

MPA / MPS Community Engagement Commitment 2010-2013

# MPS Action Plan



April 2011

## ***MPS Action Plan***

This MPS Action Plan is best understood alongside the MPA / MPS Community Engagement Commitment 2010-13 launched in July 2010. The Commitment has six principles, Information, Inclusion, Preparation, Integration, Involve and Feedback which are described later. This document is structured to describe MPS action under each principle.

The Commitment also sets out a number of statements in broad terms of 'what the MPS will do'. This document similarly tries to reflect these Commitment statements in support of each principle. The actions that we outline cover the intended activity of our different business groups.

## ***Governance***

The 'MPS Champion' for the Engagement Commitment is Commander Steve Rodhouse (SR), TP Crime & Customer Strategy.

Corporate governance responsibility rests with the Confidence & Satisfaction Board (CSB), which is a pan-London committee that has cross-business group membership.

The action plan will be formally reviewed each April to ensure it remains relevant and contemporary to the needs of our communities and the aspiration of the MPS service. Progress in completing actions will be overseen and monitored by the monthly Confidence & Satisfaction Board.

## ***MPA / MPS Community Engagement Commitment***

The aim of the joint Commitment is 'to provide accessible, multiple opportunities for Londoners to engage with the MPA and MPS in shaping policing policy and practice.'

## ***Principles of the MPA / MPS Community Engagement Commitment 2010-2013***

1. **Information:** We will provide clear information on how people that live in, work in or visit London can get involved in policing, engagement and problem solving opportunities.
2. **Inclusion:** We will ensure that our engagement activity involves a wide range of communities (in terms of age, race, sexual orientation, gender (including transgender), disability and faith). We will improve participation of groups who have not traditionally taken part in MPA and MPA community engagement activities.
3. **Preparation:** We will ensure Londoners who participate in our formal community engagement processes (for example Safer Neighbourhoods Panels or CPEGs) are provided with the information they need to perform their role effectively.
4. **Integration:** We will plan and coordinate our engagement work both internally within the MPA and MPS and, where appropriate, with Local Authority partners to prevent duplication, reduce costs and share results. We will equip our staff and ensure good practice is shared with partners and across the MPA and MPS.
5. **Involve:** We will ensure that we have effective community engagement mechanisms in place that allow the public to raise the issues and concerns that affect the m, their communities or their areas and contribute to the setting of policing priorities at Ward, Borough and pan-London levels. We will also engage with communities at the earliest and most appropriate stages to inform decision making and build trust.
6. **Feedback:** We will provide timely feed back to those who have been involved in consultation and engagement activities on the decisions that have been taken. We will communicate widely the results from engagement activity and how these have informed policing activities.

The table below is numerically headed with each of the consecutive Commitment principles. The column to the left states “what the MPS will do” whilst the body of the table gives a view to describing how this will be achieved and progress towards delivery.

**1. Information** - We will provide clear information on how people that live in, work in or visit London can get involved in policing, engagement and problem solving opportunities.

Commitment statement	Lead	Actions	Outcome	Progress	Status
<p>Provide information on MPS website / other communication mechanisms about the role of MPS community engagement groups such as Safer Neighbourhood Panels.</p>	<p>TP (SN)</p> <p>TP(SN) &amp; DPA</p> <p>CSB</p>	<p>1.1 Ensure each SNT web page has clear information about how people can get involved with their local SNT, ward panel and engagement activities. Information will also be provided on the role of the panel members and that they are key in setting and monitoring local policing priorities.</p> <p>1.2. Include a web link to the MPA CPEG page on each borough web page</p> <p>1.3. All business groups to provide clear information about proposed engagement on a borough on the relevant page(s) of each SNT</p>	<p>Through the internet, people in London know how to get involved &amp; contribute to problem solving &amp; engagement in every ward.</p> <p>People in London can access information on their local CPEG via relevant borough web pages</p> <p>Information on local engagement opportunities offered by any MPS business group is available online prior to the event</p>	<p>Borough publishers will be trained on the new Content Management System and borough content migrated or developed during June and the launch of the new site is planned for August.</p> <p>Work in progress with oversight of Confidence and Satisfaction Board (CSB). Next meeting the 12th of April.</p>	

