Freedom of information request reference no: 01.FOI.21.019142

I note you seek access to the following information:

I am writing in order to learn and discover how your police force works with and supports advocacy groups.

I am mainly interested in how the police works alongside advocacy groups or independent persons that scrutinise police practices to hold the police to account in regards to the way they treat alleged suspects, investigate crimes and charge them for offences.

I am particularly interested in how, and if, you work with persons that have been wrongly accused and unfairly investigated, in which you listen to their views and make positive changes to policy and procedure.

Please can you provide a comprehensive list of the advocacy or IAG groups which your force recognises, supports and works with:
providing specific details on any groups or individuals that have made complaints and have been unfairly and unlawfully treated?

Most recent policies and procedures available will suffice.

Decision

I have today decided to disclose the located information to you in full.

Please find below information pursuant to your request above.

Public confidence

It is recognised that public confidence sits at the heart of policing and the manner in which we respond to public matters of concern, including complaints and any officer/staff misconduct, directly impacts upon the trust and confidence of our communities. With this in mind the MPS has multiple geographical and central thematic Independent Advisory Groups (IAG).

Additionally, we have copious amounts of engagement mechanisms which include forums, community reference groups, bespoke work with specific community groups, formal arrangements with organisations dealing with specialist support for victims and who provide support in the form of advocates and local officers who attend local community interest groups.

Crime Prevention, Inclusion & Engagement (CPIE)

I can advise that the engagement part of CPIE coordinate the central thematic IAGs, Crime Review Groups (CRGs) and Forums. The Crime Prevention part also works with Met volunteers. With these valued community partners we seek to improve understanding and foster even stronger community ties.

On behalf of the MPS, CPIE Chair or lead partnerships with;

- Our Central IAGs.
- Our Staff Support Associations,
- Together with HR deliver the MPS Outreach Recruitment Strategy to build an organisation reflective of the City it serves.

In regards to your request around complaints, it must be noted that IAG membership is a matter for the IAGs themselves as they are independent of the MPS. They are critical in pointing to areas where they believe improvements could be made within the Met itself on all aspects of policing and engagement.

Independent Advisory Groups

I can inform you that there are 26 IAG's with the Basic Command Units. The CPIE have separate Race, LGBT+ and Disability IAGs. They also have a number of CRGs and Forums which cover other groups and are looking to expand these to more specialist community groups as the engagement team grows.

Section 16 - Advice and assistance

- I have provided a copy of our IAG Handbook 2019, which I hope you find useful.

- The Code of Ethics underpins everything the Police service does and can be found by way of the following link: https://www.college.police.uk/ethics

INDUCTION HANDBOOK

FOR

INDEPENDENT ADVISORS

2019

Freedom of Information Act Document		
Protective Marking:	Not Protectively Marked	**Publication (Y/N):** N
Title:	MPS Handbook for Independent Advisers - 2019	
Summary:	Induction Document for IAG members	

CONTENTS

1: AIM OF THIS HANDBOOK

The purpose of this handbook is to provide you with the information you need to fulfil your role as an advisor to the Metropolitan Police Service (MPS).

The MPS engages with a number of different groups for different purposes. The Independent Advisory Groups are very important to us and operate at a local borough level and also on thematic issues, at corporate level.

We also work with a number of community reference groups including youth groups.

Roles in these groups can be subtly different, and will be described in more detail later in this document.
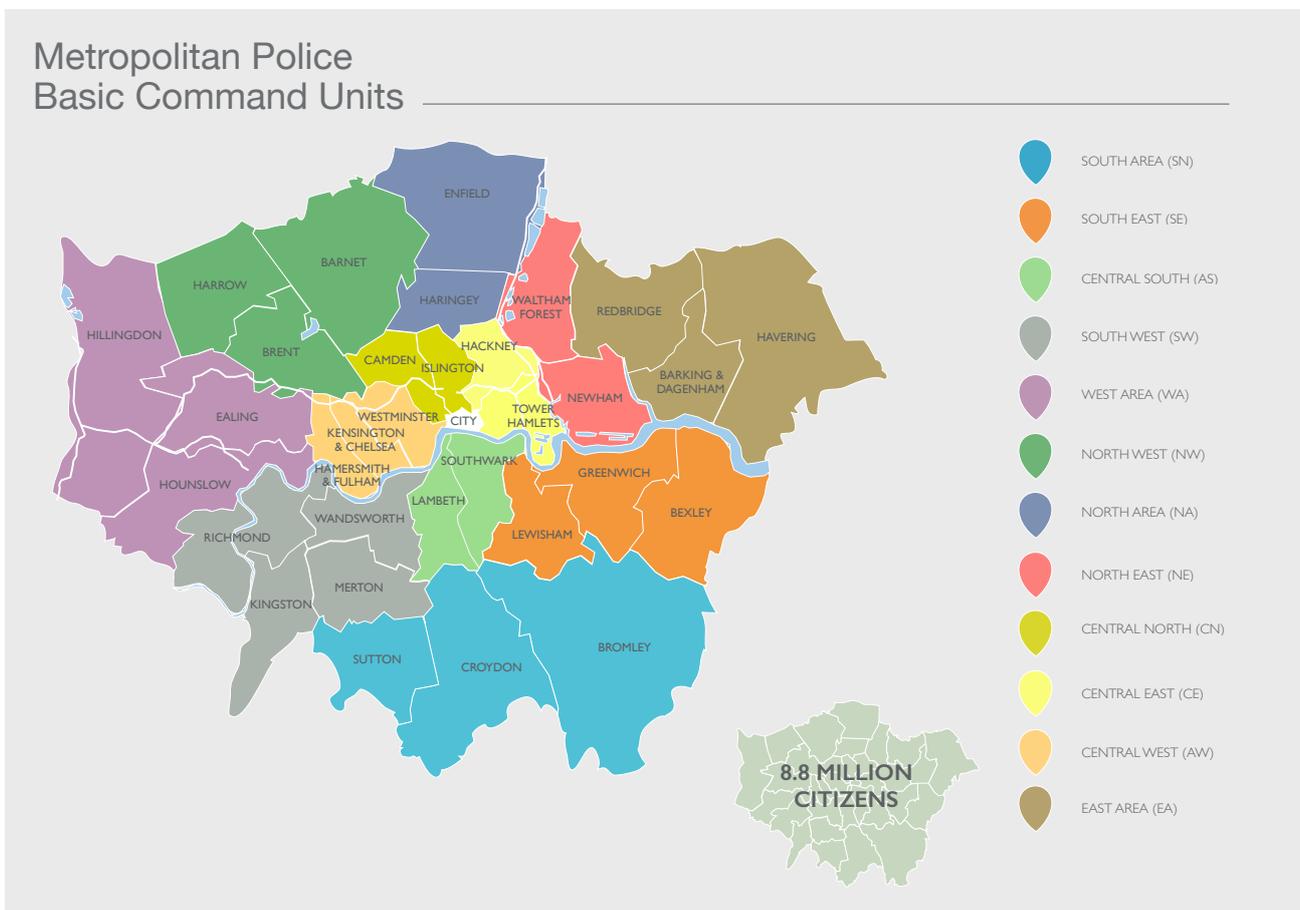
In our constant strive to review and improve what we do towards providing a better quality of service to all the people of London, some of the information, such as numbers or details of organisational structure may be subject to change. Your MPS contact will be able to inform you of any changes.

