

Mr Stephen Greenhalgh
Deputy Mayor
MOPAC
City Hall
The Queen's Walk
More London
London
SE1 2AA

**Helen King QPM, MA (Oxon), MA
Assistant Commissioner
Territorial Policing**

New Scotland Yard
10 Broadway
London
SW1H 0BG
Telephone: 0207 230 0951
Facsimile:
Email: Helen.King2@met.police.uk
www.met.police.uk
Your ref:
Our ref:
Thursday 19th February 2015

Dear Stephen,

As you are aware, we have been undertaking a thorough review of neighbourhood policing under the Local Policing Model. After the biggest changes to local policing in years, and in response to feedback from some sections of the public during the early months of implementation, the Commissioner tasked me with completing this review in order to understand how the new model was working and what could be done to improve it. Phase 1 was presented to Management Board of MPS in January and the recommendations agreed. The full document is attached with this letter. You will see that it was written to inform internal decision making rather than for an external audience, however, I am of course happy to provide further explanation of any issues that are unclear. You are already aware of most of the findings and recommendations from earlier verbal briefings.

The introduction of the Local Policing Model delivered big changes in how officers worked and where and how they were deployed. The review assessed the impact of these changes on our operations and recommended adjustments to improve the efficiency and effectiveness of neighbourhood teams in driving down crime and building public confidence. In undertaking the review we have listened to the public, our partners and our own officers and staff and have made changes where they will improve operational impact. Feedback identified abstractions, visibility, officer workload and shift patterns as being amongst the areas of

concern in the context of a model that was working well in many regards and enabling us to deliver on important priorities, including reducing crime and attending emergencies.

The main recommendations focus on; reducing the demands and abstractions on neighbourhood officers that impact on the time they are policing their neighbourhood, reinforcing the key role of Dedicated Ward Officers and coverage in the most challenging locations, and shift patterns. I am confident that these changes, alongside the ongoing recruitment and training of new officers which keeps us at the increased neighbourhood establishment of 4,500, will further strengthen neighbourhood policing across London.

The Local Policing Model remains the basis for how policing is delivered across all 32 boroughs and the changes are in keeping with the LPM principles. Some, such as the ring fencing of Dedicated Ward Officers, were actioned some months ago and feedback regarding this has already improved. Others will take longer to implement and will be overseen by an Implementation Group chaired by Commander D'Orsi, who led the work on the review. We will, of course, keep you updated on this and on Phase 2 of the report, which particularly focuses on the aid requirements of policing London.

I know you were present when the Commissioner agreed to share this review with the Police and Crime Committee. I would therefore be grateful if you would, as agreed, forward the review to Joanne McCartney as Chair of the Committee at the earliest opportunity, in order that the Committee can have sight of it alongside MOPAC's review of the transition to the Local Policing Model and the joint MOPAC and MPS review of contact points.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Helen King', with a stylized flourish at the end.

Helen King QPM, MA (Oxon), MA
Assistant Commissioner Territorial Policing