

Overview and Scrutiny Committee Agenda

Date: Tuesday 8 February 2022

Time: 6.30 pm

Venue: Virtual Meeting - Online

Membership (Quorum 4)

Chair: Councillor Sachin Shah

Labour Councillors: Dan Anderson
Jeff Anderson
Sarah Butterworth
Ajay Maru

Conservative Councillors: Stephen Greek (VC)
Jean Lammiman
Janet Mote
Kanti Rabadia

Representatives of Voluntary Aided Sector: Mr N Ransley / Reverend P Reece

Representatives of Parent Governors: Ms M Trivedi / Vacancy

(Note: Where there is a matter relating to the Council's education functions, the "church" and parent governor representatives have attendance, speaking and voting rights. They are entitled to speak but not vote on any other matter.)

Representative of Harrow Youth Parliament

Labour Reserve Members:

1. Sasi Suresh
2. James Lee
3. Jerry Miles
4. Chloe Smith
5. Angella Murphy-Strachan

Conservative Reserve Members:

1. Philip Benjamin
2. Stephen Wright
3. Norman Stevenson
4. Ramji Chauhan

Contact: Andrew Seaman, Senior Democratic & Electoral Services Officer
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Scan this code for the electronic agenda:



Useful Information

Meeting details

This meeting is open to the press and public and can be viewed on www.harrow.gov.uk/virtualmeeting

Filming / recording of meetings

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The recording will be made available on the Council website following the meeting.

Agenda publication date: Friday 28 January 2022

Agenda - Part I

1. Attendance by Reserve Members

To note the attendance at this meeting of any duly appointed Reserve Members.

Reserve Members may attend meetings:-

- (i) to take the place of an ordinary Member for whom they are a reserve;
- (ii) where the ordinary Member will be absent for the **whole** of the meeting; and
- (iii) the meeting notes at the start of the meeting at the item 'Reserves' that the Reserve Member is or will be attending as a reserve;
- (iv) if a Reserve Member whose intention to attend has been noted arrives after the commencement of the meeting, then that Reserve Member can only act as a Member from the start of the next item of business on the agenda after his/her arrival.

2. Declarations of Interest

To receive declarations of disclosable pecuniary or non pecuniary interests, arising from business to be transacted at this meeting, from:

- (a) all Members of the Committee;
- (b) all other Members present.

3. Minutes (Pages 7 - 54)

That the minutes of the meeting held on 14 December 2021 be taken as read and signed as a correct record.

3(a) Minutes of the meeting held on 11 January 2022:: (To Follow)

That the minutes of the special meeting held on 11 January 2022 be taken as read and signed as a correct record.

4. Public Questions *

To receive any public questions received in accordance with Committee Procedure Rule 17 (Part 4B of the Constitution).

Questions will be asked in the order in which they were received. There will be a time limit of 15 minutes for the asking and answering of public questions.

[The deadline for receipt of public questions is 3.00 pm, 20 January 2022.

Questions should be sent to publicquestions@harrow.gov.uk

No person may submit more than one question].

5. Petitions

To receive petitions (if any) submitted by members of the public/Councillors under the provisions of Committee Procedure Rule 15 (Part 4B of the Constitution).

6. References from Council/Cabinet

(if any).

7. Borough Plan - Key Achievements and Future Intentions (To Follow)

8. Any Other Business

Which cannot otherwise be dealt with.

Agenda - Part II - Nil

*** Data Protection Act Notice**

The Council will record the meeting and will place the recording on the Council's website.

[Note: The questions and answers will not be reproduced in the minutes.]

Deadline for questions	3.00 pm on Thursday 3 February 2022
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Overview and Scrutiny Committee

Minutes

14 December 2021

Present:

Chair: Councillor Sachin Shah

Councillors: Dan Anderson
Jeff Anderson
Sarah Butterworth
Stephen Greek
Jean Lammiman
Janet Mote
Kanti Rabadia
Sasi Suresh

In attendance (Councillors): Peymana Assad
Kairul Kareema Marikar
For Minute 188 & 189
For Minute 188 & 189

Apologies received: Councillor Ajay Maru

Absent: Harrow Youth Parliament
Representative
Mr N Ransley
Reverend P Reece
Ms M Trivedi

180. Scrutiny Lead Member for Health

The Chair informed the Committee of a change to the Scrutiny Lead Member for Health as notified by the Conservative Group. He stated that, in accordance with Council Procedure Rule 1.5, Councillor Dr Lesline Lewinson had been appointed to the vacancy.

RESOLVED: To note the appointment of Councillor Dr Lesline Lewinson as Scrutiny Lead Member for Health.

181. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Member:-

Ordinary Member

Reserve Member

Councillor Ajay Maru

Councillor Sasi Suresh

182. Declarations of Interest

RESOLVED: To note the declarations, if any, as published on the Council's website prior to the meeting and the following additional declaration made at the meeting:

Agenda Items 7/8 – Council's approach to enforcement: Licensing and Enforcement Update/Community Safety Strategic Assessment 2021

Councillor Marikar, who was not a member of the Committee, declared a non-pecuniary interest in that she was a Scrutiny Lead Member for Community. She would participate in the discussions at the meeting.

183. Minutes

RESOLVED: That the minutes of the meeting held on 14 September 2021, be taken as read and signed as a correct record.

184. Public Questions

RESOLVED: To note that no public questions were received.

185. Petitions

RESOLVED: To note that no petitions had been received.

186. References from Council/Cabinet

None received.

187. Overview and Scrutiny Committee - Reports

Prior to the consideration of the substantive items on the agenda, the Chair stated that these reports were initially expected at the November 2021 meeting of the Committee but were not available at the time. As a result, the November meeting had been rescheduled to this evening. Similarly, other meetings of the Committee had previously been re-scheduled.

The Chair wanted to remind the administration to treat the Committee with respect.

Resolved Items

188. Council's approach to Enforcement: Licensing and Enforcement Update

The Committee received a report of the Corporate Director of Community, which set out the approach taken on enforcement by the Licensing and Enforcement team during the last 12 months. The report outlined the scope of the service, current issues facing the team and how it was working in order to continually improve the service to local residents and businesses.

The Portfolio Holder for Community Cohesion, Crime and Enforcement informed the Committee that, together with officers, she had met with the Scrutiny Lead Members and the report addressed their concerns, such as:

- enforcement action taken
- partnership working
- capacity of the team and any recruitment issues
- enforcement strategy, changes required and how the strategy could be altered for the benefit of the borough.

An officer introduced the report and made a presentation to the Committee which is attached at appendix 1 to the minutes. She explained the scope and the demands on the service, particularly during the Covid-19 pandemic, which covered the following areas:

- commercial and residential licensing
- environmental protection
- food, health, and safety
- overseeing the delivery of the trading standards service for Harrow by Brent Council
- overseeing the enforcement work by a company, Kingdom LA Services, in relation to the non-compliance of the Council's Public Spaces Protection Orders.

The presentation slides set out the Council's approach to enforcement as follows:

- east, west, and central area-based teams had been formed. These set out which Wards were covered by which areas
- priority enforcement teams (PETs) - the service was looking to recruit six additional officers by the end of January 2022. The PETs would operate as a task force and be intelligence led. Various initiatives were being used to make residents aware of the team's work. For example, yellow markings/stickers were being used on dumped rubbish in order

to make residents aware that the Council was aware of the problem. Monitoring was taking place on a weekly basis and would be shown by Wards in due course.

- the fly tipping strategy had shown that there was a direct link between HMOs (houses in multiple occupation) and fly tipping. An action plan was in place to deal with the issue
- it was recognised that customer journey needed to be improved. This was being managed by the introduction of user-friendly web pages and e-forms, improved communication, and performance. A cross-departmental working group had been set up to take this initiative forward.

Members welcomed the report and were pleased with the progress made by the Licensing and Enforcement team. Members noted the good work done in some parks and that the consultation on the introduction of an Order to address concerns and complaints in the use of the parks would be repeated to include other issues that had arisen with the overall management of the parks. The consultation would be broken down into two phases:

- phase 1 would consult on the PSPO (public service protection orders) to address particular issues of anti-social behaviour
- phase 2 would encapsulate the requirement or the need for additional powers across other green spaces in the Borough.

Members asked additional questions and suggested that a strategy to address the various issues with the operation and use of the parks would help tackle issues. An officer stated that it was envisaged that the situation would improve once the recruitment process was complete. Members would be kept up to date in this regard.

