

Embedding evidence based policing in the MPS

Evidence Based Policing MPS framework 2014/15

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Benchmarking the use of evidence in the MPS

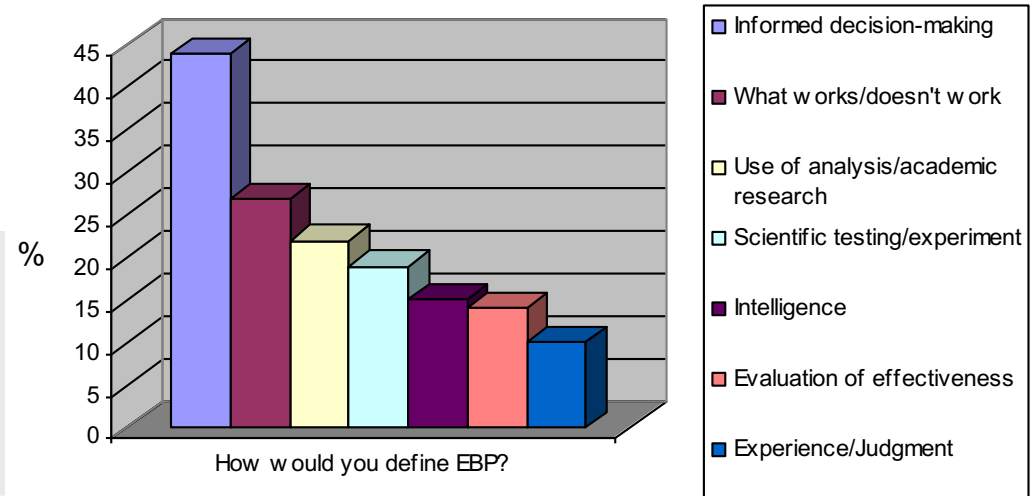
A series of benchmarking exercises during 2012/13 (a survey of 250 senior staff and self-assessments with MPS training providers) found that whilst there is broad support for the concept of EBP, there is a long way to go in terms of embedding it routinely in how we work:

When asked about EBP, most showed some interest and understanding...



But lower quality methods were more accepted:

- 100% of senior staff willing to use pre vs. post design
- Over half **not willing at all** to use a Randomised Control Trial



And in reality, professional experience outweighs scientific evidence:

- 99% use professional experience / knowledge *daily or weekly*
- 85% use views of local staff *daily or weekly*
- 62% use newspaper articles *daily or weekly*
- 7% use academic journals *daily or regularly*

Findings of the training self-assessments reflected those of the senior staff survey:

- Course content focused on professional experience, with research-based evidence on 'what works' featuring infrequently or rarely.
- No systematic approach to incorporating scientific evidence to the design or review of training.

2012/13: Making the case for Evidence Based Policing (EBP)

A programme of work to embed EBP into the MPS was agreed in April 2012:

Work stream 2012/13	Overview
1. Best evidence driving MPS learning, training and development	Identifying where best evidence is leading tactics and training and where there are gaps, begin to fill them
2. Talent Management and Career Progression	Ensuring MPS Talent Management is aligned with the College of Policing and the professional officer and staff journeys
3. Policing Professorship and other academic links	To establish and fund a 'Commissioner's Chair' within a university and collaborate with academics and the College of Policing to initiate groundbreaking research
4. Promoting new research	Conducting in house evaluation and Random Control Trials , aligning new research to Met priorities to identify what works and stabilise implementation
5. Harnessing what works	Making practical resources available for officers and staff that highlight best evidence.

Some of this work has gained traction notably in socialising EBP, carrying out research and building academic relationships including the proposed MPS Policing Professorship . The transfer under stage 2 of the MPS Evidence and Insight team (in-house research) to MOPAC has refocused our delivery.

For 2014/15 we want to focus EBP on delivering policing outcomes in a more tangible way. This will be achieved by identifying priorities for EBP/research and meeting these; galvanising the Met's significant skills base to champion and action EBP; and building mutually productive professional relationships with academics and partners.

