

Annex A

Metropolitan Police Service

Met Business Plan 2017-18, Quarter 1 update (April to June 2017)

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1- Introduction

Operational policing in London is the responsibility of the Metropolitan Police Commissioner, Cressida Dick who took up her post in April this year.

Our 2017-18 priorities are to:

- Tackle violent crime and especially knife crime which affects young people across London
- Counter terrorism and review our strategy, tactics and resources in light of the threat
- Protect children and develop a robust approach to tackling child sexual exploitation
- Transform the Met to become a modern police force using technology, data, skills and engagement to fight crime more effectively

This update reports our progress in implementing our new [Business Plan](#) and our actions (as at Quarter 1, 2017-18) to bear down on crime and violence and to support delivery of the Mayor's Police and Crime Plan. It complements the MOPAC quarterly data pack.

Some of our Business Plan quarterly milestones focus on the implementation of our transformation programme (the One Met Model), whilst others are relate to policing London (both "business as usual" and how we improve policies and processes). An update is provided here on all Q1 and Q2 milestones.

Milestone reporting

Our Met Business Plan milestones are in blue. Our progress against them is in black.

Q1 milestones are set against a green background, whilst interim progress on Q2 milestones is on a grey background.

Status is assessed as follows:



delivered



on track



some delays

Quarter 1 overview

Policing in London is facing unprecedented challenges. The horrific events of the first quarter of the financial year have reminded us that there is no such thing as a typical quarter in policing. The terrorist attacks Manchester, London Bridge and Finsbury Park required huge police deployment both in the immediate incident response and in the management of the aftermath, investigation, public reassurance deployments and reaching out to London's communities.

The tragedy of the Grenfell Tower fire in June 2017, deeply felt across the community, showed the extraordinary response from the local and wider community.

Quarter 1 was also marked by the widespread disruptions to the NHS of the Wannacry virus, a reminder that digital attacks can have create substantial and real disruptions. Moped-enabled crime and acid attacks highlighted the complexity of tactics that officers have to confront.

Current recorded crime figures over the last twelve months are showing increases across the country. Whilst these rises are of strong concern, levels generally remain lower than 5 years ago. There are some acknowledged under-reported crimes, such as sexual offences, where we want to see more reporting. Reporting in these areas is continuing to rise which does suggest greater stronger confidence of victims in the Met's determination to tackle offenders.

June saw the publication of the Mayor's knife crime strategy, bringing together partners and communities to fight this scourge that affects so many young people and families. Following the increases in knife crime witnessed in particular early in Quarter 1, the Met strengthened Operation Sceptre deploying a set of tactics including enforcement, diversion and prevention. Consensus is that the police cannot tackle this crime alone: many partners have a key role to play and we have sought to intensify engagement with these partners and with communities.

2- Our focused priorities

Tackling high harm crimes are a priority for the Met and the Mayor. The growth in demand from domestic abuse, sexual offences, child protection, mental health and hate crime - together with a critical look of how it has delivered some of these services in the past - has led us to review how we are configured to best protect vulnerable people. Focused operations are discussed in later sections, but in terms of overarching actions, we are:

- bringing together teams that investigate these crimes into one place
- investing more in prevention and problem solving; working closely with partners to identify risk and signpost vulnerable people to the appropriate agency to provide support
- making clear that safeguarding is the responsibility of every single police officer. All officers - whether working in neighbourhoods, a response team or investigation - need to be able to be proactive in spotting the signs of individuals who are vulnerable
- embedding its safeguarding service in neighbourhood policing. These officers best understand local communities and are at the frontline for protecting vulnerable people. They are also best placed to offer victims the appropriate level of support and care and investigate at the earliest opportunity
- retaining central specialist capability to investigate the most serious of crimes and provide specialist advice to frontline officers

The Met BCU pathfinder sites are currently testing this new structure, and our ambition is to invest further resources in this critical area with 400 more officers across London.

Q1 Business Plan milestone: “Put in place our new safeguarding approach in the two pathfinder BCUs” (One Met Model transformation programme 2: “Strengthening local policing”)

In April 2017, we set up a new joined-up Safeguarding function in our two new “Pathfinders”: the East Area BCU (which brings together Havering, Redbridge and Barking & Dagenham) and the Central North BCU (Camden and Islington).

