

COMMUNITY ENGAGEMENT AND CITIZEN FOCUS SUB-COMMITTEE
13 DECEMBER 2010

LONDON COMMUNITIES POLICING PARTNERSHIP (LCP2)

EXECUTIVE SUMMARY

This paper reviews the development of LCP2 from its predecessor body the London Chairs Forum, describes its present state, highlights the main activities LCP2 undertakes and concludes with an overview of current and emerging London – wide issues for CPEGs.

After a brief account of the constitution and composition of LCP2 the company limited by guarantee, the paper describes LCP2's activities in promoting good practice in police community engagement. These fall under the headings of training workshops (good levels of attendance and high levels of satisfaction); the LCP2 website (recently revamped as a repository for examples of good practice); and ad hoc advice (a constant level of activity) and more formal consultancy activities (demand led). Both services are valued by their recipients. The paper also refers to a review of Safer Neighbourhoods by an LCP2 Advisor (presented at an MPA Community Engagement Event and subsequently distributed widely), and to a series of "What if ... guides" being prepared for use by CPEGs and others.

LCP2 interlinks the CPEG Chairs and Co-ordinators by organising separate quarterly meetings for both sets of people and a quarterly meeting with New Scotland Yard which is generally restricted to Chairs (or their representatives). Both attendance and informal satisfaction measures indicate that these services are also valued.

The intelligence activities of LCP2, particularly LC3 - the six monthly digest of the policing and community safety issues on the minds of London's communities – are summarised and the point is made that MPA needs to have at its disposal both types of intelligence about what Londoners want: LC3 and the Safer Neighbourhood priorities. They are not interchangeable.

The paper concludes with a look at London-wide issues affecting CPEGs, particularly the cuts but also the wider question of the relationship between the Authority and the CPEGs.

1 Background

- 1.1 In March 2007 the Authority agreed "the funding for the development of a new pan-London body to replace the London Chairs Forum". The new body was to "under-take the role and tasks of supporting good practice, interlinking the groups on a regional and London wide basis, and preparing submissions to the MPA on emerging London-wide issues".

- 1.2 LCP2 is formed as a company limited by guarantee, with charitable status, and is governed by a Board of Directors. Nine were elected at the inaugural meeting in May 2008, with one-third of the positions being renewed each year. The current directors are Elizabeth Beggs (Hillingdon, *Chair*), Janine Griffith (Camden, *Vice-Chair*) and Mulat Haregot (Hammersmith and Fulham, *Treasurer*), Wendy Kyrle-Pope (Richmond), Sonoo Malkani (Harrow), Sandra Rennie (Westminster South), Jim Toohill (Lambeth) and Steve Williams (Waltham Forest), with one vacancy, which is expected to be filled at the next AGM (July 2011). The Board, which also has Finance and Personnel sub-committees, meets quarterly and otherwise as required.
- 1.3 LCP2 was established from mid-2007 onwards, with recruitment complete by January 2008. It has three part-time staff (21 hours per week in each case) - a chief executive (John May), a training manager (Eleanor Strachan) and an administration manager (Richard Hunt). It is based in office space - rented from and shared with Camden CPEG - at Kings Cross.
- 1.4 The budget for the current year shows expenditure of £96.7K, of which £62.3K is attributable to staff costs and £34.4K to running costs. Income, on the other hand, is forecast to be £95.9K (£94.8K of which comes in the form of MPA grant).
- 1.5 Although we have not yet done a rigorous costing, there is reason to believe that over the course of a full year LCP2 volunteers add value to community police engagement in London which is at least equal to the amount of the MPA grant.

LCP2 activities promoting good practice in police community engagement

2.1 Training workshops

- 2.1.1 LCP2 has provided a programme of training workshops designed to improve group or individual performance and/or to enhance awareness of policing and community safety issues. LCP2's service level agreement with the MPA requires four workshops in the year and specifies "at least 50% of CPEGs to have attended at least one workshop each". Details are given in the table below.

