

Safeguardin 	<b>Community Leadership and Libraries Committee</b>  <b>12 June 2018</b>
<b>Title</b>	<b>Update on the Metropolitan Police Merger – Barnet, Brent &amp; Harrow and local partnership working</b>
<b>Report of</b>	<b>Cllr Reuben Thompstone</b>
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	N/a
<b>Key</b>	N/a
<b>Enclosures</b>	None
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## Summary

In February 2018, the Commissioner of Metropolitan Police Service (Met), Cressida Dick, announced that the Met will begin the roll out of the Basic Command Unit (BCU) across London. This decision meant that the Met would bring together policing in Barnet with Brent and Harrow to form the North-West Area (NW) which would deliver neighbourhoods, emergency response, CID and safeguarding. The BCU police staff, buildings and resources would be shared across the three boroughs.

As of 19<sup>th</sup> March 2018, Detective Chief Superintendent, Simon Rose BSc MBA, took on the role of BCU Commander with responsibility for delivering operational policing to the three boroughs – Barnet, Brent and Harrow.

This report provides members with information on the key findings of the two pathfinders that tested the model for the BCU mergers in 2017, the proposed modelling for the merger of Barnet, Brent and Harrow BCU, a summary of the current partnership the police are engaged

with locally in Barnet and potential future local impact of the merger.

## **Officers Recommendations**

**1. Members are asked to note and comment on the contents of this report.**

**2. Members to comment and confirm their support for the proposed approach to addressing the learning of the pathfinders locally set out in section 1.12 (Table 1) and section 1.17 (Table 2) of this report.**

**3. Members to comment and confirm their support for the preferred options set out in section 3 of this report:**

3.3 The option of the council being proactively involved and engaged - ensuring there is an agreed process, engagement and consultation in place across the partnership and specifically the council and the police.

3.4 The recommended option is for Barnet Safer Communities Partnership Board given it's remit as the local statutory crime reduction partnership (CDRP) for Barnet.

### **1. WHY THIS REPORT IS NEEDED**

1.1 The Metropolitan Police is an integral part of the structure of London and subject to scrutiny and checks by various bodies to ensure that it is operating in accordance to its mandate. The Police Commissioner is accountable in law for exercising police powers and to the Mayor's Office for Policing and Crime (MOPAC) and is held to account for the delivery of policing by the Home Secretary and the Mayor of London. The Home Secretary also has a specific role regarding the functions of the Met which go beyond policing London – for example, counter-terrorism and the national policing functions the police carries out.

1.2 The Mayor of London was given a direct mandate for policing in London in 2011, as part of the Police and Social Responsibility Act. As such, the Mayor is responsible for setting the strategic direction of policing in London through the Police and Crime Plan.

1.3 A number of powers are devolved to MOPAC, which is led by the Deputy Mayor for Policing and Crime. This includes the delivery of efficient and effective Met policing, management of resources and expenditure (MOPAC sets the policing budget, holds the Commissioner to account and in partnership discusses progress against the Police & Crime Plan, assesses the strategic budget position and key risks to delivery).

1.4 The London Assembly also has a role in providing the formal check and balance on policing in London. The Assembly's Police and Crime Committee is charged

with examining the work of MOPAC and matters of policing interest in London, and in doing so publicly scrutinises the Deputy Mayor for Policing and Crime on a regular basis, alongside the Commissioner.

- 1.5 At borough level, the Metropolitan Police BCU's are required to work in local partnerships that include:
- The Community Safety Partnership
  - The Local Children Safeguarding Boards
  - The Adult Safeguarding Board

### **BCU Merger Pilots**

- 1.7 In 2017 the Met tested models for the BCU mergers in two pathfinders to test if the model worked operationally. The pathfinders provided valuable lessons that were applied by making changes to the initial BCU merger model.
- 1.8 The two 'pathfinders' BCUs were: East Area (Previously Barking and Dagenham, Havering and Redbridge Borough Commands) and Central North (previously Camden and Islington Borough Commands). The Strengthening Local Policing (SLP) Programme aimed to deliver local policing in a way that is more personal and responsive to the needs to London, helping tackle crime and disorder more effectively and helping to make London the safest global city.
- 1.9 The programme aimed to directly help address the key priorities in the Police and Crime Plan 2017-2021 with a reduced workforce, with changes to local policing and aiming to establish foundations for:
- An empowered and devolved police leadership that can drive local change
  - A consistent approach to policing across London
  - Neighbourhood officers and safer school's officers more visible and active in their communities
  - Local priorities being addressed collaboratively, with proactive investment in the prevention of crime and disorder
  - Addressing current and future problems around extremism and radicalisation through the improved neighbourhood proactive policing activities
  - Victims having officers 'owning' their crime and not experiencing multiple handovers
  - A joined up holistic approach to safeguarding and the protection of vulnerable adults and children, operating in partnership with local authorities
  - Improvement in positive outcomes – for example cautions, charges, community resolution etc
  - Increased job satisfaction in officers; and
  - Increased community confidence
- 1.10 The SLP programme also stated that it would achieve the objectives set out in section 1.9 above through:

- The establishment of a functional-based approach to local policing based around Neighbourhoods, Response, Investigations (CID) and Safeguarding, all led and co-ordinated by a strategic HQ function.
  - The merger of Borough Commands to form larger establishments – Basic Command Units (BCU) – that can improve the leadership of officers and staff at all levels; enable the functional-based approach to local policing; flex resource where necessary; provide the required future operational resilience and robustness, and reduce border-based silo behaviours.
  - The strengthening of the protection of vulnerable people through transferring roles, responsibilities and staff into the BCU-based Safeguarding function, operating in partnership with local authorities and multi-agency hubs.
- 1.11 The pathfinders highlighted that the emergency response was particularly challenging, however, changes made to the model in August 2017, resulted in lasting improvements to emergency response performance.
- 1.12 The key challenges and issues that arose during the pilot and areas where close monitoring will be required locally are set out in table 1.