Services previously delivered separately by borough units and the Sexual



Offences, Exploitation and Child Abuse Command (SCO17 and SCO5) have been integrated, offering a single “front door” model for all referrals for:

- vulnerable children and adults
- the investigation of domestic abuse, rape and sexual offences
- and child abuse

It brings together a wide range of specialised experience in investigating complex crimes.

From July onwards, a period of evaluation is taking place to see if the benefits envisaged have come into fruition, and to analyse what has worked and what needs improving further.

Keeping children and young people safe

Q1 Business Plan milestone: “Deliver our new child safeguarding training to all local officers across the boroughs”

Safeguarding training was delivered to all frontline officers in professional development days. With an introduction from Assistant Commissioner Martin Hewitt stressing the importance of this area of policing, topics covered child abuse; criminal and sexual exploitation; missing children; children affected by domestic abuse; risks to children from extremism; risks to children from on-line abusers. Real life case studies were used to illustrate risks and harm, and what action officers need to take.

Following feedback from staff, the safeguarding theme will continue in Q3, with a focus on children, social media and the internet, and the role of police and other agencies in keeping children safe.

The training content for Q1 and Q3 has been developed in consultation with internal subject matter experts, leading academics, and representatives from external organisations who act in an advisory capacity to the Met.





Q2 forthcoming milestone: “Deliver internal communication and awareness campaign on child protection across the organisation”

This is on track to be delivered in Q2 with an internal communications plan launched on 8 August, informed by the staff survey and outcomes from case audits. This will run for the next 12 months supporting operational activity. It will focus on four themes in quarterly campaigns (Children sexual exploitation, Gangs, Missing children and Child abuse) using a wide range of supports (posters, intranet features, blogs, podcasts etc).



Knife Crime

The use of knives on London's streets has become a worrying trend and a concerted effort by the Met is taking place to reduce offences, under Operation Sceptre.

In Quarter 1, the Met has established a new taskforce of 100 officers, made up of both uniformed officers and detectives focusing on hot spots across London and intelligence-led operations on an intensive basis. We also intensified Operation Sceptre: activity includes proactive and reactive operations, information

sharing with partner agencies and preventative tactics through early intervention with young people. Since May 2016, over 2,700 people have been charged with possession of a knife - representing a charge rate of 85 per cent for all arrests for this offence.

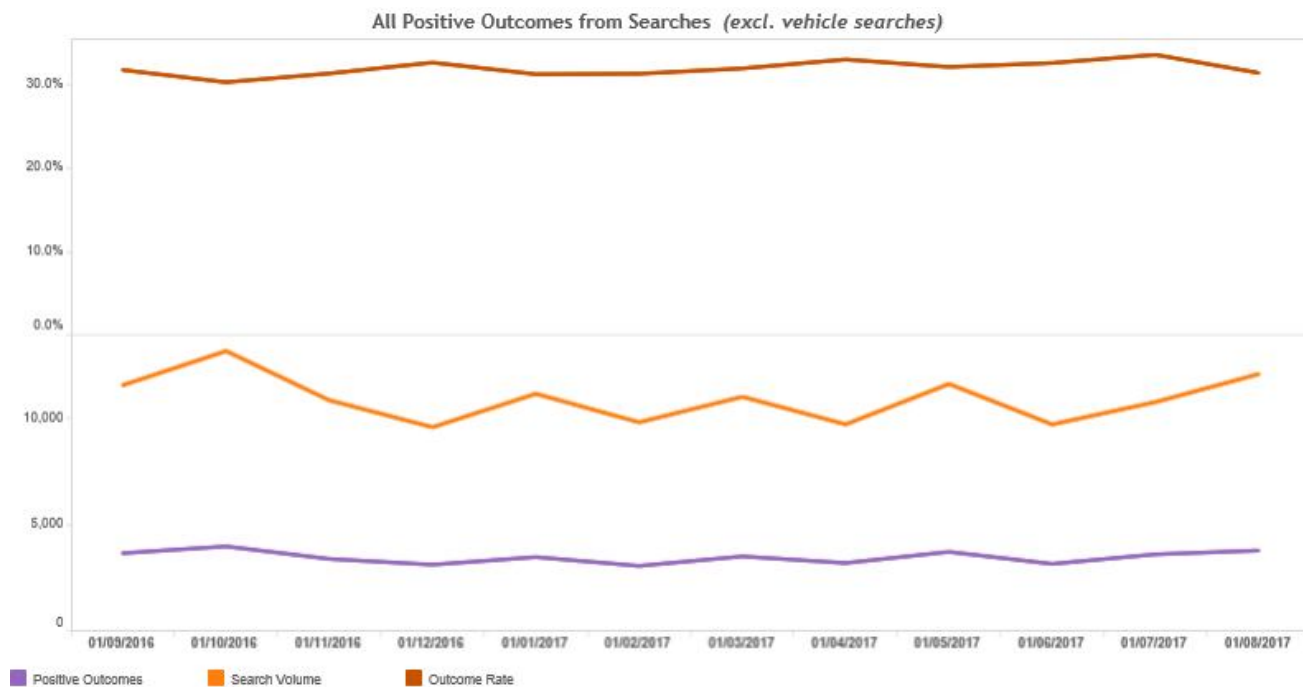
The latest phase saw more than 500 arrests and over 400 weapons taken off the streets. Making an impact in this area is heavily dependent on our work with schools, where we have 300 Safer Schools Officers delivering presentations and educational packages to pupils to highlight the potentially devastating consequences of carrying a knife (over 14,000 young people reached over the past year).