Members were also concerned about the inability of some sections of the population to use or access the Council's services online. A Member asked how this matter would be resolved so that residents could telephone or use other methods to report on environmental issues. In response, an officer stated that various methods were being explored such as street briefings and briefings at community halls. Leaflets would be sent to residents to make them aware of such briefings. Improved and effective communication was key, and Councillors would be kept informed of what was being done to allow them to share that information with their constituents. Another Member commented that improvements to the website and web forms would help reduce the frustrations amongst residents when reporting issues.

A Member asked if, aside from the poor website, the Council had any quality controls in place. He also asked if any benchmarks were applied and if there were any service level agreements in place. He added that one of the challenges faced by residents was the lack of action by the Council when issues were reported. In response, the officer stated that some of the issues with online reporting were not going to be resolved immediately and options were being discussed. The use of My Harrow Account as a reporting tool was

one possibility. Officers were focusing on telling residents which Wards they would be working in and when, including the type of services that would be provided. In addition, officers were working on performance reports, including monitoring their own work across all Wards. Staff would be held to account and key performance indicators measured.

The issue of fly tipping was raised by a Member and he questioned if the lack of powers made this an ongoing problem. It was acknowledged that this issue was particularly acute on private land and owners were being threatened with fines. There was concern that public funds were being used to clear private land. Officers were exploring the use of FPNs (fixed penalty notices) for this purpose.

Members were informed that, in relation to fly tipping, officers were focusing on 20 areas which varied in size. Heat maps were being used to identify sites and the most problematic sites were being targeted. Members were interested to know which areas had been identified as problematic and how they had been compiled.

It was recognised by officers that there was a significant backlog of complaints and the enforcement team was exploring options.

Members also expressed concerns about problems associated with houses in multiple occupation and 'beds in sheds and a Member asked if a cross-party working group could be convened to work on environmental issues.

Members also highlighted the following additional issues which were responded to by an officer:

- commercial waste where agreements were not being honoured. An officer undertook to investigate with a view to helping businesses resolve the problems
- partnership working with neighbouring Councils. Members were informed that officers were in close contact with adjoining Councils. An example of joint working on enforcement was targeting the border areas of Edgware and Burnt Oak with Barnet Council
- use of mobile CCTV in areas where fly tipping was a constant issue and the levels of prosecutions undertaken. Apart of the problems on private land discussed earlier, similar issues existed on unregistered land. In response, an officer stated that the Council was looking to purchase more CCTV and examining how these could be utilised, including existing CCTV. Other technological options would also be explored. Another Member suggested that CCTV attached to lamp posts was a helpful for surveillance, but it was recognised that not all cameras were monitored. Issues on land that was not registered had also been captured.

A Member asked how environmental complaints were logged as these would be received from various communication channels. An officer assured Members that all complaints would be logged into a central system. Another Member raised the issue of private enforcement teams claiming to be from the

Council. The officer asked for details to be sent to her so that she could investigate.

The Chair commended officers on their work but expressed concern that all the good work might be lost if there were cuts to the budget. He asked if the Portfolio Holder had had any conversations in safeguarding this budget area with the relevant officers and lead Councillors. An officer stated that short term funding was being used to currently finance this area of enforcement and other funding methods, such as the use of money from FPNs, were being explored. Additionally, other funding avenues would also be explored.

In response, the Portfolio Holder for Community Cohesion, Crime and Enforcement stated that investments had already been made and it was important to ensure that the recruitment of additional staff would result in improvements to the service and make it sustainable. The current administration was focusing on priority areas such as enforcement. The Director of Strategy and Partnerships informed Members that the draft budget had an element of reserves which would be drawn upon if required. However, the financial settlement from the government was awaited and it was hoped that it would be a positive one.

In conclusion, the Chair was pleased that the service was moving forward in a positive way and he asked that a further report be submitted to the Committee in six months' time.

RESOLVED: That

- (1) the work being undertaken by the Licensing and Enforcement team, as set out in the officer report, be noted;
- (2) a report be submitted to the June 2022 meeting of the Committee setting out the progress made.

189. Community Safety Strategic Assessment 2021

The Committee received a report of the Director of Strategy and Partnerships on the Strategic Assessment, which was an annual review of the patterns of crime and anti-social behaviour in the borough as required by the Crime and Disorder Act 1998. Members were informed that the findings of the Strategic Assessment would help inform the annual refresh of the Council's Community Safety Strategy for Harrow.

The Director introduced the report and informed Members that the requirements for a Strategic Assessment and Community Safety Strategy had been suspended during the emergency measures introduced under the Covid-19 pandemic.

The Chair welcomed the Borough Commander, North West Basic Command Unit, who was present at the meeting, together with her two colleagues. She would report on the Metropolitan Police violence against women and girls (VAWG) action plan.

The Portfolio Holder for Community Cohesion, Crime and Enforcement informed the Committee that the Strategic Assessment set out the available data collected. Some data was not available and could be as a result of trust and confidence in reporting crime, particularly involving women and girls. A great deal of work was required in some areas with a view to building trust.

The Borough Commander made a presentation to the Committee, which covered a couple of the presentation slides attached in full at appendix 2 to the minutes. She explained the work being done by the Metropolitan Police and referred to the Met VAWG (violence against women and girls) Action Plan attached at appendix 3 to the minutes. The Action Plan would be shared with Partner Organisations. She drew attention to the following slides:

- key objectives of the Action Plan. One of the key objectives was to increase women's confidence in the police and see an increase in reporting to police, but a decrease in women being abused. In Harrow, reporting of crime by women and girls was not to be a major issue and this could be as a result of good partnership work and a good base in terms of trust;
- key themes and areas of focus. One element of this would be to continue working with partners and women to improve prevention and victim crime. The Borough Commander added that successful prosecutions were key to building trust.

The Borough Commander added that feedback from the Council and its residents was important and she urged all to send in their comments, details of which were set out in the final presentation slide 6 at appendix 2 to the minutes. The Action Plan would be aligned with other strategies, including those of the police. It was important that voices were heard, and that the community of Harrow was fully engaged, involved, and represented.

Members made the following comments and asked questions of the Portfolio Holder, Director, and the Borough Commander:

- use of the Kick Start Scheme whereby 16–24-year-olds on Universal Credit who were at risk of long-term unemployment could be trained in ensuring security and safety. The Director informed Members that employers in Harrow could be encouraged to explore this suggestion which the police could then support;
- personal safety of women and girls was of paramount importance and this matter was brought to the forefront following the recent murders of Sarah Everard and Sabina Nessa. A Member asked how the police could help in pre-empting issues and assure women and girls to feel safe. The same Member highlighted the issue of the proposed new Harrow Civic Centre in Wealdstone where crime levels were perceived to be high. Moreover, the provision of car parking would be limited, and perhaps further thought was needed to consider the impact of this perceived safety for staff and visitors coming to the new Civic Centre. In response, the Borough Commander stated that it was important to design out crime when constructing new buildings. The Street Safe

initiative also encouraged the reporting of areas where people have felt unsafe, for example in transport hubs. The use of digital technology would help to make areas safer. It was important that these initiatives were publicised;

- the Portfolio Holder stated that safety would be built into the new Civic Centre site. Increased street lighting, visible police presence, design of the building and the street corridors, use of CCTV cameras would be part of the overall £1m investment into the build. Safety audit walks would be carried out and problem areas, such as alleyways, could be designed out. She was confident that by the time the new Civic Centre was built, the area would have a different feel with safety measures having been put in place and it was important to design crime out;
- another Member referred to the interim location of staff and the issue of the YOT (Youth Offending Team), which was found to be requiring improvements by the Inspector who had also mentioned that the team did not have a permanent location. The Director considered the latter statement from the Inspector to be based on a position where the Council was supporting an agile model of working. He added that an improvement plan for the YOT would be developed and reported to the Committee. The Council's Accommodation Strategy would address the issue of location of staff and would also be reported to the Committee. It was noted that the Committee would be able to discuss this issue in the New Year when the HSDP (Harrow Strategic Partnership Development) report would be presented to Members;
- the issue of reporting crime by women and girls was key and ought to also be publicised by the Council. Reporting of hate crime and domestic abuse were also important;
- it was not sufficient to say whether the level of crime had gone up or down but how investigations had been conducted and the level of punishments given. These were important than merely providing statistics. The Borough Commander replied that the Metropolitan Commissioner wanted to deliver on a legacy of protection. Numbers of crime and outcomes for victims were key factors. Performance figures and how crimes were dealt with would be provided to Members;
- the Metropolitan Police would be improving its communications channels and digital engagement would be introduced in the New Year so that the public were better informed;
- a Member stated that it was important to know how various strategies were communicated. For example, a newsletter on crime levels in Harrow had been started but had stopped. Residents also considered reporting crime as a waste of their time because the police did not follow up reports of crime even when CCTV was available. The Borough Commander reported that she met with the Council's Chief Executive and the Director of Strategy and Partnerships on a monthly basis and any issues should be brought to their attention so that improvements could be made. Councillors too could help get the

message out to their constituents. Information was based on the supply of intelligence and residents should be urged to report all crime to allow the police to build a picture and as they operated a covert system. The Director stated that the issue of the thefts of catalytic converters could be raised with him and he would pass the information to the Borough Commander as the police were aware of how these were being sold by the criminals and could therefore investigate further;

