

**MORE
TRUST**

**LESS
CRIME**

**HIGH
STANDARDS**

Baroness Casey Review - Local Policing in Enfield - Crime Scrutiny Panel





Summary of 8 Key Themes

- Misconduct cases are **taking too long** to resolve.
- Officers and staff **do not believe that action will be taken** when concerns around conduct are raised.
- Allegations relating to sexual misconduct and other discriminatory behaviours are **less likely than other misconduct allegations** to result in a 'case to answer'.
- The misconduct process does not find and discipline officer with **repeated or patterns of unacceptable behaviour**.
- The Met **does not fully support local Professional Standards Unit's** to deal with misconduct effectively.
- The Met is **not clear** about what constitutes 'gross misconduct' and what will be done about it.
- There is **racial disparity** throughout the Met's misconduct system.
- Regulation 13 (exiting Probationer's not reaching standards) is **not used fairly or effectively** in relation to misconduct.



4 Broad points

- **1 – Issues not new.** Data set used goes back to 2013, numerous reports & recommendations on many of the issues raised in report over decades, including in the key matter of racial disproportionality.
- **2 – Directorate of Professional Standards** doesn't command confidence & requires significant change to do so. Across the Met, burden placed on those raising allegations is too heavy. Radical reform required, through a root and branch overhaul.
- **3 - Pressures on the frontline** in the BCUs overall & on line management & supervision. Critical opportunities in setting, embedding & enforcing professional standards, opportunity to prevent misconduct & stop low-level cases escalating.
- **4 - Some improvements rely on national regulatory change.** The Met lacks powers needed for radical reform, although doesn't stop other urgent improvements.



The Response

- **The Commissioner** pledged change on his watch, while some things will take time to change thoroughly & radically, there are other things we can take action on now;
- **Enforcement** –New Anti-Corruption & Abuse Command to proactively use tactics used against criminals to identify & root out those who corrupt our integrity. Home Secretary looking at regulations that can help us be more effective at ridding ourselves of those who do not share high standards.
- **Prevention** – Longer journey to make us more resistant to these problems. We are setting clearer standards, reviewing recruitment & training. Committed to a week of leadership development for every leader & creation of a Met Leadership Academy involving London’s best institutions & community.



Commissioner's 3 principles

- **1 - Honest mistakes** (i.e., errors with good intent): If an honest mistake is made, you should always expect *and give* support, advice and learning. However, I expect immediate candour in such circumstances - if you are evasive or lie to try to avoid accountability then I do not consider your personal integrity to be compatible with policing.
- **2 - Respect and good humour**: I want the Met to be an organisation where colleagues enjoy being at work, feel respected and are able to thrive. 'The job' is tough and requires strength of character and resilience.
- It's not an environment conducive to the restrictive language of a convent, but deliberate or reckless prejudice or hatred is unacceptable. That's not a license for humour to be used as an excuse.
- We all have a duty to listen if people tell us our words, tone or actions are upsetting to them – and then respond constructively. This is not virtue signalling, it's about respect. Put yourself in someone else's shoes. Imagine how it feels for those people who are disrespected.
- **3 - Conduct that warrants dismissal**: To avoid any doubt, you are not fit to be in the Met if, for example, you do any of the following:
 - Legitimise sexual violence in so-called 'banter'
 - Suggest that colleagues are criminal because of their race or religion
 - Display negative attitudes towards people because of their gender, race, religion or sexuality
 - Use discriminatory and prejudicial language as a form of abuse e.g. 'gay' or 'disabled'
 - ***"The standard you walk past is the standard you endorse"***

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

We will:

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

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

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

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

- ✔ 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

- ✔ 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

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

- ✔ 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

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

Culture change – embedding the values of policing by consent

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

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 Enfield**, listening to their views to help shape how we prioritise our work. All BCU 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 Enfield 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 have implemented 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, 3rd 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**.

By 2026

TCT staff are in addition to these numbers .

	INSP	PS	PC	PCSO
Current BWT	2	14	117	46
SENP BWT	6	29	119	170
Growth	+4	+15	+2	+124

Insp TCT	MPS Rank	PC	PCSO	PS	Cluster
Edmonton Green	16	4	7	1	1
Upper Edmonton	22	4	7	1	2