Table 1: Addressing the learnings from the pathfinders locally

Area of policing	Findings from the pathfinders	Addressing learnings locally
<b>Neighbourhood Policing</b>	Key learnings were to ensure that any change to Neighbourhood policing is delivered in collaboration with partners, accompanied by a strong communication plan and operating within strong tasking and co-ordination framework.	To ensure close collaboration with Barnet Community Safety Team on changes to operations and to agree a partnership approach to tasking and co-ordination.
<b>Police Response</b>	<p>Response times dropped during the pathfinders. Joint analysis identified the causes and recovery measures were put in place which included changes to the model. <i>This is an area where close monitoring will be required locally. It is proposed the Barnet Safer Communities Partnership Board continues to monitor quarterly the police response times.</i></p> <p>Positive investigative outcomes initially dropped after the move to Response Officers 'owning' the management of level 1 crimes – <i>again this will be an area requiring close monitoring of the outcomes of police investigations, victim support and bringing perpetrators to justice.</i></p>	<p>Data on response times has been provided by the police and is being shared with members (section 1.33 of this report). It is also proposed that this is monitored quarterly by the Safer Communities Partnership Board.</p> <p>It is proposed that the Safer Communities Partnership Board agree the performance measures to monitor quarterly in relation to positive investigative outcomes to evidence the impact of this change.</p>
<b>Safeguarding</b>	<p>This involved the integration of central sexual offence and child abuse teams into local safeguarding arrangements and the integration of the MASH and Child abuse referral mechanism.</p> <p>This was one of the areas where the cultural and operational change was the most challenging.</p> <p>Continued work in this area includes Borough Command Units (BCU's) to fill their posts with suitably trained officers and delivering an effective shift pattern given the different workloads of specialist functions. There was much more positive feedback on partnership working in the North, which received good feedback from Ofsted on the collaboration, than in the East where feedback was more mixed.</p> <p>Whilst the BCU structures provided more resilience, maintaining good relationships, individual Borough</p>	<p>It is proposed that the police provide an update on the changes and progress as to how they will work in partnership and deliver on the safeguarding of vulnerable adults and children in Barnet – with a clear focus on how they will implement the duty of corporate parenting.</p> <p>For Adult Safeguarding – an update provided to the Safeguarding Adult Board (SAB) in consultation with the council's Adult and Communities Delivery Unit.</p> <p>For the Safeguarding of children – an update to Barnet Safeguarding Children Partnership in consultation with the council's Family Services Delivery Unit.</p>

	<p>Safeguarding arrangements and Boards proved more challenging – particularly where more Boroughs are involved.</p> <p>Key learning in this area has been the need to deal with the issues highlighted above as well as early and continual engagement with partners on the local changes.</p> <p><i>Barnet will continue to have a strong focus on the safeguarding of children and vulnerable adults, delivering against the local OFSTED improvement plan, therefore strong partnership working and engagement during the local merger will be key and require strong local leadership both through the Safer Communities Partnership Board and the council.</i></p>	
<b>HQ and Leadership</b>	<p>In both BCU's the streamlining of the leadership model involved 4 Superintendents (one per local policing function) and without Chief Inspectors. By the time the pathfinders went live (April 2017) it was recognised that more capacity was needed to support senior leadership in the BCU's. Therefore, the design was changed to a 5<sup>th</sup> Superintendent and 6 Chief Inspectors for every BCU.</p> <p>Other key learning has been the importance of providing a Superintendent level senior point of contact for every Borough and of ensuring effective collaboration and communication with existing partnerships throughout and following transition.</p>	<p>The police have confirmed the Superintendent leads for each borough – listed in section 1.25 of this report. For Barnet, this will be Superintendent Tim Alexander</p>
<b>Local Ownership</b>	<p>The pathfinders tested specific new ways of working on behalf of the organisation. This limited local flexibility and impacted on the sense of local ownership. Moving forward, both in the pathfinders and other BCUs, the process requires a strong sense of local ownership of design and implementation. This applies both internally and for external partners.</p>	<p>The process of design and implementation is being managed locally under the management of Detective Superintendent Simon Rose BSc MBA. Simon continues to remain the senior point of contact for the Chief Executives, Leader of the Council and continues to be the vice chair of Barnet Safer Communities Partnership Board.</p>
<b>Local leadership</b>	<p>Local leadership roles should provide clear points of contact for individual policing functions (such as</p>	<p>The Safeguarding Lead will be Acting Detective Superintendent Owain Richards</p>

