

# Merton Council Overview and Scrutiny Commission



Date: 15 March 2023

Time: 7.15 pm

Venue: Council chamber - Merton Civic Centre, London Road, Morden SM4 5DX

## AGENDA

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| 5 | BCU Commander - crime and policing in Merton<br>To follow | 1 - 34 |
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The meeting room will be open to members of the public from 7.00 p.m.**

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Agendas can also be viewed online in the Borough's libraries and on the Mod.gov paperless app for iPads, Android and Windows devices.

## Overview and Scrutiny Commission membership

### Councillors:

Edward Foley (Chair)  
Mike Brunt (Vice-Chair)  
Agatha Mary Akyigyina OBE  
Billy Hayes  
Usaama Kaweesa  
Paul Kohler  
Gill Manly  
Nick McLean  
Stuart Neaverson  
Tony Reiss

### Substitute Members:

Stephen Mercer  
Thomas Barlow  
Martin Whelton  
Anthony Fairclough  
John Oliver  
Edith Macauley MBE

### Co-opted Representatives

Mansoor Ahmad, Parent Governor  
Representative - Secondary and Special  
Sectors  
Becky Cruise, Parent Governor  
Representative  
Dr Oona Stannard, Catholic Diocese  
Roz Cordner, Church of England Diocese

### Note on declarations of interest

Members are advised to declare any Disclosable Pecuniary Interest in any matter to be considered at the meeting. If a pecuniary interest is declared they should withdraw from the meeting room during the whole of the consideration of that matter and must not participate in any vote on that matter. For further advice please speak with the Managing Director, South London Legal Partnership.

### What is Overview and Scrutiny?

Overview and Scrutiny describes the way Merton's scrutiny councillors hold the Council's Executive (the Cabinet) to account to make sure that they take the right decisions for the Borough. Scrutiny panels also carry out reviews of Council services or issues to identify ways the Council can improve or develop new policy to meet the needs of local people. From May 2008, the Overview & Scrutiny Commission and Panels have been restructured and the Panels renamed to reflect the Local Area Agreement strategic themes.

Scrutiny's work falls into four broad areas:

- ⇒ **Call-in:** If three (non-executive) councillors feel that a decision made by the Cabinet is inappropriate they can 'call the decision in' after it has been made to prevent the decision taking immediate effect. They can then interview the Cabinet Member or Council Officers and make recommendations to the decision-maker suggesting improvements.
- ⇒ **Policy Reviews:** The panels carry out detailed, evidence-based assessments of Council services or issues that affect the lives of local people. At the end of the review the panels issue a report setting out their findings and recommendations for improvement and present it to Cabinet and other partner agencies. During the reviews, panels will gather information, evidence and opinions from Council officers, external bodies and organisations and members of the public to help them understand the key issues relating to the review topic.
- ⇒ **One-Off Reviews:** Panels often want to have a quick, one-off review of a topic and will ask Council officers to come and speak to them about a particular service or issue before making recommendations to the Cabinet.
- ⇒ **Scrutiny of Council Documents:** Panels also examine key Council documents, such as the budget, the Business Plan and the Best Value Performance Plan.

Scrutiny panels need the help of local people, partners and community groups to make sure that Merton delivers effective services. If you think there is something that scrutiny should look at, or have views on current reviews being carried out by scrutiny, let us know.

For more information, please contact the Scrutiny Team on 020 8545 3864 or by e-mail on [scrutiny@merton.gov.uk](mailto:scrutiny@merton.gov.uk). Alternatively, visit [www.merton.gov.uk/scrutiny](http://www.merton.gov.uk/scrutiny)

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| Conservative Group | <p><b>Please can you provide an update about the future of Wimbledon Police Station.</b></p> <p>Unfortunately, I have no further news on this matter and await a decision from MOPAC.</p>  |
| Conservative Group | <p><b>What is the Borough Commander doing to reduce vehicle damage and car and catalytic convertor theft? This type of crime appears to be increasing and is making residents feel unsafe.</b></p> <p>There is information on the MPS website on catalytic converter theft and how to prevent/report it (link below).</p> <p><a href="https://www.met.police.uk/cp/crime-prevention/keeping-vehicles-safe/catalytic-converter-theft/">https://www.met.police.uk/cp/crime-prevention/keeping-vehicles-safe/catalytic-converter-theft/</a></p> <p>I have included a leaflet with this document on what we are doing locally in Merton to combat this crime.</p>  |
| Conservative Group | <p><b>Do the police have any plans to do more engagements in schools to warn children of the consequences of criminal behaviour, particularly among teenage boys?</b></p> <p>SW Youth Engagement Team have ongoing programmes in secondary schools which Safer Schools officers (SSOs) present to students. We regularly give presentations on knife crime, drug abuse, child sexual exploitation, criminal exploitation, staying safe on social media, keeping safe on the streets (especially with regards to street robbery). SSO focus their presentations on current issues, which they identify in collaboration with individual schools. We work with external organisations who present on issues affecting children (e.g. VAWG and consent).</p> <p>Additionally we have Youth Engagement and Diversion Officers (YEDOs) whose role is to focus on children on the cusp of criminality or those who are particularly vulnerable. They will often try to work with groups of young people around specific topics, e.g. teenage boys displaying signs of harmful sexual behaviour will receive an input on consent.</p> |
| Conservative Group | <p><b>What actions have been taken to stop MOPED related thefts across the BCU?</b></p>  |