2: ABOUT THE MPS

The Metropolitan Police District

The Metropolitan Police District (MPD) covers an area of 620 square miles and a population of 8 million people [1]. The Metropolitan Police Service (MPS) is the largest single employer in London, and a large and complex organisation.

As of April 2019, the MPS employed 29,971 Police Officers, 8,937 Police Staff, and 1,254 Police Community Support Officers (PCSOs) as well as being supported by 1,831 volunteer police officers in the Metropolitan Special Constabulary (MSC).

Metropolitan Police
Basic Command Units

SOUTH AREA (SN)

SOUTH EAST (SE)

CENTRAL SOUTH (AS)

SOUTH WEST (SW)

WEST AREA (WA)

NORTH WEST (NW)

NORTH AREA (NA)

NORTH EAST (NE)

CENTRAL NORTH (CN)

CENTRAL EAST (CE)

CENTRAL WEST (AW)

EAST AREA (EA)

8.8 MILLION CITIZENS

[1] MPS Jurisdiction - https://www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/jurisdiction/

MPS employee Numbers: https://www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/structure/

The rank structure of MPS is as follows:

Police Officers

Commissioner

Deputy Commissioner

Assistant Commissioner

Deputy Assistant Commissioner

Commander

Chief Superintendent

Superintendent

Chief Inspector

Inspector

Sergeant

Constable

The prefix 'detective' is given to officers who have been assigned to serious and complex investigative work. Detective ranks parallel uniformed ranks and range from Detective Constable to Detective Chief Superintendent.

Police Staff

We also have a 8,481 strong team of professional and support staff working behind the scenes to provide the organisational capability required to police London.

Among other roles, members of the professional and support staff assist visitors to police stations, deal with emergency 999 calls, prepare case papers for prosecution, provide nursing services, recruit and train Police Officers, facilitate the technology and systems we use, maintain our buildings and so on. The MPS's Police Staff have a structure similar to that for civil servants working in government departments.

Police Community Support Officers

PCSOs provide a visible policing presence throughout London. They don't have Police powers of arrest. They work alongside Police Officers; problem solving, and working with communities. They are the key to how we interact and engage with the public, talking with and listening to people on the streets and providing a visible link to the local community.

Special Constables

Special Constables have the same powers as regular Police Officers, wear the same uniform and get involved in all the same aspects of policing London. The only real difference is that 'Specials' are unpaid volunteers. They receive full training to carry out their duties and may be able to get support from their employer through the Employer supported Policing (EsP) programme.

Volunteers

The Met Volunteer Programme (MVP) scheme was established in 2001 and operates across London. It gives community members the chance to make a valuable contribution to the safety and security of your community and also enhances the tasks that MPS Police Officers and Staff are trained to do. Volunteers currently support the MPS in areas such as:

- IAGs
- Safer Neighbourhoods Teams
- Assisting at front counters
- General administration
- Press Office support
- Neighbourhood Watch support
- Role-plays for Police training

3: STRUCTURE OF THE MPS

The MPS comprises four business groups:

- Frontline Policing

- Specialist Operations

- Met Operations

- Professionalism

These are supported by a single Met HQ that provides strategic services covering People and Change, Commercial and Finance, Legal, Media and Communications, Strategy and Governance and Digital Policing.

Shared Support Services then provide transactional and support services including finance and reporting, hire to retire, career transition/awards, procurement, referencing and vetting.

Frontline Policing

Frontline Policing (FP) will deliver local policing and specialist crime investigation across London, responding to crime and disorder while working relentlessly to prevent and reduce this. This incorporates what was Territorial Policing but includes the transfer of the specialist crime units Homicide and Major Crime, Trident and Area Crime and Organised Crime command and online Child Sexual Exploitation and Abuse (CSEA).

A very important part of Frontline Policing is community policing teams. Safer Neighbourhoods provides:

• Over 600 teams of Officers dedicated to every London neighbourhood.

• A more accessible, more visible, more accountable MPS.

• Local communities getting a real say in deciding the priorities for the area in which they live, allowing the police to provide long-term, local solutions to local problems while maintaining a focus on reducing priority crime.

To find out more about Safer Neighbourhoods see our web site:

www.met.police.uk/your-area

Specialist Operations

Specialist Operations (SO) is responsible for the security and protection of London from terrorism, extremism and subversion. This includes pan-London and national functions, the Counter Terrorism command, the Security commands (aviation, protective security operations) and the Protection commands (Royalty, Parliamentary and Diplomatic).