- a Member stated that the statistics showed that the burglaries in her Ward had gone down. However, her constituents did not feel that this was the case. She cited an example in her Ward and that residents had lost confidence since the relocation of the police station from her Ward which had contributed to the lack of visibility of the police. The Borough Commander undertook to look into this particular issue;
- a Member was of the view that there was an unrealistic fear of crime. A balance had to be struck on how the Council, police and press dealt with this issue and how they reported on crime as fear affected people's lives. The Borough Commander stated that the police embraced realism, but she would be interested in knowing if her officers when discussing local crime levels with members of the public resulted in an increase in fear;
- information on hotspots where anti-social behaviour (ASB) activity was relatively high was in progress and detailed analysis would be made available to Members. Low levels of ASB were being addressed by enforcement officers but they would start issuing fines soon. The Borough Commander reported that this type of crime was on a downward trend. The root causes of some long terms ASB was the supply and misuse of recreational drugs. The police normally pursued such crimes until enquiries were completed.

RESOLVED: That the findings of the Strategic Assessment be noted, and the comments of the Committee be fed into the review of the Community Safety Strategy.

190. Date of Next Meeting

Special Meeting of the Committee scheduled for 11 January 2022 at 6.30 pm.

(Note: The meeting, having commenced at 6.30 pm, closed at 8.42 pm).

(Signed) Councillor Sachin Shah
Chair

COUNCIL'S APPROACH TO ENFORCEMENT: LICENSING AND ENFORCEMENT UPDATE

AREA BASED TEAMS

- Go Live was the 8th November
- The team has moved away from traditional subject matter-based teams to an area-based model.
- The ability to focus and manage a team of officers by areas will also enable priorities to be set for different areas depending on need.
- Being based by area means closer working relationships can be established with the local police, other council departments, residents, businesses and ward members.

AREA BASED TEAMS

GREENHILL	CENTRAL
HARROW ON THE HILL	CENTRAL
HARROW WEALD	CENTRAL
HATCH END	CENTRAL
KENTON WEST	CENTRAL
MARLBOROUGH	CENTRAL
WEALDSTONE	CENTRAL
BELMONT	EAST
CANONS	EAST
EDGWARE	EAST
KENTON EAST	EAST
QUEENSBURY	EAST
STANMORE PARK	EAST
HEADSTONE NORTH	WEST
HEADSTONE SOUTH	WEST
PINNER	WEST
PINNER SOUTH	WEST
RAYNER LANE	WEST
ROXBOURNE	WEST
ROXETH	WEST
WEST HARROW	WEST

PRIORITY ENFORCEMENT TEAM (PET)

- Currently recruiting Six additional officers to deal specifically with priority enforcement. They will operate in three teams; East, West and Central.
- Each team will be tasked with specific work items and case load utilising data, intelligence and information provided by the wider team.
- The team will also operate as an area-based task force working on a rolling basis moving around the Borough by ward. (ie the weekly Focus ward)
- A “menu” will be created of options for that ward and the menu items planned for each area will be communicated in advance to ward Councillors.
- Officers will only deal with priority issues in the focus ward which will have been identified and agreed at the weekly tasking meeting. Depending on the level of priority issues the time spent in each focus ward during a week will differ.
- Local ward Councillors will be send a summary of actions in their ward at the end of the week and also the proposed menu of options for the next ward focus week.
- Ward Councillors will be asked to comment on these and to suggest areas they believe needs priority enforcement



PET – SOFT LAUNCH (FIRST THREE WEEKS)

Measures of success:

- Increase in FPN served for fly tip. Baseline is 21 per month.
- Reduction in outstanding open service requests in relation to suspected HMOs. Baseline is 140.

FPNs evidenced (fly tip)	62	18	6
Focus fly tips created	16	4	3
Suspected HMO visited	18	0	14
Littering FPNS	45	60	60
Duty of care visits	102	45	36

FLY TIP STRATEGY

- A Task and finish group
- Identifying the top twenty fly tips for the Borough using data on reported fly tips from residents, and information from officers within the L&E team and the waste collection services.
- 21 • Creating a bespoke action plan for each of the top twenty areas dealing holistically with the wider issues in the area that are contributing to the fly tip issues.
- Creating regular communications to residents to encourage reporting and to make fly tipping socially unacceptable
- Consulting and implementation of a HMO waste policy

FLY TIP STRATEGY: EXAMPLE ACTION PLAN

22

Issue	Action
Street Trading	Visits to be taken to commercial premises to ensure compliance with street trading legislation and licence conditions
HMO	Checks to be made to identify any unlicensed HMOs in the area
Commercial Waste	Kingdom LA Services have been tasked to complete duty of care work in the area and will be giving advice/recommendations in relation to other issues such as rear deliveries.
Flytip Enforcement	Area checked at least three times a week for fly tip to check whether evidence for enforcement
Fly tip awareness	<p>Stage 1</p> <p>Tape and stickers left on next identified fly tip in the area (Non putrid waste not causing an obstruction). Fly tip to be left for residents to report the perpetrator. Photos to be taken and sent to Comms</p> <p>Stage 2</p> <p>Warning letter sent to nearby residential properties in relation to fly tip</p>
Littering	Kingdom LA Services have been tasked to complete littering inspections in the area
Domestic Bin Storage	Canvas all properties find out where bins located, and ensure there is adequate bins for properties and these are being stored in a secure manner.



This fly-tip is being investigated by
Harrow Council Environmental Enforcement Team

If you know who dumped this waste, please scan the QR Code
and report it



SCAN ME

Date	
Time	
Location	
Leave until	

FINAL WARNING



Fly-tipping

Environmental Protection Act 1990

[Reset form](#)

[Click to enter address](#)

Harrow Council has recorded unacceptable levels of fly-tipping in the area. This is having a detrimental effect on the environment and is a risk to public health. We know it's coming from one or more properties on your road.



Offence recorded:
Illegal disposal of waste

Penalty:
Up to £50,000 or a prison sentence

Location of offence:

[Click to enter location](#)

DO NOT IGNORE THIS WARNING

Fly-tipping isn't just antisocial and filthy, it's also illegal and carries a heavy penalty - a fine of up to £50,000 or a prison sentence.

after those responsible for blighting the borough. Anyone caught dumping waste illegally will face the full force of the law.

Every tonne of fly-tipped waste cleared by the council costs the taxpayer £XXX. Money that could be better used in your community.

If you know who is responsible for illegally dumping waste please contact us by emailing flytipping@harrow.gov.uk. You do not have to give your name.

We'll continue to monitor this area and come

WHAT YOU NEED TO DO - WASTE MANAGEMENT

There's no excuse for dumping waste illegally. It's easy to get rid of excess waste safely and legally:

Order another bin - if you regular produce more waste than you can fit in your bin, it's possible to order further bins online at harrow.gov.uk/bin.

Council's bulky waste service - four large items (or 12 bin bags up to 10kg) collected for £40. Mattress disposal £14 or a mattress.

Recycling centre - bring your waste to the Recycling Centre on Forward Drive, its easy and free for Harrow residents.

Call 020 8424 7600 or visit harrowcommercialservices.co.uk for further information.

If you have any questions about fly-tipping and, read our FAQs online at harrow.gov.uk/flytipping.

Harrow Council, Environmental Health, Unit 1,
Depot, Forward Drive, Harrow, HA3 8NT

Email: flytipping@harrow.gov.uk Website: harrow.gov.uk/flytipping

FLY TIP STRATEGY:

IMPROVE CUSTOMER JOURNEY

- Reviewing current customer journey, looking at webpages, e-forms and other methods of contact. To help ensure that first contacts from customers are coming through the appropriate channels.
- Improving our public communications on social media.
- Monitoring and improving performance - Improving the first response rate to service requests & reducing “aged cases” and backlogs within the services
- Exploring a cross departmental working group focused on problematic premises,



ANY QUESTIONS.....