**Borough Commander Questions – 15 March 2023**

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|                    | <p>Theft of mopeds is an issue across the MPS. In order to address this, we are taking a number of steps:</p> <p>Prevention: DWO's and PCSO's conduct leaflet drops at addresses where mopeds can be seen outside. The leaflets provide advice on how to prevent moped theft. This includes, use of immobilisers, placing mopeds in a locked garage or out of view from the street.</p> <p>Reaction: We have specially trained officers on each response team who are able to pursue vehicles in order to catch offenders. Traffic officers will respond and assist local officers.</p> <p>Investigation: The investigating officer collates evidence including review of CCTV where time parameters allow, tracking devices, ANPR, Intelligence.</p> <p>It is important we continue to work with our partners to put preventative measures in place (CCTV, adequate lighting, crime prevention advice) to drive down these crimes.</p> <p>There has been a marked increase of theft of motor vehicles within Merton in the last months, with 337 more vehicles stolen this year when compared with the previous 12 -24 months. It is difficult to interpret this data properly due to reduced crime levels during Covid. Even so, the figures do highlight the need for us to address this issue, in partnership.</p> <p>Theft of motor vehicles is one of the neighbourhood crimes the new Merton Neighbourhood Superintendent will focus on, utilising intelligence led policing, to target prolific offenders in order to the reduce the volume of these offences.</p> |
| Conservative Group | <p><b>Schools across the country have reported rising levels of misogyny connected to the influence that Andrew Tate and other online influencers have on young men. What more can be done to prevent this and what actions have been taken by the MET so far considering that the Mayor of London has made tackling violence against women and girls a priority?</b></p> <p>Tackling VAWG is one the Met priorities and something I have been involved in over a number of years. Some of this is detailed within the Turnaround Plan.</p>  |

**Borough Commander Questions – 15 March 2023**

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|                    | <p>We have a comprehensive local plan (see attached) as well as a multiagency VAWG board, which coordinates all activity.</p> <p>In relation to tackling misogyny within schools, this requires a partnership approach, but the activity of SSOs is detailed above.</p>   |
| Conservative Group | <p><b>Previously you have said that adults with mental health issues are that most prevalent issue that officers encounter, is this still the case, and has there been any change to how officers treat adults with mental health issues over the last few years?</b></p> <p>Data Sept – Dec 22 (South West)</p> <p>All Mental Health incidents – 325</p> <p>S136s – 206. Our recent digital 434 form data highlights a 5 hour &amp; 30 minute average waiting time per incident for a handover with health services. There are still gaps in this data, but based on what we know, the amount of officer time waiting with a person under S136 is 1091 hours for this period.</p> <p>In addition to the above, the rise in health generated welfare checks conducted by police has been expeditious.</p> <p>In 2017, the 136 Pathway was introduced. This led to changes in how public services manage mental health in the community and mental health settings.</p> <p>The most significant change was that A&amp;E became a place of safety for people detained by police under S136 of the MHA. This led to a marked increase in officers waiting to hand responsibility of a detained person to health staff. In an acute mental health setting acute setting, staff are better equipped to manage the subject and release the officers much sooner.</p> <p>There is a support line for officers to use prior to invoking Section 136 so they can seek professional advice when dealing with someone in crisis. It is mandatory for police officers to seek professional advice prior using S136MHA where the circumstances allow them to do so.</p> <p>We are looking at a range of options in partnership with health colleagues, to reduce demand on policing and ensure better care for people in mental health crisis.</p> |

**Borough Commander Questions – 15 March 2023**

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| Conservative Group | <p><b>In September 2020 you said that the BCU has invested heavily in the Violence Suppression Unit and the Burglary and Robbery Teams, yet these issues are still of primary concern, along with vehicle theft, to residents. What has been the result of this investment after more than two years?</b></p> <p>Robbery<br/>The SW BCU outperforms most areas of London. We currently detect around 10% of all robbery offences, which is the second highest in the MPS.</p> <p>Offences continued to raise in the run up to Christmas and reached a high of 38% increase across the BCU. Heavy investment has taken place, predominantly in Merton (Mitcham hotspot) which has seen successes. Our increase has now reduced to 30%, with the last 7 days seeing the lowest recorded figures across London. Between 24<sup>th</sup> February and 3<sup>rd</sup> March there were 3 robbery offences recorded in Merton and our average has dropped from a peak average of 11 to 3-5 a day across the BCU.</p> <p>Approximately 50% of all robberies occur in Wandsworth, with the other boroughs having a fairly equal share.</p> <p>Burglary</p> <p>The BCU has one of the highest reductions in burglary across the MPS, currently 18%.</p> <p>However, challenges remain around identifying and prosecuting offenders. To address this we have created a dedicated burglary team. A review in March will be conducted as performance has remained stagnant at 4.2%. Police intend to invest more staff in this area of business.</p> <p>We are currently reviewing our approach to prolific offenders, utilising the Cambridge Harm Index to quickly identify prolific offenders, who we will focus on to reduce crime levels.</p> |
| Conservative Group | <p><b>How many vacancies are there now for Dedicated Ward Officers?</b></p>  |