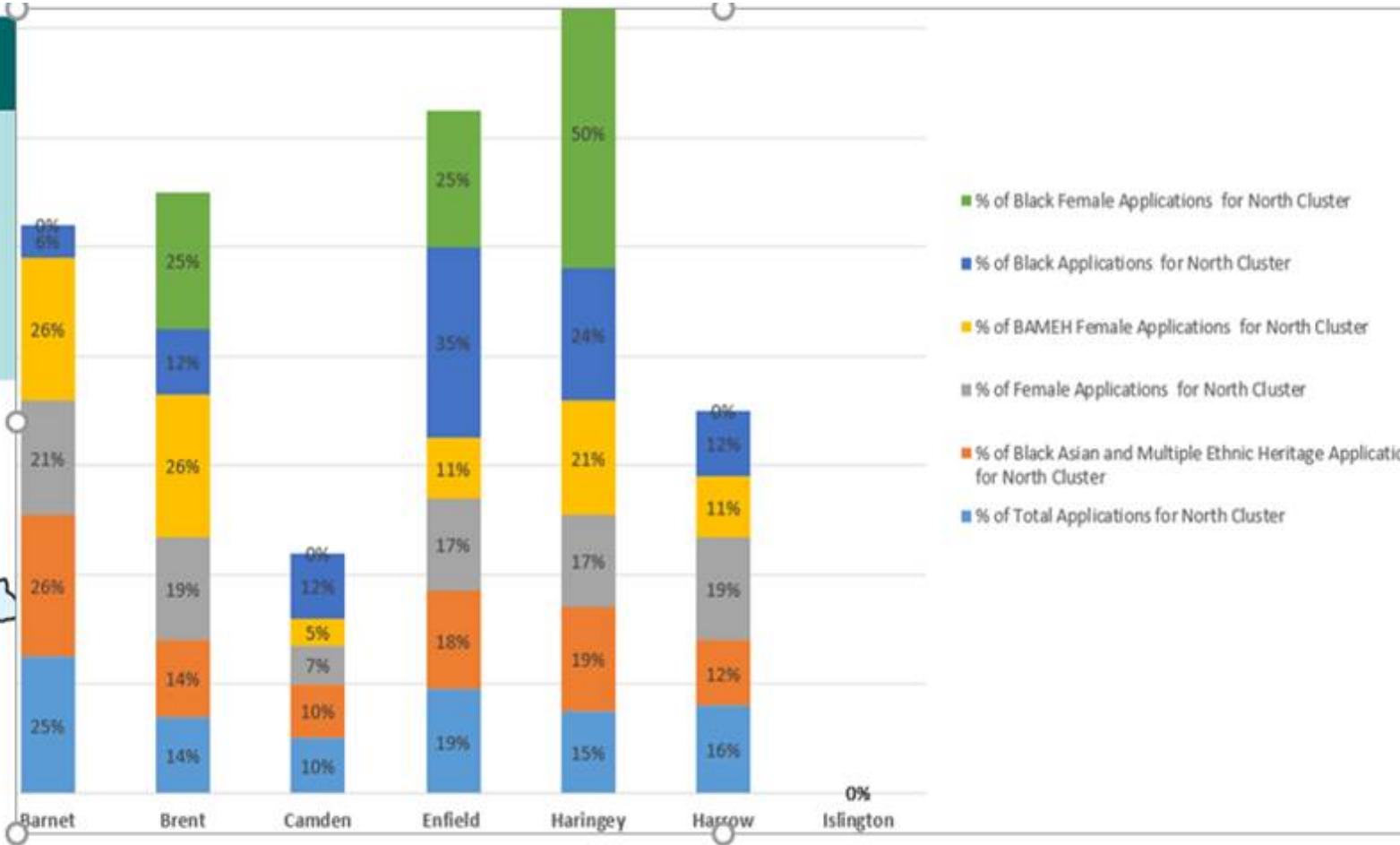
North Insp	MPS Rank	PC	PCSO	PS	Cluster
Brimmsdown	98	3	5	1	3
Enfield Lock	124	3	5	1	15
Ponders End	127	3	5	1	5
Carterhatch	206	2	5	1	8
Bullsmoor	312	2	2		8
Whitewebbs	308	2	2	1	9
Ridgeway	431	2	2		9
Cockfosters	552	2	2		9

Central Insp	MPS Rank	PC	PCSO	PS	Cluster
Southbury	178	3	5	1	6
Bush Hill Park	557	2	2		6
Town	194	3	5	1	7
Jubilee	198	2	5	1	13
Southgate	376	2	2	1	11
Grange Park	656	2	2		11
Oakwood	662	2	2		11

South Insp	MPS Rank	PC	PCSO	PS	Cluster
Haselbury	104	3	5	1	4
Lower Edmonton	123	3	5	1	14
Palmers Green	272	2	2	1	10
Winchmore Hill	624	2	2		10
Arnos Grove	625	2	2		10
Bowes	488	2	2	1	12
New Southgate	490	2	2		12
Highfield	596	2	2		12

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 2nd 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.

Baroness Louise Casey of Blackstock DBE, CB



- In October 2022, the then Commissioner Dame Cressida Dick announced the appointment of an independent person to conduct a review of Met culture and standards as part of the work to rebuild public trust. The former Commissioner later announced that Baroness Casey would lead the independent review.
- Baroness Casey of Blackstock is a crossbench peer in the House of Lords and a member of the Advisory Board of the Institute for Global Homelessness. Baroness Casey has worked on social welfare issues throughout her career including roles as the UK's first Victim's Commissioner, head of the Anti-Social Behaviour Unit, head of the Respect Task Force, Director General of the Troubled Families programme and head of the specialist taskforce on rough sleeping set up during the COVID-19 pandemic.
- As an expert in social welfare, Baroness Casey has led reviews on related issues, including the inspection of children's services at Rotherham Council following the publication of the Alexis Jay report into the Rotherham child sexual exploitation scandal, and a review of community cohesion and extremism in 2017. In 2021 she led a review and report on the spectator invasion of Wembley Stadium during the UEFA Euro 2020 final.