

MPS Quality Standards for Engagement

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**METROPOLITAN
POLICE**

TOTAL POLICING



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Foreword

Why do we need Quality Standards for Engagement?

The Stephen Lawrence case was a watershed for the Metropolitan Police Service. It led to the breaking of new ground in the way advice was sought from communities through Independent Advisory Groups. We brought a new focus to community policing with the introduction of Safer Neighbourhood Teams.

Following the summer disorder in 2011 and the subsequent report “4 Days In August”, the MPS undertook a number of reviews into the way the police talked to people, businesses and local areas in London.

The MPS clearly learned that it is important to speak continuously to those who live, work in or visit London. Community engagement is key to the public’s confidence in the MPS. Frankly, effective policing cannot succeed without it. We need to up our game in talking and listening to people; it’s the quality of the conversation that matters.

This document sets out our clear expectations about how we do this better and how we feedback our results to communities. In particular, we acknowledge the role of those who give the police independent advice. We provide more clarity here to support this vital role in policing London, whilst recognising the good work that has already been done.

*This document outlines five promises in five key areas where we are convinced improvement is vital. These **Quality Standards for Engagement** are a public commitment to do things differently for London’s people, businesses and its community leaders.*

Stephen Kavanagh

Deputy Assistant Commissioner

1. Quality Standards for Community Engagement

Five Promises

- We will adopt a new three-tier approach to borough engagement that reflects the community safety partnership arrangements existing in every borough: Strategic stakeholders; Neighbourhood management; and Local communities improving the consistency of approach across London.
- We will provide clear information on how people that live, work or visit London can get involved in community engagement and problem solving opportunities. Our engagement methods will strive to match the preferences and needs of local communities in each ward. We now offer social media options of virtual ward panels, Neighbourhood Link and Twitter in every borough
- We will hold four open public meetings and events in each ward during the year at times and places that allow as many people to take part as possible. We provide feedback on the consultation, and what has happened as a result, using “We asked, You said, We did”.
- We will establish a Youth KIN in every ward with young people who are aware of what is being said locally about policing and the issues of crime and disorder that matter most to the local community. This allows us to assess the impact of police and partnership interventions with young people in the community and identify with them where things work well or may go wrong.
- We will ensure that key messages to communities meet a four point quality standard so that they are accessible; consistent; timely; and aimed at the widest possible audience. We use a wide variety of communication and media channels to get key messages out to our communities and to promote a dialogue.

We need to reach those most affected by crime and disorder in local neighbourhoods in order to improve the quality of our engagement. In areas of greater deprivation young people from disadvantaged backgrounds are often more likely to experience violence and acquisitive crime as victims. They are also likely to have lower levels of confidence in local police.

The legacy of hard lessons learned has demonstrated the high level of public expectation to be kept informed of local policing issues and to have a say in policing priorities. Our engagement means going beyond information giving and one way communication. We must actively win the consent of our communities. This may mean asking local people, businesses and partners themselves to seek the views of others and feed these back to us.



2. Quality Standards for Youth Engagement

Five Promises

- We will have a dedicated Youth Engagement Coordinator on every Borough to deliver the MPS Youth Engagement Model, ensuring every Borough is working to a Youth Engagement delivery plan.
- We will commit to professionalise and expand the MPS-led Volunteer Police Cadets to 4,000 by 2014, and focus the delivery of the Met Active programmes, ensuring targeted youth engagement at a local level.
- We will conduct an Online Youth Survey of 35,000 London's younger teenagers during September 2012, for issues of most concern to them. We will publish the findings and follow-up with problem-solving actions at local neighbourhood, at borough-wide, and at pan-London levels.
- We will work with Safer London Foundation to engage and develop Youth Ambassadors from various parts of London – a youth voice speaking direct to senior police leaders.
- We will work with key partners to develop longer term strategic youth engagement with mutually supportive outcomes such as improved parenting and early years interventions.

The MPS is committed to learning and developing to improve the services it provides, and central to this is the inclusion of the voice of London's young people. The significance of the 5 Quality Standard Youth Engagement Promises is how the MPS is now taking forward this learning.

The MPS Youth Engagement Model directly links the local youth panels with the problem solving approach, and this will inform the role and importance of the Ambassadors who are already scheduled to engage with the Commissioner at a youth conference in September. We will underpin our 5 Youth Engagement Promises with key actions for every Borough to support the development of local youth panels, and delivery of Met Active initiatives and Volunteer Police Cadets. Together with our partners, the Children and Young People Strategy Board will manage the governance of their achievement, and young people will be seen to be shaping our services.