Met Operations

Met Operations (MO) delivers additional operational capabilities that reinforce Frontline Policing and Specialist Operations. This includes the deployment of central uniformed resources e.g. Taskforce, Firearms, Roads Policing, as well as other specialist support services such as Forensics, Intelligence, centrally and locally delivered support services.

Professionalism

Professionalism drives continuous improvement of our professionalism and operational practices across the MPS – including in Safeguarding, Investigations, Crime Prevention, Inclusion and Engagement - looking more to the future and cementing our connections with national policing bodies such as the College of Policing, Home Office and Independent Office for Police Conduct (IOPC) and National Police Chiefs' Council (NPCC).

4: MOPAC

Mayors Office for Policing and Crime

The Mayors Office for Policing and Crime (MOPAC) is the strategic oversight body tasked with devising the Police and Crime Plan and ensuring that it is delivered over four years. MOPAC is required by law to produce a plan that explains how the police, community safety partners and other criminal justice agencies will work together to reduce crime. The Police and Crime Plan reflects the Mayor's manifesto and priorities for making London a safer city for all Londoners.

You can find out more about the MOPAC and its work by visiting:

https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac

5: OTHER LONDON POLICE AND AGENCIES

The MPS works in conjunction with neighbouring forces but has particularly close relationships with the other forces that serve communities in London:

- **The British Transport Police**, who are responsible for policing on the rail and tube systems;

- **The City of London Police**, who cover the area within the boundaries of the Corporation of London; and

- **The Ministry of Defence Police**, who protect sites of national importance and Ministry of Defence installations.

The MPS also works in conjunction with many other emergency services, statutory bodies and agencies, including:

- Mayors Office for Policing and Crime (MOPAC)
- London Councils
- The London Fire Brigade (LFB)
- The London Ambulance Service (LAS)
- National Crime Agency (NCA)
- UK Borders Agency (UKBA)
- Her Majesty's Revenue and Customs (HMRC)
- The Maritime & Coastguard Agency (MCA)
- Charities

6: THE MPS: PRIORITIES

The overarching priorities for policing London are established by MOPAC through the Policing and Crime Plan. With these in mind, the MPS publishes its own business plan to provide greater operational detail on these priorities.

The MOPAC Policing and Crime Plan 2017-2021 priorities are: [2]

1. **Violence against Women and Girls**

The Plan puts forward a comprehensive programme of action to prevent these crimes, tackle offending behaviour and support victims.

2. **Keeping Children and Young People Safe**

Reports of child sexual exploitation are increasing. Knife crime is on the rise. The Plan puts forward measures to better protect and safeguard our children, tackle knife crime and gangs, and intervene to stop young people at risk of offending from being drawn into a life of crime.

3. **Hate Crime and Intolerance**

Hate crime and intolerance causes enormous harm to people and erodes the sense of community and diversity that is one of London's most precious assets.

The MPS Business Plan 2018-2021 [3] sets out the mission of the MPS which is to keep London safe for everyone. In order to achieve this, we will:

• **Focus on what matters most to Londoners**

Violent crime tops the public's concerns and tackling it is our top priority. This includes terrorism, knife and gun crime, sexual offending, domestic abuse and safeguarding vulnerable people from predatory behaviour.

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[2] MOPAC Policing and Crime Plan 2017-2021 - https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac/police-and-crime-plan-safer-city-all-londoners

[3] MPS Business Plan 2018-2021 - https://www.met.police.uk/SysSiteAssets/media/downloads/met/about-us/met-business-plan-2018-2021.pdf

- **Mobilise partners and the public**

We know that safety requires action and intervention beyond the police service. We will work with partners and communities to help keep them safe and support them in preventing crime. We will work harder to earn the trust of more young people and ethnic minority communities.

- **Achieve the best outcomes in the pursuit of justice and in the support of victims**

We have a fundamental responsibility to uphold the rule of law and to ensure that victims receive the best possible outcome. We will do this by catching offenders and by ensuring victims of crime receive both justice and the support they need from us and our partners.

7: MPS VISION & VALUES

The capital is changing and we must change with it. We want to be a police service that looks and feels like London. And we want all of our communities to value our work and the difference it makes.

There are tough budget and crime cutting targets to meet too - in an increasingly complex, connected world that's full of new risks and threats.

Our Values, Standards & Behaviours

The MPS values shape the experience of working for the MPS. They are built around our belief that the MPS is one team, all with a duty to play a part in making London safer. [4]

[4] Our Values, Standards & Behaviours - https://www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/vision-and-values/

The MPS values are:

- Professionalism
- Integrity
- Courage
- Compassion

These values reflect what we judge to be most important to us. They reflect the special nature of serving communities in London, and have been established through consultation inside and outside the organisation.

The Code of Ethics forms the foundation for the standards and behaviours expected across all police forces in England and Wales. It comprises of the Policing Principles and Standards for Professional Behaviour.

Policing Principles[5]

Accountability
You are answerable for your decisions, actions and omissions.

Fairness
You treat people fairly.

Honesty
You are truthful and trustworthy.

Integrity
You always do the right thing.

Leadership
You lead by good example.

Objectivity
You make choices on evidence and your best professional judgement.

Openness
You are open and transparent in your actions and decisions.

Respect
You treat everyone with respect.

Selflessness
You act in the public interest.

5 College of Policing - Code of Ethics - Page 3 - https://www.college.police.uk/What-we-do/Ethics/Documents/Code_of_Ethics.pdf

Standards of Professional Behaviour: [6]

1. Honesty and integrity
I will be honest and act with integrity at all times, and will not compromise or abuse my position.

2. Authority, respect and courtesy
I will act with self-control and tolerance, treating members of the public and colleagues with respect and courtesy. I will use my powers and authority lawfully and proportionately, and will respect the rights of all individuals.

3. Equality and diversity
I will act with fairness and impartiality. I will not discriminate unlawfully or unfairly.

4. Use of force
I will only use force as part of my role and responsibilities, and only to the extent that it is necessary, proportionate and reasonable in all the circumstances.

