

# Safer, Stronger Communities

## Select Committee

London Borough of Lewisham  
Thursday 16<sup>th</sup> January 2020

Chief Superintendent

Simon Dobinson

SE - BCU Commander



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# Introduction

- For the past 2 years the MPS has undergone a bold series of changes that will modernise and improve the services it provides.
- The scale of transformation currently underway is unprecedented, providing new challenges and opportunities. This will ensure the MPS remains at the cutting edge of policing and fulfil our pledge of making London the safest global city.
- The population is predicted to reach 9.39 million by 2020. This is believed to be made up of 270 nationalities, bringing increased demand for our services in an ever more complex environment.
- We have set up a comprehensive programme of over 80 projects and invested nearly £2 billion. This is an incredible investment in the future of London's policing.
- We have worked hard to minimise disruptions to frontline policing.



# MPS – Strategy

## 3 operational priorities

**Focus on what matters most to Londoners**

Violent crime is a key concern and tackling it is a priority in order to protect Londoners.

**Mobilise partners and public**

We know that safety requires action beyond the police service. We will continue to work with partners and communities to help keep them safe and support them in preventing crime.

**Achieve the best outcomes in the pursuit of justice and in support of victims**

We have a fundamental responsibility to bring offenders to justice and ensure that victims of crime receive the support they need from us and from others.

## 4 enabling priorities

**Seize the opportunities of data and digital tech**

Harnessing data and using technology to our advantage in the pursuit of criminals, rising to the challenge of a fast-moving data-driven digital age.

**Care for each other, work as a team, and be an attractive place to work**

Ensuring that our people are well led, well equipped and well supported, championing difference and diversity of thought to create an environment where we all thrive.

**Learn from experience and from others, and constantly strive to improve**

Developing a culture of learning, listening to feedback, sharing ideas and insight with others and empowering people to be innovative.

**Be recognised as a responsible, exemplary and ethical organisation**

Being effective, efficient and offering value for money. We also want to play our part in the city's sustainability, being recognised for our integrity, transparency and professionalism.



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SCOTLAND  
YARD**

# Strands

- HQ
- Neighbourhoods
- Safeguarding
- Serious and Complex
- Response



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# HQ

## What is working well?

- Embedded Ops Support Event Team – are ensuring minimum cover is met and local operations are resourced appropriately.
- Collaboration and learning from other BCUs including matters of Professional Standards and Criminal Justice Hub, have had a beneficial impact.
- Continuous Policing Improvement Command – gave positive feedback on the use of Local Resolution Team.
- Co-location of Professional Standards Unit has improved a consistent approach and built resilience.
- Utilisation of Business Improvement Team – has created a function for focused local review and organisational learning practices.

# HQ

## Resourcing

- BCU vacancy rate for all officers (Ch Supt – PC) is –10%
- The largest percentage by rank is PS - 18% (DS – is 20% over – so only equates to 10 posts).
- ERT is now 100% for PCs (this does include a number of non-deployable).



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# HQ

## Complaint Themes and Outcomes

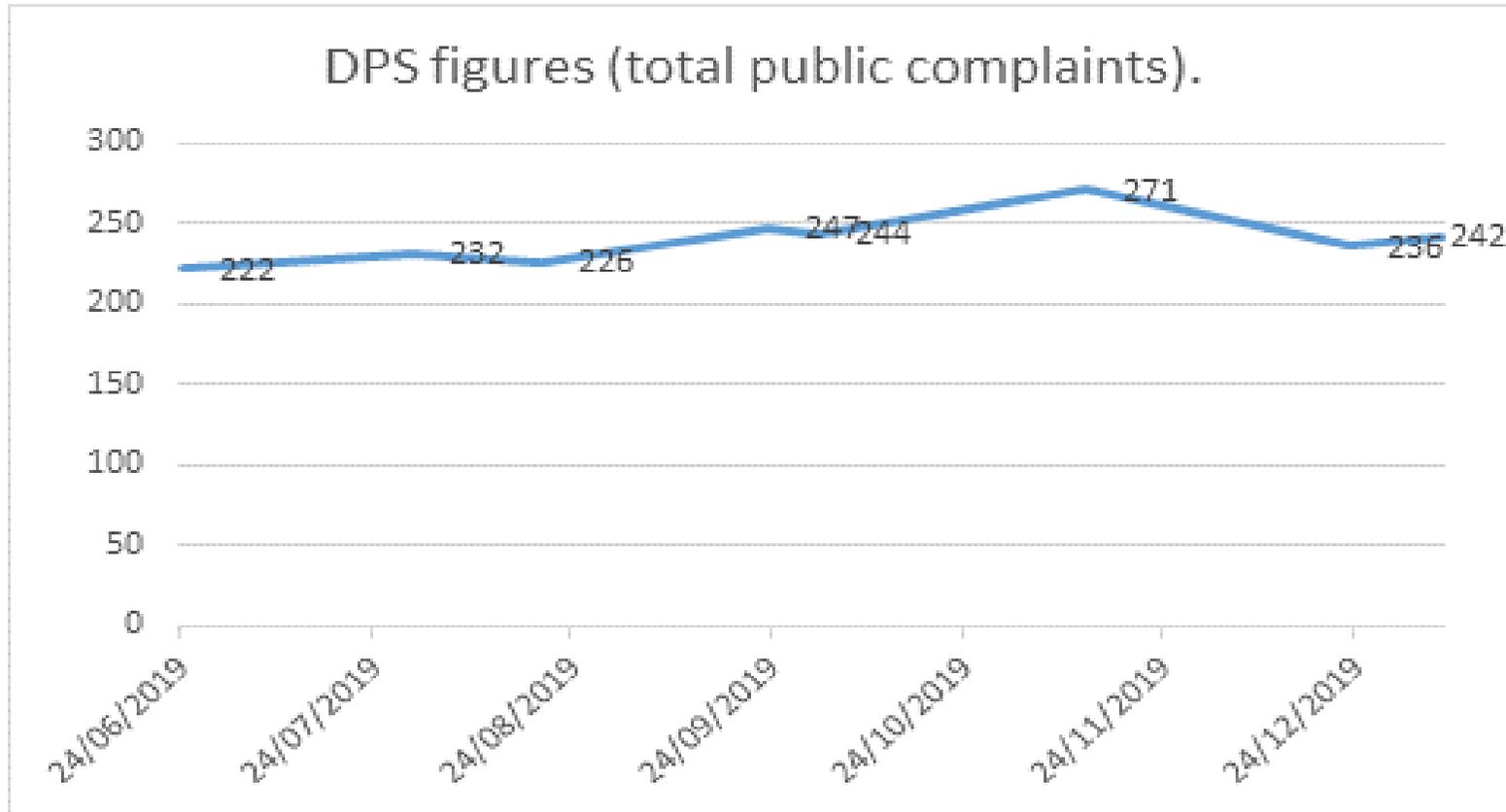
- Level of investigation.
  - Level of contact from officers to victims.
  - Result of investigations.
  - Use of force.
- 
- A majority of complaints made, are not upheld.
  - Those that are for the above matters, are often resolved with Management Action.