3. Quality Standards for Business Engagement

Five Promises

- We will ensure that local business is reflected in the make up of Ward Panels and integrated into local problem-solving meetings and joint action groups
- We will appoint a single point of contact (SPOC) within the Leadership team for business engagement on every borough
- We will ensure that business engagement action plans and business crime partnerships are enshrined within Borough control frameworks.
- We will devise an MPS Business Crime Control Framework ensuring that the issues of greatest concern to business are considered for proactive tasking opportunities, and making use of business information and technology in support of identified priorities.
- We will work with Industry Sector leads, trade associations and other relevant groups - to promote the safety and security of business staff, customers and property - via further development of the Cross-Sector Safety and Security Communications network.

We are introducing a new three tier model to managing business engagement in the MPS to encourage the development of innovative partnership working and ensure the provision of timely relevant and authoritative information

We recognise businesses as partners in the fight against crime and that, by valuing and working collaboratively with business partners, we will achieve much more in reducing crime and anti-social behaviour.

We respect the important role businesses have within our communities and their commitment to managing local problems and helping to reduce crime and disorder. We are therefore committed to improving engagement with business, at strategic and local levels, building on and expanding good practice and creating innovative partnerships to bring about crime reductions in London's neighbourhoods.

In support of this work we will seek out and share good practice across the MPS and with industry working with the London Resilience Business Forum.



4. Quality Standards for Community Tension Monitoring

Five Promises

- We will make sure Each Borough identifies a Senior Leadership Team Lead for community tension matters who will quality assure processes and products on their Borough. CTSET will ensure that training and advice is provided to Boroughs.
- CTSET will enhance its analytical capability and provide detailed quarterly assessments to Boroughs which will assist in identifying emerging trend and issues.
- CTSET will revise the MPS Community Tensions Report. It will be MPS Area focused to reflect the make-up of the organisation. A narrative summary will be provided for each BOCU.
- We will ensure each BOCU adopts the principles of the Community Tension monitoring model. Through the formation of a Borough Community Tension monitoring Group and the creation of a 'Community Tensions Specialist' post. This will improve our capacity to identify issues as they emerge and react quicker when they do.
- We will introduce a community tension monitoring performance framework for Boroughs. CTSET performance will also now be measured through the introduction of new and more relevant performance indicators.

Community Tension monitoring is necessary as it helps us to better understand our communities and to keep in touch with any issues and concerns they may have, before they potentially escalate into disorder, violence or even loss of life. Public bodies have general and legal duties to promote good race relations, and to ensure the safety and well being of communities. By keeping a check on community sentiment, these duties can be maintained. Tension monitoring is also used to assess and prevent the serious impact of criminality and to help improve problem solving and effective policing interventions.

Through the deployment of a professional analyst, and the insistence of quality over quantity on submissions, we will deliver a product that reaches the exacting standards of the Institute of Community Cohesion (iCoCo), as well as ACPO NCTT.

5. Quality Standards for Independent Advisors

Five Promises

- We will ensure that an effective Independent Advisory Group is in place on every MPS borough with regular formal meetings attended by a member of the Borough's senior leadership team.
- We will ensure Membership of local IAGs will be based on a nucleus of formal independent advisors reaching out to informal advisors in specific communities and with clear connections to other formal community engagement groups.
- We will ensure Independent Advisors will operate within a clear 'job description' this will draw the distinction between corporate and local advisors and include clear protocols for critical incidents, providing clarity of roles and expectations.
- We will introduce the MPS to provide a basic induction and awareness programme for Independent Advisors; this will include additional support for Chairs / Co-Chairs of groups and at least one event each year for all Advisors.
- We will develop a system / online space to facilitate the sharing of good practice between groups (local and corporate), provide a question and answer forum for advisors, increase accessibility and transparency of work, through publishing minutes from meetings etc by March 2013.

Role and Purpose

Many of the principles upon which Independent Advisors and Independent Advisory Groups (IAGs) were established in response to the Stephen Lawrence Inquiry Report recommendations remain valid today. However, the landscape of police and community engagement, how the police respond to critical incidents and the role of technology to share news and information have all changed considerably. How IAGs operate needs to change to adapt to these developments.

What Independent Advisors do

The role of independent advisors is best described as a "critical friend in time of need" – a group of people that can:

- Provide advice and guidance to the police to help prevent critical incidents escalating
- Provide a sounding board for the police to understand the potential impact on communities of police practices and operations.

In addition, corporate groups provide a more strategic role acting as 'agents of change', proactively informing and advising the police on issues and emerging concerns amongst their communities.

IAs and IAGs should not see themselves as having an audit or scrutiny role. These functions are undertaken by other bodies. However, for IAs to be effective they must be capable of asking tough questions on behalf of communities as this will allow them to provide the most insightful advice.



Next Steps

These Quality Standards for Engagement will enable to move the MPS forward and build on our past experience. We will improve the way we listen to Londoners.

The next steps will help deliver our promises across London starting with every Borough attending a seminar to launch the Standards in July.

Each Standard has an implementation plan that goes with it and we will audit our progress through the new 'Capability and Business Support' model being developed by Territorial Policing, which will help improve our service to Londoners.

