, conduct their own campaigns against misuse of police powers, and more! The team set out to collect stories from their community to find out what young people in Hackney believed the biggest challenges were in policing. This Black-led report was designed to promote and give power back to young Black people by putting their voices at the centre of this work and arming them with evidence from their peers.

The research project is built around the team's **four core principles**:

Build up youth



Create own knowledge



Get justice



Hold police to account



Methods

1. TRAINING

Research ethics •
Interviewing techniques
Statistics • Racial identities
• History of police

3. SAMPLE

9 young Black men
All raised in Hackney
aged 15-24

4. INTERVIEWS

Recruited young people
Conducted long, open
interviews about
experiences with schools,
prisons, police, & political
system

Overarching method: Participatory Action Research

Instead of research being performed by those in the most powerful and privileged institutions, the team switched things up to counter that injustice and instead, led the research themselves and **generated their own knowledge, on their terms**

2. RESEARCH DESIGN

Deciding what they
wanted to change
Chose a focus • Created
interview questions

5. DATA ANALYSIS

Transcribed interviews
Coded interview data
Chose themes
Created report

Throughout...

Contributed to
meetings and seminars
with police, councils,
universities, and other
organisations

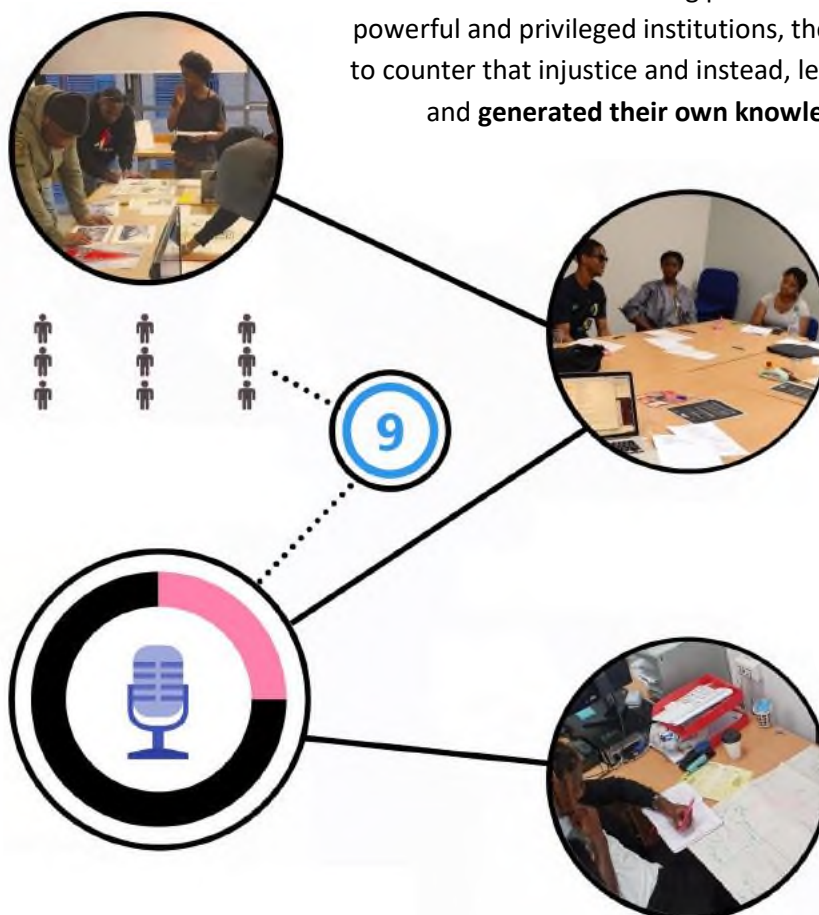


Figure 1. Image taken from report's Methodology section

Key findings

Three core challenges in policing were identified by young people:

TRAUMA

Use of handcuffs led to **psychological distress** | Receiving **excessive** and **unwanted police attention** due to skin colour | Long-term mental health impacts (e.g., PTSD) of experiencing **extreme and unjust force**

TRUST

Positive and supportive relationships with police at a young age shifted to **hostility** and **mistrust** after provocative police interactions | Observing police **abusing their powers** | Seeing police **disrespect** other people