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# HQ



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# HQ

## What are the challenges?

- Post go-live functionality has caused a 'bedding in' period for new departments and responsibilities that have had a slower impact than initially anticipated. These are now beginning to come to fruition with good works and levels of productivity, especially within the CJ function.
- Ensuring efficient use of officers with restrictions or recuperative duties – remains a challenge. This is managed through both our Local Attendance Management Meeting and Local Resourcing Planning Meeting.



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# Neighbourhoods

## What is working well?

- The well managed screening process of crime reports, mean only the most appropriate crimes are being investigated by DWOs – ensuring the officers are dealing with those with the greatest community impact.
- Keeping public spaces safe with activities such as weapons sweeps, and proving an active deterrent in hotspot areas.
- Partnership working with Local Authorities are providing some tangible benefits, particularly in relation to ASB and licencing.
- PSPs have been well utilised and made a real difference to the locations they're attributed to.

# Neighbourhoods

## Op Winter Nights

### SE – BCU Results:

- Arrests: 28 (inc. PWITS Class A, burglary, offensive weapons, theft, assault)
- Stop and Search: 63
- Op Neptune: 10 visits
- Crime Prevention: 500 Met Trace sign ups
- Targeted ASB/burglary/robbery patrols
- Weapon sweeps: 32. Found knuckle duster, replica knife, baton, zombie knife.
- Closure Order for an address following reports of ASB, Drugs, Robbery, Assaults and Prostitution. Injunction granted.
- Brothel visits: 2, further intel being developed
- Licensing visits: 43
- Op Beat visits: 15



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# Neighbourhoods

## What are the challenges?

- Engagement – with SNB and Ward Panels requires some improvement in some wards to improve number of attendees and to better reflect their communities.
- Accommodation – with a hold on the MPS Estates Strategy it may be destabilising to staff and communities.
- Mobilising communities – NHW is not as strong in Lewisham as other local authority areas. This is also reflected in other initiatives.
- Abstractions for high demand aid (XR etc.) reduces the capability and capacity of Neighbourhood Teams. The AID hierarchy reflects the necessity for community presence, but abstraction is sometimes unavoidable.