2013/14: Developing Evidence Based Policing (EBP)

A new programme of work to embed tangible EBP into the MPS has been started in 2014/15:

Work stream 2014/15	Overview
1. Embed the framework	<p>Introduce a simple framework for EBP and Research that clarifies responsibility for co-ordinating the functions - MetHQ - and for operationalising delivery - ACPO Crime Prevention and EBP.</p> <p>Provide governance of EBP that defines priorities for EBP projects, generates activity and manages delivery – EBP Committee and EBP Delivery Team.</p>
2. Drive research and delivery	<p>Understand the research landscape, what research is underway and what is planned in the Met – Met Police Research and Learning Register.</p> <p>Define and clarify the research agenda against MPS priorities, what research is required in the Met – Met Police Research Plan and Met Police EBP Programme.</p>
3. Employ and build our capability – Met	<p>Understand and engage capabilities within the Met to deliver projects and champion EBP – Met Police Research and Learning Community; <i>potential for EBP Commissioners Award/Fund</i>.</p>
4. Engage and build our capability - partners	<p>Understand and engage with academic and partner capabilities outside the Met – Met Police Academic and Research database plus <i>College of Policing POLKA, WWCCR, Policing Networks and Consortia, Society of EBP</i>.</p>
5. Share what works	<p>Provide focus through an EBP Intranet homepage, toolkits and resources.</p> <p>Capture research and learning in an MPS repository or living library and sharing this – Met Police Research and Learning Library; Master Classes.</p> <p>Promoting innovative thinking and robust evidence based solutions to improve tactical policing practices and outcomes – Local Learning Network.</p>

The programme

In delivery the MPS has been more effective at solving immediate operational issues than in understanding and embedding sustained and palpable change in the way we do things. This has mostly been to do with resistance to change, parochialism and a limited understanding of the long term positive impact of research and EBP on organisational performance. This despite a huge body of research and evidence based policing material that has applied rigour both within the MPS, across other forces and in other organisations.

Key challenges:

- Aligning EBP with corporate and operational decision-making
- Training.

The vision remains:

Evidence Based Policing (EBP) will make the MPS more effective, efficient and transparent. The MPS will be the most progressive and professional police service in the world because EBP will be *business as usual*.

By 2015/16, we will be:

USING evidence of 'what works' – leaders shape tactics based on the evidence, and know what research exists and where to find it, making their decisions more accountable; frontline officers and staff consciously implement best evidence because they understand when and why research-based evidence is relevant and appropriate.

DEVELOPING evidence of 'what works' – leaders are 'research-practitioners' (like doctors) with the necessary attitude, knowledge and training to test ideas and challenge existing practice; frontline officers and staff are better at recording data and accustomed to a more scientific approach to their duties, aware of EBP's benefits.

The five work streams for 2014/15 are designed to build on foundation work to further embed EBP into the MPS at three levels:

1. Tactical EBP – local policing solutions such as deployments, problem oriented policing, community contact.
2. Organisational EBP – such as the predictive policing pilot and traceable liquids study.
3. Strategic EBP – such as national research examining custody and international research on criminal behaviours.

1. Embed the EBP Framework

Objective: To establish a recognised framework for EBP within the organisation

Approach

To fully develop EBP within the MPS we must embed structures, systems and processes into everyday thinking. During 2014/15, we will:

- Embed a structure that clarifies responsibility for co-ordinating research and EBP - **MetHQ** - and for operationalising delivery - **ACPO Crime Prevention & EBP**
- Provide governance of EBP (within the Met framework) that defines priorities for EBP projects, generates activity and manages delivery – **EBP Committee** and **EBP Steering Group**
- Integrate the remaining TP Capability and Support function into a pan-London MPS **EBP Delivery Team** under ACPO Crime Prevention & EBP
- Work closely with MetChange to ensure that EBP is incorporated in organisational design, including an EBP service budget line and alignment with the PBB process.
- Support a Policing Professorship.

Outcomes

- EBP is incorporated into organisational design with a service line and functions are aligned to support EBP
- MetHQ manages a robust EBP framework, and ACPO Crime Prevention & EBP delivers robust outcomes
- The EBP Committee initiates EBP delivery in line with corporate priorities and PBB, managed to successful delivery by an EBP delivery team

Dependencies

- ACPO lead and EBP Governance
- Internal champions and strategic support
- MetChange - initiating an EBP service budget line

2. Drive research and delivery

Objective: To ensure that MPS research meets our needs and is robust

Approach

We need to grip and understand the research landscape for the Met and use this to direct research to improve policing in priority areas. We need a research plan. We will ensure that all research is validated, supporting the College of Policing EBP objective that 'Police service research meets recognised national research design and statistical standards/best practice'. During 2014/15 we will:

- Understand the research landscape, what research is underway and what is planned – College of Policing, Polka, WWCCR, Universities, Academics, Policing Consortia.
- Map all research activity across the Met and systemise our research register – **Met Police Research and Learning Register**.
- Define and clarify the research agenda, what research is required - develop a **Met Police Research Plan** and an **EBP Programme**.
- Coordinate and quality-assure all MPS research
- Work closely with MOPAC, the College of Policing and academics to identify and undertake collaborative research projects.