ACCOUNTABILITY

e.g., the Independent Office for Police Conduct recommended that the officer involved in Rashan Charles' death be suspended during investigations but the **Met ignored this** ²

High profile incidents of police wrongdoing and the investigations that follow are often the first-time young people are introduced to the complaints process so **how the police act & 'shape the narrative' matters**

The accountability process in policing **disregards justice for Black communities and families** and influences whether young people seek help from police

Key demands



Provide **safe spaces** to **Black communities** to come together and heal from their trauma imposed by the state



Young people need better access to **quality mental health care** plus support navigating the justice system



Black communities need to be **treated humanely**, respectfully, and with dignity

Recommendations

See report for full list of recs!

LONDON BOROUGH OF HACKNEY



- Give additional support to young people filing complaints against police
- Deliver support via trusted members of the community
- Support should be completely independent of the police
- Tailored mental health support that is properly funded & resourced



HACKNEY & TOWER HAMLETS BASIC COMMAND UNIT (Central East)

- Implement and commit to an anti-racist strategy to address profiling
- Body worn video should be an 'external tool for accountability' & not solely as an 'internal tool for evidence'
- New approach to retaining local officers who have built trust and respect within communities e.g., incentives to stay in post

METROPOLITAN POLICE SERVICE



London



- An independent evaluation of the Territorial Support Group (aka 'bully vans') recruitment, training, and impact on local communities
 - MOPAC should supervise this comprehensive review
- Met to deliver profound public apology with tangible actions for change
- Senior police officers should be championing change e.g., visible steps being taken to educate themselves about history of policing Black communities in London

References

1. Account. Policing in Hackney: Challenges from youth in 2020. Fairer Hackney: Hackney CVS. 2020
2. Open Democracy. Rashan Charles. Opendemocracy.net. 2020. Access: <https://www.opendemocracy.net/en/tagged/rashan-charles/>
3. Account. Policing in Hackney: Account Report Launch. Account TV: YouTube. December 2020
4. Agbetu I and Istwani S. Policing in Hackney: Challenges from youth in 2020. The Zine. 2020

Resources



[Click here to watch the Policing in Hackney report launch and hear more from the research team!](#)

[Check out Account's TV channel on Youtube to watch more videos on community healing & policing](#)

"We're tired of these institutions sitting back and doing research about us. Why don't we do research about them and the injustices that they do in our community?"

Emmanuel Onapa
(Campaigns Manager, Account)

"Our report is getting used in MOPAC - they're being inspired by our report to write their report so if a youth-led organisation from Hackney can put better pressure on the police, then what is the IOPC doing?"

Yolanda Lear
(Community Researcher, Account)