	Safeguarding) but there should also be a senior designated point of contact for each Borough.	The senior management lead for Barnet is Superintendent Tim Alexander
<b>Communication and Engagement</b>	Sustained and consistent communication and engagement is key – both during and following any transition. Whilst a large part of this activity must rest with those in leadership roles, the resources and skills that are essential to support this work were in short supply.	<p>The proposed senior leadership partnership communication across the council, members and the police is set out in section 1.18 - table 2.</p> <p>In relation to partnership boards the following has been proposed in this report:</p> <p><u>Overall statutory partnership Board-</u> Safer Communities Partnership Board</p> <p><u>Adult Safeguarding –</u> Safeguarding Adult Board</p> <p><u>Children Safeguarding and corporate parenting-</u> Barnet Safeguarding Children Partnership</p> <p>The police will lead on public engagement of the operational changes within their organisation.</p>
<b>Partnerships</b>	Pathfinder partners and Safer Neighbourhood Boards believed that the BCUs could have worked more collaboratively and obtained more support from local partners. Collaborative relationships must be built in at the early stage of development.	As stated above
<b>Performance</b>	Maintaining performance will be a key challenge through the period of change - both Pathfinders suffered initial performance dips. The subsequent recovery to performance levels was a hard-fought achievement. The performance was delivered whilst headcount had been reducing – and without the delivery of some of the changes that were intended to support increased efficiency (such as mobile technology). The support required to ensure the change process has	<p>Section 4.4 of this report proposed that Barnet Safer Communities Partnership Board agree a set of local performance measures to monitor the local impact of the merger including:</p> <ul style="list-style-type: none"> <li>• Police response times</li> <li>• Police demand pressures</li> <li>• Investigation outcomes (specific indicators to be agreed)</li> <li>• Barnet police officer</li> </ul>

	minimum impact on local performance will need to be in place, especially the IT support.	<p>numbers</p> <ul style="list-style-type: none"> <li>• Barnet schools police officers</li> </ul>
<b>Governance</b>	<p>Revised governance processes are being established alongside support arrangements from SLP, BCUs and Partners. These arrangements should provide clarity of accountability for key decisions – which should normally rest with the BCU Commander or Senior Responsible Officer – with explicit requirements to consult with on decisions affecting partnership working.</p> <p><i>Locally we will need to be clear on the local governance arrangements, the impact of the merger and the required future governance arrangements to ensure we do not lose the local focus and flexibilities to respond to crime and ASB issues that impact on Barnet specifically.</i></p>	<p>Local partnership governance and engagement arrangements with the police reviewed by the council leadership and the police senior management team, supported by Barnet Strategic Lead for Safer Communities and the Safer Communities Partnership Board - ensuring consultation with the relevant safeguarding boards, the Health and Wellbeing Board and the councils Strategic Commissioning Board (SCB).<sup>1</sup></p>

### **Barnet, Brent, Harrow BCU Merger, local modelling and resources**

- 1.13 Along with the Mayor of London, the Met have achieved their commitment to put two Dedicated Ward Officers (DWOs) and one PCSO in every London ward, and the Met want to protect this investment against their challenges. On the BCU these officers will work with local people on local priorities without being abstracted elsewhere. The Met will also increase the number of police officers working with young people, educational establishments and care homes.
- 1.14 The Met are also investing more resources into the prevention and investigation of domestic abuse, sexual offences and child abuse. They will take a more holistic approach to safeguarding through the management of risk and vulnerability, and bring together multi-agency safeguarding hubs, and their child abuse referrals so they can work even more closely with local partners and ensure all referrals regarding children at risk of harm are received through the one 'front-door'-MASH.
- 1.15 The combined BCU, covering Barnet, Harrow and Brent will have larger response teams responding to emergency calls, with officers owning and investigating, end-to-end crimes reducing the number of different officer's victims of crimes must deal with. This will free up CID colleagues to concentrate on more serious and complex crime and proactive work

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<sup>1</sup> Council senior management team chaired by Barnet Chief Executive – John Hooton



## Stakeholder Engagement

- 1.16 Detective Chief Superintendent, Simon Rose BSc MBA has continued to keep partners informed and is working with his officers across the 3 boroughs to review all aspects of policing, how they will function moving forward and to ensure the BCU continues to meet our local requirements. The review has included areas such as:
- Response, Safeguarding Neighbourhoods, Investigations and Head Quarters (which will be in Colindale)
  - Officer numbers
  - The red lines of what cannot be changed and what can
  - The estate overview, following what has been set out in the Mayors Public Access Strategy <sup>2</sup>
  - Vehicle fleet (marked and unmarked)
  - Partnership and prevention hubs
  - Mapping of demand
  - The transition timelines of CASO (Child Sexual offences investigation team)
- 1.17 Locally it is proposed that the officers and members listed in table 2 below will continue to act as the key point of contacts for consultation and engagement with the police and their counterparts in Brent and Harrow during this time of police organisational change.
- 1.18 Overall Barnet Safer Communities Partnership Board will continue to receive updates from the police on progress, local issues, impact and proposed changes to the way in which partners deliver on Crime and ASB locally given that it is the statutory partnership board for Community Safety. A further report can also be presented to the Community Leadership Committee.

Table 2: Proposed officers of the council and members who will continue to be the key points of contact for the police senior management team and co-ordinate the council response to the local police merger.

