

# Performance and Risk Oversight Board

## Record of Meeting 14 October 2022

### Present

#### **MOPAC**

Sophie Linden, Deputy Mayor for Policing and Crime (DMPC)  
Claire Waxman, Victims' Commissioner for London  
Diana Luchford, Chief Executive  
Kenny Bowie, Director of Strategy and MPS Oversight  
Will Balakrishnan, Director of Commissioning and Partnerships  
James Bottomley, Head of Oversight and Performance  
Dr Paul Dawson, Head of Evidence and Insight

#### **MPS**

Dame Lynne Owens, Deputy Commissioner  
DAC Jane Connors  
Commander Nick Johns

### Apologies

Sir Mark Rowley, Commissioner

#### **1. Minutes**

- 1.1. The minutes of the 24 June 2022 Performance and Risk Oversight Board meeting were agreed and the completed actions noted. It was agreed that the outstanding actions would be raised in a follow-up letter from the Deputy Mayor to the Commissioner.

#### **2. Victim Care**

- 2.1. The two papers provided by the MPS outlining its approach to supporting the victims of crime were noted. The papers:
  - set out the MPS's efforts to improve victim satisfaction and compliance with the Victims' Code of Practice; and
  - provided an overview of the Witness Care Unit review, outlining the progress made, the work in progress and the blockers to advancement.

- 2.2. The Deputy Mayor and the Victims' Commissioner set out the issues that would drive the focus of the discussion. These included:
- the low levels of victim satisfaction;
  - where the focus on victims sat within the Commissioner's 100-day plan and the Met's longer-term strategy;
  - the themes relating to victims that were highlighted in the HMICFRS PEEL Engage report, which also resonated with the issues the Victims' Commissioner had been raising;
  - the capacity and capability of the MPS to provide a victims first approach;
  - how the MPS used data and feedback to improve victim satisfaction; and
  - how the MPS engaged with victims for feedback beyond the User Satisfaction Survey.
- 2.3. The Deputy Commissioner agreed that improving the service the MPS provided to victims was a priority area and linked to restoring the confidence of Londoners. Many of the recommendations in the HMICFRS report related to victim care and she advised that they were developing a proposal to transform victim care to address them.
- 2.4. The Deputy Commissioner outlined the work of Project Peel and the support it would give to improving victim care. She also advised of the changes being made to how the MPS analyses performance data and that it was moving to a three-tiered framework – outcomes/outputs/enabling functions. They would also be analysing the data through the lenses of public space, online and high harm.
- Action 1:** The Deputy Commissioner offered to share with MOPAC slides setting out the work of Project Peel and she invited MOPAC to visit the Project Peel team.
- 2.5. The Deputy Mayor sought assurance that the strategy the Commissioner was developing to build on his 100-day plan included a victim focus, ensuring a step change in the MPS's victim care.
- Action 2:** The Deputy Commissioner invited MOPAC to contribute to the development of the Met's strategy in relation to its victim focus.
- 2.6. Commander Nick Johns noted the correlation between victim satisfaction and receipt of the victims' leaflet. He advised that work was underway to support an increase in officers sharing this leaflet with every victim. He also noted the need for the Telephone and Digital Investigations Unit to engage with victims in a manner that met their needs and advised that work was underway to develop that.
- 2.7. There was a discussion of the need for the MPS to capture the victim experience in order to provide a service that meets the needs of the victim

and for getting victims' voices in the strategy. The Victims' Commissioner advised that she had the evidence that could help the MPS to shape their strategy. The Deputy Commissioner welcomed the Victims' Commissioner's invitation to herself, the Commissioner and their team to attend a victims' roundtable meeting, so they can hear first-hand the lived experiences of victims.

**Action 3:** Victims' Commissioner's office to invite the Commissioner, Deputy Commissioner and their team to a victims' roundtable meeting.

- 2.8. There was a discussion of having a Victim Care Hub in London. There was a range of different collaborative models for providing support to victims of crime and it was agreed that that there would be a discussion of the options before the end of the year. The Deputy Mayor noted that this was a solution that would take a while to implement and that solutions were needed in the short term.

**Action 4:** The Deputy Commissioner, Deputy Mayor and the Victims' Commissioner to discuss, before the end of the year, the issues and options for establishing a Victim Care Hub and other possible initiatives for the MPS to meet the needs of victims.

- 2.9. Commander Johns outlined the MPS's work to pilot and refine the needs assessment. There was a discussion of the Victims Voice High Harm Survey and the need to increase the number of respondents.

**Action 5:** It was agreed that the MPS and MOPAC would individually and collectively work on how they could best improve usage and response to the Victim Voice High Harm Survey.

- 2.10. The Victims' Commissioner noted that victims had no way of escalating issues within the MPS when they felt they were not receiving an adequate service. The Deputy Commissioner agreed that was an issue and that they would work to find a solution.

**Action 6:** The Deputy Commissioner undertook to find a solution in the short-term to providing victims with access into the MPS to 'troubleshoot' problems. For example, when they are having difficulty contacting their Officer in Charge, or are experiencing issues in their case or issues with the OIC.

- 2.11. The Victims' Commissioner commended the work of the Witness Care Unit. Commander Johns outlined changes that had been made to improve its service to victims of crime. This included improving the wording of the letters sent to victims; identifying learning from restorative justice; and improving the system for receiving feedback. He noted that areas where further work was required included the role of SOITS in high harm cases; reviewing the allocation of witness care cases; improving training; and improving the flow of information between the MPS, the CPS and Courts. The MPS was also reviewing its performance framework for this area.

- 2.12. The Deputy Commissioner had previously advised that she was compiling a list of all the recommendations the MPS had received from a range of reviews and organisations in order to identify themes. She confirmed that this would also include the recommendations arising from the Victims' Commissioner's Rape Review and research by MOPAC's Evidence and Insight team.

**Action 7:** The Deputy Commissioner agreed that the MPS recommendations log, which captured all recommendations from oversight bodies and reports, would include those from MOPAC reports and meetings.

### **3. 2022-23 Q1 MPS Performance Oversight and Mayor's Action Plan Update**

- 3.1. The Deputy Mayor advised that, due to the reduced time for the meeting, there would not be a discussion of the Q1 Performance Report and the update on the implementation of the Mayor's Action Plan. She would follow up on issues arising from those papers in a letter to the Commissioner.
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