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To: All Members of the Climate, Community Safety & Culture Scrutiny  
Panel

Dear Member,

Climate, Community Safety & Culture Scrutiny Panel - Monday, 6th  
November, 2023

I attach a copy of the following reports for the above-mentioned meeting  
which were not available at the time of collation of the agenda:

**8. RESPONSE TO THE BARONESS CASEY REVIEW AND A NEW MET  
FOR LONDON (PAGES 1 - 16)**

Yours sincerely

Philip Slawther, Principal Scrutiny Officer

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# Reforming the Met - the implications for Local Policing in Haringey



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# 1

## Baroness Casey review

## A selection of themes highlighted in Baroness Casey's Review

**Insufficient resource and people in local policing**—with not enough transparency and engagement at local level

**Discrimination is not tackled effectively** the Met needs to better understand the experiences of its people's lived experience

**Ineffective use of data** across a range of areas including staffing profiles and workforce planning

The Met does not understand London well enough and **does not engage with local communities meaningfully**

**Management and Supervision needs strengthening.** PDR system is not used. Training and HR support is lacking

**The Met is not open,** does not respond well to criticism, and does not act on recommendations

**Public protection** does not have sufficient strategic and operational focus

Need to align priorities, management and workforce structures around a **coherent operating model**

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# 2

A New Met for London  
July 2023

# Reforming our culture - guiding principles and values

- We've reset our values and guiding principles, to help deliver cultural reform across the Met. We're reasserting what we want our people to be, how we want them to behave and the culture we want to build.
- These values and principles will be embedded in the HR processes that develop and assess our people, meaning we're all judged by how we work.

Principles: How we work and make decisions	Values: How we behave
Putting the community first	Respectful
Focused on public-facing, front-line staff	Integrity
Inclusive, anti-discriminatory, reflective	Empathetic
Collaborative; working with partners	Courageous
Precise, data-driven, intelligent policing	Accountable

## Community crime-fighting – working with Londoners to keep them safe

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### We will:

- ✔ Work with communities to fight crime and anti-social behaviour, because Londoners have told us that's a priority

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- ✔ Recruit an additional 500 Police Community Support Officers (PCSOs)

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- ✔ Put more officers and PCSOs into local neighbourhoods and make sure they're delivering against the priorities of Londoners

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- ✔ Use data to better understand the demands we face and deploy officers to where we'll make the biggest difference to communities

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- ✔ Strengthen specialist teams, with an extra 565 people who will work closely with local police teams and partners on investigating domestic abuse, sexual offences, and child sexual abuse and exploitation

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- ✔ Make it easier to contact us, whether by phone, digitally or face to face – each borough will have at least one 24/7 front counter

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- ✔ Continue to improve our 999 service so your calls get answered more quickly

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- ✔ Continue to work with our partners to ensure individuals in need of care and non-crime help get supported by the right agency, freeing up officers' time to tackle crime

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- ✔ We will create a Victim Focus Desk to provide better support and advice

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## **Culture change – embedding the values of policing by consent**

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### **We will:**

- ✔ Build a strong culture focused on delivering for London, maintaining high standards and better reflecting the diversity of the city we serve
  - ✔ Become a police service that doesn't discriminate – tackling racism, misogyny and homophobia
  - ✔ Deal with discrimination wherever we find it, ensuring all cases are robustly dealt with
  - ✔ Take a more precise approach to the use of force and stop and search and carry out regular reviews to make sure we use these tactics properly
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## **Fixing our foundations – setting the Met up to succeed**

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We'll better serve London by organising and deploying our people better, giving them the training, equipment, and data and technology they need to use their powers precisely and cut crime. We'll also develop the outstanding and diverse leaders we need to deliver the reform ahead.

**Our people care about delivering More Trust, Less Crime and High Standards to keep London safe – we ask you to collaborate with us as we reform. Together, we will succeed in delivering A New Met for London.**



## Key progress in North Area BCU

- We are **actively consulting more with local communities across Haringey**, listening to their views to help shape how we prioritise our work. All strands have been represented at these community events with more to follow.
- We are running community led **engagement across wards to establish their priorities**
- We are **changing the way ward panel meetings happen**, ensuring greater awareness and attendance
- We are **increasing the neighbourhood resourcing** on every ward in Haringey and have used data to allocate resources effectively.