Met Police VAWG Action Plan

What The Met is doing to bear down on violence against women and girls in London

November 2021



**METROPOLITAN
POLICE**

January 2020

NEW
SCOTLAND
YARD

Met VAWG Action Plan

What we are doing to help make women and girls safer and feel safer in London

Met Commissioner Cressida Dick said:

“Tackling violence remains our top operational priority, including crimes that disproportionately affect women and girls, such as domestic abuse and sexual violence. Male violence against women and girls has a profound and long-lasting impact on those directly affected, shattering the lives of victims, their families and those closest to them. Such violence also affects local communities and impacts on the public’s confidence in the safety of their area, and in the effectiveness of their police service.

27 We want the public’s views and will update the plan following this engagement.

“We are ambitious for change, and want the best results that will improve people’s lives – that means listening and acting on recommendations and findings from independent reviews, as well as learning from other police forces’ achievements, the achievements of other organisations and academia. An important part of our approach is to invite women and girls to tell us what they think needs to change, and to keep talking to us about what more we can do to create safe environments.”



**METROPOLITAN
POLICE**



Met VAWG Action Plan – setting the context

What we are doing to help make women and girls safer and feel safer in London

The term ‘violence against women and girls’ refers to acts of violence or abuse that disproportionately affect women and girls. Crimes and behaviour covered by this term include rape and other sexual offences, domestic abuse, stalking, harmful practices (including female genital mutilation and forced marriage) as well as many others, including offences committed online.

- National statistics outline the scale of the issue:
- **7.3%** of women in England and Wales have experienced domestic abuse in the past 12 months
- **15.2%** of all recorded crime in England and Wales and **35.5%** of all recorded violence against the person crimes is domestic abuse-related
- **25%** of women are affected by domestic violence in their lifetime, with estimates suggesting well over a million women suffer from domestic abuse each year
- **Two women are killed every week** in England and Wales by a current or former partner.
- A recent report by UN Women UK found that **97 per cent of women aged 18-24 have been sexually harassed, with 96 per cent not reporting** those situations because of their belief that it would not change anything.

Women should feel confident about reporting, and that their report will be taken seriously by the police. It is clear we have more to do.



**METROPOLITAN
POLICE**

NEW
SCOTLAND
YARD

Met VAWG Action Plan – key objectives

What we are doing to help make women and girls safer and feel safer in London

We want to:

- **increase the number of perpetrators brought to justice** for violence against women and girls;
- **improve processes and victim care across the criminal justice system** to reduce the number of cases failing;
- **reduce repeat victimisation** of women and girls;
- **increase women’s confidence in the police** so as to improve the reporting of crimes which disproportionately affect women and girls within London;
- **see an increase in reporting** to police, but a **decrease in women being abused**, i.e. the proportion of women experiencing these crimes in each year (measured through reporting in the Crime Survey in England and Wales); and
- **intensify work to tackle sexual misconduct and domestic violence by officers and staff**; improve the confidence of people to tell us about sexual misconduct and domestic abuse committed by officers and staff; improve our support to victims and our investigations; and reach outcomes that are understood and build confidence.



**METROPOLITAN
POLICE**

NEW
SCOTLAND
YARD

Met VAWG Action Plan – key themes and areas of focus

What we are doing to help make women and girls safer and feel safer in London

There are four themes within this plan. Much work is already happening. Our future work will build on that work and also will focus on these areas:

- **Protecting women and girls in public spaces, at home and online**
 - Increasing policing presence in the public space
 - Preventing night time violence
 - Increasing officer training and capability to respond to violence against women
- **Working with our partners and with women to improve prevention and victim care**
 - Engaging with women and girls and responding to their feedback
 - Increasing prevention
 - Improving victim care and support with partners
- **Bringing offenders to justice and improving criminal justice outcomes for victims**
 - Targeting and managing offenders
 - Improving response and investigation
- **Improving Met culture and professional standards**
 - Upholding the highest professional standards including through our *Rebuilding Trust* plan
 - Improving Met culture including through the review being led by Baroness Casey of Blackstock
 - Furthering gender representation across commands and at all levels

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Met VAWG Action Plan – your feedback

What we are doing to help make women and girls safer and feel safer in London

You can find the action plan here alongside our Rebuilding Trust plan - <https://www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/rebuilding-trust/>

We want to hear feedback from communities and partners on this plan. You can do this online at <https://www.smartsurvey.co.uk/s/PublicFeedbackVAWG/>

We want to hear views on the plan itself as well as comments on what else you think the Met should be doing.

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We are also holding roundtables and conversations with partners in coming months so that Basic Command Units and other teams can hear from their local connections.

The feedback we receive will form an integral part of our final plan.

Violence against women and girls

Action plan

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Foreword

Tackling violence remains our top operational priority, including crimes that disproportionately affect women and girls, such as domestic abuse and sexual violence. Male violence against women and girls has a profound and long-lasting impact on those directly affected, shattering the lives of victims, their families and those closest to them. Such violence also affects local communities and impacts on the public's confidence in the safety of their area, and in the effectiveness of their police service.

Sadly not a new phenomenon, still in 2021, it is estimated that one in five women in the UK will experience sexual assault during her lifetime, while one in four will experience domestic abuse. In London, recorded domestic abuse cases have increased by 26 per cent in 5 years, and in 2020-21 alone, the Met recorded more than 19,000 allegations of sexual offences.

These figures, together with recent appalling events, including the murder of Sarah Everard, have shone a spotlight on how much more we as a police force must do, with our partners, to tackle perpetrators, protect women and prevent future tragedies.

Research on reoffending is clear that arrest and prosecution have a limited impact upon offending behaviour. Whilst we are clear we must improve the police response to violence against women and girls, we cannot provide the whole solution. This must start with tackling society's tolerance of these awful crimes and associated behaviour. Every statutory agency and Government department has a role to play. Women and girls deserve our best collective efforts.

Make no mistake, we in the Met will work relentlessly both to tackle violence perpetrated by men against women and girls, and to rebuild trust in the highest professional standards that we expect in policing.

This plan details how we will do more and better to keep women and girls safe. It brings together all of our work to prevent male violence against women and girls, in public spaces as well as domestic settings and online; to target perpetrators, and with the wider criminal justice service, to improve outcomes for victims.

We will increase officers' skills and maximise the impact of key units such as our Predatory Offender Units, Town Centre Teams, and other specialist units, and further improve digital investigation, intelligence and the quality of case files.

We want the public's views and will update the plan following this engagement.

We are ambitious for change, and want the best results that will improve people's lives – that means listening and acting on recommendations and findings from independent reviews, as well as learning from other police forces' achievements, the achievements of other organisations and academia. An important part of our approach is to invite women and girls to tell us what they think needs to change, and to keep talking to us about what more we can do to create safe environments.

We know we need to rebuild trust so within this plan we also set out the importance of raising our own professional standards, and rooting out any and all predatory behaviour towards women. I know the vast, vast majority of our workforce are dedicated ethical public servants, absolutely committed to fighting crime and keeping Londoners safe.

But we're not perfect and we must and are taking a long, hard look at ourselves and our culture. That's why I've invited Baroness Casey to conduct a wide-ranging review. We will continue to change, improve and continuously strive to uphold the highest standards in order to give women, girls and the wider public confidence, that their safety is at the heart of how we operate.

And that change starts with each and every one of us. The Met I know and love wants to improve. Officers want to be there day in, day out and are willing to risk their own lives to save and protect others. We will bring offenders to justice, work tirelessly with others to prevent male violence towards women and girls and ensure victims receive the services they deserve.

Cressida Dick
Commissioner

The context

The term 'violence against women and girls' refers to acts of violence or abuse that disproportionately affect women and girls. Crimes and behaviour covered by this term include rape and other sexual offences, domestic abuse, stalking, harmful practices (including female genital mutilation and forced marriage) as well as many others, including offences committed online.

National statistics outline the scale of the issue:

- 7.3% of women in England and Wales have experienced domestic abuse in the past 12 months
- 15.2% of all recorded crime in England and Wales and 35.5% of all recorded violence against the person crimes is domestic abuse-related
- 25% of women are affected by domestic violence in their lifetime, with estimates suggesting well over a million women suffer from domestic abuse each year
- Two women are killed every week in England and Wales by a current or former partner. These figures have remained constant over the past decade
- Police in England and Wales recorded 55,696 rapes in 2020-21. Only 3,539 progressed to the Crown Prosecution Service (CPS), leading to just 1,109 convictions.
- A study funded by the Home Office and Trust for London showed that there are over 137,000 women and girls in England and Wales living with the consequences of female genital mutilation.
- The Government's Violence against Women and Girls Strategy highlights an increased prevalence of violence against women and girls among some ethnic minority groups. For example, those identifying as being of mixed ethnicity were more likely to be victims of domestic abuse than other ethnic groups. Those identifying as Black/Black British were more likely to be a victim of sexual assault and those identifying as being of an 'other ethnic group' were more likely to be victims of stalking.
- A recent report by UN Women UK found that 97 per cent of women aged 18-24 have been sexually harassed, with 96 per cent not reporting those situations because of their belief that it would not change anything. Women should feel confident about reporting, and that their report will be taken seriously by the police. It is clear we have more to do.