Chief Executive, Barnet Council	John Hooton
Leader of Barnet Council	Cllr Richard Cornelius
Lead Member for Community Safety Committee Chairman of the Community Leadership Committee Mayor of the London Borough of Barnet	Cllr Thompstone
Commissioning Director Environment Senior Lead Officer for Community Safety	Jamie Blake
Strategic Lead, Safer Communities	Kiran Vagarwal

## Demand pressures

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<sup>2</sup> <https://www.london.gov.uk/mopac-publications/public-access-strategy>

- 1.19 The police have also shared the following details of demand pressures across the three boroughs to provide reassurance that the process of merging Barnet, Brent and Harrow is not going to see a drain of resources to Barnet.

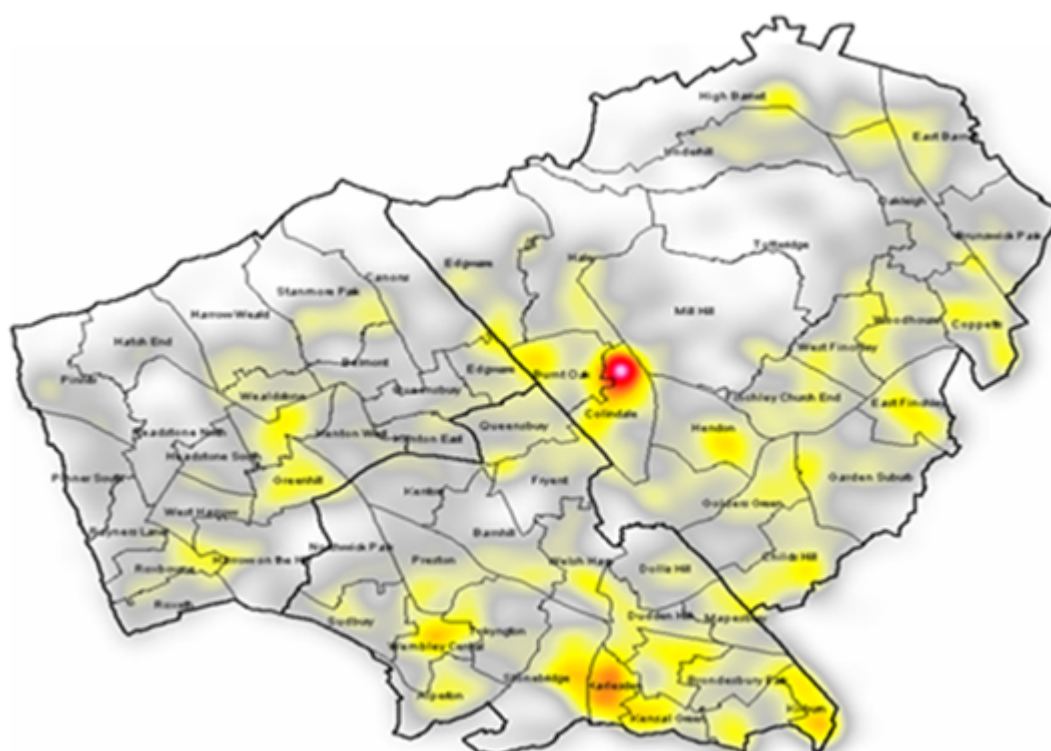
Annual demand rolling 12 months to February 2018:

	<b>I&amp;S calls</b>	<b>I only</b>
<b>Harrow</b>	20,920	8,457
<b>Brent</b>	38,717	16,009
<b>Barnet</b>	37,827	16,298

Raw data for the last 12 months (as at March 2018):

Harrow:	8,457 emergency 999 calls Total of 20,920 for 999 and other deployment calls
Barnet:	16,298 emergency 999 calls Total of 37,827 for 999 and other deployment calls
Brent:	16,009 emergency 999 calls Total of 38,717 for 999 and other deployment calls

Map 1: 12-month heat map showing level of demand



**BCU Merging and modelling**

1.20 The process of the local merger started in March 2018 with police senior leadership teams across the boroughs merging under one Chief Superintendent – Simon Rose BSc MBA. The process will end in October 2018. Specific points are:

- All the Safer Neighbourhood teams will stay the same
- Response Teams will grow
- Sexual offences squads will be brought into the Borough CID
- There has been a rollout of tablet devices for officers, this will continue around the MPS. If an officer attends an incident they will be able to electronically complete the reporting from the scene, giving the victim a reference number and able to take an electronic statement. This will reduce officer time and provides extra efficiency
- The larger response teams will keep the investigations they initiate unless deemed significantly complicated. This means a victim of crime will meet the officer in the case and get his or her contact details from the start.

### **Operational policing**

1.21 Ultimately operational policing is something that the police will be best placed to decide upon as the professional experts, however they continue to seek the local views of the senior local key stakeholders, including the council.