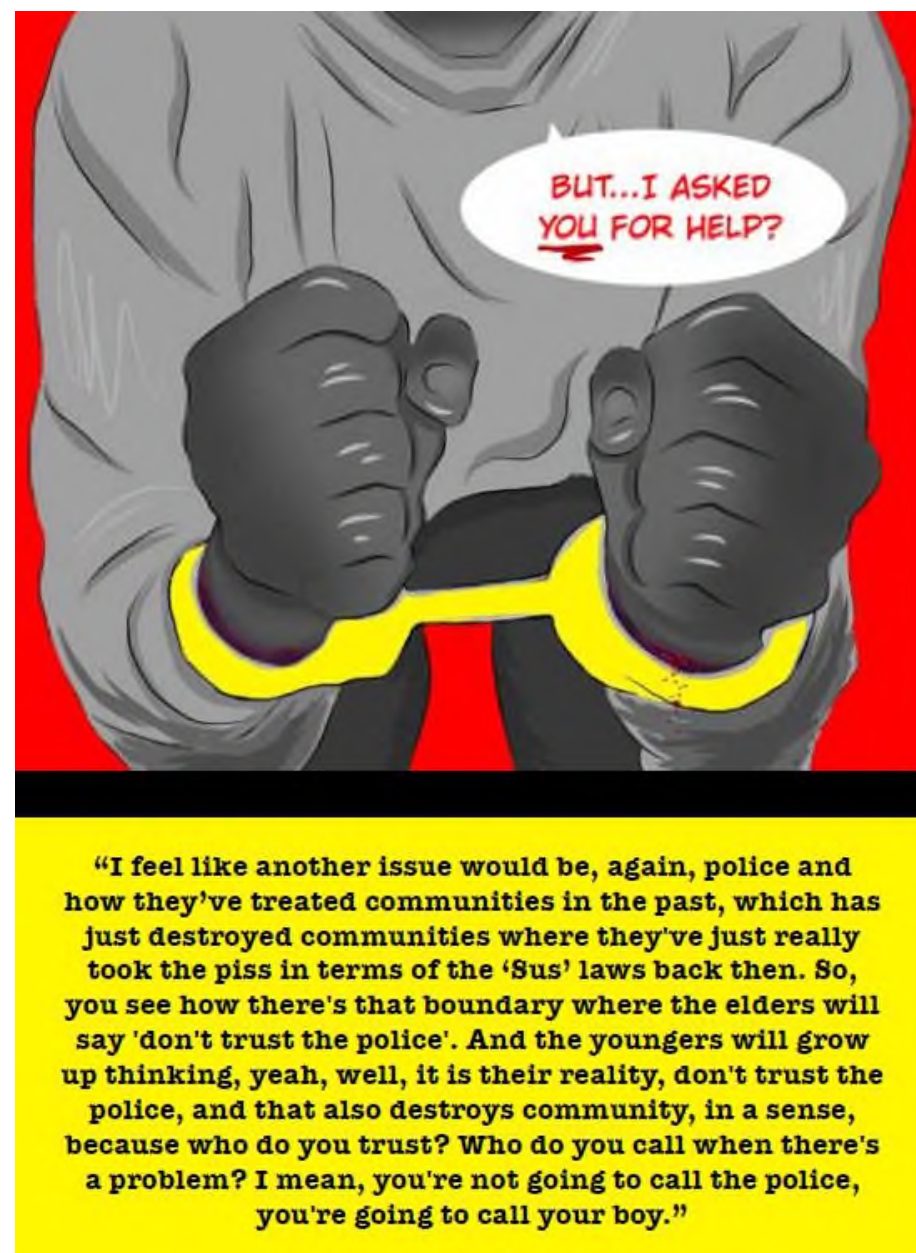
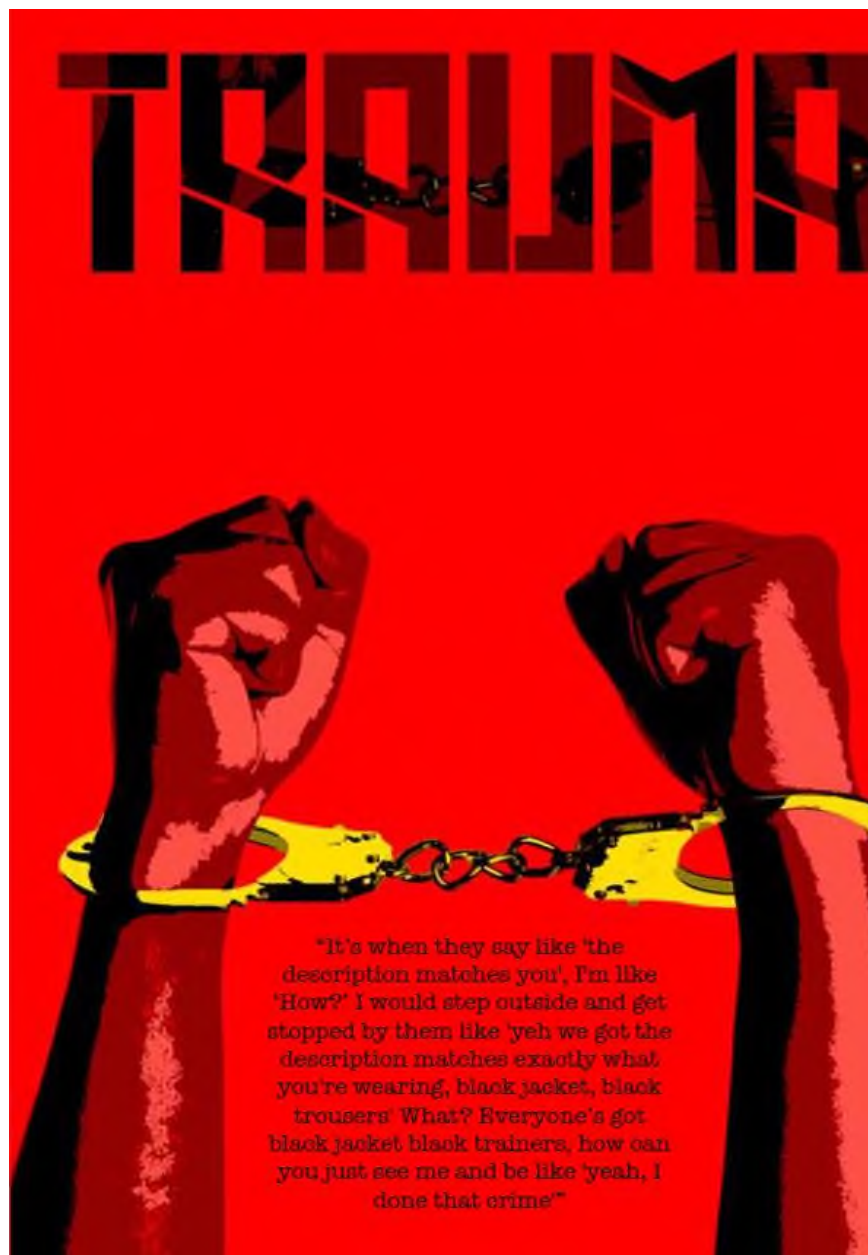
"The fact that we keep complaining about certain stuff and nothing's happening - that's a problem. Many other communities, they ask for certain stuff and it comes like that but when it comes to the Black community now, it just gets swept under the rug. No one really cares about our problems."