	CTSET	<p>1.4 Offer information on how to get involved through a diverse range of methods of engagement and current information provision across London on CT issues:</p> <ul style="list-style-type: none"> <li>• Neighbourhood Link at a pan London level to inform people who register what's going on</li> <li>• Communities Together Mailbox to allow people to email the MPS and receive a direct reply from CTSET or be routed to the correct part of the organisation. Intended to be used by people who might have concerns about using crime stoppers or CT hotline although not limited to those two groups</li> <li>• Bluetooth messaging to convey information to large numbers of people or to invite people to engage for example through witness appeals</li> <li>• Twitter to convey information, answer community concerns and invite engagement</li> <li>• Community Consultative Forums as part of the consultation process for Community Impact and Tension Assessments (CIA/CTA)</li> <li>• Provide targeted leafleting in response to operational action to inform people what has happened and advise where they can get further information</li> </ul>	<p>People in London will have a wide range of ways in which to engage, obtain information and contribute to CT community safety</p>	<p>Current planned CTSET engagement activity</p> <p>Commences in May 2011</p> <p>Ongoing work. Has been in place since 2005</p> <p>Has been used at recent TUC march / rally</p> <p>Social networking has been trialed during a public order situation.</p> <p>Ongoing work.</p> <p>Ongoing work. Recently carried out during TUC march / rally</p>	
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	TP	1.6 Boroughs to maximise the use of volunteers, MSC and volunteer police cadets (VPC) in local consultation and engagement activities, particularly with SNTs.	Improve engagement and involvement of local people will increase the PAS measures of local people who feel informed about local policing issues and that police understand the issues affecting them	A series of seminars for SN Leads and SN Inspectors during Spring / Summer 2011 will feature presentations by volunteers, MSC & VPC.  Target to increase MSC by 4000 by 2012.	
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**2. Inclusion** - We will ensure our engagement activity involves a wide range of communities (in terms of age, race, sexual orientation, gender - including transgender - disability and faith). We will improve participation of groups who have not traditionally taken part in MPA and MPS community engagement activities.

Commitment Statement	Lead	Actions	Outcome	Progress	Status
<p>Engagement plans and activities need to be built on detailed understanding of local communities, through Ward profiles, Key Individual Networks (KINS), results from surveys: Public Attitude Survey (PAS), User Satisfaction Survey (USS), Place survey that are regularly updated. We need to ensure that we identify new and emerging communities and address gaps in our engagement plans.</p>	DOI	<p>2.1 MPS Digital Engagement Strategy. The development of a secure on line corporate customer service survey tool that the MPS can use to direct engagement activities. Aimed at on line community / 'the cloud'</p>	<p>Increase contact and information provision. An increased number of surveys, engagement activities and number of responses.</p>	<p>Development of business case updated at CSB on the 15th of March 2011. Work in progress between DOI, SN and overseen by CSB</p>	
	TP(SN)	<p>2.2 All SNTs are to have bespoke engagement plans based on Mosaic data and identified natural neighbourhoods within their ward. To be reviewed every six months in order to keep up to date with latest Experian (Mosaic) products.</p>	<p>Communication and engagement methods built on the specific needs of the ward will enable greater public confidence. An increase in the PAS measures of local people who feel informed about local policing issues and that police understand the issues affecting the local community</p>	<p>A series of seminars for SN Leads and SN inspectors is planned during Spring / Summer 2011. The SN website has been updated with "How to..." guides. Use of Planweb (access to Mosaic data) is included in all SN training programmes</p>	
	TP(SN)	<p>2.3. Implement seminars &amp; workshops for SN sergeants and relevant supervisors from all business groups for the use of Planweb and natural neighbourhood</p>	<p>Improved community engagement, more realistic representation and involvement of local people (measured</p>	<p>A series of seminars for SN sergeants and relevant supervisors from all business groups is planned</p>	

		demographic intelligence to develop / update their bespoke engagement plans.	above in 2.2.). Increase use of Plan Web registrations and log on	during Summer and Autumn 2011. The SN website has been updated with “How to...” guides. Use of Planweb (access to Mosaic data) is included in all SN training programmes	
	SRAU	2.4 Continue Minority Ethnic Group Booster Survey with focus on a particular group to gain a greater understanding of issues relating to the Prevent agenda, community Engagement and neighbourhood policing; this will look to complement the findings of the Public Attitude Survey.	A minimum 1,000 BME males aged 16-30 living within the boroughs of Hounslow, Newham and Tower Hamlets or Southwark. Will be consulted and their views passed on to the boroughs for positive inclusion in engagement plans.	Scheduled for May, June and July 2011	
	Traffic (CO15)	2.5 Community engagement and specific information targeted at identified vulnerable people within Polish, Afghani and Nigerian communities, and the “Exchanging Places” programme	Improved engagement and education of cyclists and HGV drivers about high risk locations across London. Reduction in Road Traffic Collisions and casualties	Programmed planned for 2011-12	
	Specialist Firearms (CO19) & TP (SN)	2.6 Operations Makepeace and Choices aimed at engaging with youngsters who are vulnerable to gang culture and gun crime with a focus on schools in the MPS Priority Gun Crime Boroughs.	Enhance understanding and focus engagement in local communities with specific tensions and needs; reduction in firearms related	CO19 commence a four week engagement cycle in June, November and February 2012 planned engagement	