5. Orders and instructions
I will, as a police officer, give and carry out lawful orders only, and will abide by Police Regulations. I will give reasonable instructions only, and will follow all reasonable instructions.

6. Duties and responsibilities
I will be diligent in the exercise of my duties and responsibilities.

7. Confidentiality
I will treat information with respect, and access or disclose it only in the proper course of my duties.

8. Fitness for work
I will ensure, when on duty or at work, that I am fit to carry out my responsibilities.

9. Conduct
I will behave in a manner, whether on or off duty, which does not bring discredit on the police service or undermine public confidence in policing.

10. Challenging and reporting improper behaviour
I will report, challenge or take action against the conduct of colleagues which has fallen below the standards of professional behaviour.

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[6] College of Policing - Code of Ethics - Page 4 - https://www.college.police.uk/What-we-do/Ethics/Documents/Code_of_Ethics.pdf

8: HISTORY AND CONTEXT OF INDEPENDENT ADVICE IN THE MPS

The foundations of policing were expressed in a set of nine principles, believed to have been composed by Charles Rowan and Richard Mayne, the first and joint Commissioners of the Metropolitan Police, founded in 1829. The second principle states:

"To recognise always that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behaviour and on their ability to secure and maintain public respect." [7]

The MPS has sought advice on a wide range of issues since its creation in 1829. The Police and Criminal Evidence Act of 1984 created statutory Police Community and Consultation Groups (PCCG's), funded by the MPA (Metropolitan Police Authority) and which include elected local representatives.

These groups scrutinised how we work. In 2012, the functions of the MPA were transferred to MOPAC (Mayors Office for Policing and Crime), who today governs the MPS.

The MPS is held to account by the Mayor of London and the Home Secretary. It is also subject to scrutiny from independent bodies such as HMICFRS (Her Majesty's Inspectorate of Constabulary Fire and Rescue Services) and the IOPC (Independent Office for Police Conduct), and guided by additional advice from bodies such as the NPCC (National Police Chiefs Council) and the College of Policing.

The murder of Stephen Lawrence in 1993 meant that the MPS needed to look at the impact that policing has on communities including biases. These included legislative changes, such as increased sentences for certain racially aggravated offences, as well as widening the brief and opportunity for police to record information relating to 'racist incidents', not just crimes, thereby enhancing our intelligence gathering, and ability to deal with hate crimes.

[7] *A New Study of Police History* by Charles Reith (London: Oliver and Boyd, 1956)

The Equality Act 2010 afforded further legal protection to persons with certain characteristics, being; Race, Religion, Sexual Orientation, Age, Disability, Sex, Gender Reassignment, Maternity Status, Marital Status. Accordingly, amendments were also made to other legislation, meaning certain offences may also be regarded as hate crimes or hate incidents based on the wider range of characteristics.

Since then, further recent significant events in London have heightened the need for better community relations:

In 2011, violent public disorder spread across London and the UK following the fatal shooting of a black male, Mark Duggan, by Police.

Gang violence, young people and knives have become a high profile issue in London, so much so that MOPAC have since made it one of their Policing priorities. This recent trend has seen a year on year increase in the numbers of incidents, injuries and fatalities.

Since the UK public voted to leave the EU in 2016, the recorded number of hate crimes and hate incidents have increased, demonstrating the need to improve confidence and support to diverse communities.

Furthermore, 2017 saw an unprecedented year for terrorism in the UK, with four high profile attacks in the UK, three of which were in London.

These issues demonstrate the increasing need for enhanced Police-community relations, and the changing profile and complexity that it presents in a city as diverse as London.

The 1999 Macpherson Report into the Steven Lawrence murder created a challenge to the MPS to start a process that created a genuine partnership with all sections of the community, encouraging the active involvement of people from diverse groups. Independent Advisory Groups, known as IAGs, have evolved to facilitate this engagement.[8] The IAG was introduced to the MPS in 1998 anticipating recommendations in the Stephen Lawrence Inquiry Report the next year.

[8] Independent Advisory Groups: Advice and Guidance on the role, function and governance of IAG's - ACPO, 2011 - http://library.college.police.uk/docs/appref/independent-advisory-groups-iag-guidance-revised-september-2011.pdf

Independent Advice continues to improve policing and enhance relationships between police and their local communities, especially minority communities, whether visible or not. Independent Advice is now a recognised part of how the MPS engages with communities towards improving the police service it delivers to Londoners.

Other thematic IAGs exist for areas of policing focus, these include an Advisory Group for people with disabilities, the Trident Advisory Group, looking at gun crime, Race and LGBT groups and Sikh and Muslim Forums.

In each case the people offering advice come from sections of London's community which requires equal time and effort on the part of the police to build trust and confidence.

9: MPS BELIEF IN PARTNERSHIP AND COMMUNITY

We know the value of independent advice from other formal bodies. Its value has been noted by Her Majesty's Inspectorate of Constabularies for example in their report into MPS Investigation of Major Crime (July 2008). [9]

The Damilola Taylor Report acknowledged the benefits and gains of utilising Independent Advice but also made it clear that advisers were not responsible for decisions or for actions taken as a result of their advice. [10] As the report expressed it, independent advisers "...played a positive and vital role... they had no decision making responsibilities".

The nature of policing, in London specifically, and across the UK has been dramatically changed in recent years with new legislation which shares the responsibility for aspects like crime reduction, and makes key authorities and agencies work together to enable co-ordinated approaches to the prevention and detection of crime.

[9] HMIC Inspection Report, MPS, Major Crime, July 2008 - Page 31 - https://www.justiceinspectorates.gov.uk/hmicfrs/media/metropolitan-police-service-phase2-major-crime-20090929.pdf
[10] Damilola Taylor Murder Investigation Review - Page 15 - http://image.guardian.co.uk/sys-files/Guardian/documents/2002/12/09/damilola.pdf

There are a number of resources to find out more about police operational activity and partnership working. These include that in London there is a dedicated police team allocated to each ward, known as Safer Neighbourhood Teams, comprising Police Officers and PCSOs whose purpose is to respond to the local community's concerns. They each have consultation processes known as Ward Panels, where they are accountable to the very people they police.