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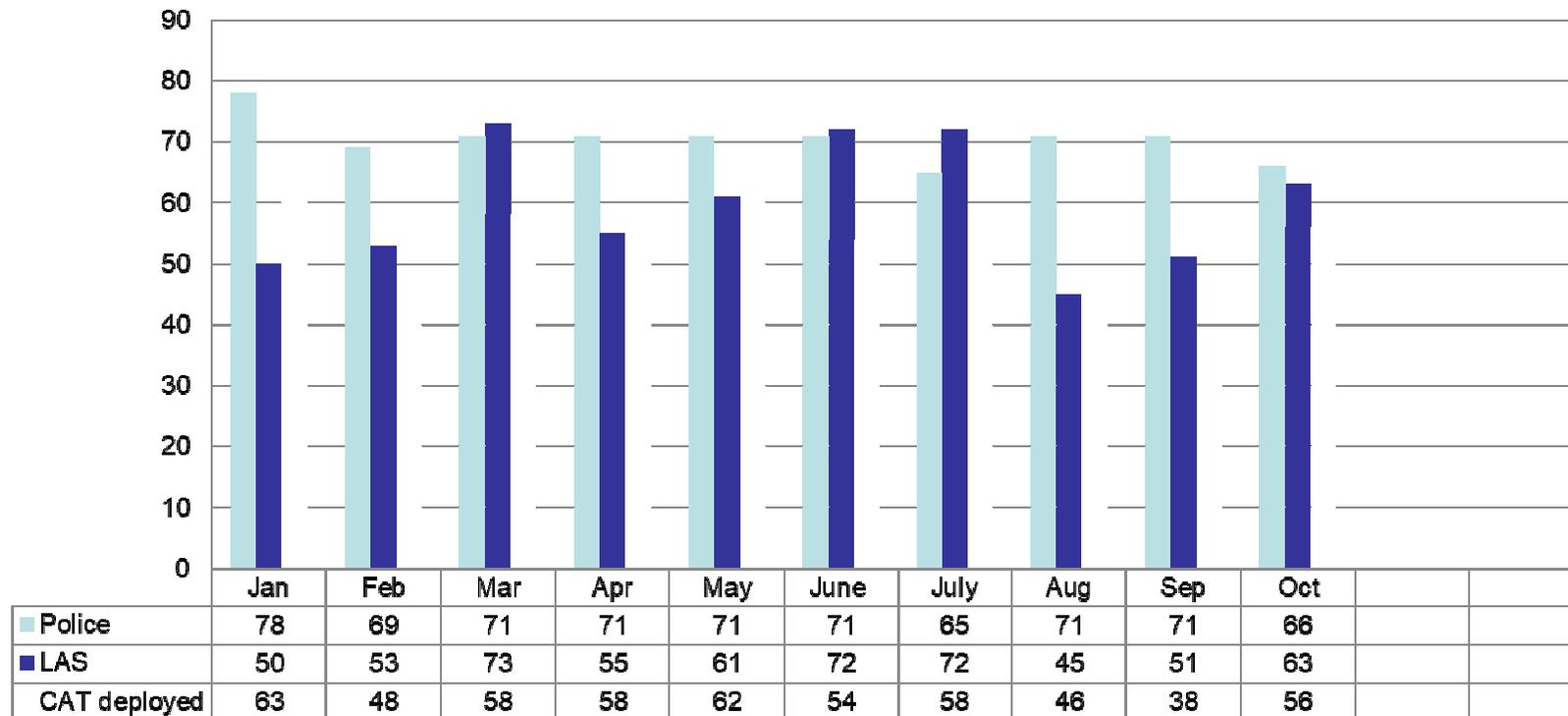
# Safeguarding

## What is working well?

- Co-location of the investigation teams within Lewisham and the Hub at Bexley is seen as a strong factor. It allows resilience within the BCU.
- The CASO transition went well. This has been attributed to continuity in DS and DI roles.
- Strong partnerships with both Children's and Adult services. SLT attending all boards and being heavily involved in the formation of the new child safeguarding arrangements with the BCU.
- The Mental Health Team is also a success, particularly the 'Serenity Integrated Mentoring' (SIM) and the use of the 'Crisis Assessment Team' (CAT Car). SIM has supported the BCU's 'high dependency users' and reduced the number of crisis interventions and the use of Sec.136 in Lewisham (through the CAT car).

# Safeguarding

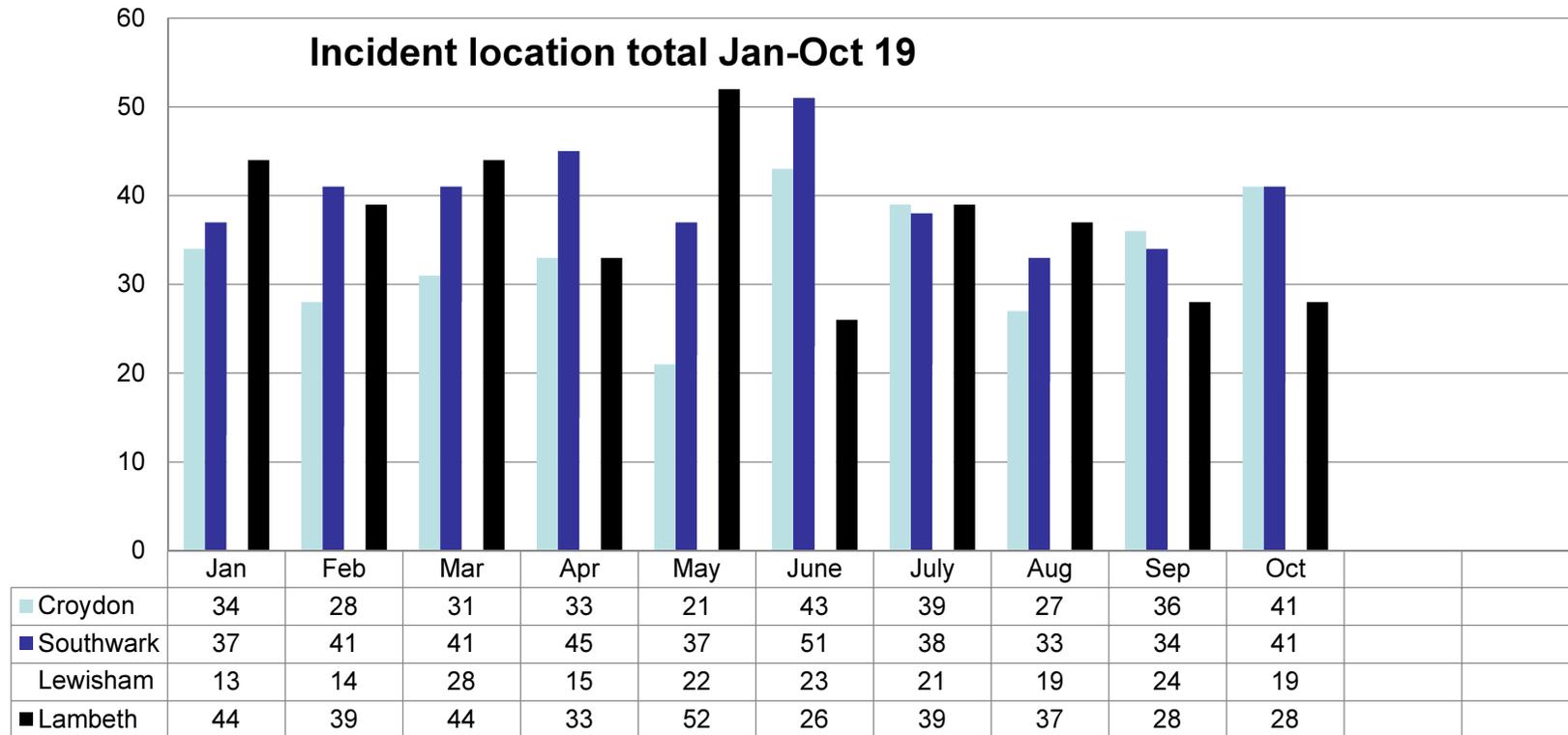
**Triage Activity & CAT Deployment Total referrals Jan-Oct 19**



