

Trust and Confidence Plan

Introduction:

The Baroness Casey report identified a number of failings and shortcomings by the Metropolitan Police. These findings followed a series of incidents: the murder of Sarah Everard by a serving Met police officer; actions taken by officers following the murders of Bibaa Henry and Nicole Smallman; the murder of Sabina Nessa which exposed a widespread view that police were not doing enough to safeguard women; and a multitude of other high profile instances where officer's behaviour has fallen far below the standard expected.

The Baroness Casey report made the following recommendations:

- **Cleaning up the Met** To deal with widespread bullying, discrimination, institutional homophobia, misogyny and racism and other unacceptable behaviours which are a far cry from the standards the public expects
- **A new offer to women and children** To ensure that the prioritisation of violence against women and children is both strategic and operational
- **Building trust with London's communities to restore consent** Public respect has fallen to an all-time low – particularly amongst the black community – the Met has become untethered from the Peelian principle of policing by consent.
- **A new police deal for Londoners** To rebuild trust, confidence and consent there should be a new deal for Londoners. Existing structures do not provide a clear way for local authorities and their residents to hold the Met to account.
- **New leadership and new management** There are systemic and fundamental problems in how the Met is run, and its leadership needs to be strengthened further
- **New oversight and accountability** The Met lacks accountability and transparency to Londoners
- **Showing London that reform is working** The issues identified in the review cannot be allowed to continue

Following these recommendations, the Met launched a 'New Met For London' and its mission for More Trust, Less Crime and Higher Standards.

This Trust and Confidence plan details the actions police will take to improve Trust and Confidence in the London Borough of Southwark under the principles of More Trust, Less Crime and Higher Standards. This plan cuts across the different strands of policing and will allow communities to feel listened to, informed, treated with respect and fairness.

More Trust:

1. Engage with hard to reach communities
2. Provide a better service to victims
3. Improve communication
4. Be transparent and open to feedback

1	<i>Engage with hard to reach communities</i>	Action owner	RAG Rating
	Specific engagement officer for each protected characteristic who are able to flex-across to support each other's work	Inspector Honeyball	Red
	Engagement in a variety of ways – outreach to community contacts, attendance at community events.	PS Nigel Pearce (Trust, Confidence and Engagement Team)	Green
	SLT presence at engagement events.	Supt Brockway	Green
	Attendance Southwark IAG, community reference groups	Supt Brockway	Green
	Quarterly ward panel meetings	Supt Brockway and Chief Inspector Barnes	Green
	Formation of joint/co-ordinated Borough and Local Authority quarterly community engagement meeting based on the newly formed NPT sectors.	CI Barnes	Green
	Monthly community contact sessions – Away from police building.	CI Barnes	Amber
	Invite community to speak to new recruits, observe training such as public order and taser training	PS Nigel Pearce TCET	Green
	Work with Southwark LA colleagues and charities to set up stalls, community events in high footfall areas	CI Barnes	Red
	Engage with local youth groups and sports groups eg youth summer projects	PS Laura Clarke TCET	Green
	Increased engagement between Safer Schools Officers (SSOs) and Safer Neighbourhood Teams (SNTs)	Supt Brockway	Green
	Personal safety workshops delivered in schools.	CI Barnes	Green
	Bespoke reassurance plan following critical incidents, attendance at scene, maintenance of CIA over following weeks and months	PS Nigel Pearce TCET	Green
	Monthly newsletters to key Southwark contacts	Aaron Barnes	Green
	Effective delivery of BCU VAWG Plan	D/Supt Britton	Green
	Effective delivery of London Race Action Plan	Strand leads	
2	<i>Provide a better service to victims</i>	Action owner	RAG Rating
	Provide regular updates, maintain crime reports, obtain statements early, treat all victims with respect deserved	Strand Supt	Green
	Take impact statements so that victims feel heard and can relay the impact to them	Supt Emma Bond	Green

	Assist with seeking civil injunctions, provide good advice to prevent further offences	D/Supt Britton	Green
	Visit all burglary victims, prioritise as a crime which truly affects victims	Emergency Response Team/SNTs	Amber
	Bike marking schemes, crime prevention advice, visits to vulnerable victims to reassure	CI Barnes	Green
3	<i>Improve Communication –</i>	Action owner	RAG Rating
	Make use of social media, email, leaflets, newsletters, posters to ensure communication is as varied as possible	Chief Supt Adjei-Addoh	Green
	Ensure we have a well-trained competent local comms team to improve internal and external communications	Chief Supt Adjei-Addoh (Comms Team)	Green
4	<i>Be transparent and open to feedback</i>	Action owner	RAG Rating
	Be transparent about critical incidents, promptly inform Southwark partners.	CI Mark Gilchrist	GREEN
	Adoption of a set of BCU Critical Incident Protocols catalogue to ensure a consistent approach to critical incidents which seamlessly tie in with Southwark local authority's response plans	CI Barnes	Green
	Post critical incident. Monitor and record Community Impact assessment, ensure we reach out into Southwark's community.	PS Nigel Pearce (TCET)	Green
	Make use of Gold Groups/IAG/Ward Panels/other community meetings to get messages out to the public	Chief Supt Adjei-Addoh	Green
	Make use of internal and external surveys – promote action taken as a result	Chief Supt Adjei-Addoh (Comms Team)	Amber
	Where we have failed, seek to make good and let communities know about changes that have been made	Chief Supt Adjei-Addoh (Comms Team)	Amber