To quote the MPS Commissioner in the MPS Business Plan 2017-2018[11] summary:

"As Londoners, we are right to be proud to be part of the MPS. It is the best Police service in the world and for almost two hundred years has stood London and its communities in good stead. We are an integral part of these communities, listening to people, serving them and working closely with them. Our strength is rooted in our fantastic Officers and staff who every day demonstrate integrity, professionalism, courage and compassion. Our legitimacy stems from these values and from our collective and individual engagement with Londoners.

We must continue to reach out to established and new communities to break down the barriers which sometimes exist between us, especially with younger people and ethnic minorities. I will strive for a workforce this is more reflective of London and I want to unlock talent and diversity of thought within our organisation.

London is growing, changing. Crime is becoming more complex, more international as well as more likely to take place behind closed doors. Tackling all violent crime is my highest priority. This includes protecting London from the terrorist threat that has become all the more pressing and demanding; addressing the troubling rise in knife crime, which is seeing too many people injured and lives lost; and we must get better at protecting children and the vulnerable from those seeking to exploit them. None of the major issue London faces can be tackled by the MPS alone. Effective partnerships are crucial."

[11] MPS Business Plan 2017-2018 - Page 3 - https://www.met.police.uk/SysSiteAssets/foi-media/metropolitan-police/priorities_and_how_we_are_doing/corporate/mps_business_plan_2017_2018.pdf

As an Independent Advisor you have the opportunity to directly influence operational activities, to enhance the quality of service the MPS delivers, to the benefit of all Londoners.

Advisory groups are constituted to help develop a genuine partnership between the MPS and London communities. It consists of people who are brought together to provide advice to the Police for the benefit of improving the quality of policing services to London.

10: THE ROLE OF THE INDEPENDENT ADVISOR

Put simply, a person who is a volunteer and is able and willing to offer independent advice, which may help the police to provide a better service to people in all of London's communities. The National Police Chiefs Council (NPCC) puts it like this in their 'Guide to IAGs':

"IAGs provide the valuable role of critical friend to the Police Force / Police Authority, not as an independent group but as a forum where independent advisers can give independent advice on the development and review of policy, procedure and practices identified by the Police and Police Authority in partnership with the IAG. The IAG role is not one of formal scrutiny, but ensures the policies, procedures and practices of the Force meet the strategic aims of the EDHR (Equality Diversity and Human Rights) strategy and provide a safeguard against the service disadvantaging any section of the community through lack of understanding, ignorance or mistaken beliefs, as set out by Macpherson." [12]

[12] Independent Advisory Groups: Advice and Guidance on the role, function and governance of IAGs (2011) - Page 11 - http://library.college.police.uk/docs/appref/independent-advisory-groups-iag-guidance-revised-september-2011.pdf

As a member of an IAG you will be providing advice from your unique perspective and local knowledge to one of the 32 London boroughs (or 12 Basic Command Units).

You may be an independent person representing your community (and should proactively engage with them), a local or central politician, a business person, member of an agency or charity or representative of a community body. It is important to note that IAGs are not party political.

If you are on a Corporate Independent Advisory Group, you would have appropriate experience and knowledge to offer advice in the area of interest for the particular group, for example:

- Disability
- LGBT
- Race
- Youth

You may also provide specialist or expert advice within a particular discipline through the relevant IAG or community reference group, for example:

- Trident (gun crime)
- Sapphire (serious sexual offences)
- Safeguarding Children (offences against children)
- Training (police training)

11: THE SELECTION PROCESS

The selection of new members of an IAG is usually a matter for the IAG. The selection process should be a transparent, publicly accountable process which may include targeted advertising in the spirit of 'positive action' principles. An information pack, word of mouth or other mediums considered appropriate to the need at the time. The IAG Chair will be responsible for selection and may use application forms and/or interviews.

For locally based IAGs, IAG members should live, work, be educated or have a substantial connection to the Borough and the IAG should be representative of the local area. For example the IAG should aim for a 50:50 gender split, represent communities where there is a large local population and establish formal links with groups for young people.

However membership is at the discretion of the IAG Chair. The MPS lead will support the IAG Chair in enabling the IAG to be fit for purpose. It should be accepted by all that there will be different views, and the IAG itself may not speak with one voice, but each view is the perspective of an individual and a potential window to the views of communities.

The Code of Practice established by the Office of the Commissioner for Public Appointments (OCPA) should be referred to. OCPA principles relevant to the selection process include:

Merit, Independent scrutiny, Equal opportunities, Probity, Openness and transparency and Proportionality

An IAG member may be asked to leave the Group based upon a simple vote of members present at a Group meeting including any proxy votes, and the Chair having the casting vote.

12: SECURITY AND VETTING

Vetting

Currently if you are a member of an IAG you need to be vetted and sign the Official Secrets Act.[13] In relation to an IAG member who is not vetted a risk assessment will be carried out by the MPS and agreed with the IAG Chair. All IAG members will be asked to sign a confidentiality agreement and an Information Sharing Agreement. Lack of vetting will not exclude membership of the IAG but will, on occasions, necessitate being excluded from confidential/sensitive discussions. Only IAG members who are vetted will receive an MPS pass allowing unescorted access to buildings. Other members will need to be escorted on MPS premises.

Confidentiality

As a general point, as a member of an IAG, you will necessarily learn of and acquire information that has not yet been made public and is still confidential. It will be regarded as a betrayal of trust to breach such confidences. You should never disclose or use confidential information arising from the work of the Group for personal advantage of you or of anyone known to you or to the disadvantage or discredit of the Group, Police Service or anyone else.