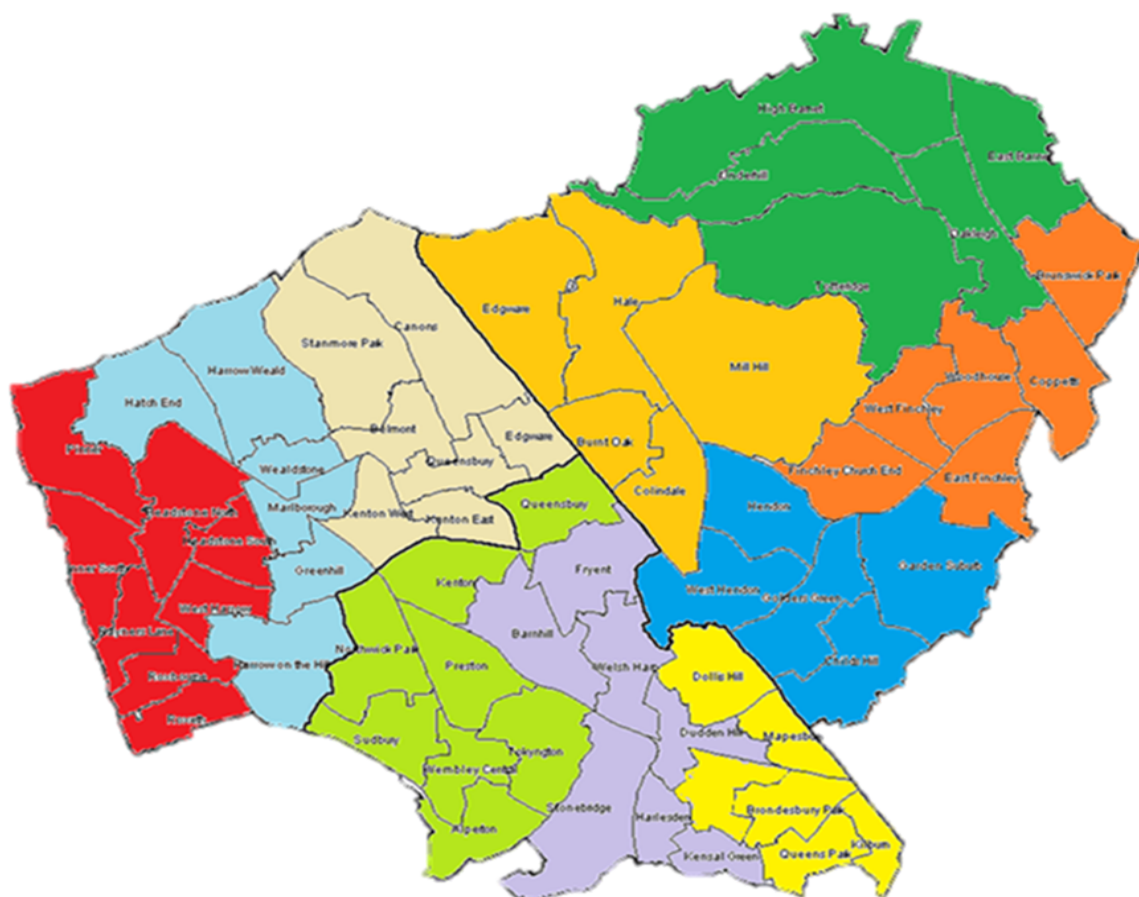
1.22 Local preliminary modelling decisions have included the proactive operational policing capacity to include:

- A ring-fenced Police Safer Neighbourhoods tasking team for only SNT issues.
- Gangs
- Crime squad proactive activity
- The control room and HQ functions to be at Colindale.
- Researchers and local analysts, taken from the centre providing additional support to improve tasking of local police resources.

1.23 There is now a preferred option regarding moving from three police patrol sites to two for the North West. At the moment, this preferred option is one response base at Wembley and one response base at Colindale. Wembley would respond to all calls from what was Harrow and most Brent Wards.

1.24 The response base at Colindale will deal with all of what was Barnet and six

Brent Wards (in yellow at the bottom; Kilburn, Queens Park, Brondesbury etc.). This is set out in the stylised map below.



### **Superintendent lead contacts for each Borough**

- 1.25 The following Senior Management leads have been confirmed for each borough as follows:

Harrow	Superintendent Claire Clark
Brent	Superintendent Louis Smith
Barnet	Superintendent Tim Alexander

### **Officer numbers**

- 1.26 As per the stakeholder update from the police in March 2018, officer numbers were confirmed at 32,000, dropped to 30,000, up to 30,700 for 18 months due to extra Mayoral money for the duration of his tenure. Long term projections as at March 2018 were 27,500 by 2020-2021.

### **Police Bases**

- 1.27 The Met have confirmed that Barnet Police Station is probably going to be sold within the next 3-5 years, Harrow will be filled with staff from other police units and departments, the front counter will remain open. Harrow custody will remain as an overflow suite. Harlesden Police Station will be sold in 3-5 years. Pinner Police Station will remain open.

### **Safer Neighbourhood Bases**

- 1.28 SNT bases will remain, however as and when the leases break/end over the next 3-5 years the police will exit to smaller hubs within other buildings that have been identified or specific leases will be extended until such time better locations are found and secured.

### **Schools**

- 1.29 Police school's officers will increase to 60 school's officers across the three Boroughs.

### **Summary of the key changes**

- 1.30 The Met have already made savings of £600m, and have to make further savings of £325m by 2021. Officer numbers are planned to fall to 30,000 by April 2018, and further by 2021. The Met are to ensure the amalgamations make the best use of resources by economies of scale. There is also a shift towards increased localised policing.
- 1.31 The pathfinders enabled the Met to identify areas within the modelling that required improvements, with lessons learnt to support improved modelling of the BCU mergers taking place.