Less Crime:

1. Visible policing in high crime areas in partnership with Local Authority
2. Target repeat offenders and high harm offenders, reduce outstanding named suspects
3. Increase detection rates for priority crimes; VAWG, burglary, robbery, other violent crime

1	<i>Visible policing in high crime areas in partnership with Local Authority</i>	Action owner	RAG Rating
	Hi-vis patrols such as weapons sweeps with Southwark council wardens and volunteers in high crime areas	CI Barnes	Green
	Op vigilant – make use of overtime budgets to prioritise this activity to target offenders	A/DI Denise Rutter	Green
	Reconstitute of a town centre team for Southwark	Supt Brockway	Red
2	<i>Target repeat offenders and high harm offenders, reduce outstanding named suspects</i>	Action owner	RAG Rating
	Proactive policing teams to work on locating fugitives	CI Emma Dickinson	Amber
	Intrusive supervision into outstanding named suspects	All strands with oversight from BCU Offender Management Meeting (HQ)	AMBER
	Arrest days for spare shift teams to bring down EWMS numbers	CI Mark Kent	Amber
	Proactive policing to target high harm individuals and use Achilles Heel tactics	CI Dickinson	Amber
	Use of ASB powers and CBOs to reduce capacity for repeat offenders	Inspector Honeyball	Amber
3	<i>Increase detection rates for priority crimes; VAWG, burglary, robbery, other violent crime</i>	Action owner	RAG Rating
	Attend all burglary reports – assess available evidence and seek forensic assistance	Supt Bond	Amber
	Ensure robbery statements taken at the time, assess for forensic opportunities, CCTV, tracking technology items etc	Supt Bond	Amber
	Ensure PP fully staffed so VAWG offences are given priority and victims feel supported and able to proceed with investigations	Chief Supt Adjei-Addoh (Comms Team)	Amber
	Seek to support civil injunctions, non-molestation orders, restraining orders in order to give extra powers to deal with perpetrators and extra protection to victims	D/Supt Britton	Green
	Ensure best evidence is captured early to avoid having to close cases further down the line without conviction	Supt Bond	Amber

	Creation and maintenance of a dedicated VAWG AS BCU Delivery Plan	D/Supt Britton	Green
	Focus External work on those Southwark communities who feel disempowered or unheard by the Police	Supt Brockway	Green
	Develop our Policing Response to the night time economy to ensure that we proactively target those seeking to perpetrate VAWG and general violence levels.	CI Barnes	Green

Higher Standards:

1. Strong, visible, approachable leadership supported by suitable supervision levels
2. Hold ourselves accountable by supporting whistle blowers
3. Ensure staff are trained and have suitable uniform, equipment and technology to do their job to a high standard

1	<i>Strong, visible, approachable leadership supported by suitable supervision levels</i>	Action owner	RAG Rating
	Leaders to ensure they are visible to their strands and know what their staff are working on	All strand leads	GREEN
	Regular feedback sessions such as 'ask the SLT', surveys, seeking ideas from staff	All strand leads	GREEN
	SLT spotlight in newsletters, photographs and blurbs in all stations	Chief Supt Adjei-Addoh (Comms Team)	Green
	SLT to work from all locations	Supt Brockway	GREEN
	Supervisors to have a manageable workload and team strengths to enable time to supervise effectively	Chief Supt Adjei-Addoh	RED
	Supervisors able to support staff in welfare matters – trained in use of OH/HR so staff are able to get on with work	Supt Rach Walmsley	Green
2	<i>Hold ourselves accountable</i>	Action owner	RAG Rating
	Support whistle-blowers, promote right line and other ways of flagging issues	Professional Standards Unit and all strand leads.	GREEN
	It is all of our responsibility to call out wrongdoing – managers to take complaints and allegations seriously	Chief Sup Adjei-Addoh	Amber
	Do it right the first time, use learning through reflection, actions plans, record actions and do not leave for the next line manager to deal	Chief Sup Adjei-Addoh	Amber

	with as this does a disservice to the staff member and their team		
	Take feedback about our actions and processes from the community and act on that feedback – do not be defensive but open to change	Supt Brockway	Green
	Every strand to undertake an anonymous survey on our internal culture and standards to identify the degree to which officers and staff across the BCU experience issues surrounding misogyny, bullying, discrimination etc. and how fairly we police our local communities.	CI Barnes	Amber
	Continued focus on the BCU's Stop and Search Strategy to ensure a robust governance structure remains in place to proactively identify issues and trends with the potential to negatively impact on the local community, whilst ensuring our officers are well trained and equipped to deliver consistently high standards.	CI Kent	Green
3	<i>Ensure staff are trained and have suitable uniform, equipment and technology to do their job to a high standard</i>	Action owner	RAG Rating
	Supervisors to ensure all training is completed	Strand leads	Green
	Staff to be reminded how to order uniform, how to dispose of it and what they need to do their job	Operational Support Services	Green
	Ensure all staff make themselves available for roll-outs of new technology and give time to use tech bars so they are the equipment needed to do their job	Supt Walmsley	Green
	Challenging and addressing unacceptable behaviour among MPS Police Officers and Staff	Chief Supt Adjei-Addoh	Amber