Identification

Security is an ever present concern for police premises; any identification badge supplied must be worn when on IAG business only, and remains the property of the issuer. The badge must be returned when the IAG membership terminates. If provided, identification should be worn and prominently displayed whenever you are attending police premises.

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[13] MPS Independent Advisory Groups (IAGs) – implementation of the IAG review and their governance, structure, membership and work; at all levels of the MPS (2009) - Recommendation 34 - http://policeauthority.org/metropolitan/committees/cep/2009/090910/10/index.html

Gifts and Hospitality

In a position of public responsibility and accountability, you will need to treat with caution any offer of a gift, favour or hospitality that is made to you personally, if given knowing you to be a member of the IAG.

While you are responsible for your own decisions connected with the acceptance or offer of gifts or hospitality, you are welcome to discuss this with your police point of contact, to better understand the implications which may be drawn from such a situation.

Disclosure of Interests

If you have an interest in a matter arising at a meeting of the IAG or through its work you should always disclose it. Having declared an interest you may be asked to withdraw from the meeting during discussion.

Consider whether the public would regard your interest as so closely connected with the matter in question that you could not be expected to put it out of your mind.

The opportunity to make a declaration of interest will be given at the start of each meeting. However, members can at any point during a meeting declare an interest when it becomes apparent they have one.

You should at all times avoid any occasion for suspicion and any appearance of improper conduct. You should not allow the impression to be created that you are, or may be, using your position to promote a private or personal interest, rather than forwarding the general public interest. You should ask yourself whether members of the public, knowing all facts of the situation, would reasonably think that you might be influenced by it.

Having made a declaration it will be open to the IAG to decide if the work of the Group requires you to continue to take part in a meeting that is discussing a matter in which you have an interest. If opinion is divided and there is equality of votes the decision of the Chair shall be final.

If in doubt about the need to disclose an interest, disclose it anyway and take the advice of the Group on whether you should continue to take part in the business under consideration.

13: TERMS OF REFERENCE

It is important to know what is expected, (and not expected) of you in your role as an Independent Advisor. Independent Advisory Groups have agreed guiding principles which are incorporated into this document. Template Terms of Reference are also available.

You will be meeting with an MPS representative on at least a quarterly basis. If you are the IAG Chair it is likely to be more often than this. The MPS representative will be a Chief Superintendent or a Superintendent with responsibility for the Borough. Generally you will be the chair for the meeting with the MPS; however the meeting and agenda will be viewed as being in partnership with the MPS lead.

In the unlikely event you have a difficulty between the IAG and the MPS there will be a named point of escalation contained in the Terms of Reference.

Commissioner Cressida Dick with Officers and Staff
celebrating 100 years of Women in the Met

14: FREQUENTLY ASKED QUESTIONS

We hope these FAQs will answer many of the questions you may have, or point you in the right direction for where the answer may be found.

How do I know what is expected of me and what I can expect in return?

The Terms of Reference document details our respective roles and sets out the agreed relationship between you and the MPS.

What does the MPS expect from me?

We expect you to share your opinions openly and honestly with us about how the police do their job in London, and the impact they have in your local area and in your community.   This should include representing the opinions and views of the wider community that you represent.

We expect you to be able to be critical of how we operate, with a view to improving the experience of those who come in contact with police, especially those from minority communities.

What is a 'Critical Incident'?

A Critical Incident is:

"Any incident where the **effectiveness** of the police response is likely to have a **significant impact** on the **confidence** of the victim their family and/or the community"

(A Major Incident is "Any emergency that requires the implementation of special arrangements by one or all of the emergency services and will generally include the involvement either directly or indirectly of large numbers of people.")

What will I be asked to give advice on?

In the general course of IAG business we will ask for your advice on our 'policies' and 'standard operating procedures' (SOPs). These are the formal guides to how we carry out our activities both as the MPS delivering a police service, and as the MPS striving to be an 'employer of choice' in and representative of London. The MPS may ask for advice on the potential impact of incidents on different sections of the community that may be affected. These guides are public documents and are published on the MPS website:

 http://www.met.police.uk/foi/

There may be local events and incidents, such as community or faith related occasions where we seek your opinions and those of other community members.

There may be occasions when we are in need of timely advice, because something has happened, which may be a crime, may be a road traffic collision or may be some other incident, which has the potential to become a 'Critical Incident'. In this case your advice could be vital in shaping the police response and activity to better meet the needs of people in all of London's communities.

The flow of information is not intended to be one way, when appropriate we would hope you will talk about your work as an advisor, and convey what you may learn about the MPS and how we operate back to members of the communities you come from.

What are the benefits of being an Independent Advisor?

You will be able to raise important issues, as well as monitoring and advising on existing matters in relation to how the police operate in your sphere of interest: across London, in your local area and in your community.

We will offer such training and development as is deemed appropriate from time to time. You should let us know if you or your group would benefit from training in a specific area or would like further information about the roles of particular police directorates, commands or units, or about police staff support associations.

How do you measure the effectiveness of Independent Advice?

There is a general view that IAGs generate positive outcomes for policing. This is not formally measured at this time as the independence of IAGs is recognised.

What does 'Independent' mean?

An 'Independent Advisor' is independent of the police service, of other independent advisers, and independent of any local or national government body or linked organisation that has a formal monitoring or scrutinising responsibility for police performance or activity. An independent advisor may be representative of a community but does not represent a community.

'Independent Advice' comprises of advice, guidance or constructive critical appraisal that is provided to the police by an independent advisor to challenge or inform current police decision-making, policy or practice. The advice or observation may or may not be applied and it carries no liability to the person delivering it.

'Non-Independent Advice' comprises of advice, guidance or constructive critical appraisal that is provided to the police by any person who is not an independent advisor or police employee. The advice or observation may or may not be applied and it carries no liability to the person delivering it.

How is the IAG different to the Safer Neighbourhood Board?