**Borough Commander Questions – 15 March 2023**

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|                            | <p>There is currently one DWO vacancy and two PCSO vacancies across all of the Merton wards.</p>   |
| <p>Conservative Group</p>  | <p><b>What actions can be taken to prevent nuisance offences like graffiti etc that are not serious but drag down the appearance of a neighbourhood?</b></p> <p>There are different options available to combat this; use of NOMAD cameras (police portable cameras) as well as Council CCTV portable cameras in areas where there are issues with graffiti and ASB in an attempt to either deter offenders from engaging in these behaviours or identifying those that do.</p> <p>My officers have conversations with the council on a weekly basis in order to stay on top of these issues and target problems at the earliest opportunity.</p>  |
| <p>Cllr Usaama Kaweesa</p> | <p><b>Please can the Borough Commander outline to members what specific steps are being taken by Police teams in the south west, and particularly in Merton, to restore residents' trust and confidence in officers given the recent revelations regarding the number of officers under investigation; the scandal involving those officers who were mistakenly recalled to active service while under investigation; and the conviction of David Carrick?</b></p> <p>Two parts to this answer – internal and external</p> <p>Internal (i.e what we are doing to identify and tackle unacceptable behaviour, attitudes and standards within the organisation) – see the attached Turnaround Plan. This will remain a focus for me. I intend to introduce an Ethics Board, which will identify thematic issues from local misconduct data, which will be addressed via staff engagement and additional training, focusing on the skill set of supervisors and their approach to unacceptable behaviour. This will also allow us to focus on specific teams, if and where a pattern of behaviour becomes apparent.</p> <p>External working in partnership with MOPAC and the LAs in the SW BCU to take an evidence-based approach to improving confidence. This takes the form of Borough based confidence delivery groups (due to meet the first time within the next month). This group will have police, MOPAC, LA, and potentially members of public scrutinising operational delivery of confidence plans. Further, the BCU has regular briefings with IAG chairs to brief on internal misconduct issues.</p> |

## **Borough Commander Questions – 15 March 2023**

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|                  | <p><b>Can we have an update on the progress made to reinvigorate the ward panels and the previously discussed requirement to include at least one open meetings in their annual schedule.</b></p> <p>PS James Peppitt is conducting a deep dive in to how ward panels are currently operating and how we can improve and measure impact.</p> <p>This includes; average attendance, whether the panel is a fair representation of the community, how information is shared with the community, how effective the panel is at deciding priorities which impact the majority of the community.</p> <p>It is important we get this right and I know James would welcome suggestions.</p> <p>It is possible to conduct an open meeting. It may be a better to hold an additional public meeting so we can keep meetings aligned with the agenda. This becomes difficult in a public meeting as people tend to raise problems personal to them (Crime reports, neighbour disputes etc). However, the ward panel is open to all so if anyone wishes to attend, they can contact their local SNT who will put them in touch with the chair.</p> |
| Cllr Paul Kohler | <p><b>Are there any plans to return to providing SNTs in wards not within easy reach of either Wimbledon or Mitcham police station with a base from which to operate?</b></p> <p>My teams work out of 3 offices in Merton. Mitcham Police Station, Wimbledon Police Station and The One O'clock Club (a small office in Wimbledon Park).</p> <p>As part of the Commissioner's desire to create the Strongest Ever Neighbourhood Function, colleagues from the Property Services Department are beginning a review of the estate strategy.</p>   |
| Cllr Paul Kohler | <p><b>Could you briefly outline your role, and that of the SW London BCU collectively, in ensuring the Met is swiftly released from special measures and what if any timeframe currently exists.</b></p> <p>Much of this covered within the Turnaround Plan. This is still in draft and out for public consultation. The Commissioner will publish an updated plan in April 2023.</p>   |

## Borough Commander Questions – 15 March 2023

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|                  | <p>The Casey Review will provide an action plan, which we will need to respond to locally.</p> <p>There are a number of extra Lead Responsible Officers at DSU level and an uplift of two Detective Chief Superintendent's within the central Public Protection Delivery Unit. There are 465 additional officers as well as police staff to strengthen our response to these crimes.</p> <p>The strengthening Neighbourhood project will support this work and improve local knowledge of vulnerability.</p> <p>This will allow the BCU to improve its service delivery, identify risk, and safeguard at an earlier opportunity. With my background in safeguarding, I will remain focused on this area.</p>   |
| Cllr Paul Kohler | <p><b>To what extent are the failings in the Met highlighted by Sir Mark Rowley an issue within the SW London BCU and what is being done at a BCU level to address issues such as misogyny &amp; prejudice?</b></p> <p>Please refer to the previous answer- details the implementation of an Ethics Board. Staff engagement and training is key. I will be asking for assistance from partners with specific skills and community members with lived experience over the coming months.</p>  |
| Cllr Paul Kohler | <p><b>To what extent are local perceptions of an increase in minor crime (such as theft from vehicles) borne out by the evidence and is this limited to reported crimes or is any form of self-reporting study conducted at a BCU level.</b></p> <p>Whether a member of the public calls 999/101 or reports a crime online, the reports feed in to the same data set which available on the MPS website.</p> <p>Merton remains a safe place to live but there is undoubtedly a perception of rising crime, which is borne out by the data.</p> <p>Total notifiable offences have gone up by around 5% in Merton over the last 12 months with 1399 crimes recorded. However, over the last 3 months, the levels have dropped again by around 11% with 3159 TNOs recorded.</p> <p>We are currently undertaking 'street-a-week' which involves officers focusing on a street each week, speaking with residents at every address and talk to them about the ward,</p> |