The London trend over the past few years mirrors increases in recorded crimes of violence against women and girls and decreases in charging, prosecuting and in successful outcomes at court. We welcome any increase in confidence of women and girls to report crimes, and know there is more to do.

- Recorded domestic abuse offences have increased by 26 per cent in five years – to more than 94,000 in 2020 - and the trend is very consistent over time – including through the pandemic period when many other offences decreased. Domestic abuse accounts for a tenth of all crime reports to the Met.
- In 2020/21, the Met recorded more than 19,000 allegations of sexual offences (including 7,700 rapes and 8,000 serious sexual offences).
- Criminal justice outcomes for rape and serious sexual offences have fallen across all stages of the criminal justice process (charging, prosecuting and convictions at court) eroding the confidence of victims in the criminal justice system and the police.

This plan in context

Tackling violence against women and girls should not be seen in isolation from the wider work of the Met to keep all of London safe. A substantial proportion of the Met's considerable resources is focussed on addressing violence against women and girls. However, we must do more and improve. This plan describes recent changes we have made and what else we are introducing to improve our response and raise confidence. Our approach reinforces the importance of victim care, and places victims at the heart of all activity we undertake.

Our key objectives

We want to:

- increase the number of perpetrators brought to justice for violence against women and girls;
- improve processes and victim care across the criminal justice system to reduce the number of cases failing;
- reduce repeat victimisation of women and girls;
- increase women's confidence in the police so as to improve the reporting of crimes which disproportionately affect women and girls within London;
- see an increase in reporting to police, but a decrease in women being abused, i.e. the proportion of women experiencing these crimes in each year (measured through reporting in the Crime Survey in England and Wales); and
- intensify work to tackle sexual misconduct and domestic violence by officers and staff; improve the confidence of people to tell us about sexual misconduct and domestic abuse committed by officers and staff; improve our support to victims and our investigations; and reach outcomes that are understood and build confidence.

Key themes

There are four themes within this plan:

1. Protecting women and girls in public spaces, at home and online
2. Working with our partners and with women to improve prevention and victim care
3. Bringing offenders to justice and improving criminal justice outcomes for victims
4. Improving Met culture and professional standards

Feedback

We want to hear feedback from communities and partners on this plan. You can do this online at <https://www.smartsurvey.co.uk/s/PublicFeedbackVAWG/>

We want to hear views on the plan itself as well as comments on what else you think the Met should be doing.

We will also be holding roundtables and conversations with partners in coming months. Each Basic Command Unit will use their local connections to engage on the plan.

The feedback we receive will form an integral part of our final plan.

1. Protecting women and girls in public spaces, at home and online

Our ambition

Working with partners, we aim to reassure women and girls in public spaces and protect them from victimisation. We will increase our understanding of key locations where women feel unsafe and work with partners to design-in safety as well as increase police visibility and enforcement in these hotspots. We will actively manage known offenders and work in partnership to reduce the prevalence of violence against women and girls, aiming to deploy proven initiatives but also adopting new tactics, committing to learning and evaluating.

We will work to improve substantially the level of confidence Londoners have in our response to all forms of violence against women and girls.

A large percentage of violence against women and girls is committed in private places, behind closed doors. This has a wide ranging and long lasting impact on the survivors and their families. In line with our recent Public Protection Plan, we will improve our response to rape and sexual offences; domestic abuse, stalking and harassment (including online); child abuse (including online and indecent images); and harmful practices (such as female genital mutilation).

Recently implemented changes

Targeted patrols - using our crime and incident data, each local policing area, known as a Basic Command Unit or BCU, has introduced new patrol plans to provide greater reassurance in areas of highest risk, including more police officers being visible and patrolling open space across London.

Safer transport - we are helping to reassure women and girls and make them feel safer on public transport, including through targeted police activity against known offenders and in locations of concern, a strong visible police presence on the bus network and by supporting Transport for London's school sessions.

Increased confidence - with Transport for London and British Transport Police, we are delivering an awareness campaign, to increase reporting and emphasise a zero tolerance approach to all forms of sexual harassment on London's public transport network.

Local focus - all Safer Neighbourhood Teams (SNT) have a minimum of three priorities, providing a great opportunity to address the violence related issues creating the most risk and harm to local communities such as: domestic abuse, violence against women and vulnerable people, public space safety and anti-social behaviour linked to violence.

All victims of indecent exposure are now offered a face-to-face visit from a police officer.

Comprehensive training - new recruits complete mandatory training covering offences linked to social media and cybercrime, and how to better support victims of these crimes.

Improved skills - officers joining specialist teams whose work focusses on online offences receive bespoke courses to guide them through all aspects of investigations and victim support. This includes a hate crime toolkit that specifically references online offending/victimisation.

Risk awareness - we support the [Clare's Law](#) scheme which gives any member of the public the right to ask the police if their partner may pose a risk to them.

We have reinforced to our officers that online harassment and abuse must be taken as seriously as other forms of harassment.

We have introduced Safe Connection, which is a process lone plain clothed officers will offer to lone women to confirm their identity and policing purpose. The scheme aims to provide reassurance for lone women, helping them to visually verify the identity of a lone plain clothed officer.

New commitments

Increasing policing presence in the public space

Each BCU will:

- have a violence against women and girls problem profile to drive problem solving;
- include violence against women and girls sector organisations in their key partnerships, known as a key individual network;
- work in partnership to tackle identified violence against women and girls concerns;
- work in partnership, and with the wider Met, in the management of serial and dangerous perpetrators; and
- work with partners, to grow our new neighbourhood policing 'Town Centre' teams, developing new policing plans with local partners that will address violence against women and girls as one of the priorities.

Deputy Assistant
Commissioner (DAC)
Local Policing
Q3 2021/22

We will maximise the use of our local resources to increase officer visibility and coverage in key hotspot locations identified through intelligence, co-ordinating local BCU teams, pan-London Central Specialist Crime teams and volunteers (police cadets, community volunteers and special constables).

Commander Violence
Reduction
Q3 2021/22

As part of a new approach to tackling the highest harm gangs, we will:

Commander Specialist
Crime
Q4 2021/22

<ul style="list-style-type: none"> • better protect women and girls, in particular those most at risk from exploitation and/or violence resulting from their involvement with gangs; • analyse missing persons reports linked to girls under 18, especially of those that have been missing multiple times from addresses within high harm gang areas; and • work with partners to identify earlier those at risk and ensure care plans are in place. 	
Preventing night time violence	
We will expand the Ask for Angela campaign, working with Safer Sounds and bars, clubs and other night time-economy venues. This will build on the comprehensive Welfare And Vulnerability Engagement (WAVE) training to frontline officers that took place in venues across London in the summer.	DAC Local Policing Q3 2021/22
We are piloting Project Vigilant to prevent sexual offences linked to the night-time economy and to tackle predatory offending. Working closely with community partners, we aim to make busy night-time economy areas places offenders are afraid to operate.	DAC Local Policing Q4 2021/22
We will promote the Mayor's Women's Night Safety Charter - part of City Hall's own Violence Against Women and Girls Strategy - by encouraging businesses to sign-up and do more to further prevent and protect women from violence.	Commander Violence Reduction Q3 2021/22
We will work with licensees and event organisers to enable them to respond better to female victims of violence, including through the 'Good Night Out Campaign'.	Commander Violence Reduction Q4 2021/22
Increasing officer training and capability to respond to violence against women	
We will complete the delivery of DA Matters training to 8,500 frontline staff to improve our initial response to domestic abuse, including better recognising and responding to coercive and controlling behaviour.	Commander Public Protection Q3 2021/22
We will introduce an NPCC-led Crimestoppers pilot on female genital cutting offenders, and will develop and deliver bespoke training to key officers and staff on harmful practices to improve our investigative and safeguarding response.	Commander Public Protection Q4 2021/22
We will expand Operation Limelight at international airports and stations in London - which focuses on raising awareness of forced marriage and female genital cutting offences, and safeguarding potential victims. We will work closely with international criminal	Commander Public Protection Q3 2021/22

<p>justice agencies to identify and share best practice and intelligence on risk and vulnerability.</p>	
<p>The Law Commission is due to make final recommendations later this year on whether misogyny (and other gender-based offences) should be recorded as hate crime. To ensure we are sufficiently prepared should any changes be recommended, we will commence work to assess the extent of possible changes required to our systems. We would urge any woman or girl facing harassment, intimidation or any other crime to come forward and report it, regardless of the motivation. We will take it seriously.</p>	<p>Commander Public Protection Q4 2021/22</p>
<p>We are introducing a Digital Media Investigator course to improve expertise and support to all officers with the skills necessary to investigate violence against women and girls, including better managing digital and cyber evidence.</p>	<p>Commander Public Protection Q4 2021/22</p>

2. Working with our partners and with women to improve prevention and victim care

Our ambition

We do not want women and girls to suffer from violence and abuse so we will do more to prevent these crimes occurring. On the occasions where it has not been possible to prevent a crime occurring we will protect victims from further abuse and ensure they are well supported. We want to be at the forefront of innovation and spearheading improvements in these areas. This includes increasing how we maximise the use of forensic opportunities and how we use data to help us identify trends and risks so that we can intervene and how we access and use digital evidence, with less negative impact on victims.