			incidents and criminalization of vulnerable young people in priority gun crime boroughs	Spring / Autumn 2011	
	CTSET (SO15)	2.7 CTSET will provide the single point of contact for deployment of independent advisors (and support) from the Race and Gypsy Traveller Advisory Groups. The MPS Gypsy Traveller Liaison Officer will also provide strategic engagement with Gypsy and Traveller Groups and co-ordinate the work of borough based liaison.	Enhance understanding and focus engagement in local communities with specific tensions and needs.	Work in progress between CTSET and DCFD	Single point of contact identified. Monthly meetings with IAG.
	Traffic (CO15)	2.8 Focus on younger adults vulnerable to road dangers (for example, using mobile phones while crossing roads) and targeted engagement through specific road safety training; in particular mock scenarios and role play such as court procedure and the impact of dealing with road traffic incidents.	Improve communication between younger adults and police & enhanced road safety awareness; reduction in young people casualties and increase in intelligence about dangerous driving and vehicle crime	Traffic have developed a bespoke engagement delivery programme	
	DPA	2.9 The Community Engagement team will work with ethnic and specialist media (ESM) by giving them increased access to the organisation while utilising them to reach specific audiences.	Enhance understanding and focus engagement in local communities with specific tensions and needs. Provides an opportunity to deliver key messages to harder to reach groups	In February a live TV interview was made with Commander Steve Rodhouse on the Universal TV's prime time Saturday night programme, <i>Social Issues</i> . This	

				<p>reached tens of thousands of London based Somalis.</p> <p>Work in progress by DPA to develop further opportunities for engagement between ESM and the MPS.</p>	
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**3. Preparation** - We will ensure Londoners who participate in our formal community engagement processes (for example Safer Neighbourhoods Panels or CPEGs) are provided with the information they need to perform their role effectively.

Commitment Statement	Lead	Actions	Outcome	Progress	Status
<p>Ensure all MPS community engagement groups support where possible the work of partners such as Community Safety Partnerships.</p>	TP (SN)	<p>3.1 Offer briefings to borough Community Safety Partnerships (CSP) on the new NPIA national standards for CSPs, partnership principles and new funding arrangements.</p>	<p>Informed CSPs will be better able to adapt to change and deliver more effective crime &amp; ASB reduction by working together coherently</p>	<p>Consultation with Local Government Improvement &amp; Development Agency lead and Partnership Business Manager of NPIA to design briefing package.</p> <p>End of year report and evaluation of projects funded, BCU fund and impact of changes to partnership funding to be presented to MPA (CEP) IN July.</p>	
	TP (SN)	<p>3.2 Offer structured briefings for ward panel chairs on their role in the latest improvements in intelligence-led engagement, strategic direction of neighbourhood policing and managing engagement. Options for delivery on borough, at Area level or at pan-London events.</p>	<p>All ward panel chairs will have a current role definition and informed understanding of how to improve and co-ordinate the range of engagement in their local communities. Improve knowledge</p>	<p>Discussion between TP (SN) and MPA colleagues on options for delivery has started.</p>	

	TP (SN)	3.3 Offer boroughs the opportunity of a bespoke 'community safety challenge' peer review of their CSP	of best practice community safety partnership working. Enhanced productivity through more intelligence-based engagement and maximizing shared use of resources at a time of reduced public sector funding	Working partnership with Local Government Improvement & Development Agency and Partnership Business Manager of NPIA has been developed. A dedicated SN-based peer review team has received initial training and further workplace development is planned.	
	SO15	3.4 Provide CT partners with up to date Op. Fairway presentations and workshops in respect of defining threat, what to look, for and how to report it to SO15. Develop a new Fairway DVD and update the current briefing material that boroughs can use to brief partners	More informed and trained partners will help to recognize hostile reconnaissance, provide accurate reports and minimize the risk from terrorist threat	On Going. Recently delivered new package to Borough Counter Terrorism Focus Desks in March 2011 to enable them to cascade to other colleagues and businesses within their BOCU	
Ensure MPA & MPS community engagement groups liaise and work with each other where relevant to avoid duplication and provide a consistent response for all boroughs	TP	3.5 Boroughs to carry out rolling reviews of how ward panels and CPEGs engage with the intention that each panel is represented at the CPEG as part of their overall borough engagement strategy	Improve the understanding and communication between SN Panels and CPEGs to improve the quality and co-ordination of engagement and avoid duplication.	Design & development of key messages for boroughs is planned with MPA colleagues	