YEAR	No.	ATTENDANCE			TOPICS
		RANGE	AVE.	CUMUL.	
2008/09	3	9 - 14	12	20 (59%)	CPEG Governance Introducing Axis of Influence Growing Against Gangs
2009/10	4	10 - 12	11	25 (74%)	Leadership Media Chairing a Meeting Succession Planning
2010/11 (to date)	4	9 - 30	19.5	30 (88%)	Firearms <i>joint with MPS / CO19</i> Media [<i>repeated</i>]

					Diversity Responding to Murder incidents <i>joint with MPS</i>
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The cumulative attendance figure ("cumul.") shows the total number of groups attending in the course of the year. All attendance figures are of groups, not persons.

- 2.1.2 Data has been given, above and in the tables below, from the commencement of 2008/09, as that was LCP2's first full year of operation and effectively when it became 'up and running'. There was however also a significant batch of training in the preceding few months which included workshops on Engaging elders; Identifying communities that do not engage with the police; Problem solving using the MPS model; and Knives, guns and gangs.
- 2.1.3 LCP2 ran two sessions training in 2008/09, largely for the co-ordinators, in the 'e-voice' website which was at the time being rolled out to groups who wished to participate [para.2.2.4 below].
- 2.1.4 In every case, the workshops have been shown by participants' assessment sheets to have been well-received. There has also been a noticeable improvement over time in the amount and quality of networking between people from different Groups attending workshops. This informal learning and exchange (not necessarily about the subject of the workshop!) is an important part of our activity in promoting good practice in police community engagement.
- 2.1.5 If there has been a recurring criticism it has been to the effect that some of the training could usefully have spread over a longer period than the usual half-day. This is probably true but would have resource implications, requiring either more money or fewer workshops. Nonetheless LCP2 will try to put on the occasional longer workshop where the subject matter justifies it.
- 2.1.6 On the subject of training we would make particular mention of LCP2 Director (and former Chair of Richmond) Wendy Kyrle-Pope, whose efforts in establishing good relationships with the MPS have borne fruit in the shape of two workshops run jointly by LCP2 and the MPS (Firearms; Murder). The feedback from all sides has been excellent and we plan to put on more of this kind of collaborative event.
- 2.1.7 Consideration has been given from time to time to charging for attendance at our workshops, but it has each time been rejected as largely a case of robbing Peter to pay Paul (and contrary to the perceived MPA view that it has already funded the training on CPEGs' behalf through the LCP2 grant). Cases of non-appearance by people who have booked places are a recurrent headache, because our events almost always have a waiting list and the refreshments have to be paid for whether or not they are consumed.
- 2.1.8 LCP2 has also paid for a number of CPEG representatives to attend fundraising courses run by London Voluntary Service Council. It is also able to pass on discounts for attendance at major (eg Capita) conferences but, even at reduced

rates, these generally remain beyond the budgets of CPEGs or LCP2. Which is a shame.

- 2.1.9 We have occasionally invited “outsiders”, bodies outside the 'community engagement family' such as local authority community safety units, to attend our workshops, but not charged them. We believe that this is an area of potential income for LCP2 which could be expanded – although given the present financial climate probably not by much: training budgets are usually the first to be slashed.

2.2 Website

- 2.2.1 LCP2 publishes a website which contains extensive examples of good CPEG practice. As well as containing basic background information about CPEGs and LCP2, it aims to provide a wide range of examples of how CPEGs go about their business, both in terms of day-to-day practicalities and more proactive activity / engagement.

- 2.2.2 The first includes such areas as governance arrangements (aims and objectives, constitutions, service level agreements, staff and officer job descriptions, elections), membership (composition, application forms), organisation of meetings (publicity, agendas, minutes, crime stats reporting formats, topic presentations), publications (newsletters, annual reports), etc.

- 2.2.3 The latter includes material on a wide range of CPEG activities - a fair amount of it taken from submissions for the MPA's engagement awards. Also featured are the MPA's Practical Handbook for CPEGs in its entirety and the Good Practice Guide, issued by the London Chairs Forum (LCP2's predecessor) in 2005 but still containing useful material.