Recently implemented changes

Working closely with the Crown Prosecution Service (CPS), we have together begun to reduce the time that passes between a rape allegation and an outcome being achieved. This has included the use of Early Investigative Advice surgeries, joint-workshops and monthly oversight meetings.

We are working hard through the 'Rape Pan-London Partnership' with stakeholders to improve our collective response to victims and survivors of rape.

Working with Lighthouse (a structure funded by the Home Office, NHS England, Mayor's Office for Police and Crime and the Department for Education that supports young victims of sexual abuse and their families) and the CPS, we are reviewing and prioritising referred cases of child rape so they are progressed more quickly.

Through Operation Aegis, we are better identifying and managing risk for missing people, child exploitation, child abuse, online child sexual abuse & exploitation, domestic abuse, and rape & serious sexual offences; and improving outcomes.

We launched online reporting for domestic abuse that enables victims, including those who may be unable to contact via the telephone, attend a police station or have officers attend their home, to report matters in a fast, safe way.

All schools are offered a named schools officer contact in their local BCU. These officers work in partnership with the school to develop strategies to keep young people safe, including on issues related to violence against women and girls.

We delivered training to Safer Schools' officers with Tender, a charity working with young people to prevent domestic abuse, and we delivered specialist workshops to investigators within the professional standards command on police perpetrators of domestic abuse.

Youth engagement officers work closely with local communities to help keep young people safe, build relationships and promote positive engagement through local activities such as sport.

We continue to support the Mayor's Violence Against Women and Girls Strategy (such as improving processes for evidence-led prosecutions, identification of common points of attrition within rape cases).

We have established Project Evergreen to improve our policing response to sex work in all its forms, supported by the Met Sex Worker Advisory Group.

We are supporting an education initiative run by Streetlight UK called "You Choose". In collaboration with London local authorities and Legal Services Commission, the course educates arrested sex buyers about what it is like to be involved in prostitution for women and aims to deter first time offenders from re-offending in buying sex work services.

New commitments

Engaging with women and girls and responding to their feedback

All BCUs will increase their engagement with women and girls in their local communities to better understand their concerns and to build confidence.	DAC Local Policing Q3 2021/22
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We will deliver Walk and Talk sessions, focused on preventing violence against women and girls on every BCU. This will involve female officers buddying up with women from within the community to walk the streets of London and hear of their experiences, concerns and reflections.	DAC Local Policing Q4 2021/22 and onwards
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We will promote the use of the #StreetSafe tool which allows members of the public to anonymously flag specific areas where they don't feel safe so that we can better respond to concerns.	DAC Local Policing Q4 2021/21
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Increasing prevention

We will work with partners to improve our intelligence gathering in relation to harmful practices including female genital mutilation and its prevalence across London.	Commander Public Protection Q4 2021/22
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Our officers will continue to be a key part of the Stalking Threat Assessment Centre (STAC), following clear evidence that demonstrates a reduction in offending for those supported through the STAC programme.	Commander Public Protection Q4 2021/22
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Building on the success of a series of local police and community 'Innovation Hubs', we will pilot a dedicated hub in Central East BCU to generate new ideas and practical solutions to prevent and tackle	Commander Local Policing Q1 2022/23
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violence against women and girls. This will bring police, public and academia together.	
Improving victim care and support with partners	
We will ensure vulnerable & intimidated victims are identified at the earliest opportunity and an assessment made so measures can be put in place to support them through the justice process. This will include disproportionately targeted communities and victims with concerns/fears in relation to their immigration status.	Commander Investigations Q3 2021/22
The concept of a Victims' Care Hub is currently being scoped with MOPAC. This aims to improve the experience of victims on their path through the criminal justice system in London.	Commander Investigations Q1 2022/23
A Victim Care Improvement forum is to be established made up of volunteers representing the diverse communities of London.	Commander Investigations Q3 2021/22
We will improve victim care by encouraging more people to access Victim Support services.	Commander Investigations Q4 2021/22
We will survey victims of the most serious crimes through the new High Harm Survey and use their feedback to improve our service.	Commander Criminal Justice Q4 2021/22
We will increase the number of Multi Agency Risk Assessment Conferences (MARACs), and working with partners, we will improve information sharing and effective care for victims.	Commander Public Protection Q4 2021/22

3. Bringing offenders to justice and improving criminal justice outcomes for victims

Our ambition

We want to bring more perpetrators of violence against women and girls to justice. Her Majesty's Inspectorate of Crime, Fire and Rescue Services stresses that a "whole system" response is required to tackle violence against women and girls offences and we will strengthen our links with partners to ensure the process is as effective as possible.

We will work to reduce case attrition. The length of investigations, the impact of an investigation, particularly the intrusion of the examination of phones and other digital devices and media, as well as attending court can all affect victim and witness participation. We will work to address the concerns of victims, improving their experience, our service, investigations and outcomes.

Recently implemented changes

We have a Public Protection Plan which focuses on five key areas; capacity, capability, leadership, governance and partnership activity. We will use the plan to deliver an improved service for victims and to improve the effectiveness of the criminal justice system.

We have a Rape Action Plan, working collaboratively with the CPS and criminal justice partners to increase justice for victims through improved case file quality, more effective case reviews (particularly of older cases), better training and better use of digital solutions to improve disclosure of evidence.

We have established Predatory Offender Units to carry out proactive operations against high harm offenders. Since launching in November 2020, these units have arrested more than 2,154 suspects, including 1,312 arrests for domestic abuse, 378 for sex offences, and 115 for child abuse.

We will continue to promote the use of body worn video to capture evidence quickly and to secure more convictions.

New commitments

Targeting and managing offenders

We will increase operational activity, including multi-agency operations targeting domestic abuse offenders. This will include intensified "weeks and days of action" mobilising local officers; and prioritising arrest enquiries.	Commander Public Protection Q3 2020/21
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We will implement the National Domestic Abuse Best Practice Framework to improve joint working with criminal justice partners to secure better justice outcomes for victims, with a particular focus on dangerous and serial perpetrators.	Commander Public Protection Q4 2020/21
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<p>We will use all legal means available to manage offenders effectively and reduce the risk they pose, including:</p> <ul style="list-style-type: none"> • increase the use of bail and protective orders, including Domestic Violence Protection Orders, and Forced Marriage Orders, ensuring robust follow up and action in response to any breach; • increase the use of Stalking Protection Orders (SPO), building upon the success already achieved (we are the highest user of SPOs nationally); • work with others to effectively manage serial and dangerous perpetrators, including through Operation Dauntless+ on high risk/high harm repeat domestic abuse offenders; • help delivery of the Mayor's Office for Police and Crime location tagging system for high risk domestic abusers so we can monitor them more effectively on their release from prison and improve the safety of victims; and • support the expansion of the DRIVE domestic abuse offender programme (challenging serial and high harm domestic abuse perpetrators to change their behaviour). 	<p>Commander Public Protection Q4 2020/21</p>
<p>We will review the Multi-Agency Tasking and Coordination (MATAC) approach seen elsewhere in the UK and consider viability for the MPS.</p>	<p>Commander Public Protection Q4 2021/22</p>
<p>Improving response and investigation</p>	
<p>As a pathfinder force on Operation Bluestone, we are working with the Mayor's Office for Police and Crime, the National Police Chiefs' Council, academia and the Home Office to better understand how we should be approaching our response to rape cases. Building on learnings from Bluestone, we will consider in what way Operation Soteria, the Government response to rape, might be used in the Met, to transform further our response including strengthening investigations with improved victim engagement and treatment through the courts, with suspect-focused investigation, and with particular attention to repeat offending suspects.</p>	<p>Commander Public Protection Q4 2021/22</p>
<p>We are investing over £10m to improve and speed up the gathering and analysis of digital evidence which includes the recruitment of over 100 technical staff.</p>	<p>Director of Forensics 2022/23</p>
<p>We are establishing teams of Digital Media Investigators and Digital Forensic staff on each BCU to improve the skills of officers to better capture and use digital evidence, an improve timeliness so that a victim is not left without a phone for more than 24 hours. This will also ensure compliance with forensic regulatory standards and data protection requirements to provide reassurance that a victim's privacy is a priority.</p>	<p>Commander Investigations Q4 2021/22</p>

We will conduct an end-to-end process review of domestic abuse investigations (in conjunction with London Criminal Justice Board) to identify how we can increase successful prosecutions.	Commander Public Protection Q4 2021/22
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4. Improving Met culture and professional standards

Our ambition

Our vision for the Met is to be the most trusted police service in the world, we know we must do more to earn the trust of our communities and in particular the confidence of women and girls.