### Borough Commander Questions – 15 March 2023

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|                  | <p>how they can contact us, where meetings they are able to get involved in and also details about joining NHW.</p> <p>Neighbourhood Watch Monthly Bulletin provides crimes figures for specific streets which allow the community to gain an insight into crime figures in their local area.</p>   |
| Cllr Paul Kohler | <p><b>There is a widespread perception that the police have neither the time, nor the resource to investigate such minor criminality and there is consequently little incentive to report such crimes, apart from when a crime reference number is required for insurance purposes. Is this fair and what would the Borough Commander say in response?</b></p> <p>We have finite resources and many competing demands. However, we are committed to solving local crimes for local people, using locally based officers wherever we can. There is current a review under the Turnaround Plan about what priorities neighbourhood officers should focus upon but the Commissioner has made it clear that solving local crimes, even if considered minor, is an important element in increase confidence in the police.</p> |
| Cllr Paul Kohler | <p><b>Given the limited resources available to her how does the Borough Commander think issues such as speeding, and graffiti be addressed at a borough level.</b></p> <p>See above. Also partnership should play a big part in tackling these issues. In the case of speeding, our colleagues in Roads and Traffic Command have the specialist equipment and training to tackle offences of this nature. We do, on occasion, set up Community Speed watches which deter speeding. Graffiti is often a part of wider ASB behaviour and we work closely with colleagues to Merton Council to prevent, deter and stop ASB.</p>  |
| Cllr Paul Kohler | <p><b>Can we have an update on what is being done to address the spate of muggings and bullying in the borough.</b></p> <p>Please refer to previous answer re robbery.</p> <p>There has been lots of work to combat the rise in robbery offences we have seen in the Borough over the past few months, which is reviewed regularly to ensure effectiveness.</p>   |

**Borough Commander Questions – 15 March 2023**

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|                  | <p>DSU O’Sullivan chairs the bi-weekly Merton Violence meeting where police and partners share information and work collaboratively.</p> <p>Recent tactics include:<br/>Weapon sweeps<br/>NOMAD camera deployments to hot spot areas, Increased patrols in hot spot areas- Op Nightingale<br/>Knife arches at schools.<br/>Increased collaboration with LA CCTV staff</p> <p>This list is not exhaustive. Robbery remains an absolute priority for us here in Merton and we will continue to do everything we can.</p> <p>Further to all of these actions/tactics, we have been making sure that prevention and safeguarding is at the forefront of our mind, engaging with our prolific offenders and depending on age their families to make sure we can identify the root causes of their decisions to commit these offences.</p> |
| Cllr Paul Kohler | <p><b>Are there any updates, or a timeframe, on the fate of either Wimbledon or Mitcham police station?</b></p> <p>Please refer to previous answer</p>   |
| Cllr Paul Kohler | <p><b>Is there anything specific the Borough Commander would like councillors, the council, or residents to do to assist in addressing any of these issues or generally.</b></p> <p>My team and I are in regular contact with partners from the council and Safer Merton so we can better understand each other’s needs. There are monthly tasking meetings to delegate actions and address ASB/Crime trends.</p> <p>Inspector Martin has a weekly meeting with colleagues in the council to discuss outstanding issues or requests for assistance.</p> <p>I am still meeting people across the partnership, but I am confident I can build on the successful relationships already in place.</p>  |

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# Merton Crime Pack

# SW BCU Senior Leadership Team



**ROGER ARDITTI**  
Superintendent  
Neighbourhoods Lead



Clair Kelland  
SWBCU Commander



**LUKE MOONEY**  
Superintendent  
Response Lead



**GAVIN BOLTON**  
T/Superintendent  
HQ Lead



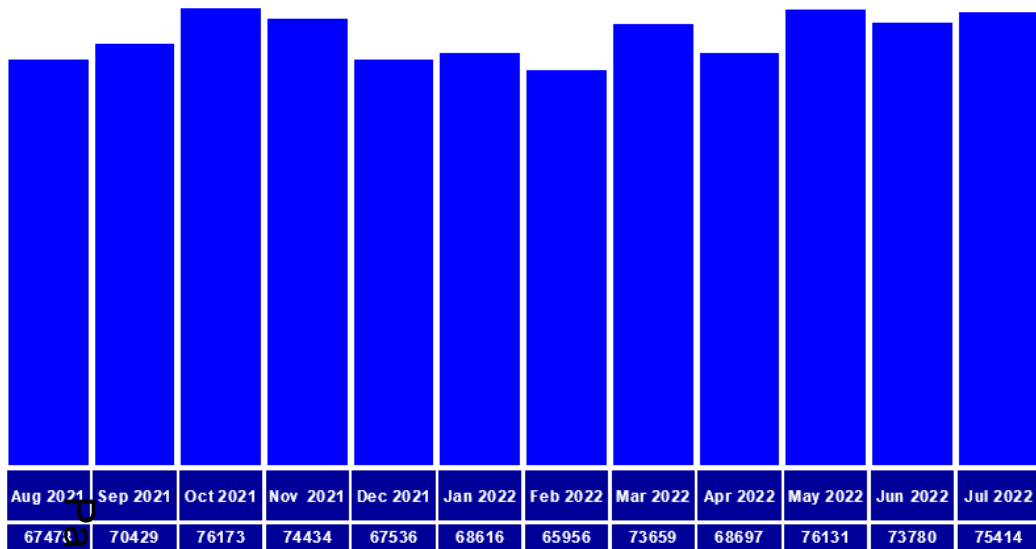
**ANDREW WADEY**  
Detective Superintendent  
Public Protection Lead