David Smith (Head of Research, Account)



Scroll down to see two pages taken from Account's zine to get a better insight into how young people described their interactions with the police ⁴

Figure 2. Quotes taken from Account's report launch video



T H E P O L I C E

A R E

T O O

R O U G H

UNAWARENESS OF
HOW BROKEN &
RACIST POLICING
IS IN LONDON.

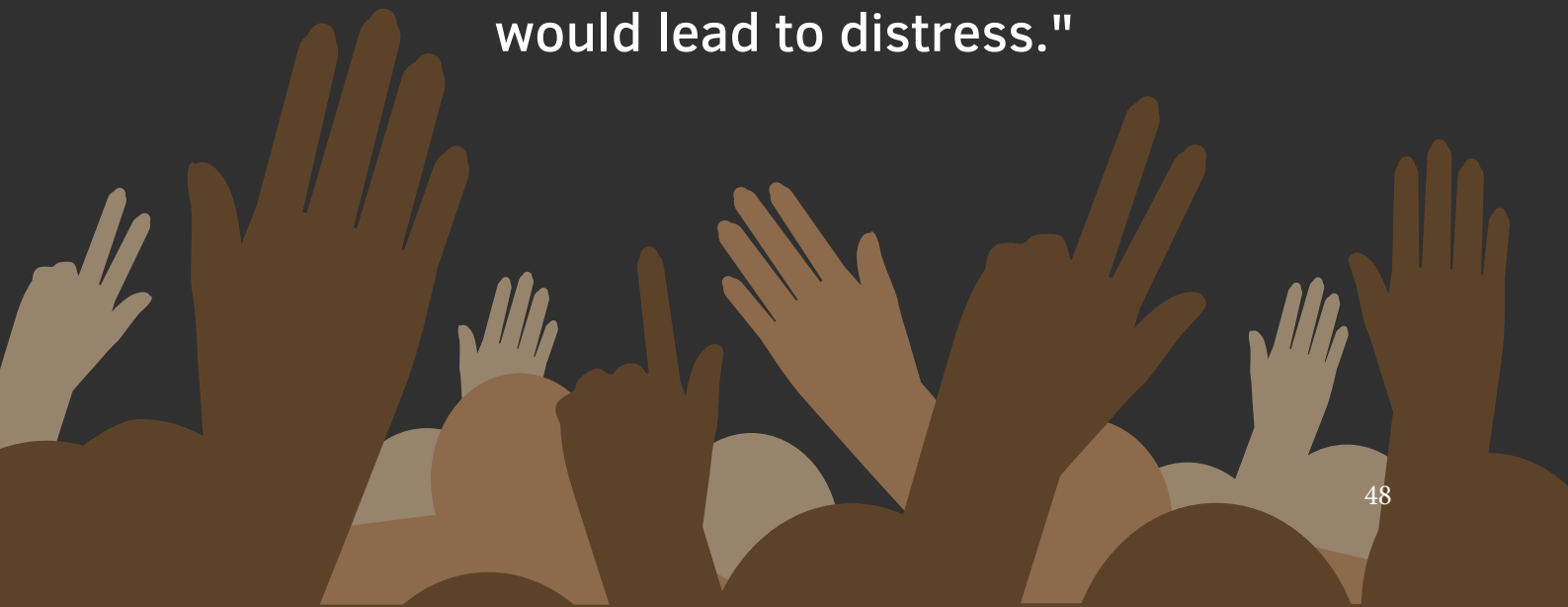
YOUNG PEOPLE
DON'T FEEL SAFE
OR TRUSTING IN
THEIR PRESENCE



THE RELATIONSHIP BETWEEN POLICE & YOUNG PEOPLE IN LONDON IS BAD



"If there wasn't already a stigmatised relationship between race and police officers, the way a stop and search is conducted wouldn't matter as much. But how you approach a young person to search them is crucial; not treating them respectfully would lead to distress."