- 2.2.4 Material from the original website <http://www.e-voice.org.uk/lcp2/> is currently being migrated to a new one <http://www.lcp2.org.uk/> on grounds of cost. The earlier set-up allowed sites to be provided for individual CPEGs at no additional charge but the level of cost has become unsustainable. The new provision can be recommended to affected CPEGs as cheap but effective.

2.3 Advice and consultancy

- 2.3.1 LCP2 is engaged on a daily basis in providing ad hoc advice to individual groups, chairs and co-ordinators [administrators], either direct from the office or by having recourse to the accumulated knowledge and experience of long-standing CPEG members, particularly current or former chairs. These have sometimes been able to go to other boroughs to give guidance and counsel at difficult times. We generally make no charge for this service.

- 2.3.2 LCP2 also on occasion provides consultancy services to CPEGs, either directly or by sourcing an external consultant, or a combination of the two approaches. To date we have assisted Bexley, Hackney and Waltham Forest in this way, in each

case for a modest fee. It is fair to say that we have not been very proactive in developing our consultancy activities, either as a service to Groups or as a revenue stream for LCP2, and we are minded to expand this side of the business (not necessarily just for CPEGs) over the next couple of years.

2.3.3 We believe there is much more scope for LCP2 to be used as a broker for specialist information regarding communities or locations. Through our member CPEGs we have access to a huge knowledge bank covering all areas of London, and we believe more use could be made of this resource by the statutory agencies.

2.4 Review of Safer Neighbourhoods

2.4.1 Special Adviser to LCP2 (and former Chair of Kensington and Chelsea CPEG) Karen Clark recently conducted a thorough review of the Safer Neighbourhoods in the borough of Kensington and Chelsea. She reported her findings to the MPA Community Engagement event on 9th November 2010 and they were very well received. Her report has now been placed on the LCP2 website, and we understand that copies are being distributed throughout the MPS.

2.5 "What if ..." guides

2.5.1 LCP2 is in the process of preparing for publication a series of "What if" guides - namely: "... we have Problems with People and Dogs?", ".. there is a Critical Incident in our borough?" and ".. there is a Murder in our borough?". The first (on People and Dogs) would have been issued before now but has been delayed by the need for clarification of changes to the law.

2.6 Good practice is also disseminated through regular meetings of group Chairs and Administrators. These are covered in the next section.

3. LCP2 activities interlinking CPEGs' Chairs and Co-ordinators

3.1 Chairs meetings

3.1.1 LCP2 organises, chairs and administers quarterly meetings of the CPEG Chairs, generally in the evening in a central London location. LCP2 has so far largely been able to use the good offices of partners to obtain free bookings. The meetings give Chairs the opportunity to receive briefings and presentations, raise issues, compare notes, share good practice, give feedback on their CPEG's activities, discuss issues of common concern and formulate agreed positions, etc.

3.1.2 The SLA requires all [34] CPEGs to have been represented at Chairs Forum and Commissioner Meetings during the year, with at least half [17] at any one meeting. Information on attendance, and on the topics (presentations) covered, is given below.

YEAR	No.	ATTENDANCE			TOPICS
		RANGE	AVE.	CUMUL.	
2008/09	4	17 - 22	19	30 (88%)	PCSOs MPA Youth Scrutiny MPS Crime Mapping website Stop and Search Community Monitoring Network
2009/10	4	18 - 20	19	30 (88%)	Wildlife Crime MPA / Engagement Unit Public Order Policing / HMIC reports
2010/11 (to date)	3	18 - 21	19	27 (80%)	policing and the 2012 Olympics 'Say No to Hate' Territorial Support Group

The most recent meeting did not follow the normal format but was devoted entirely to discussion of ways in which CPEGs could respond to the need for cuts.

3.1.3 Seasoned observers of the CPEG scene have commented that there is now a new breed of Chairs coming forward and making their presence felt. In particular, they are felt to be less insular in their remarks at Chairs meetings, and more 'corporate' in their approach to London wide issues, than was the case two or three years ago.