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# Safeguarding

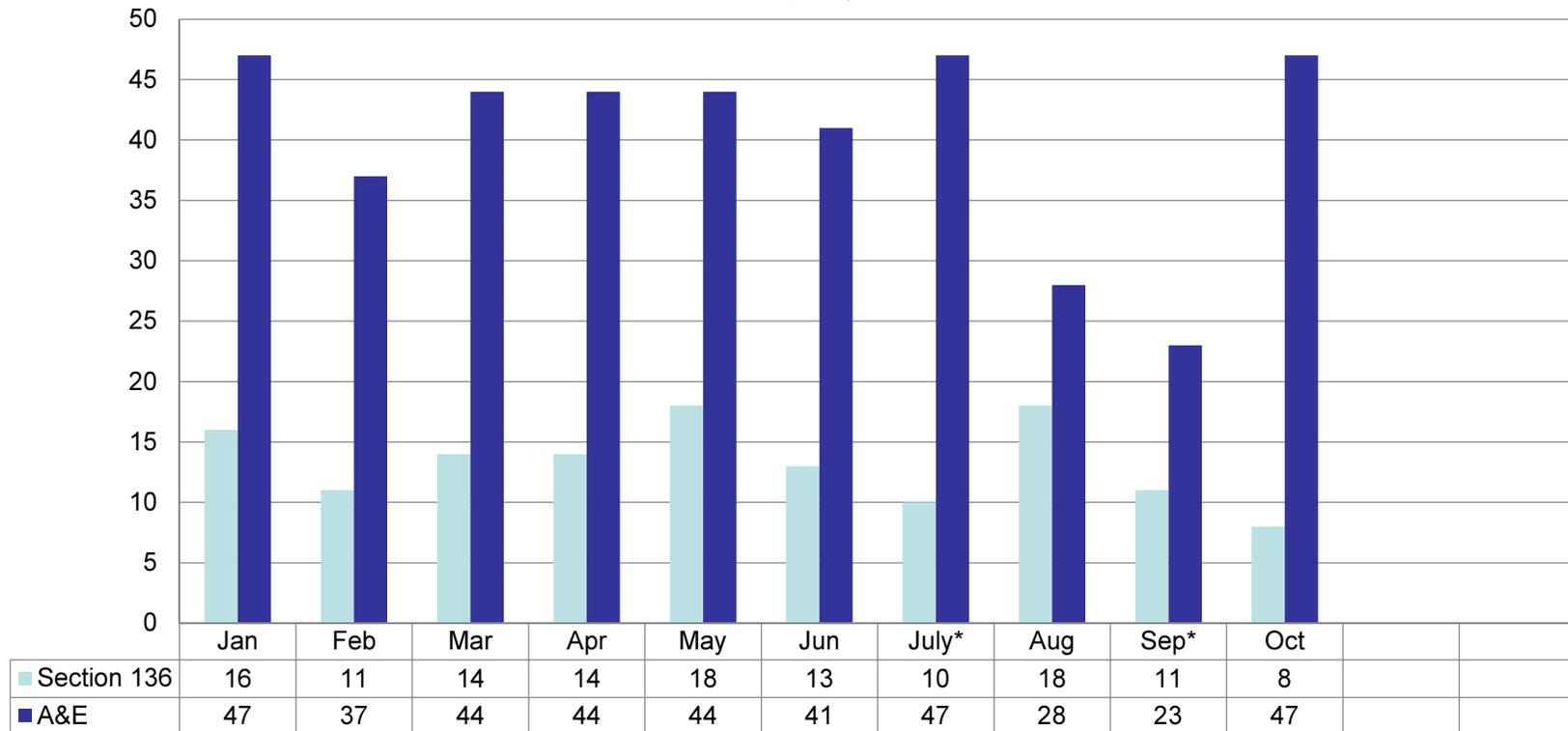


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# Safeguarding

Outcome if CAT not deployed total Jan-Oct 19



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# Safeguarding

## What are the challenges?

- Demand on hub is increasing particularly around management of Missing Persons, MH Team, MASH and CSE.
- Consideration is being given to build resilience with an additional DI.
- Managing partner relationships, due to conflicting demand between departments and stakeholders.