The positive outcomes identified of the revised modelling following the pathfinder pilots include:

- Extra school's officers from the new model
- The Police Safer Neighbourhood Teams 'Tasking Team' ring fenced for Safer Neighbourhood Team matters, adding additional capacity to the teams as and when required
- The growth in on line and telephone reporting that reduces deployment need at peak times and greater choices of accessing police services for residents
- The positive learning from the pilots of the benefits of a local resolution team to respond over the phone, if suitable for a victim, rather than sending an officer at times of peak demand
- The issuing of tablets to response officers making the Met more efficient in terms of officer time and contributing towards improving response times
- Providing improved victim response through the MI investigation model where bigger

response teams will enable officers to keep their own investigations rather than handing them on (exceptions for serious and complex cases) resulting in victims meeting the investigating officer from the start, less handoffs and providing a more personal service to victims

- The bringing back of over 1,000 detectives from central rape and child abuse teams to the BCU's so any linked safeguarding will be dealt with by one team (and probably the same person on the team) at the one location so a victim / parent will not have different investigating officers for a domestic abuse assault, a domestic rape and an interfamilial child abuse crime

## Risk and Challenges

1.32 Risks and challenges raised by partners, officers and members have included:

### Response times

1.33 Members have highlighted the concerns around response times. Data shared for response times covering the month of February 2018 showed the following:

<u>Borough</u>	<u>Volume of 999 calls</u>	<u>Average response time</u>	<u>MPS target</u>	<u>% in target</u>
Brent	1160	9min 40 sec	15 mins	82%
Harrow	609	7 min 44 sec	15 mins	94%
Barnet	1206	9min 31 sec	15 min	83%

### Officer engagement

1.34 The impact on the ability of the senior police capacity to manage relationships with officers, politicians and the community in each borough

### Impact on the delivery of the Statutory Community Safety Partnership on each borough

1.35 Each borough is required to have a statutory Community Safety Partnership, its own borough Community Safety Strategy and an annual audit of crime. The delivery of Safeguarding vulnerable adults and children and young people is also a key priority for the council and its statutory partners including the police.

1.36 Each borough will also have a number of strategic and operational partnership boards, delivery groups, multi-agency case panels and specific co-located services with the police to deliver on the joint partnership commitments. There is a recognised risk around the ability of the police to sustain a consistent level of engagement with these inter-agency arrangements across the three boroughs.

This includes:

- Police co-located with the Youth Offending Team
- An Integrated multi-agency Offender Management Team
- Multi-agency gang's unit or ASB Team
- The Safer Communities Partnership Board
- The Local Children Safeguarding Board
- The Adult Safeguarding Board
- Youth Justice Board
- Safeguarding Adolescent at Risk Board
- Violence against Women and Girls Delivery Group
- Channel case panel (Statutory)
- MASE and gangs panel (multi-agency case panel responding to cases of Child Sexual Exploitation and gangs)
- DV MARAC – multi- agency panel responding to high risk domestic violence cases
- Community Safety MARAC – multi-agency case panel responding to high risk ASB cases

#### Competing strategic and operational priorities

- 1.37 Each borough is required under the Crime and Disorder Act to have a Statutory Community Safety Partnership in place where the priorities will be driven by local priorities and local need resulting in the BCU responding to 3 separate Community Safety Strategies and partnerships.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 The recommendations proposed for this report will ensure:
- there is clear and co-ordinated engagement between the council, police and across the community safety partnership during the BCU merger
  - there is an agreed approach to updating members and the relevant committees
  - there are agreed local actions to ensure the local BCU merger considers the lessons learnt from the pathfinders – specifically around partnership engagement and safeguarding
  - local police performance is monitored to ensure the impact of the BCU merger is captured and emerging trends in reduced performance is addressed swiftly

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 The organisation change of the Met is led centrally and follows a defined governance structure centrally. Locally the internal changes are being managed by the local police leadership team. However, the local modelling as it relates to statutory partnership working requires some local decision making, borough level engagement, governance and partnership working. This section provides the alternative options considered of how the council and wider partnership can engage with the process and the preferred options.
- 3.2 The option of doing nothing. This would result in potential disengagement across the partners, lack of understanding across the partnership on changes and impact and the risk of Barnet not fulfilling the local statutory duty set out in the Crime and Disorder Act 1998 (specifically ensuring there is a local crime reduction partnership in place), fulfilling the corporate parenting statutory requirements and impact on the way in which we work together as a partnership to ensure the safeguarding of vulnerable adults and children. Therefore this option is not recommended.
- 3.3 The option of the council being proactively involved and engaged - ensuring there is an agreed process, engagement and consultation in place across the partnership and specifically the council and the police. The pathfinders learning highlighted that the BCU's could have worked more collaboratively and obtained more support from local partners. 'Collaborative relationships must be built in at the early stage of development' (Section 1.12 of this report - Table 1). This is the recommended option as it will ensure local input, partnership support from the outset and ensure emerging partnership risks and issues are highlighted and jointly addressed.
- 3.4 The option of the other partnership boards overseeing the progress and local partnership impact of the police merger (Safeguarding Adults Board, Barnet Children Safeguarding Partnership, Barnet Health and Wellbeing Board) as opposed to the Barnet Safer Communities Partnership Board – this option is not recommended. The recommended option is for Barnet Safer Communities Partnership Board given it's remit as the local statutory crime reduction partnership (CDRP) for Barnet.