**NEGATIVE
CONNOTATIONS**

**TOO MUCH
POWER**

**AGGRESSION
GETS MET WITH
AGGRESSION**

NO TRUST

**SYSTEM IS
F*CKED UP**

RIVALRY

Police-youth relationships

**POWER
STRUGGLE**

**POLICE OFFICERS
SCARE ME**

**SHOULD
PROTECT
NOT SCARE**

**POLICE ARE
BAD**

**AUTOMATICALLY
PROFILED**

NO RESPECT

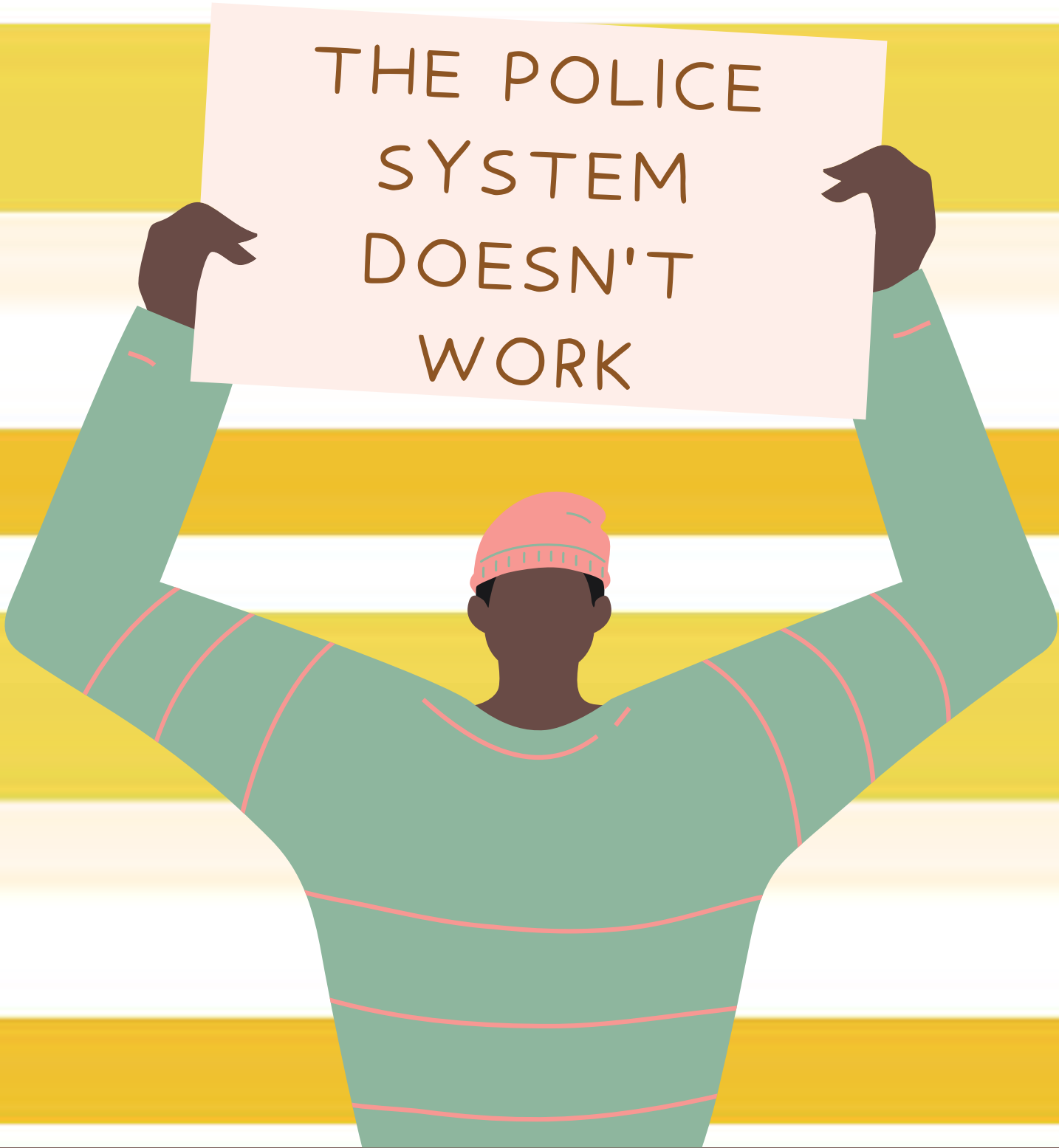
**NO TOLERANCE
IN RESISTANCE**

**TOXIC
NEED TO BREAK UP**

**THEY PROVOKE
YOU**

**INSTITUTIONALLY
RACIST**

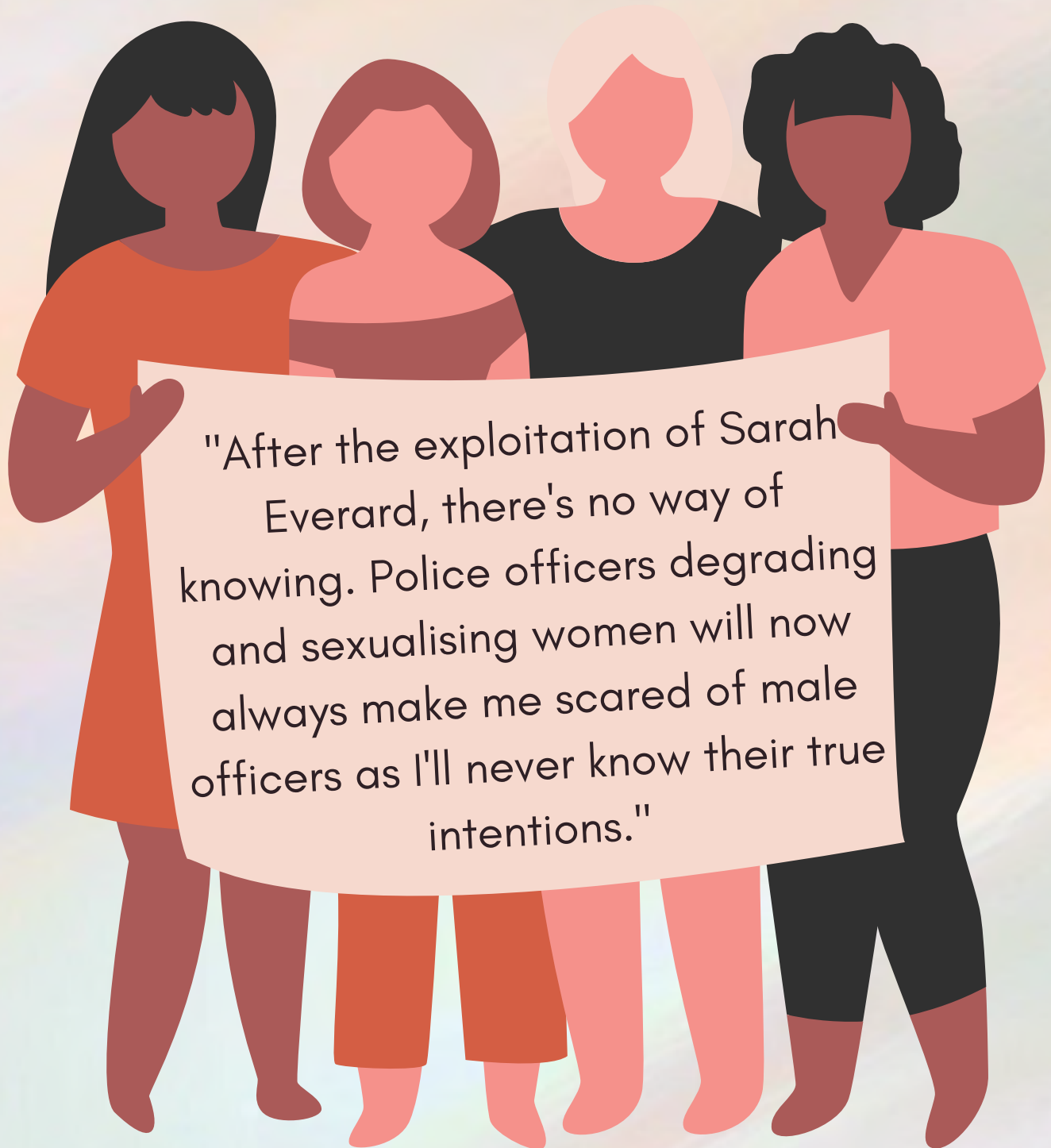


An illustration of a person from the chest up, wearing a green long-sleeved shirt with red horizontal stripes and a pink beanie. They are holding a large, light pink rectangular sign above their head with both hands. The sign has the text "THE POLICE SYSTEM DOESN'T WORK" written in brown, uppercase, sans-serif font. The background consists of horizontal stripes in yellow, white, and light yellow.

THE POLICE
SYSTEM
DOESN'T
WORK

"It attracts the wrong people to join. Only power-thirsty, manipulative, and insecure people want to be officers."

Policing girls and young women in London



"After the exploitation of Sarah
Everard, there's no way of
knowing. Police officers degrading
and sexualising women will now
always make me scared of male
officers as I'll never know their true
intentions."



SAFETY MATTERS

- 1 Police always use violence and then claim they were "threatened"