## Key progress in North Area BCU

- We have **reduced abstractions from Neighbourhoods and Local Investigation teams** by putting more officers in response. We review abstraction data constantly to ensure our plan is working
- We are **expanding the model of volunteers** who undertake community patrols, supporting and working alongside us in high crime areas
- We are implementing the “**Right Care, Right Person**” project this year, to ensure the right agency deal with certain calls e.g. concern for welfare and mental health calls.



## Key progress in North Area BCU

- We are **creating a central, proactive team** that can target specific crimes and help tackle local policing priorities, which will be in place by mid Jan 2024.
- NA BCU are working to develop a **new tasking and co-ordination team** which will provide support to the new proactive teams. Together they will deliver precise local crime-fighting.
- The **North Area Violence Reduction Group** is into its fourth year with over 40 members across Health, Education, Local Business Partnerships, 3<sup>rd</sup> sector charities, bringing together vital support in helping us combat violent crime and support victims.



## Key progress in North Area BCU

- We have successfully launched a **new Acting Sergeant / Inspector process** providing NA officers with **fair and transparent** development opportunities.
- We have a **dedicated Career Development Lead**, CI Tracy Wilkins, to support officer development and progression.
- We have introduced a **new Performance and Development review system** for all staff.
- We have invested **experienced Detective Constable mentors** to support our new detective cohorts.
- We are **strengthening the local public protection services**. We will have an additional 2 DIs, 8 DS's and 22 DCs as well as 7 additional police staff posts.



## Key progress in North Area BCU

- We have invested in a **wellbeing team to support all officers and staff**, including health checks, wellbeing rooms, open days, and enhanced support for officers subjected to hate crime or assaulted on duty. We have increased the number of Blue Light Champions and Mental Health First Aiders.
- We have focussed on **redeployment and effective use of non-deployable officers** to perform support roles which has reduced demand on response team officers who are now more able to focus on emergency calls
- We have secured more **fit-for-purpose uniform** to support our officers over winter **and procured new life saving first aid** equipment.

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# 3

## Strengthening Neighbourhood Policing

# Strengthening Neighbourhood Policing :

The information detailed on this slide represents our ambition to increase **posts** on our neighbourhood policing teams **over the next three years**. Please note that this is subject to recruitment and funding of PCSOs.

We have already started to see an increase in Sergeants and Inspectors within Neighbourhood Policing. Realisation of an increase in PCSOs on wards relies on recruitment and is subject to a longer lead time.

Current	Future	Current	Future
INSP	INSP	PS	PS
1	4	7	14

Ward	Current	Future	Current	Future
	PC	PC	PCSO	PCSO
Noel Park	3	5	1	7
Northumberland Park	7	6	1	7
Bruce Castle	2	3	1	7
South Tottenham	3	3	1	7
Harringay	2	4	1	7
Woodside	2	3	1	7
Tottenham Central	2	3	1	7
Tottenham Hale	4	3	1	5
West Green	4	3	1	5
Seven Sisters	3	3	1	5
Hornsey	2	2	1	2
White Hart Lane	2	2	1	2
Hermitage & Gardens	2	2	1	2
Stroud Green	2	2	1	2
St Ann's	4	2	1	2
Crouch End	2	2	1	2
Muswell Hill	2	2	1	2
Highgate	2	2	1	2
Bounds Green	2	2	1	2
Alexandra park	2	2	1	2
Fortis Green	2	2	1	2
<b>TOTAL</b>	<b>56</b>	<b>58</b>	<b>21</b>	<b>86</b>