Ensure community engagement activities are coordinated centrally and locally to avoid a duplication of effort.	CSB	3.6 All business groups to ensure that their engagement strategies and / or standard operating procedures (SOP) require prior consultation with relevant SNT and SN Lead for all their pre-planned local community engagement	Increase the coordination between business groups and local SN teams, with minimal risk of duplication and negative impact on local communities.	Work in progress with oversight of CSB	
	CSB	3.7 Establish a network of Community Engagement Champions at business group, borough and SN team level responsible for ensuring a basic level of co-ordination of community engagement activity. This can include: <ul style="list-style-type: none"> <li>• Business groups to ensure Borough champions and SN teams are involved in the planning and delivery of engagement work on boroughs</li> <li>• Business groups and Borough Champions to ensure appropriate engagement for reassurance purposes take place before and after high impact operations.</li> <li>• Borough champions to ensure community engagement work is linked and integrated with the work of local authority partners to avoid duplication and ensure efficient use of resources.</li> <li>• Business groups and Borough</li> </ul>	The increased coordination between business groups and local SN teams, with minimal risk of duplication and negative impact on local communities, will enhance public confidence and provide greater efficiencies.	Work in progress with oversight of CSB	

		<p>champions to ensure the results from engagement activities and feedback from communities is fed to response and SN teams.</p>			
	CO11 & CO20	<p>3.8 Deliver ‘The Situation Has Changed’, which is an interactive presentation designed to take an audience through all the processes involved in a public order incident, from the initial application to dealing with incidents of disorder towards the end.</p>	<p>Public Order Branch and TSG will work together to demonstrate that police are listening to local concerns with a variety of audiences across London</p>	<p>Specific boroughs and community engagement groups to be identified on needs basis for delivery of this product</p>	
	CTSET (SO15)	<p>3.9 Coordinate engagement activity with other business groups to provide joint training for local authority partners and police officers on community tension monitoring with the objectives to.</p> <ul style="list-style-type: none"> <li>• Develop the community tension monitoring model that will add value to the weekly MPS tension assessment published weekly</li> <li>• Develop a means to include information from local authorities in weekly monitoring</li> </ul>	<p>Coordinated and well-planned engagement with key partners that will greatly inform the capability to identify early community tension, share information, and plan engagement opportunities and interventions.</p>	<p>Development of this initiative continues</p>	
	DCFD	<p>3.10 Coordinate engagement activity being undertaken by the Staff Support Associations (SSA) ensuring it supports MPS priorities and the expertise from these groups is used to inform engagement work done by the MPS.</p>	<p>Coordinated engagement plans. Expertise of SSAs better utilized by the MPS.</p>	<p>Development of plans under way.</p>	

**4. Integration** - We will plan and coordinate our engagement work both internally within the MPA and MPS and, where appropriate, with Local Authority partners and the Greater London Authority family in order to prevent duplication, reduce costs and share results. We will equip our staff and ensure good practice is shared with partners and across the MPA and MPS.

Commitment statement	Lead	Actions	Outcome	Progress	Status
Identify MPA and MPS Community Engagement champions who will ensure that the actions arising from the CE Commitment are delivered by the organisations	CSB	<p>4.1 The ‘MPS Champion’ for the Engagement Commitment is Commander Steve Rodhouse, TP Crime &amp; Customer Strategy.</p> <ul style="list-style-type: none"> <li>• Corporate governance and responsibility rests with the Confidence &amp; Satisfaction Board (CSB), which is a pan-London body that has cross-business group membership.</li> <li>• CSB has representation from the MPA at a senior level.</li> </ul> <p>4.2 Commander Steve Rodhouse also chairs the MPS Children and Young People Board (CYPB) which has a role in coordinating engagement with young people.</p>	<p>The MPS Champion attends the quarterly meeting of CSB and this governance will enable timely corporate oversight of MPS actions.</p> <p>Joined up strategic oversight afforded by the co-ordination of the CYPB by the MPS Engagement Champion</p>	<p>Complete</p> <p>Complete</p>	
	MPA & TP (SN)	4.3. MPA officers and TP (SN) will meet quarterly prior to the CSB to decide on a rolling ‘Top 10’ of the best examples of cost-effective community engagement activities from across all business Groups. These will be showcased on	Best practice in engagement, readily available and accessible to practitioners and members of the	This process is yet to be scheduled	