# Serious and Complex

## What is working well?

- Operations against Gangs, Organised Crime Networks and violent crime are proving productive. Utilising the Trilogy Unit and geographically basing staff East and West to enable efficient use of time and resources.
- Creation of 'Concern Hub' at Lewisham – with dedicated staff focusing on a range of risk and vulnerability to young people.
- Co-location of Jigsaw Units has reduced the number of subjects to each manager (Lewisham from 68-74 to 54.5)
- County Lines and Drugs Related Strategy is now seen as best practise by the MPS. With buy in from all strands – assisting a reduction in violent crime.

# Serious and Complex

## Concern Hub

- Pilot – based in Lewisham – launched in May 2019.
- It brings together partnership practises in relation to those under the age of 25 **who are** at risk of criminal exploitation, knife crime, serious violence, child sexual exploitation, missing, and other aspects of trafficking.
- The team does not focus on ‘labels’ but instead recognises drivers and complex issues that affect young people with a view to identifying risk at the earliest opportunity.
- Safeguarding outcomes will range from volumetric reductions in violence to positive involvement with education, training or employment.



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# Serious and Complex

Lewisham Total Robbery Offences

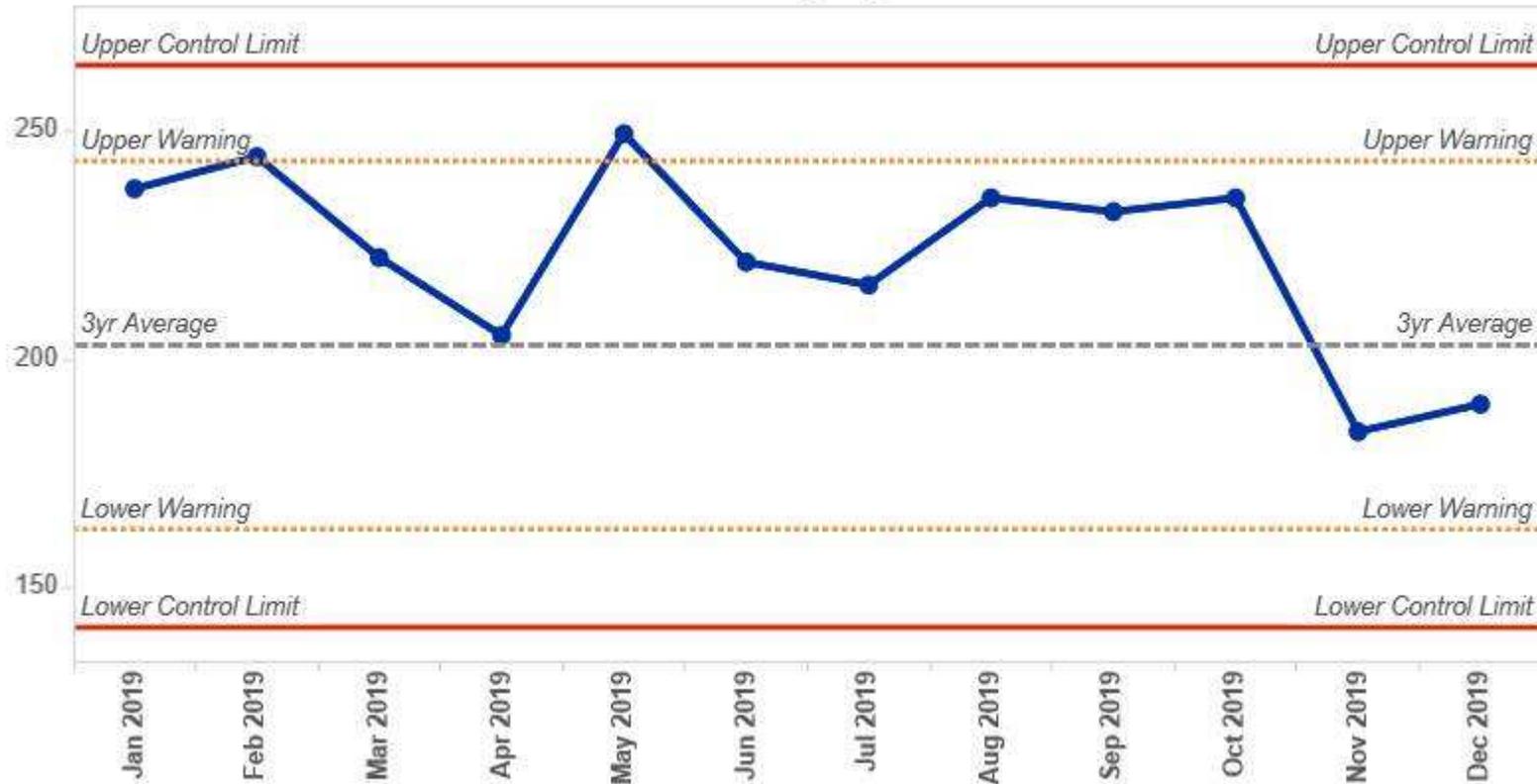