As you are aware IAGs advise on community reaction to policing policy and incidents, serve on Gold Groups (meetings where there has been a serious incident or event), and provide a sounding board for a MPS borough's senior leadership team.

IAG members may or may not be connected to the Safer Neighbourhood Board, Stop and Search Monitoring Groups or other community policing groups.

An IAG is informally accountable to the community and there is not wider accountability or scrutiny.

Safer Neighbourhood Boards (SNBs) are elected. They are financed by MOPAC, and their role is to carry out the scrutiny role on behalf of the Mayor of London and their communities of all aspects of policing in their borough. It is intended that police and communities work together to decide local policing and crime priorities, solve problems collaboratively and make sure that the public are involved in a wide range of other community safety decisions.

The 5 key aims for SNBs are described by MOPAC as being:

1. To ensure communities are more closely involved in problem solving and crime prevention;

2. To have a broad remit to reflect MOPAC's broader responsibilities, while respecting the view that local people know best what is needed at the local level;

3. To have greater reach and ensure a more frequent refresh of ideas and views;

4. To achieve greater coherence between different engagement mechanisms, e.g. ward panels, IAGs, Neighbourhood Watch and Stop and Search Community Monitoring Groups, so as to provide greater public accountability in policing and crime reduction; and

5. To make more efficient use of resources to deliver value for money and target funds at tackling issues of local concern and crime prevention.

MOPAC guidance describes functions of SNBs as including establishing policing priorities in a borough, monitoring crime and community confidence, hearing and monitoring complaints from the public and against officers, supporting IAGs and Neighbourhood Watch and ensuring stop and search monitoring.

SNB meetings may be held in public, minutes are published, and members (except in exceptional circumstances) are free to pass on any information they receive to their communities.

SNB membership may include those who serve in roles connected to policing, including the IAG.

How do I know I am heard?

The value of independent advice from 'critical friends' has been noted in a number of reports and inspections; however there is a need to consistently reinvigorate networks and the MPS is committed to listening to communities.

It is the case that there are instances where the MPS has to carry out certain actions because of statutory requirements on us as a police service. There may be also considerations, such as the scale of our activities, which may influence our ability to adopt some advice e.g. adopting a particular piece of training for all our personnel, when a more targeted approach may be achievable and effective.   However the MPS is committed to making change as a result of advice wherever possible.

Minutes of IAG meetings may be taken (the MPS lead may request confidential matters are not recorded). Decisions arising from IAG meetings and advice given will be recorded.

Decisions and advice from IAG meetings may be sent centrally in order that information from across the MPS can be collated and knowledge shared. Where there is feedback to Chairs from the MPS this should be published quarterly. The MPS lead will advise on decisions made including where IAG advice is not followed at IAG meetings.

How long can I be an Independent Advisor?

We suggest that IAG tenure is around four years and tenure as Chair around two years. These suggestions are made to support a flow of new ideas into the advisory pool. However, we highly value a depth of knowledge of our communities and so there will be cases where IAG members remain involved for long periods of time.

15: APPENDIX - MPS TERMS

We recognise that the MPS uses particular terminology in day to day references. The following list may help you to understand.

A

AA	Administrative Assistant
ABA	Acceptable Behaviour Agreement
ABC	Acceptable Behaviour Contract
AC	Assistant Commissioner
ACPO	Association of Chief Police Officers
AFO	Authorised Firearms Officer
AG	Advisory Group
AL	Annual Leave
AMIT	Area Major Incident Team
ANPR	Automatic Number Plate Recognition
AO	Administrative Officer
APA	The Association of Police Authorities
APS	Acting Police Sergeant
ARV	Armed Response Vehicle
ASBO	Antisocial Behaviour Orders
ASU	Air Support Unit
AWARE	MPS Internal Corporate Infrastructure

B

BCS	British Crime Survey
BCTG	Borough Co-ordinating Tasking Group
BCU	Basic Command Unit
BEM	Business Excellence Model
BIU	Borough Intelligence Unit
BLO	Borough Liaison Officer
BOCU	Borough Operational Command Unit
BPA	Black Police Association
BTP	British Transport Police
Business Continuity	The means of ensuring that the essential functions of a business survive a terrorist or other incident, such as natural disaster.
BWT	Budgeted Workforce Target

C

C/ARB	Collision / Accident Report Book
CARM	Computer Aided Resource Management
C3i	Command, Control, Communication, Information
CAD	Computer Aided Despatch
CAT	Community Action Team
CBRN	Chemical, Biological, Radiological, Nuclear
CCB	Central Casualty Bureau
CCRU	Cultural and Communities Resource Unit
CDRP	Crime and Disorder Reduction Partnership
CENTREX	Central Police Training and Development Authority
CHIS	Covert Human Intelligence Source
Ch.Insp./CI	Chief Inspector
Ch. Supt	Chief Superintendent
CICA	Criminal Injuries Compensation Authority
CID	Criminal Investigation Department
CMU	Crime Management Unit
CO's	Control Orders
CPO	Crime Prevention Officer
CPS	Crown Prosecution Service
CRB	Criminal Records Bureau.
CrimInt	Criminal Intelligence System
CRIS	Crime Report Information System
CRR	Community Race Relations
CSO	Community Service Order
CSO	Community Support Officer
CSU	Community Safety Unit
CT	Counter Terrorism
CTC	Counter Terrorist Command / Counter Terrorist Clearance

D

D/COM	Deputy Commissioner
D/SUPT	Detective Superintendent
DAC	Deputy Assistant Commissioner
DAT	Drug Action Teams
DC	Detective Constable
DCC	Deputy Commissioner's Command
DCI	Detective Chief Inspector
DCS	Detective Chief Superintendent
DDA	Disability Discrimination Act
DDO	Dedicated Detention Officer
DI	Detective Inspector
DLS	Directorate of Legal Services
DoI	Directorate of Information
DOIT	Development Organisation Improvement Team
DPA	Directorate of Public Affairs / Data Protection Act
DPG	Diplomatic Protection Group
DPP	Director of Public Prosecutions
DPS	Directorate of Professional Standards
DS	Detective Sergeant
DSU	Dog Support Unit / Dedicated Source Unit
DTD	Directorate of Training and Development
DVU	Domestic Violence Unit