#### **4. POST DECISION IMPLEMENTATION**

- 4.1 Upon completion of the merger in October 2018 a further report is presented to the Community Leadership Committee or an alternative committee agreed by the members, setting out the outcomes, final model in place, issues, impact and performance for the areas highlighted in the original proposals of the merger.
- 4.2 Barnet Safer Communities Partnership Board acts as the overall statutory partnership board receiving regular updates on progress, impact, partnership changes and issues in relation to the police merger.
- 4.3 Officers and members listed in table 2 agree the local arrangements of communication and stakeholder engagement with the local police, Brent Council and Harrow Council to ensure relevant officers, members, committees and partnership boards are consulted, engaged and updated as required.



4.4 Barnet Safer Communities Partnership Board agrees a set of performance measures that will be reported to the board on a quarterly basis, these will include:

- Police response times
- Police demand pressures
- Investigation outcomes (specific indicators to be agreed)
- Barnet police officer numbers
- Barnet schools police officers

4.5 Barnet Council and the Police review the partnership meetings to ensure reduced duplication, where possible streamline the number of meetings taking place and agree officer attendance.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

5.1.1 The Council's Corporate Plan 2015-20 sets out the following strategic objectives:

That Barnet Council, working with local, regional and national partners, will strive to make sure that Barnet is the place:

- Of opportunity, where people can further their quality of life
- Where responsibility is shared, fairly
- Where people are helped to help themselves, recognising that prevention is better than cure
- Where services are delivered efficiently to get value for money for the taxpayer.

5.1.3 The implications of the decisions set out in this report will ensure effective delivery by the statutory local crime reduction partnership during the period of change in the local BCU and support the commitment set out in the corporate plan: that Barnet will be amongst the safest places in London, with high levels of community cohesion, and residents feeling safe.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

5.2.1 This report focusses on a programme of merging the Barnet BCU with Brent and Harrow BCU and is led by the Met – therefore all costs/resources relating to this are being met by the police

### **5.3 Social Value**

5.3.1 This report is about addressing crime, ASB and substance misuse and therefore improving social conditions in Barnet.

#### **5.4 Legal and Constitutional References**

5.4.1 S6 of Crime and Disorder Act 1998 ('the 1998 Act') places a statutory duty on responsible authorities (including local authorities, the Police, Probation Trusts, and Fire and Rescue Authorities) to formulate and implement strategies for the reduction of crime and disorder (including anti-social behaviour), for combating the misuse of drugs, alcohol and other substances; and for the reduction of reoffending.

5.4.2 The BSCP is a Community Safety Partnership set up in accordance with the requirement of the section 5 Crime and Disorder Act 1998 as amended by section 108 of the Policing and Crime Act 2009.

5.4.3 Under s.17 of the Crime and Disorder Act 1998, it is also a duty of the Council (and other partner agencies, including Police, Fire & Rescue, GLA, TfL) when exercising its functions to have due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder (including anti-social behaviour), misuse of drugs, alcohol and other substances and re-offending.

5.4.4 Under section 19 of the Police and Justice Act 2006 every local authority shall ensure it has a crime and disorder overview and scrutiny committee with power to review or scrutinise decisions made, or other action taken, in connection with the discharge of crime and disorder functions and to make reports or recommendations to the local authority or its executive with respect to the discharge of those functions. The Crime and Disorder (Overview and Scrutiny) Regulations 2009 complement these provisions and are supported by Home Office guidance. Barnet operates a committee system form of governance and consequently does not have a system of overview and scrutiny committees save for the statutory Health Overview and Scrutiny Committee. However, the duty to perform crime and disorder scrutiny remains a requirement in committee system authorities. As such, Barnet have elected that the Community Leadership Committee will be the committee responsible for discharging responsibilities relating to the scrutiny of crime and disorder matters.

5.4.5 Article 7 section 7.5 in the Council's constitution sets out the responsibility for functions of the Community Leadership Committee which include, responsibility for civic events, community safety, emergency planning, registration and nationality service, grants to the voluntary sector.

#### **5.5 Risk Management**

5.5.1 The key risks identified in this report is the potential drop in police performance

(response times and positive outcomes in the investigations of crime), destabilisation of local partnership working and impact on the way in which we deliver locally on safeguarding. This report has provided proposals to ensure all these areas are subject to close monitoring. However, the overall risk management of this programme will be led by the Met.

## **5.6 Equalities and Diversity**

5.6.1 Section 149 of the Equality Act 2010 sets out the public-sector equality duty to which the authority must have due regard. The Council's public-sector equality duty is set out in s149 of the Equality Act 2010:

5.6.2 A public authority must, in the exercise of its functions, have due regard to the need to —

- a. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.3 The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

## **5.7 Consultation and Engagement**

5.7.1 The Barnet Residents' Perception Survey (RPS) shows that residents consider crime to be one of the top three issues that they are most concerned about. This council run survey includes questions on resident's views on the council's performance and engagement as well as having questions focused on specific service areas. Barnet Safer Communities Partnership will continue to monitor the results of the RPS as will do the Community Leadership Committee through the Commissioning Plan and agreed performance indicators.