3.2 Commissioner meetings

3.2.1 LCP2 also organises quarterly meetings at New Scotland Yard for Chairs to meet the Commissioner. These give the opportunity for briefing on policing developments and

YEAR	No.	ATTENDANCE			TOPICS
		RANGE	AVE.	CUMUL.	
2008/09	3	25 - 27	26	31 (88%)	MPS Policing Plan and Priorities process Operation Blunt 2 Citizen Focus and Central Comms Command Public Order Policing Forced Marriage and Honour-Based Violence Overt Filming Khat
2009/10	4	15 - 25	19	29 (88%)	Sapphire Teams / Rape Investigation new Territorial Policing Area Structure Notting Hill Carnival (debrief) Status Dogs Unit Air Support Unit Bradley Report Public Order Policing (MPS response to HMIC)
2010/11 (to date)	2	22 - 25	23.5	27 (80%)	Territorial Policing modernisation Early years intervention and anti-violence strategy

for Chairs to raise issues and questions directly with the Commissioner. Details are given in the table above (see SLA attendance standards in 3.1.2 above).

- 3.2.2 The next meeting is being held on 9 December (probable items: Prevent Strategy revision, Safer Neighbourhoods review). The full annual programme of four meetings will be completed in March 2011.
- 3.2.3 LCP2 regularly canvasses all CPEGs for suggestions for topics and questions to be raised at the Commissioner meetings, and the Board of LCP2 makes the final selection. Our Administration Manager liaises with NSY between meetings to ensure that actions are followed up.
- 3.2.4 The term 'Commissioner meeting' has become something of a misnomer as the Commissioner has in recent years - and certainly during the life of LCP2 - been a participant in parts of the proceedings only and this year conspicuous only by his absence. The meetings are however co-chaired by the Assistant Commissioner for Territorial Policing, Ian McPherson, and recent meetings have been particularly informative and productive. The Chair of LCP2 has written to the Commissioner to express Groups' disappointment at his non-attendance.

3.3 Co-ordinators (administrators) meetings

- 3.3.1 In addition to the above LCP2 organises and administers quarterly meetings for the CPEG Co-ordinators (Administrators), also in a central location. The co-ordinators have recently elected one of their number to chair these meetings.
- 3.3.2 These meetings afford co-ordinators the opportunity to discuss issues of common concern, network, raise practical questions and share experience and best practice. The SLA requires all [32] Co-ordinators to attend at least one meeting during the year, with at least one third [11] at any one meeting. Details are given below. (There are seldom presentations on specific topics though individual co-ordinators sometimes ask for discussion of particular issues, e.g. youth engagement).

YEAR	No.	ATTENDANCE		
		RANGE	AVE.	CUMUL.
2008/09	4	10 - 17	12.5	21 (62%)
2009/10	4	7* - 15	10.5	21 (62%)
2010/11 (to date)	3	18 - 20	18.7	24 (75%)