E

EBM	Evidential Breath Machine
ECHR	European Convention on Human Rights
ELS	Emergency Life Support
EO	Executive Officer
EPF	Extended Police Family
ESD	Electronic Screening Device
ET	Employment Tribunals
EUROPOL	European Police Office

F

FLO	Family Liaison Officer
FME	Force Medical Examiner
FOIA	Freedom of Information Act
FPN	Fixed Penalty Notice
FP	Front Line Policing
FSSU	Forensic Science Support Unit
FTA	Fail To Appear (e.g. at court)

G

GLA	Greater London Authority
GSZ	Government Security Zone
GT	Special Operations Room (CO55)

H

HEO	Higher Executive Officer
HMIC	Her Majesty's Inspectorate of Constabulary
HO	Home Office
HOG	Home Office Guidance
HOLMES2	Home Office Large Major Enquiry System
HR	Human Resources
HRA	Human Rights Act 1998

I

IAG	Independent Advisory Group
IBO	Integrated Borough Operations
ICT	Information Communication Technology
IDO	Identification Officer
ILCC	Inner London Crown Court
Insp.	Inspector
INTERPOL	International Criminal Police Organisation
IO	Information Officer
IO	Investigating Officer
IO	Intelligence Officer
IPCC	Independent Police Complaints Commission
IRV	Incident Response Vehicle

K

KPI	Key Performance Indicator

L

LAS	London Ambulance Service
LCJB	Local Criminal Justice Board
LESLP	London Emergency Services Liaison Panel
LFEPA	London Fire & Emergency Planning Authority
LIO	Local Intelligence Officer

M

MAPPA	Multi Agency Public Protection Arrangements
MB	Management Board
MDT	Mobile Data Terminal
MetBaTs	MPS Briefing and Tasking System
MERLIN	Missing pErson Related Linked INdices
METTUS	Met Recognised Trade Unions
MetCC	Met Command and Control
MG	Manual Of Guidance File Preparation Form
MIR	Major Incident Room
MIT	Major Investigation Team
MoPI	Management of Police Information
MOPAC	Mayors Office for Policing and Crime
MPA	Metropolitan Police Authority
MPAA	Metropolitan Police Athletics Association
MPD	Metropolitan Police District
MPS	Metropolitan Police Service
MSC	Metropolitan Special Constabulary
MSS	Message Switching System
MSU	Marine Support

N

NFA	No Further Action / No Fixed Abode
NIM	The National Intelligence Model
NIP	Notice of Intended Prosecution
NPCC	National Police Chiefs Council
NPIA	National Policing Improvement Agency
NRPP	The National Reassurance Policing Programme
NSPIS	National Strategy for Police Information Systems
NSY	New Scotland Yard

O

OCU	Operational Command Unit
OH	Occupational Health
OIC	Officer In Charge / Officer In Case
OLMC	Outer London Magistrates Court
OPS	Operations
OSA	Official Secrets Act 1989
OST	Officer Safety Training

P

PACE	Police and Criminal Evidence
PAO	Public Access Office
PAT	Positive Action Team
PC	Police Constable
PCSO	Police Community Support Officer
PDR	Performance Development Review
PI	Personal Injury / Performance Indicator
PIB	Performance Information Bureau
PICTU	Police International Counter Terrorism Unit
PII	Public Interest Immunity
PIMS	Personnel Information Management System
PITO	Police Information Technology Organisation
PNC	Police National Computer
PNICC	Police National Information & Coordination Centre
POCA	Proceeds of Crime Act
POLACC	Police Accident
POLCOLL	Police Collision
POLSA	Police Search Advisor
POP	Problem Orientated Policing
POW	Palace of Westminster
PPAF	Policing Performance Assessment Framework (HO)
PPD	Public Protection Desk
PPV	Prisoner's Property Voucher
PR	Personal Radio
PS	Police Sergeant
PSD	Property Services Directorate
PSU	Police Support Unit / Professional Standards Unit

Q

QA	Quality Assurance
QPM	Queen's Police Medal

R

RAVCTF	Racial and Violent Crime Task Force
RCS	Regional Crime Squad
RDP	Royalty and Diplomatic Protection
RIPA	Regulation of Investigatory Powers Act 2000
ROTI	Record of Taped Interview
RSO	Registered Sex Offender
RTC	Road Traffic Collision
RVP	Rendezvous Point

S

SC	Special Constable
SCD	Specialist Crime Directorate
SC&O	Specialist Crime and Operations
SFO	Specialist Firearms Officer
Sgt	Sergeant
SIDO	Senior Identification Officer
SIO	Senior Investigating Officer
SLA	Service Level Agreement
SMT	Senior Management Team
SO	Specialist Operations
SOCA	Serious Organised Crime Agency
SOCO	Scenes of Crime Officer
SOIT	Sexual Offences Investigation Training
SOP	Standard Operating Procedure
SPOC	Single Point of Contact
SRO	Station Reception Officer
Supt	Superintendent

T

TIB	Telephone Investigation Bureau
TOCU	Transport Operational Command Unit
TPCSO	Traffic Police Community Support Officer
TPHQ	Territorial Policing Headquarters
TSG	Territorial Support Group
TW	Traffic Warden

V

VCU	Victim Care Unit
VISOR	Violent Person and Sex Offender Register
VIW	Vulnerable and Intimidated Witness / Victim Informant Witness
VRM	Vehicle Registration Mark
VSS	Victim Support Scheme

W

WDC	Without Due Care
WPU	Workforce Planning Unit / Witness Protection Unit

Y

YACS	Youth and Community Section
YIP	Youth Inclusion Programme
YISP	Youth Inclusion and Support Panel
YOT	Youth Offender Team