**SUZANNE JORDAN**  
Detective Superintendent  
Investigations Lead



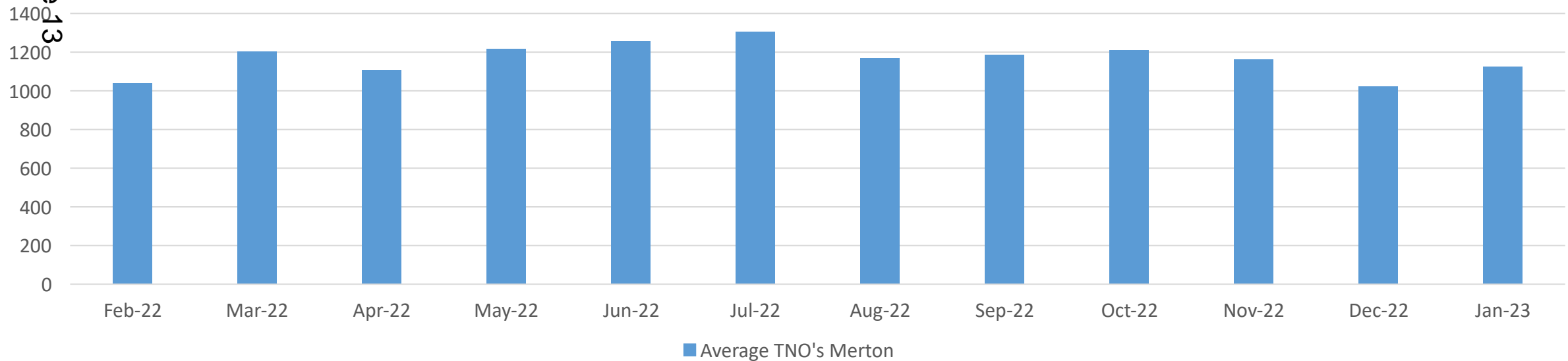
# Total Notifiable Offences MPS Comparison



MPS August 2020 to July 2021 TNO Total = **777787**

MPS August 2021 to July 2022 TNO Total = **858303**

**Average TNO MPS wide increased by 10% over 12 months period from August 2021 to July 2022 across MPS**



# Total Robbery Offences MPS Comparison

|              | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   |                |
|--------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|----------------|
| Merton 21-22 | 28    | 31    | 37    | 23    | 24    | 25    | 24    | 21    | 39    | 37    | 24    | 17    | Total – 330    |
| Merton 22-23 | 25    | 36    | 43    | 35    | 43    | 43    | 41    | 31    | 53    | 66    | 63    | 28    | Total – 507    |
| MPS 21-22    | 1,473 | 1,345 | 1,690 | 1,722 | 1,795 | 1,933 | 1,906 | 1,977 | 2,278 | 2,364 | 2,285 | 2,021 | Total – 22,789 |
| MPS 22-23    | 2,087 | 1,980 | 2,080 | 1,935 | 2,463 | 2,411 | 2,478 | 2,338 | 2,187 | 2,751 | 2,533 | 2,369 | Total – 27,612 |

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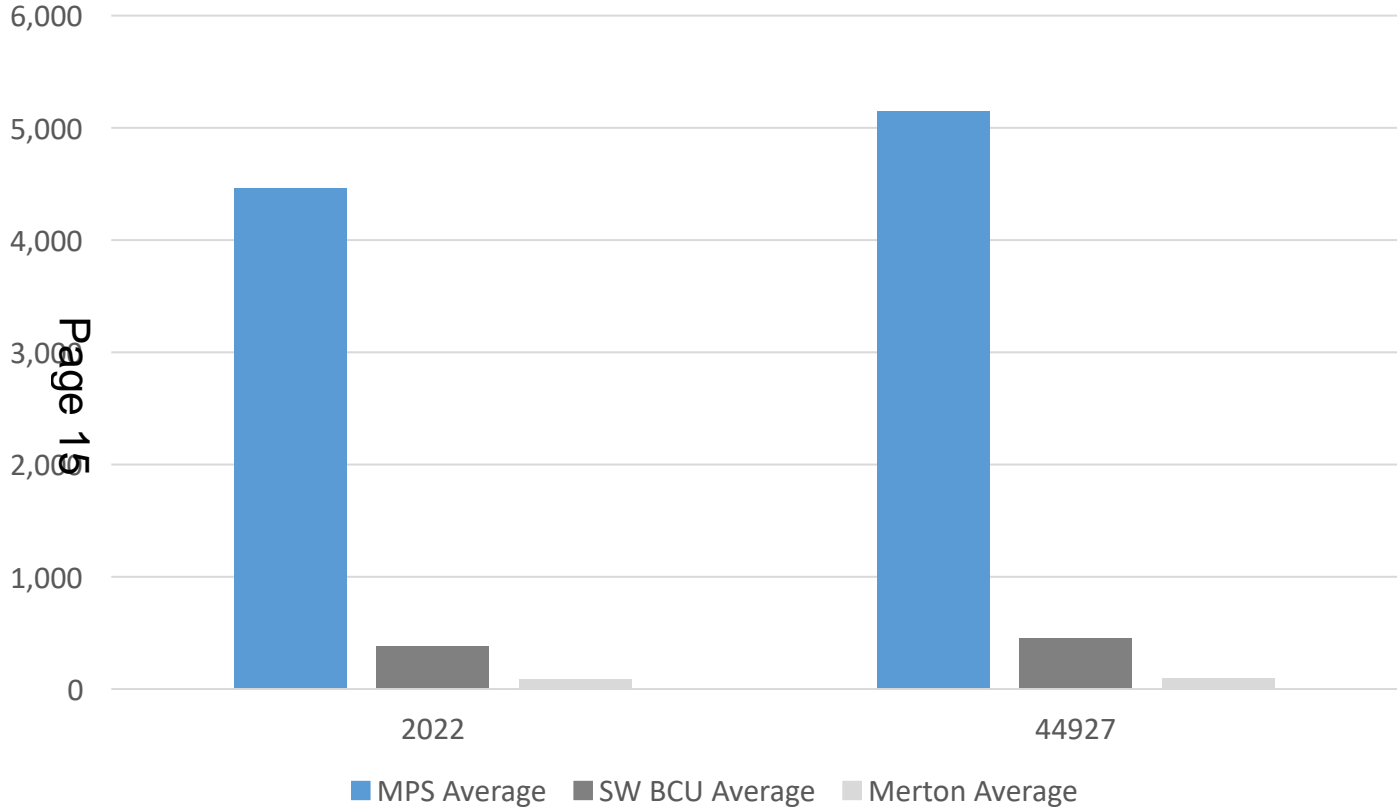
MPS wide we have seen an overall increase in Robbery offences which has spilled into the Merton borough.