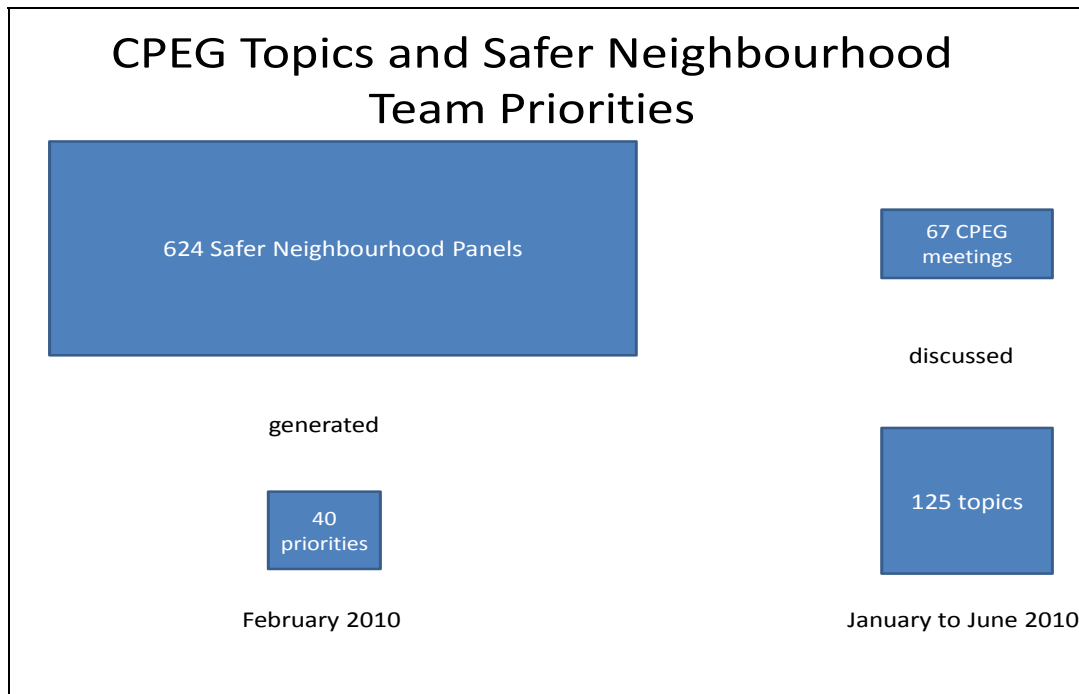
- 3.3.3 Administrators' attendance and active involvement has risen conspicuously in the past year. It is also very noticeable that they have become more cohesive as a group, which we regard as an unmitigated success, and one that would have happened much more slowly – or not at all – without LCP2 involvement. This may

perhaps owe something to personal anxieties, but more to a will to respond constructively to the situation their groups face and to a growing appreciation of the value of collaborative working with colleagues.

- 3.3.4 A number of co-ordinators have developed local networks for mentoring and mutual support purposes, and continue to collaborate on cross border projects.

4. LCP2 intelligence activities: emerging London-wide issues

- 4.1 In late 2008 LCP2 began a project to collect and analyse the minutes of all CPEG public meetings, so as to identify what was on the mind of London's communities and how these concerns change over time. This initiative, named LC3 (London Communities' Crime Concerns) is now well established, and has recently produced its fourth six monthly report.
- 4.2 To the best of our knowledge our intelligence product LC3 is the only regular source of qualitative data on crime and policing concerns across London as a whole. It provides timely, comprehensive information on London communities' crime and policing concerns, reporting on what is on people's minds now, what issues are emerging, and what issues are retreating from the public consciousness.
- 4.3 LC3 is extremely good value for money – £3,000 for the contract to code and analyse the minutes from 120 odd CPEG meetings every year, plus an estimated £4,500 in LCP2 costs: £7,500 in all.
- 4.4 Copies of the latest LC3 reports and briefing are attached. What the reports show:
- The current top issues being raised in CPEGs (current concerns)
 - What is coming up in the charts (emerging concerns)
 - What is going down in the charts (retreating concerns)
- 4.5 LC3 complements the intelligence gained from Safer Neighbourhood Panel priorities but does not duplicate it. Figure 1 illustrates the fundamental difference between CPEGs and SNPs: a relatively large number of SNPs generates a relatively small number of priorities, while the CPEGs are the exact opposite - a relatively small number of CPEG meetings cover a relatively large number of issues.

Fig. 1 Topics and Priorities

4.6 A shopping analogy might help to illustrate the point regarding what Londoners want their police service to do. For SNPs think of corner shops, and for CPEGs think of supermarkets. There are a lot of SNP corner shops, they are very local and convenient, but they only carry a limited range of items (priorities). The CPEG supermarkets are fewer in number and have bigger catchment areas, but they offer a much greater choice of items (topics discussed). It is quite possible to run a household using only the narrow range of items available from the corner shop, but to do so is to miss out on all the rich variety available from the supermarket. Both types of retail outlet have their place, but they are not interchangeable.

4.7 By the same token, the Police Authority needs to have both types of intelligence at its disposal: LC3 and SNP priorities. It follows that disbanding CPEGs or LCP2 would have the unfortunate consequence, amongst others, of cutting off a unique source of intelligence for the Authority.