To achieve this, everyone working in the Met must uphold the highest professional standards. We will strive to rebuild confidence in how we uphold these standards, in particular by dealing effectively with those who fall short of the high professional standards we rightly expect – and most particularly police perpetrators of violence against women and girls.

We are committed to fostering a truly inclusive culture where everyone within the organisation feels supported to thrive and excel within the workplace and to call out inappropriate behaviour or harassment. And we are committed to fostering a culture that builds further trust and confidence amongst victims.

In our Strategy for Inclusion Diversity and Equality (STRIDE), we have set ambitious aspirations to increase gender representation further, particularly in leadership roles, building on having the first ever female Commissioner and the current Management Board being made up of 50% women.

Recently implemented changes

We launched our revised Raising Concerns policy which provides advice and instructions for all staff on raising concerns. This supports whistleblowing and the reporting of wrongdoing, including on violence against women and girls. Raising Concerns also sets out clearly how we will support and look after the welfare of those who raise concerns – such as the provision of welfare officers and contacting staff support associations.

We have set up a Counter Corruption Board to provide strategic oversight on corruption work and review seven key areas of work, including sexual misconduct.

We have appointed a dedicated Chief Inspector based in each of our BCUs focused on driving improvements in standards and professionalism.

We have adopted all the requirements of the College of Policing Authorised Professional Practice and Vetting Code of Practice, in some instances going above and beyond, such as all staff receiving a National Security Counter Terrorism Check due to the challenges of policing the capital. We continue to support a national review of police vetting.

Our staff survey examines confidence in our response to poor behaviour and where people or teams show lower confidence we delve in to this.

We are promoting and supporting internal female support networks– with a strong communication strategy to ensure staff are aware of the internal support available (such as our Network of Women (NOW); the expansion of the HeforShe network through the recruitment of male HeforShe allies in all units and commands; Met Babies and Met families policies; the Women Returners Programme and the Parental Support Programme).

We are delivering inclusive leadership development to our 10,000 leaders. This is the next phase of our Leading for London leadership programme and focused on building leadership confidence, capability and commitment to create a more inclusive Met.

We are improving progression and retention of women and Black, Asian and multiple ethnic heritage officers through the appointment of 14 new dedicated Talent and Career Development officers (chief inspectors) who will help BCU and other commands create more effective talent and career development processes.

We will continue to invest in development for women and Black, Asian and multiple ethnic heritage officers seeking promotion and/or lateral development - including workshop and coaching/mentoring structures. Increasing visible role models within the Met will create a virtuous circle, supporting progression and external recruitment - better reflecting London’s demographics.

We have created a new blended working framework enabling greater flexibility of working patterns and locations as we move out of COVID restrictions.

New commitments

Upholding the highest professional standards

In our Rebuilding Trust plan published on 8 October 2021, we have committed to seven immediate priority actions focused on professional standards:

<p>We will complete an urgent review of all current investigations into allegations of sexual misconduct and domestic abuse against our officers and staff to make certain that those who made the allegations are being properly supported and the investigations are comprehensive. This will encompass a thorough review of the vetting history of those under investigation to reassure the public and ourselves that our internal processes are the best they can be.</p>	<p>AC Professionalism Q4 2021/22</p>
<p>We will urgently dip sample cases from the last 10 years where sexual misconduct and domestic abuse allegations have been made and those accused remain in the Met, to ensure that appropriate management measures (including vetting reviews) have been taken.</p>	<p>AC Professionalism Q4 2021/22</p>
<p>We will commission a root and branch review of the Parliamentary and Diplomatic Protection Command. With a strong focus on external challenge, this review will have particular focus on recruitment, vetting, culture, professional standards and supervision.</p>	<p>AC Specialist Operations Q2 2022/23</p>

<p>This work will not be constrained by the current operating model and will take account of the view of the stakeholders in this critical security function.</p>	
<p>We will increase the number of investigators within our dedicated unit investigating police misconduct (Professional Standards department) to strengthen our proactive capability and prevent instances of our people abusing their positions of trust. We will create a new dedicated team focused on the investigation of allegations of sexual misconduct and domestic abuse (replicating our existing team which investigates all serious discrimination cases). This will improve our ability to identify patterns of concerning online and 'real world' behaviours in the workplace.</p>	<p>AC Professionalism Q4 2021/22</p>
<p>We will respond quickly to the findings or recommendations from the review work being undertaken by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service on our vetting processes.</p>	<p>AC Professionalism Q1 2022/23</p>
<p>We will expedite the rollout of new warrant cards to improve security and urgently explore the capability to provide the public the ability to scan new passes to confirm authenticity.</p>	<p>AC Met Operations Q4 2021/22</p>
<p>We will require all line managers to speak to every officer and staff member to reinforce the standards that must be upheld in regards to misuse of social media and messaging apps; predatory behaviours; and reinforcing a proactive duty to stop any inappropriate behaviours. This will be strengthened in coming weeks through a strong and sustained internal communications campaign.</p>	<p>Deputy Commissioner Q3 2021/22</p>
<p>Improving Met culture The Commissioner has appointed Baroness Casey of Blackstock to lead an independent external review of the Met's culture and professional standards.</p> <p>In our Rebuilding Trust plan published on 8 October 2021, we have committed to five priority actions focused on improving Met culture, ahead of the work of the independent external review led by Baroness Casey.</p>	
<p>We will deliver Operation Signa - an internal programme to ensure our people actively intervene and challenge inappropriate behaviours built on the feedback of women in the Met, to increase confidence of reporting sexual harassment and unacceptable conduct.</p>	<p>Chief of Corporate Services Q4 2021/22</p>
<p>We will shortly complete delivery of the next phase of our leadership programme (Leading for London), with the current campaign focused on the skills needed to excel in inclusive leadership. This will be followed by a second campaign focused on creating high performing (and inclusive) teams.</p>	<p>Chief of Corporate Services Q3 2022/23</p>

We will actively address any differential outcomes we see in Staff Survey returns (looking at all protected characteristics – in particular gender and race), with staff survey outcomes as one important measure of our progress on organisational culture.	AC Professionalism Q1 2022/23
We will continue to invest in leadership development for women and underrepresented groups seeking promotion and/or lateral development - including workshop and coaching/mentoring structures. Increasing visible role models within the Met will create a virtuous circle, supporting progression and external recruitment - better reflecting London's demographics.	Chief of Corporate Services Q3 2021/22
We are refreshing our flexible working policy to actively support our workforce – especially women at all levels and in all commands of the Met, including expanding even further our commitment to flexible working models that promote a positive work-life balance. An inclusion taskforce utilising exit interview analysis to ensure we tackle any systemic issues.	Chief of Corporate Services Q4 2021/22
Furthering gender representation across commands and at all levels In our STRIDE strategy, we have made a commitment to improve the diversity of the Met's workforce.	
Recruiting more police officers who are women and / or are from visible ethnic minority backgrounds, and supporting their progression, are key elements of the wider work of building a Met that is more representative of London. We will work with communities and partners to achieve our recruitment, retention and progression aspirations for those from under-represented groups. From 2021, we have been aiming for 40% of our new recruits to be women, to rise to 50% in 2022.	HR Director Q1 2022-23
We will continue to build policies that support the recruitment and retention of women at all levels and in all commands of the Met, including: <ul style="list-style-type: none"> • Flexible working and work-life balance • Reviewing our policies and practices to increase awareness of flexible working ensuring it is easy to access; • Pilot new ways of flexible working such as self-rostering and job share through Project Balance; and • Exit interview – implement a new exit interview process, ensuring that feedback is collated, reviewed and data is used to promote retention of women in the Met. 	HR Director Q1 2022-23

5. Delivering the plan

This section sets out how we will deliver the plan and describes how it fits with the national work to tackle violence against women and girls which involves partners in many sectors.