Whilst reducing violence and ‘Less Crime’ remains one of our local priorities in SWBCU, and more specifically in Merton – we have recently disrupted some high harm offenders in this area with positive convictions resulting in lower offence rate in this area.

# Total Burglary Offences MPS Comparison

Burglary Comparison 2022/2023



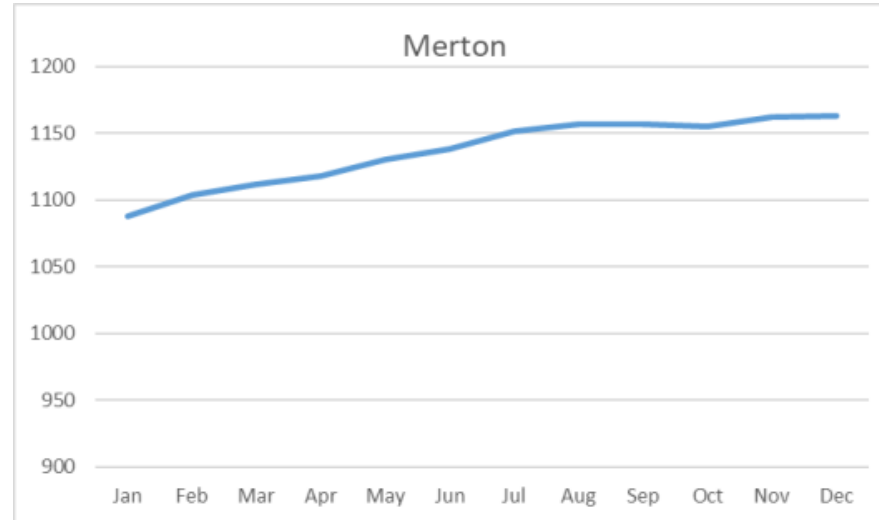
MPS Average 2022 – **4,461**  
MPS Jan 23 – **5,146**

SW BCU Average 2022 - **376**  
SW BCU Jan 23 - **455**

Merton Average 2022 – **81**  
Merton Jan 23 - **98**

# Merton Stats Overview

January 2022 – December 2022  
**TNO's**



August 2022 to January 2023

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**Stop and Search**  
volume:  
1,009  
29.8% positive  
outcome rate.

January 2022 – December 2022  
**Total I calls - 6,884**  
**In Target - 5,486 79.7%**

January 2021 – December 2021  
**Total I calls – 6,437**  
**In Target – 5,163 80.2%**

**Total TNO's over financial year**  
**2021/2022 – 13,299**

**Total TNO's over financial year**  
**2020/2021 – 14,538**



## CATALYTIC CONVERTER THEFT ALERT

The Met Police have teamed up with Kwik Fit Garages to attempt to reduce catalytic converter thefts in the area. The Met Police have supplied a limited number of catalytic convertor marking kits to Kwik Fit.

If you'd like one please phone the garage ahead of time as supplies are limited.

Kwick-Fit 12 Kingston Road, London, SW19 1JZ.

☎ Tel: 020 8542 0233

If you would like to speak to your local ward team then please contact:

**Wimbledon Park Neighbourhood Policing Team**

Tel: 0208 7212452

Email: [WimbledonPark@met.police.uk](mailto:WimbledonPark@met.police.uk)

### Crime Notifications

If you would like to be made aware of crimes in your road and the neighbouring roads, our team sends out road specific crime alerts, witness/CCTV appeals along with relevant crime prevention advice. This enables you to be aware and vigilant to the crime directly affecting their area. If you would like to receive these updates please email [WimbledonPark@met.police.uk](mailto:WimbledonPark@met.police.uk) requesting to receive notifications along with your Name, Address and Email.