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# Serious and Complex

Lewisham Total Burglary Offences



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# Serious and Complex

Lewisham Violence with Injury Offences

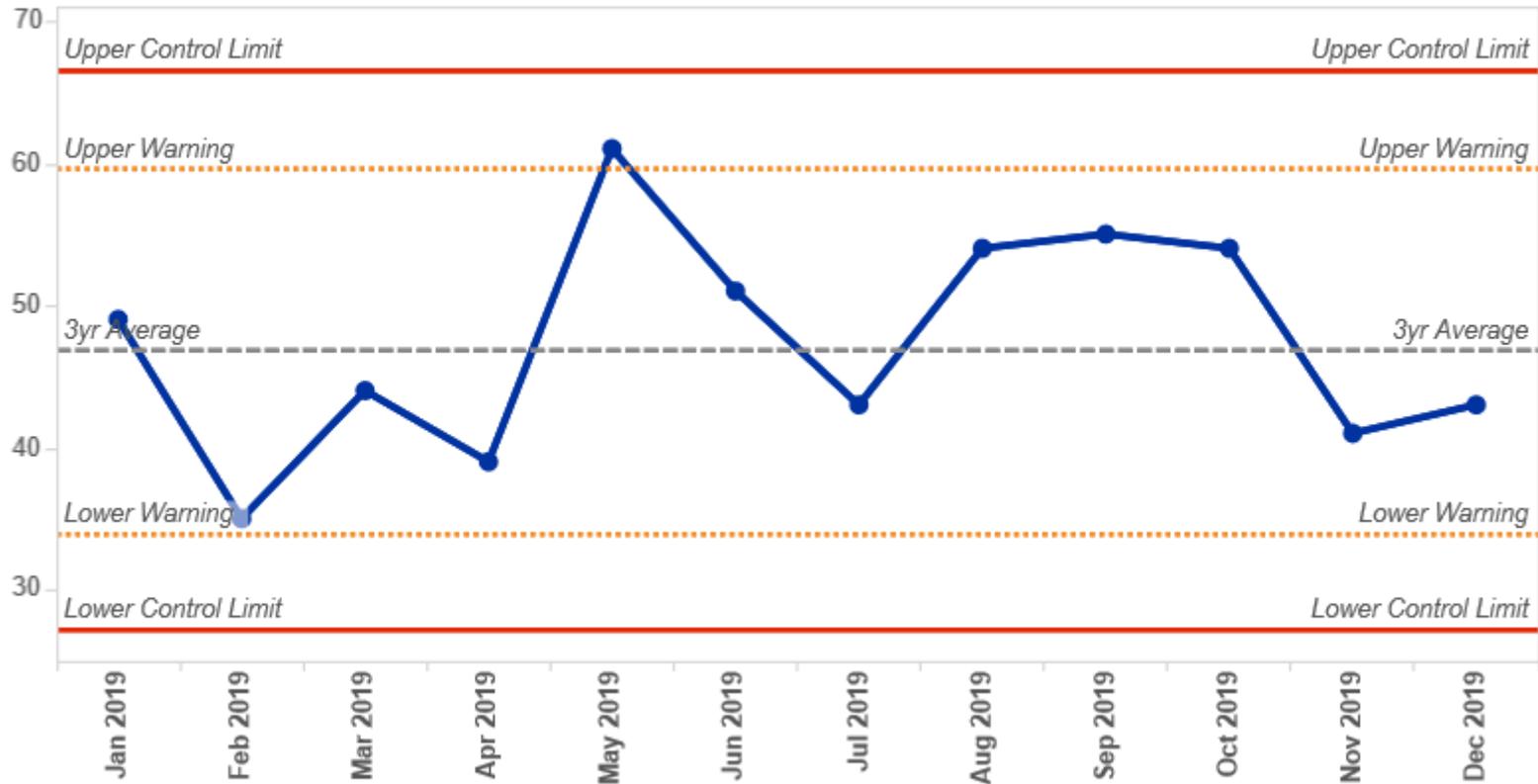


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# Serious and Complex

Lewisham Knife Crime Offences



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# Serious and Complex

Lewisham Rape Offences

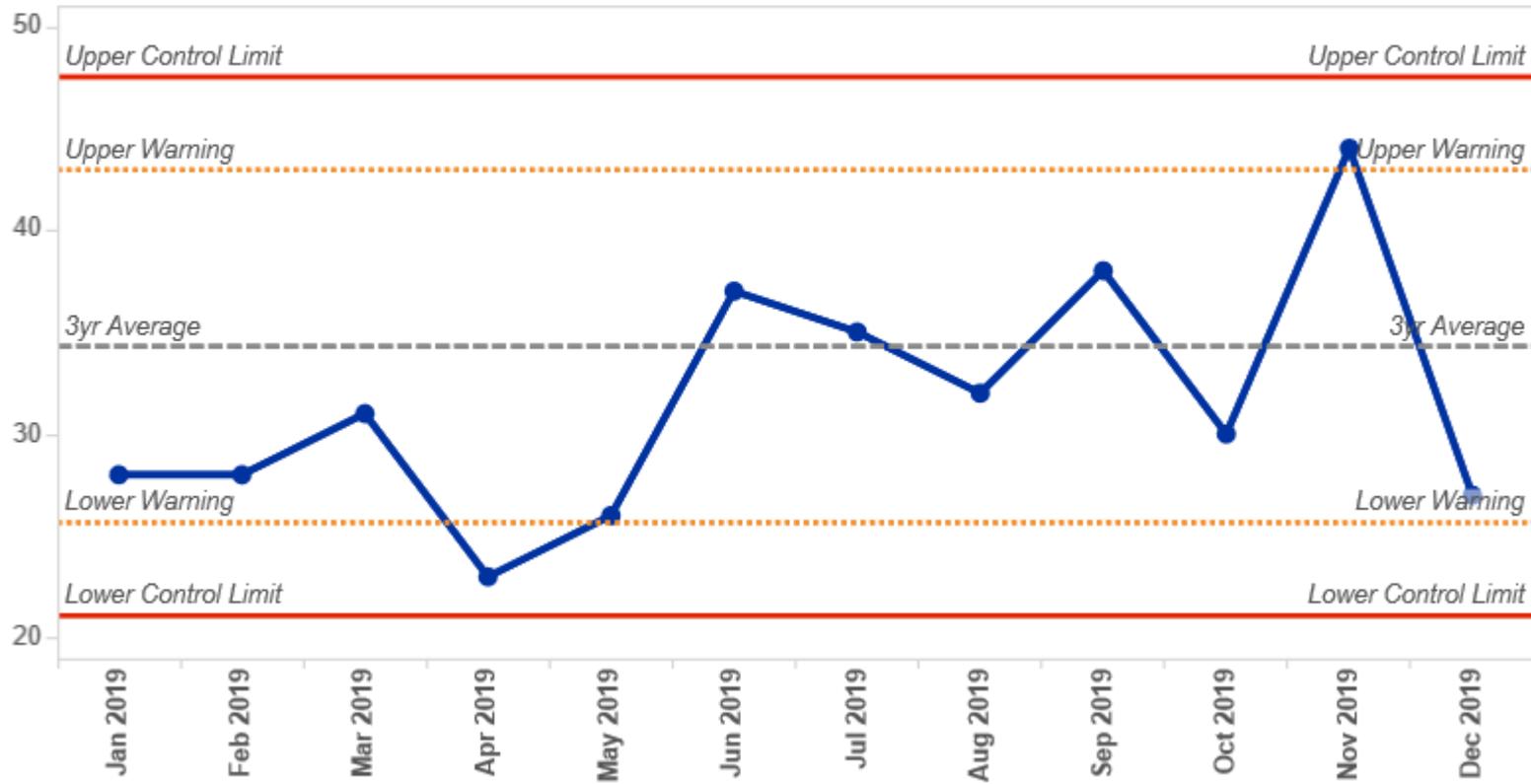


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# Serious and Complex

Lewisham Other Sexual Offences Offences



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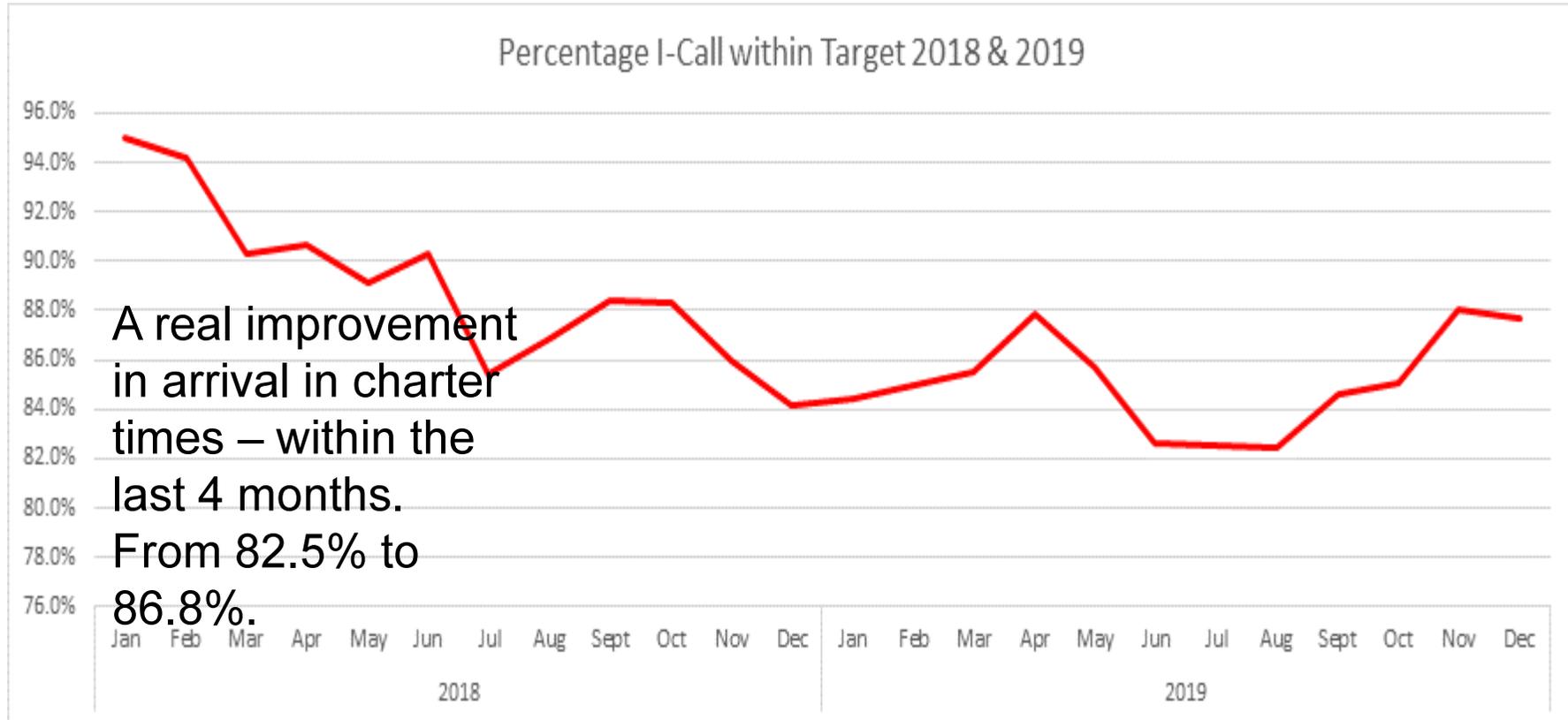