<p>Work together to collate consultation and engagement examples of promising and good practice and ensure it is disseminated and used within the MPA / MPS</p>	<p>TP (SN)</p>	<p>both the MPA &amp; MPS websites.</p> <p>4.4 The range of “How to...” guides on various aspects of engagement to be continued on the SN website (with appropriate links) and updated in the light of emerging strategy and best practice</p>	<p>public alike, and will promote the PAS measures that indicate police are listening to the concerns of local people and are dealing with the crime &amp; ASB issues that matter</p> <p>Increased awareness and understanding of what works for effective engagement in differing and diverse communities</p>	<p>“How to...” guides on engagement currently being updated. To be complete by June 2011.</p>	
<p>Ensure information on local policing priorities is shared with MPS supported groups.</p>	<p>TP (SN)</p>	<p>4.5 Develop a best quality presentation template for delivering key borough messages and information on locally agreed priorities at engagement events, ward panels &amp; CPEG meetings</p>	<p>Information on local policing priorities will be presented in appropriate way with consistency of quality and key messages</p>	<p>Draft products completed</p>	
<p>Ensure clarity over roles of corporate and local IAG and the contribution that these groups can make</p>	<p>DCFD</p>	<p>4.6. MPS guidance and SOP to clearly set out the specialist nature of the role and contribution of Independent Advisors.</p>	<p>Revised SOPs for Independent Advisors has been published</p>	<p>A new corporate Disability Advisory Group has been established.</p>	



	DCFD	4.7.Ensure the role of independent advice is clear to MPS staff, promote awareness and implement the recommendations from Audit report.	Increased staff awareness, an SOP that enables greater clarity and understanding the role of independent advisors. Audit recommendations complete	Staff awareness programme ongoing	
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**5. Involve** - We will ensure we have effective community engagement mechanisms in place that allow communities and individuals to raise the issues and concerns that affect them, their communities or their neighbourhoods and contribute to the setting of policing priorities at ward, borough and pan-London levels. We will also engage with communities at the earliest and most appropriate stages to inform decision making and build trust.

Commitment statement	Lead	Actions	Outcome	Progress	Status
Encourage involvement by using consultation and engagement methods that are convenient for the public, including new media where possible and relevant.	DOI	5.1. Develop the Social Media Strategy as an integral part of the overall Digital Engagement Strategy in providing a coherent approach to engagement using social network sites.	Results of pilot site at Wandsworth will feed into the MPS social media policy. Measured by Increased number of website hits	Wandsworth Borough is currently a Facebook pilot site, with initial evaluation in May 2011	
	TP(SN)	5.2. Develop and expand the 'Virtual Ward' panel pilot sites in Kensington & Chelsea and Westminster that focus on increasing engagement with harder to hear internet adopters. These are younger upwardly mobile professionals who are time poor, cash rich and prefer engagement through the cloud rather than traditional engagement events such as meetings.	Evidence and evaluation to date has positively indicated greater engagement through feedback and consideration of local priorities.	Increasing number of Boroughs showing an interest in using this engagement method. Manual of guidance has been created.	
	DOI	5.3. Identify opportunities to use new technology / new media to support engagement activities as part of the MPS Digital Strategy as the first step in providing a core, stable and sustainable web presence. This is to be locally focused, with the capability for devolved	By improving the MPS presence in the cloud, people in London can access and engage in all aspects of policing.	Phase 1 launched in February 2011 and will ensure News and Appeals are being fully content managed. Phase 2 in Summer 2011 will deliver the	

		content management.		new website customer centric structure, new design, with Borough and SN pages being fully content managed, along with a level of customization for any visitors to highlight their local content based on postcode.	
	TP(SN)	5.4. Promote Neighbourhood Link as a flexible communication and feedback tool using email and SMS to send messages to subscribers. Develop its use for consultation and feedback on local priorities.	Via Neighbourhood Link people in London will be informed about local policing and neighbourhood issues and have another form of dialogue with their local police.	Development of a fast track marketing plan to encourage use in identified boroughs where PAS public confidence and engagement indicators are lower than MPS average.	
	SO15	5.5 Employ community engagement workers amongst Turkish/Kurdish, Tamil, Bangladeshi, Somali and Pakistani communities and maintain representation on the Muslim Safety Forum to inform decision making and facilitate the raising of community issues	Able to more readily engage with some harder to hear communities with specific engagement needs	Deployment continues and a mechanism to share feedback with other business groups is being developed	