We are patrolling your area and targeting offenders. To assist us please take note of the general advice on how to prevent vehicle crime

### Precious metals inside catalytic converters make them attractive to thieves. Make yours harder to steal:

- Contact your vehicle dealership about fitting an aftermarket product, approved by the vehicle manufacturer and tested to Sold Secure Gold, to prevent your converter being removed.
- Depending on the make and model, they can advise on the best way to secure it (a clamp or guard).
- Consider installing a Thatcham approved alarm that activates if your vehicle is lifted or tilted.

### Watch out for thieves:

- People carrying metal cutters, car jacks or metal from an exhaust pipe.
- People underneath cars which are jacked up.
- A vehicle parked nearby and sometimes in the middle of the road.
- Etching it with a serial number can help police track it and reduce opportunities for thieves to sell it.
- Consider installing CCTV or a video recording doorbell which records when motion is detected and allows live streaming to your phone whilst you're away.
- If you have CCTV of people committing crime, contact your local SNT or call 101.
- If you see a crime in progress always call 999 at the time it is happening.

### Neighbourhood Watch

If you would like to become a member of Village Neighbourhood Watch please use [www.mertonnhw.co.uk](http://www.mertonnhw.co.uk) and sign up for information.

### Reporting Crime

- CALL 999 - any Emergency requiring immediate Police assistance.
- CALL 101 - 24 hour Police Non-Emergency Contact Number.
- Report a crime / ASB online – <https://www.met.police.uk/>
- Tweet @MetCC
- Visit your local Police Station – Wimbledon Police station, 15-23 Queens Road, SW19 8NN.

Kind regards,

**Wimbledon Park Neighbourhood Policing Team**

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# TURNAROUND PLAN

2023-2025

# Introduction

We have a clear mission for policing London.

We will deliver:



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*“Our plan is to deliver a better service and to achieve that we need to hear your views. We are listening, and will update the Plan in April following this period of engagement.”*

*Confidence in the Met has been falling. A turnaround will require precise, community crime-fighting. We have to tackle standard issues head on. We have been too weak in countering racism, misogyny, homophobia and ableism. We have let down those we’re here to protect – particularly London’s Black communities, women and girls and the LGBTQ+ community. I am determined to win back Londoner’s trust. We cannot achieve the profound reforms needed without the ongoing support of wider policing, politicians, partner organisations and, most of all, our communities”.*



# Delivering the Mission

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## MORE TRUST

The Met must restore the public's trust and confidence. We know that the appalling actions of some officers have had a significant impact on trust. To earn that trust back, the Met must demonstrate effectiveness in our service to victims; in neighbourhood problem solving; in crime prevention; and in the way we investigate crime. And it must do so in a fair and responsive way. Ultimately, communities must have a greater say in determining their policing needs.

## LESS CRIME

We will deliver Less Crime through a combination of activities, including proactively preventing crime, investigating crimes, protecting vulnerable people and places, targeting high volume and high harm offenders, local problem solving, and more. Delivering Less Crime increasingly means working to prevent and deter crime online and in private spaces, like the home. The Met will also place renewed emphasis on core policing activities to deliver precise community crime-fighting.

## HIGH STANDARDS

The Met must ensure that we behave with integrity and treat communities and our own people fairly and with respect. The public expect us to police London in a way that embodies our values, putting the public first. We must be more effective at getting rid of those who engage in criminality, abuse power or corrupt our integrity. We will review our culture and professional standards model, so that we meet the expectations of London's communities. We are clear that we will be anti-racist and we will invest in diversity.

# Our Nine Turnaround Priorities

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1. We will have the strongest ever neighbourhood policing.

2. We will strengthen our work in public protection and safeguarding.

3. We will provide a compassionate and effective service to victims and other members of the public.

4. We will take a proactive approach to reducing crime.

5. We will raise standards and show communities we care and respect them.

6. Will set the frontline up to succeed and build a strong foundation to stabilise and underpin our delivery.

7. We will invest in our people by modernising our learning offer, including developing a strong cohort of leaders.

8. We will be relentlessly data driven and evidence-based in delivery.

9. We will innovate how we work, make the most efficient use of resources and reinvest where it matters most.



# 1. Neighbourhood Policing

- Strengthen neighbourhood teams to better understand local problems and more closely engage within communities.
- Involvement of London's communities and our partners in decisions.
- Implement a new neighbourhood model in the context of the new ward boundaries.
- Uplift local police officers supported by additional PCSOs with enhanced powers focusing on reducing local crime, local problems solving and earning trust and confidence within local communities.
- Invest in Strategic Partnerships with London boroughs, communities and Community Safety Partnerships.
- Increase and make the best use of volunteers.

## OUTCOMES:

London's largest ever neighbourhood police presence with more local officers and PCSOs recruited and trained

Better, more visible relationships with communities who tell us that our partnerships are solving problems that matter



## 2. Public Protection

- Strengthen work in Public Protection, invest in teams and achieve national best practice standards. PP includes child protection, violence against women and girls, sexual violence, domestic abuse, stalking/harassment, missing people and mental health.
- Continue to transform and strengthen our response to the victims of rape and serious sexual violence aligned with best practice.
- Work with partners and communities to better protect children through improved multi-agency safeguarding.
- Make better use of data and technology to target perpetrators and protect victims.
- Use data to identify the most dangerous and predatory men in London and target them to protect women and girls.