Outcomes

- Planned EBP and Research is commissioned against policing priorities.
- All MPS research is coordinated and quality-assured, and routinely feeds into the existing national (and international) evidence-base
- EBP and Research impacts on and is integrated into strategic and tactical policing activity
- MPS becomes more professional, leading the professionalisation of police and criminal Justice services nationally.

Dependencies

- An agreed MPS Research Plan and EBP programme
- Internal governance of MPS research
- College of Policing, Academics, Policing Consortia.

3. Employ and build our capability - Met

Objective: To build and better use Met skills and capabilities to deliver EBP

Approach

We could better use our significant internal capabilities to improve the way we do things. The transfer of our research unit to MOPAC has refocused our attention on skills, experience and capability in the Met - many of our officers and staff have compelling academic credentials and abilities and a desire to tackle policing issues to drive change and improvements. During 2014/15 we will:

- Understand and engage capabilities within the Met to deliver projects and champion EBP – **Met Police Research and Learning Community** talent pool
- Establish **EBP champions** across the MPS and capitalise on our knowledge and skills
- Socialise EBP amongst MPS officers and staff and develop tools to enable EBP practitioners
- Liaise with HR to ensure EBP principles feed into training
- Work with the College of Policing to develop EBP skills amongst officers and staff

Outcomes

- Met officers and staff develop and engage best in class capabilities to drive research, EBP and learning
- The Met uses the internal talent pool by default, engaging external capabilities for validation or expertise
- Met Officers and staff use research and learning in their everyday work
- EBP champions provide practical guidance and support

Dependencies

- MPS research register and database
- Met wide skills audit
- Strategic support from leaders
- College of Policing professional training

4. Engage and build our capability - Partners

Objective: To develop powerful collaborative networks with partners to share capability and learning

Approach

The renewed national and international focus on collaborative research into crime and criminology and on Evidence Based Policing provides opportunity for a step change in learning and application to deliver on policing priorities. During 2014/15 we will:

- Understand and engage with academic and partner capabilities outside the Met – **Met Police Academic and Research database**
- Undertake collaborative projects with MOPAC and the College of Policing such as the MOPAC Research Fair
- Develop strong relationships with leading academics, universities and research-led organisations
- Expand collaboration with the Society of Evidence based Policing in London
- Explore regional policing networks tackle 'cluster' issues (such as acquisitive crime in affluent south-east)
- Work closely with the College of Policing to improve POLKA, the WWCCR and develop a Police Knowledge App.

Outcomes

- The Met is a leading national and international partner in policing research and EBP
- We engage a broad and deep talent pool through our Academic & Research database and share learning
- We collaborate on priority issues with MOPAC and the College of Policing
- Ensure that POLKA is a high quality, accessible resource used regularly by MPS officers and staff

Dependencies

- MOPAC Evidence and Insight team
- College of Policing
- Academics, Universities, Policing Consortia

5. Share what works

Objective: To share knowledge, skills and learning to improve policing outcomes

Approach

We must actively socialise Evidence Based Policing and Research in the Met and with our partners to generate the greatest possible impact. We must inform decision-makers and tactical leads who deliver policing to our communities, and lead the strategic debate about What Works. During 2014/15 we will:

- Provide focus through an **EBP Intranet homepage**, with toolkits, resources and a 'What Works' forum, and share as appropriate on the MPS Internet site
- Capture research and learning in an MPS repository or living library and share this – **Met Police Research and Learning Library**
- Disseminate research and EBP to the College of Policing 'Policing and Crime Reduction Research Map' and to the National Police Library, POLKA and WWCCR
- Introduce Crime Prevention and Crime Reduction **Master Classes** and **briefings** that are open to partners and academics
- Promote innovative robust evidence based solutions to improve tactical policing – **Local Learning Networks**.