5.7.2 The merging of the BCU's is a project of the Metropolitan Police, therefore any consultation will be led by the Metropolitan Police centrally or under the instructions of the local BCU Detective Chief Superintendent.

## **5.8 Corporate Parenting**

5.8.1 The council has a duty, under Section 10 of the Children Act 2004, to promote cooperation between local partners to improve the wellbeing of young people in the area. This includes:

- physical and mental health and emotional wellbeing
- protection from harm and neglect
- education, training and recreation

- the contribution made by young people to society
  - social and economic wellbeing
- 5.8.2 Relevant partners include the police, probation services, the NHS, schools and further education providers. These partners also have a duty to cooperate with the local authority in turn.
- 5.8.3 The participation of partners in work to promote the wellbeing of all children and young people is vital, and it's important that they understand the specific needs of children in care so that this can be taken account of in their plans.
- 5.8.4 Council alone cannot provide all the support that a child in care needs, and all local services have a responsibility to keep children safe and well. Elected members, employees, and partner agencies all have a collective responsibility for providing the best possible care and safeguarding for children who are looked after by the council.
- 5.8.5 Guidance on the Act highlights that the corporate parenting is a 'task' that must be shared by the whole local authority and partner agencies.<sup>3</sup>
- 5.8.2 The lead member for family services should receive regular reports with regards to looked-after children and care leavers, while data can also be available to all members through reports presented to Full council. The data will be able to provide an overview of medium-to-long-term trends – however the data presented requires the necessary context and explanations for example, if fewer children are going missing, is this the result of positive intervention that should be continued? Or are there issues with reporting?
- 5.8.3 Local authorities also have responsibility for safeguarding all children<sup>4</sup>, but there are certain risks that particularly affect children in care and care leavers that corporate parents need to be aware of. Children in care are three times more likely to go missing than children not in care.<sup>5</sup> Local processes must be in place to report missing children, take appropriate action to find the child, and then follow up with them when they are found to establish the underlying reasons for going missing. Corporate parents should be monitoring instances of children going missing, how regularly and return interviews taking place (including for children placed out of the area), as well as emerging themes. Barnet Family Services are leading on this and provide the data to the relevant committees and partnership boards.
- 5.8.4 Child victims of modern slavery are particularly vulnerable. Councils need to make sure a strong multi-agency approach is in place to protect victims from further risk from their traffickers and prevent trafficking taking place. There should be a clear understanding between the local authority and the police of roles in planning for this protection and responding if a trafficked child goes missing. Council representatives on local multi-agency safeguarding partnerships should make sure there is oversight of those arrangements and

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<sup>3</sup> The Children Act 1989 guidance and regulations Volume 2: care planning, placement and case review

<sup>4</sup> Children Act 1989, Section 47

<sup>5</sup> Ofsted (2013) 'Missing Children'

monitor how well they are being implemented and reviewed. This will also be an area that will be led by Barnet Family Services and therefore not reported to the Community Leadership Committee.

- 5.8.5 Children in care are also disproportionately likely to be at risk of child sexual exploitation (CSE) than those in the general population, though it is important to remember that the majority of CSE victims are living at home. While those issues that led young people to need local authority care in the first place may increase their vulnerability to CSE, the experience of care itself can also be significant, especially if the child's placement lacks stability. Those at risk of CSE will need to have clear plans in place to protect them, and all social workers and partners should know how to spot signs of risk and deal with them appropriately.
- 5.8.6 Councils should agree a protocol, with the police and other partners, for dealing with children who run away or go missing in their area. Protocols should be agreed and reviewed regularly with all agencies and be scrutinised by local multi-agency safeguarding arrangements. Where appropriate, agreed protocols should also be in place with neighbouring authorities. Locally this has been led by Barnet Family Services and Barnet Safeguarding Children Partnership which will require continued commitment from the police.
- 5.8.7 The Act also sets out revised arrangements for local multi-agency safeguarding partnerships to replace local safeguarding children boards (LSCBs). Under the new provisions, the local authority, clinical commissioning group and the police have a shared responsibility to make arrangements for themselves and 'relevant agencies' to work together to safeguard and promote the welfare of children in the area. These statutory partners should make sure that all appropriate agencies are involved meaningfully in the partnership, and in particular should look at the engagement of schools, including academies and free schools, which have a key role to play in safeguarding children and young people.
- 5.8.8 The SLP programme clearly set out the Metropolitan Police commitment to safeguarding (listed in section 1.10 of this report):
- 'The strengthening of the protection of vulnerable people through transferring roles, responsibilities and staff into the BCU-based Safeguarding function, operating in partnership with local authorities and multi-agency hubs.'*
- 5.8.9 The pathfinder findings also recognised (set out in section 1.9, Table 1 of this report) that whilst the BCU structures provided more resilience, maintaining good relationships, Borough Safeguarding arrangements and Boards proved more challenging – particularly where more Boroughs are involved.
- 5.8.8 In order to fulfil their role in relation to corporate parenting the police will need to continue to engage and consult with the council and provide ongoing local commitment to the joint multi-agency arrangements in place to:
- Respond to child sexual exploitation
  - Respond to children going missing

- Respond to child victims of modern slavery
- Engagement with schools
- Engagement with Barnet Safeguarding Children Partnership

## **5.9 Insight**

5.8.1 Not relevant to this report

## **6. BACKGROUND PAPERS**

NONE