# Response

## What is working well?

- Moving to a two patrol base set up has realised efficiencies of scale and released a tranche of Inspectors for the Ops Room function.
- DS role on ERT - This has paid dividends with our DS's effectively managing the back office demand such as Outstanding Suspects and Open Crimes, as well as support for Investigations.
- Increased level of responsibility for Standard Risk Domestic Abuse. Arrest rate where the offender is on scene is exemplary. ERT's are engaged in the BCU's response to arresting offenders through Op Dawn Thunder.
- Use of BWV at DA incidents has increased through robust leadership and compliance.

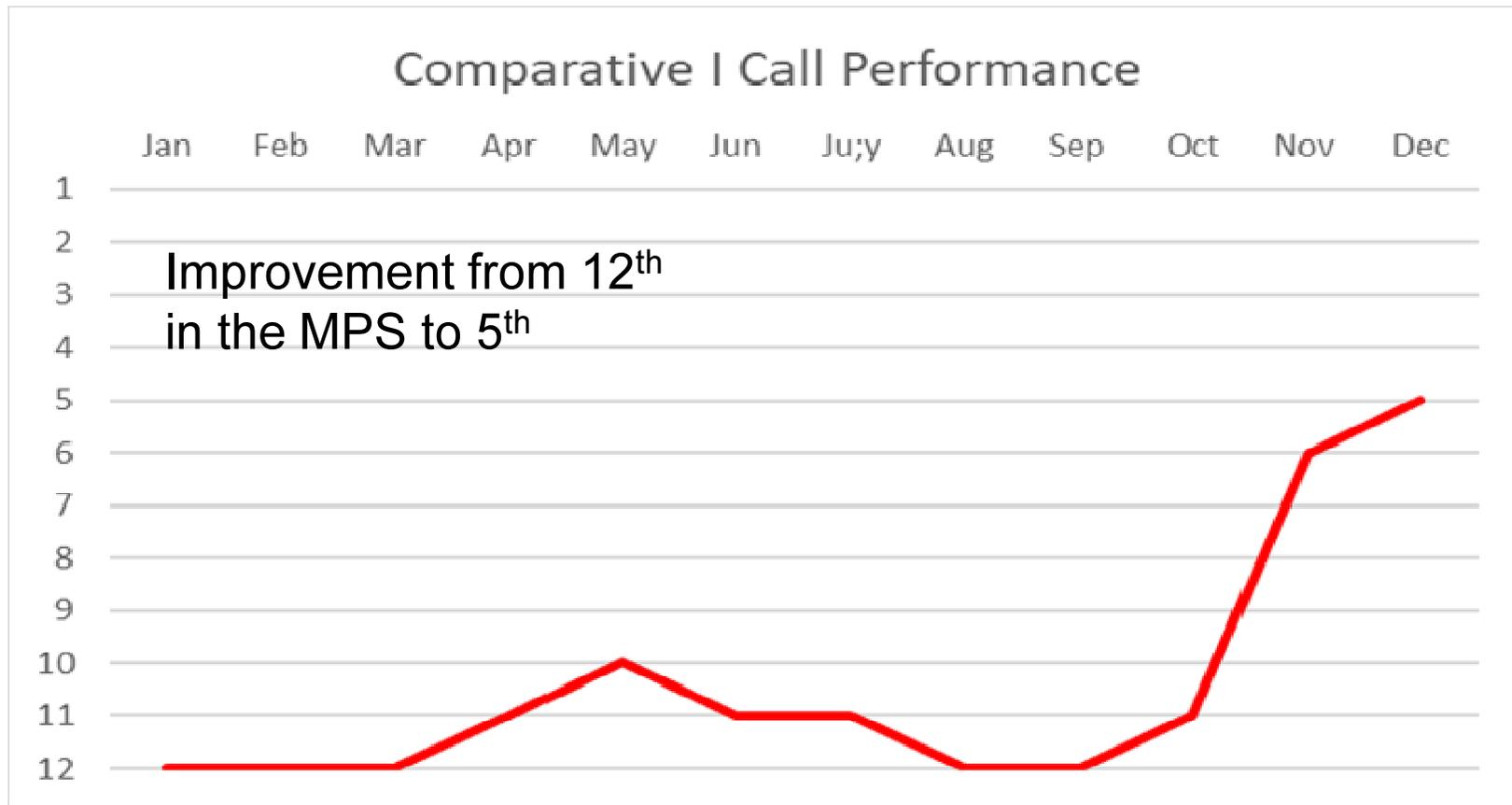
# Response



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# Response



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# Response

## What are the challenges?

- Standardising our working practices. The challenge of taking the best aspects of each team and ensuring that all teams rise to that standard.
- Officer welfare – there has been a noted increase of Op Hampshire incidents (assaults on Police Officers and PCSOs). We will take a personal interest in the welfare of injured officers, making contact with them when appropriate. In addition, challenging charging decisions and ensuring the Dep. Commissioner's Impact Statement supports cases.



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