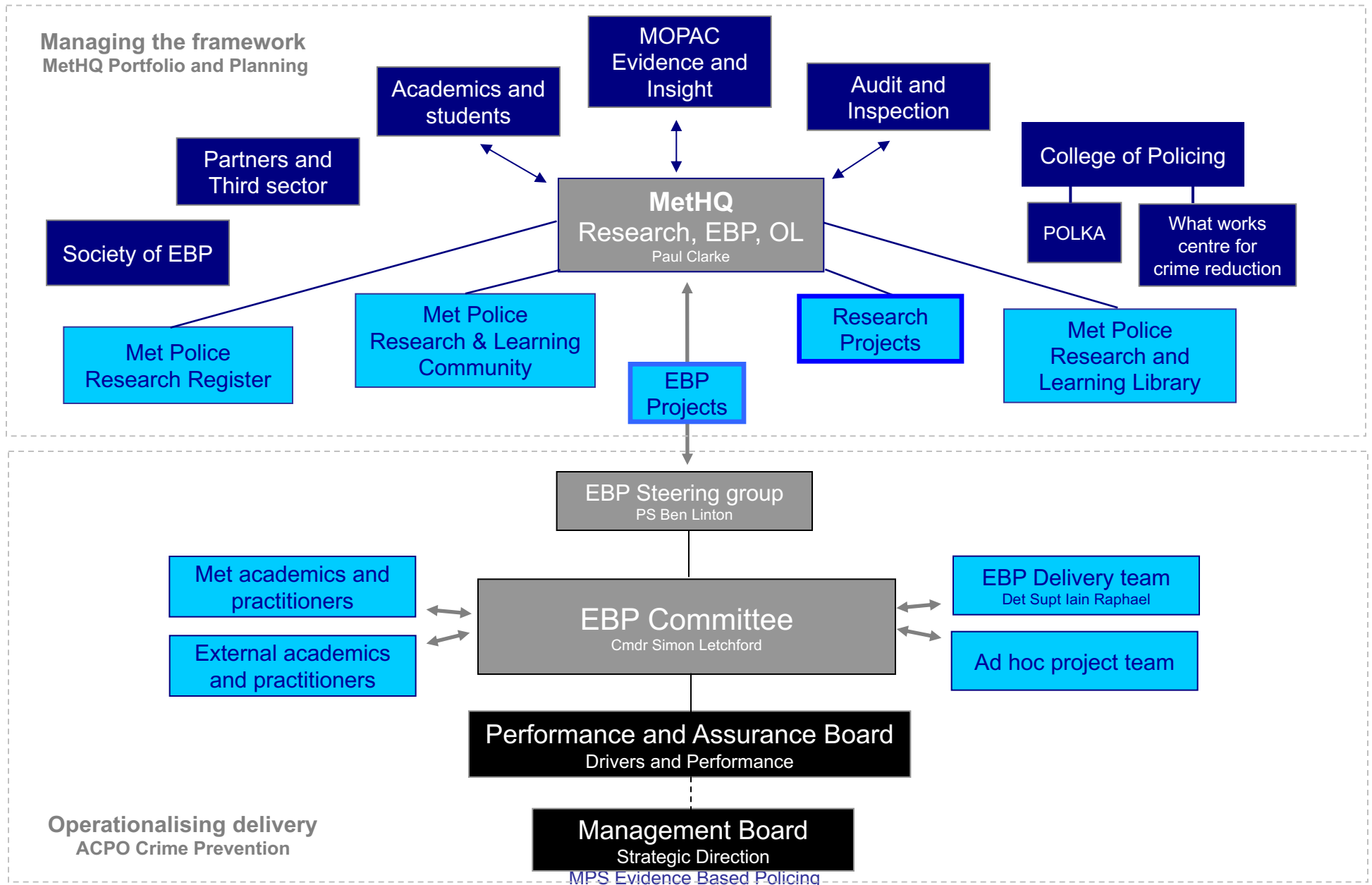
Outcomes

- MPS officers and staff at all levels engage EBP and share evidence of what works
- EBP, Research and Learning resources are readily available to the Met and our partners
- We develop generative collaborative networks across policing and with academia and third-sector partners that drive improvements
- Learning is translated into meaningful, tangible change to existing activity, routines, processes and culture.

Dependencies

- Digital Policing ICT maturity
- College of Policing, POLKA, WWCCR
- Academics, Policing Consortia

Governance



Timelines and key milestones