### OUTCOMES

Reduction in repeat victims and more targeting of highest harm perpetrators

Increase positive criminal justice outcomes for Public Protection cases

Increase the amount and quality of Public Protection training all officers receive – such as ‘what to look out for’ training



### 3. Service to Victims

- The Met must consistently provide best victim care and the best possible outcomes.
- Quickly increase call-handling capacity and response through the Met Command and Control Improvement Programme.
- Ensure attendance at every home burglary is reported.
- Trail victim 'contact contracting' to ensure victims informed in a way that works for them.
- Develop approach to victim care and uphold Victims' code of practice
- Share information better to support victims by providing officers with QR codes that directly link to victim leaflets.
- Work with MOPAC and partners to deliver an 'end-to-end' victim service and develop a new approach to victim care.

#### OUTCOMES

Increased victim satisfaction

Sustainably achieve national 999 and 101 call handling targets

More positive investigation outcomes



## 4. Reducing Crime

- One of the primary purposes of policing is to prevent crime and a proven method is through a proactive policing style.
- Precision crime fighting will target offenders who cause the greatest harm.
- Set out a programme to improve our capability and capacity for uniform proactive capabilities and reassess Serious and Organised Crime (SOC) capabilities to better tackle evolving threat and prevent harm.
- Conduct a Strategic Intelligent Assessment and implement a new control strategy for SOC
- Co-ordinate operational surges to direct policing to where it is most needed.

### OUTCOMES

Reduction in repeat victims across all crime types

New capabilities that reduce online crime and fraud

More pro-active, preventative interventions to reduce high-risk, high-harm crimes

With partners, increase the proactive management of known, high-risk offenders

Increase in our disruption activity against known Organised Crime Groups



## 5. Raise Standards

- Put in place revised Race Action Plan, Disability Action Plan and Diversity/Inclusion Plan.
- Establish a new Anti-Corruption and Abuse Command with a wider and more proactive remit with more resource and accountability.
- Transform our Professional Standards operating model.
- Share information better to support victims by providing officers with QR codes that directly link to victim leaflets.
- Work with MOPAC and partners to deliver an ‘end-to-end’ victim service

### OUTCOMES

A more diverse Met recruiting people with the right values which reflect London’s communities

A culture that demonstrably values diversity, facilitating high performance and empowering people to challenge and report bad behaviour

Reduced average time taken to reach an outcome for reported breaches of professional standards



## 6. Frontline

- Continue to systemically address the many areas our people have told us hold them back.
- Officers and staff have the right technology to undertake their roles with a new mobile platform with decision support applications.
- Manage our digital evidence with new tools
- Maximise the value of our Body Worn Video technology bringing transparency to everything we do.
- Roll out a new Trauma Peer Support Programme across all front line policing commands.
- Assess our Estates Strategy against our new numbers and community need.

### OUTCOMES

All frontline officers have access to new tools and technologies

More successful investigations and higher case file quality (resulting in more positive criminal justice outcomes)

Increased welfare of frontline officers and staff





## 7. Modernising Learning

- Establish a Met Leadership Academy to deliver essential training for all staff and officers
- Deliver a number of data capability uplift projects to give leaders the data and feedback they need to lead their teams.
- Improve our Promotions Framework to improve fairness and promotion of the right behaviours.
- Rebalance sergeant and inspector supervision ratios to enable more effective leadership.
- We will improve the training for our newest officers and make sure that training is grounded in the reality of everyday policing.

### OUTCOMES

Better trained and well-equipped leaders

More quality leadership training that officers and staff receive at all levels

More effective training for new officers

Rebalanced supervision ratios to free up time for more active coaching and development within teams



## 8. Data Driven

- Enable data driven decisions and precise crime fighting.
- A new data task force and data platform to provide insight and optimise new technologies.
- Put data and technology at the heart of measuring public sentiment, understanding what matters, what works and how to engage with communities so they have more say in determining their policing needs.
- Design and implement a new data operating model with new capability to ensure that data, insight and tasking are brought together to ensure optimum use of resources.
- Real time community data collection to redefine community engagement, and collect sentiment data. Delivering precisely targeted local community intervention.

### OUTCOMES

More precise understanding of what works to tackle, solve and prevent crime in communities

Improved performance of staff and officers, driven by the collection and analysis of data

More relevant insight

Greater ability to identify corruption and misconduct in the Met, building trust in our work



## 9. Innovate

- Establish an efficiency programme to ensure the most effective use of resources.
- Adopt and embed priority-based budgeting to sustain savings and ensure continuous improvement.
- More effective workforce planning and a streamlined, efficient on-boarding process.
- Roll-out new and existing technologies to streamline processes and release capacity across the Met.
- Update the Met's approach to demand management and workforce planning.

### OUTCOMES

A more efficient Met Police

Increased resources available for reinvestment and redeployment to better match threat, risk and harm

# Next Steps...

Turning the Met around to deliver **More Trust, Less Crime and High Standards** is a complex challenge but with focus and commitment, we will succeed.

The plan is not theoretical, it is practical. Londoners should feel the difference as it is delivered.

Throughout the engagement process with the public, communities, and our partners we will identify what matters most to London.

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**Have your say through our online public survey** and read a full copy of the draft Turnaround Plan at

**[www.met.police.uk/turnaround-plan](http://www.met.police.uk/turnaround-plan)**

Thank you.



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