4.8 What happens to the LC3 data?

4.8.1 Currently the six monthly charts and briefings go to the following:

- All MPA members
- The MPS
- All CPEGs

- All London Members of Parliament
- All Community Safety Managers and London Councils has just agreed to place a link from the Safer Communities part of its website to the LC3 section of the LCP2 site. (We shall be approaching the Safer London Foundation shortly to suggest a similar arrangement with their website.)

4.9 Possible future developments

- 4.9.1 We believe there is scope for greater use of the intelligence generated by LC3. For example, the MPA could add LC3 data to the other sources it uses in preparing the Policing London Business Plan¹.
- 4.9.2 The MPA could also use the qualitative data that underlies the numbers used in the charts and briefings to inform a range of its activities. For instance, the topic of police/public communication is consistently at or very near the top of the charts – and this goes back at least to the year 2002. Would MPA consider an initiative of some kind to address this perennial problem? There is a wealth of verbatim material available in LC3 from the minutes of the CPEG public meetings which could be used to inform such an initiative. Alternatively the CECF committee might wish to commission reports from the police on some of the other current issues which are not already part of the MPA work programme.
- 4.9.3 For our part, LCP2 could make more use of the LC3 data in the context of our regular meetings with New Scotland Yard, perhaps by asking the police for reports on the topics which have risen furthest up the chart in the most recent period, the emerging issues.
- 4.9.4 We have already indicated that we believe some of our activities to have unrealised commercial potential. We plan to explore the potential of LC3 in this regard, especially the opportunities for sponsorship.

5. **CPEG issues**

- 5.1 For many CPEGs the dominant concern at this time is the same as it has been for some years – how to survive in an adverse financial climate. Groups have devised a number of strategies for coping, but reserves don't last for ever (and are frowned on by MPA) and in the end the options for making big savings come down to two: share accommodation or share staff. Neither is attractive but either may become necessary.

¹ For the 2011/12 Business Plan the others were: an online qualitative questionnaire asking respondents to state their top three priorities for policing in London; a shorter postcard style questionnaire asking people to select their top three priorities from a set list; two questions on priorities included in the MPS Public Attitudes Survey; a question on priorities included in the MPS online youth survey.

- 5.2 Income generation is harder than ever before in the face of massive public expenditure cuts, and in any case these activities can take a year or more to become fruitful.
- 5.3 Uncertainty about the scale and speed of the cuts themselves is also casting its shadow over Groups' forward planning. Morale is already beginning to suffer.
- 5.4 Of perhaps more concern is the question of equity. We are particularly worried about rumours that the cuts in the community engagement budget will be deeper and faster than will apply elsewhere in the public sector in general and to the police in particular. The figure of 25% over 4 years which seems to be the going rate for "unprotected" public services is bad enough, but it would be quite inequitable for the MPA to cut CE funding by much more than this, or over a much shorter timescale, or both. It would also be inequitable for cuts to be imposed in a one size fits all manner. Several Groups have been having real terms cuts year on year ever since the £50,000 cap was imposed and it would compound the historical inequity if this pattern were to be repeated.
- 5.5 We should also mention our concern at the way the funding process has been slipping later and later every year, and the failure of MPA to sign up to the Compact which would provide a framework for regulating funding process issues.
- 5.6 When we review the history of discussions with MPA we see that money has been the dominant theme in recent years. While this may represent progress since the days when the discussions were mostly about constitutional matters and the autonomy of Groups, it is still a matter of regret that discussion about community police engagement (how to do it and what comes out of it) is in second place at best.
- 5.7 In an ideal world we would like to be seen as third sector partners of the Authority (and the CDRPs), assisting you in your oversight of the Metropolitan Police by bringing a unique voice to the table, the voice of volunteer community representatives with strong and extensive local roots.
- 5.8 You have already given LCP2 the opportunity to engage with you through the appointment of one of our staff, Richard Hunt, as a co-opted member of the Community Engagement and Citizen Focus sub-committee, a link which is much appreciated. We hope that if and when Richard leaves LCP2 it will be possible to continue this arrangement with someone else.

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