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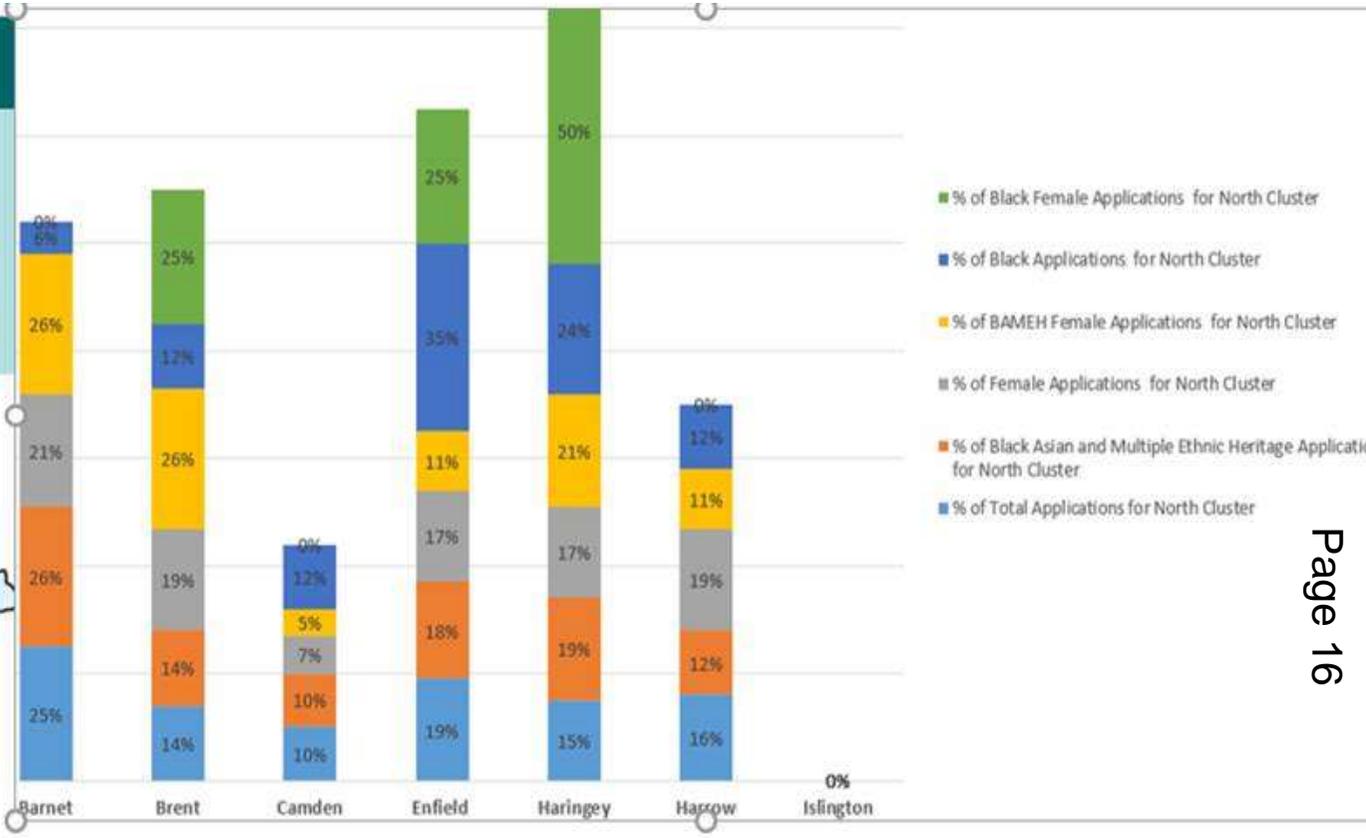
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# 4

Outreach recruitment work to increase representation

# NORTH CLUSTER SUMMARY

- 57% of North Clusters applications were Black, Asian and Multiple Ethnic Heritage, 31% Female, 14% BAMEH Female, 13% Black and 3% Black Female.
- Volume, Black, Asian and Multiple Ethnic Heritage and Black Application Categories saw an increase compared to the previous month
- 2nd highest for BAMEH and Black Applications categories



**% of Applications per Borough across demographic categories**

↑ Monthly trend has seen level of applications increase across all categories

- In August, Barnet and Enfield were the highest volume contributors to applications, with Barnet also seeing the highest level of BAMEH applications and BAMEH Female, followed closely by Haringey who had the 2<sup>nd</sup> highest for BAMEH and BAMEH Female applications. As is the longer term trend Barnet, Enfield and Brent are the three priority areas for the Cluster.
- This month saw Haringey's applications increase across all categories
- Islington continues to have a negligible level of applications.