- 2 How police stop and search matters. Reassurance can help a lot and talking the person through it
- 3 If they stop and search you in an open, but private, place then you avoid humiliation but create a safe environment
- 4 Police have unsafe/dangerous connotations so the manner in which they conduct searches will never remove fear or stress
- 5 Officers can be aggressive and it can lead to physical harm or the search escalating to violence



~~UNSAFE~~

POLICE NEED TO
CONSIDER HOW
THEY SPEAK TO &
APPROACH
YOUNG PEOPLE



"If stopped with respect and reason then it's better. Don't be rude and stop thinking you are more powerful."



TRAIN EX-GANG MEMBERS TO JOIN THE POLICE FORCE

DO EXTENSIVE RESEARCH ON THE DESCRIPTION BEFORE A STOP & SEARCH

USE LESS FORCE & BE LESS ROUGH

GET A REAL
STOP AND
SEARCH

FINE ILLEGAL SEARCHES

DON'T STOP BASED ON APPEARANCE

REDUCE THE NUMBER OF RACISTS IN POLICE

fix the intelligence system

don't stop black people all the time

EMPLOY MORE FRIENDLY & AGREEABLE ATTITUDES

START REFLECTING ON YOUR LIFE CHOICES AS AN ADULT

FIX UP BE NICE

TREAT PEOPLE LIKE YOU TREAT YOUR MOTHER

LESS
VIOLENCE &
INTIMIDATION

FEWER PATROLS
& REDUCE
NUMBER OF
POLICE
OFFICERS

ACT WITH
ASSUMPTION OF
INNOCENCE

DO
BETTER
BE
POLITE

proof of
valid
reason
for
search

CREATE AN
OBJECTIVE
DEFINITION OF
SUSPICION

DESCRIBE
PERPS
BETTER &
ASK FOR
CONSENT

STOP USING
USELESS
EXCUSES
FOR STOP &
SEARCHES