The Met has an ambitious strategy, Met Direction, which defines our priorities and performance objectives. Our top operational priority remains bearing down on violence, of which violence against women and girls is an important part. The Commissioner is accountable for the delivery of our strategy and is overseen by the Mayor of London and the Mayor's Office for Police and Crime. The Home Secretary chairs a National Policing Board, which monitors policing performance across the country and in addition there is an established inspection and audit regime. In addition, the Independent Office for Police Conduct oversees the police complaints system in England and Wales, and sets the standards by which the police should handle complaints.

How we will deliver this action plan

The MPS Management Board, chaired by the Commissioner, will drive progress against the objectives set out in this plan.

Achievement against objectives and key metrics will be scrutinised by the Performance Board chaired by the Deputy Commissioner.

Beneath these meetings, every Met area of business will actively monitor performance and report upon key metrics and objectives from Chief Officer level through to local units and teams. Significant milestones will be tracked through our Business Plan; updates against this plan are published quarterly. Key activity to tackle violence against women and girls will be embedded within tasking meetings from force level to local tasking and weekly violence meetings.

Relevant objectives and metrics will be reported to other relevant strategic boards including the MPS Management Board for Inclusion, Diversity and Engagement, which oversees the delivery of our work on race, inclusion and diversity, the Public Protection Improvement Board, the BCU weekly violence meetings and the Deputy Commissioner's HeforShe forum and other relevant meetings.

The Commander responsible for Public Protection attends the MOPAC-led Violence against Women and Girls Reference Group, supported by a cross section of partners and charities supporting victims and survivors, where progress will be shared with partners.

We will regularly review our action plan to ensure it takes forward new recommendations as they are published.

Performance Framework

Our performance framework charts the key aspirations for delivery of our strategy, the Met Direction. It is updated annually and driven by Performance Board, which is chaired by the Deputy Commissioner. The 2021-22 Performance Framework contains a number of key aspirations relevant to this plan, including ambitions to increase our detection rates for domestic abuse and rape and serious sexual assaults, as well as reducing the number of cases in these crime types in which the victim no longer wishes to proceed with a prosecution. These are set out below:

Indicator	Aspiration
Reducing crime and improving investigations	
Number of homicide victims	Reduction from the 2019/20 baseline
Percentage of detections for domestic abuse	30 per cent detection rate
Percentage of detections for rape offences	10 per cent detection rate
Total number of wanted high-harm offenders on EWMS	Reduce by 10 per cent from the 2020/21 baseline
Use of Body Worn Video to deployed domestic abuse calls	90 per cent usage
Number of cases closed with outcome code 14 (Evidential difficulties - suspect not identified; victim does not support further action) for priority crime types (domestic abuse; rape and serious sexual assault offences; violence against the person)	Reduction to 32 per cent of outcomes by crime type
Number of cases closed with outcome code 16 (Evidential difficulties - suspect identified; victim does not support further action) for the same priority crime types.	Reduction to 32 per cent of outcomes by crime type
Increasing trust and confidence, and victim satisfaction	
Response to public attitude survey: "The Met treat everyone fairly regardless of who they are."	To achieve a significant and sustainable increase compared to the 2020/21 baseline
Response to public attitude survey: "The police can be relied on to be there when you need them."	To achieve a significant and sustainable increase compared to the 2020/21 baseline
Response to public attitude survey: "The Metropolitan Police Service is an organisation that I can trust"	To achieve a significant and sustainable increase compared to the 2020/21 baseline
Overall Victim Satisfaction (User Satisfaction Survey)	Increase satisfaction from 2020/21 baseline
Increasing representation within the Met	
Representative workforce	Increase proportion of female police officers to 30 per cent by March 2022
Representative recruitment (gender and ethnicity)	Increase proportion of female Black, Asian and multiple ethnic heritage officers in all intakes to 15 per cent from April 2021
Representative recruitment (gender)	Increase proportion of female police officers in all intakes to 40 per cent from April 2021, and 50 per cent from April 2022
Retention	Female attrition rates for voluntary leavers are equal to or better than the rates for male leavers (baseline 1.9 per cent)
The diversity representation of volunteers (ethnicity and gender) to match London population within 5 years	Increase to 40 per cent from ethnic minorities and 50 per cent female within five years
Increasing female officers and staff engagement	
Response rate to the staff survey: "There are good career opportunities for me at the Met"	Asian and Black female colleagues feedback score is equal to or greater than female Met average
Response rate to the staff survey: "I would recommend the Met as an attractive place to work"	Year on year increase
Dealing with unacceptable behaviour	

Improve timeliness of investigations: Time to deal with public complaints	Improve timeliness to the 2019/20 baseline of 137 working days and then make further reductions
Improve timeliness of investigations: Time to deal with misconduct cases	Reduction from the baseline

Where the performance indicators are not gender specific, we will – where possible - monitor achievement and differential in terms of gender. For example, we will carefully consider any differences between men and women for victim satisfaction.

We will monitor by gender Public Attitude survey responses on areas such as *“how safe do you feel walking alone in your local area at dark”* or *“to what extent do you feel domestic abuse / sexual assault or sexual violence is a problem in your local area”*. We will also continue to pay close attention to our staff survey results including questions such as *“I feel confident to challenge inappropriate behaviour”* and *“If necessary, inappropriate behaviour is dealt with”*.

In addition, for the rest of this performance year, we will monitor performance data metrics relating to harassment and indecent exposure at Performance Board. This is in addition to the information that our policing leaders use locally.

We will also take account of what comes out of the Mayor’s forthcoming Police and Crime Plan and consultation, (such as measuring reduction in repeat victimisation for domestic abuse, sexual violence and violence against women and girls, and reducing reoffending for the most violent offenders including for domestic abuse and sexual violence.

We will use this additional data and insight to finalise our performance framework for 2022/23, in consultation with the Mayor’s Office for Police and Crime.

Appendix A: the strategic framework

Much improvement is needed in policing and across the criminal justice system to address effectively the challenges highlighted above. There is a concerted effort across the whole sector to drive change and have a positive impact. This action plan, alongside our strategy 'Met Direction', our STRIDE Strategy and our 'Rebuilding Trust Plan' set out our key plans and priorities. More widely, we are actively supporting the delivery of other developments: we will regularly review our action plan to ensure it takes forward new recommendations as they are published. The following summarises more of the wider context the Met plan is part of:

- The Government's national "[Tackling violence against women and girls strategy](#)" published in July 2021, which set out action to focus on preventing crimes from happening in the first place, pursuing perpetrators and better support for victims.
- The [Domestic Abuse Act](#), which came into force on 30 April 2021, bolsters the police and partnership response and strengthens protection for victims. The forthcoming Online Safety Bill and Policing and Crime Bill, and the recent Government's [Beating crime plan](#) have also clear links to violence against women and girls.
- The Mayor's draft Police and Crime Plan which will go through public consultation imminently sets the strategic direction and aims to make "London a city in which women and girls are safer and feel safer". The Mayor's "[Violence against Women and Girls Strategy 2018-2021](#)" is also being refreshed with an anticipated publication in the spring 2022.
- The Met is working with the Mayor's team and communities to deliver the commitments in the [Mayor's Action Plan for Transparency, Accountability and Trust in Policing](#). Whilst focused on Black communities, there is strong intersectionality in some areas with initiatives that will benefit all groups with protected characteristics.
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report from its [Inspection into how effectively the police engage with women and girls sets out actions for police forces](#) – as well as highlighting the need for a whole-system response to tackle offences related to violence against women and girls.
- HMICFRS, Independent Office for Police Conduct (IOPC) & College of Policing Super-Complaint report "[A duty to protect: Police use of protective measures in cases involving violence against women and girls](#)" findings will be considered as we move forward.
- HMICFRS report "[Shining a light on betrayal: Abuse of position for a sexual purpose](#)" which inspected the abuse of position for a sexual purpose of people who have come into contact with the police for help.
- We will also engage positively in forthcoming inquiries as well as with Home Office consultation linked to the development of guidance and policy, and [future National Police Chiefs' Council \(NPCC\) work](#) on tackling violence against women and girls.