**6. Feedback** - We will provide timely feedback to those who have been involved in consultation and engagement activities on the decisions that have been taken. We will communicate widely the results from engagement activity and how these have informed policing activities and policies.

Commitment statement	Lead	Actions	Outcome	Progress	Status
Ensure information from Safer Neighbourhoods Panel meetings is shared with the wider communities they represent	TP(SN)	6.1. SNT sergeants to ensure regular updates of the action being taken to address locally greed priorities are place in the “We asked, you said, we did” information template on their web page.	Local people will be able to see information on how their local priorities are being dealt with by police and partners	SNT sergeant and borough nominated staff can now update this information in real time. Regular monitoring & review in place by TP (SN) to ensure quality and timeliness.	
	TP(SN)	6.2. Ensure that each SNT website is current and displays up to date team photographs, how they can be contacted and what the current local priorities are.	PAS results for local people feeling informed and police dealing with the crime & ASB issues that matter to people in the local area will improve.	Ongoing. Monitored by TP (SN). Boroughs are supported by the peer review process.	
	TP(SN)	6.3. Borough SNTs to continue to give the community information and decisions from neighbourhood panel meetings and key messages.		Funding now secured to enable corporate newsletters in March April, September / October, March/ April 2012, and September/ October 2012.	
	TP(SN)	6.4. Boroughs to ensure that the bespoke engagement plans for each ward includes an appropriate feedback mechanism based on analysis of Mosaic information	Boroughs use the appropriate methods to feedback results of engagement activities to	Through ‘Mosaic’ demographic analysis tool we are now able to map across London the types of engagement that people prefer (e.g.	

Use a variety of methods and media to provide feedback on what has been achieved as a result of the public's involvement in community engagement activities.	CSB	6.5. Ensure all business groups involve local SNTs in feeding back to local communities the results from their specific engagement activities on Boroughs.	communities in each ward  Increase in PAS results of local people feeling informed about local policing	face to face; leaflets)  Work in progress with oversight of CSB.	
	DoI3 and TP (SN)	6.6. A borough SNT to be identified as a Twitter pilot site.	This form of social media may be suitable in providing fast time feedback	Greenwich Borough is taking part in pilot. Officers currently being trained by DoI3 and work will be overseen by TP (SN)	
	CO19	6.7 Specialist Firearms Command to inform communities of the reasons for the deployment of armed officers, and consult local people alongside their SNT about local concerns that may impact on deployment. Develop and distribute prototype information leaflets with SNTs to communities during and after operations involving armed officers.	Information (including leaflets in different languages) provided using communication methods bespoke to and preferred by local communities as suggested by Mosaic and local SNTs.	Work in progress between SRAU, CO19 and TP (SN)	

## Appendix A

### Glossary of terms and names.

This section sets out the meaning of acronyms and words or phrases shown throughout the action plan

Name	Description
<b>BME</b>	British Minority Ethnic
<b>CO15</b>	Traffic Operational Command Unit
<b>CO19</b>	Specialist Firearms Command
<b>CO11</b>	Public Order Branch
<b>CO20</b>	Territorial Support Unit
<b>CSB</b>	Confidence and Satisfaction Board
<b>CPEG</b>	Community & Police Engagement Group
<b>CTSET</b>	The Communities Together Strategic Engagement Team form relationships & engage with key community networks and partners with a focus on consultation and engagement with those that offer a strategic perspective.
<b>DOI</b>	Directorate of Information
<b>DPA</b>	Directorate of Public Affairs
<b>DCFD</b>	Diversity and Citizen Focus Directorate
<b>FAIRWAY</b>	Intelligence operation by SO15 to deter or disrupt terrorist activity
<b>NPIA</b>	National Police Improvement Agency
<b>TP (SN)</b>	Territorial Police (Safer Neighbourhood - Central Team)
<b>SO15</b>	Counter Terrorism (CT) Command