Q1 Business Plan milestone: “Support MOPAC to publish a Knife Crime strategy”

We supported MOPAC in the development of the knife crime strategy and actions. The strategy was published in June.



The Met continues to use Stop and Search to protect Londoners, tackle crime and keep streets safe. This can be a particularly valuable tool to tackle knife and gun crime, resulting in over 3,500 arrests for weapons in the past year. Whilst there has been a reduction in the number of searches in recent years, the Met's arrest rate is 20 per cent, the best of any major force in England and Wales,



and one third of all searches result in a positive outcome.

Another particular concern is the theft of mopeds, which represent more than half of all vehicle stolen in the past year. These stolen vehicles are often used on to snatch valuables (particularly mobile phones) from members of the public.

To help reduce offences, the Met launched the Be Safe campaign in Q1, focused on the rise in moped theft (and in moped-enabled crime). The campaign encourages owners to better secure their vehicles and prevent theft – and potentially the subsequent use of the vehicle in many other crimes.

This supports Operation Venice, our response to the theft of motorcycles, scooters and mopeds, and associated crimes. Tactics used include increasing street searches, ANPR operations, working with partner agencies to prevent and design out crime, sharing information and using intelligence and CCTV to identify linked offences.



Tackling violence against women and girls

The Met is encouraging better reporting and developing new ways for victims of crimes such as domestic abuse and sexual offences to report abuse. We know (through the Crime Survey for England and Wales) that violence against women and girls is known under-reported. Increases can reflect increased confidence from victims in speaking to the Police rather than an actual increase in a crime type.

Q2 forthcoming milestone: “Support MOPAC to review the Violence against Women and Girls (VAWG) Strategy”

We are currently working with MOPAC to review their “Violence against women and girls” strategy, building on their “London domestic violence needs assessment” report, to ensure that we put all in place to tackle offenders and support victims, working with partners across London.

We attend the MOPAC VAWG Board and MOPAC VAWG co-ordinators group and will be assisting with consultation in the re-writing of the VAWG strategy. Specialist training for officers is at the heart of our approach, and we have increased the numbers of officers and staff working



across our borough-based Community Safety Units to bring the total up to just over 900.

All frontline officers working in borough policing now get additional specialist training in domestic abuse, incorporating updates on the latest legislation, investigative techniques, victim care and how to best target offenders. We are looking at all the ways in which new technology can be used to increase our effectiveness in bringing domestic abuse offenders to justice, from giving officers fast time access to digital copies of 999 calls, to the use of body worn video to capture best evidence and electronic handheld devices to record statements and photographs at the scene.

Q2 forthcoming milestone: “Start implementing the Stalking Threat Assessment Centre if the funding bid is successful”

We have been working with the Suzy Lamplugh Trust on a joint funding bid to create a dedicated Stalking Threat Assessment Centre with a pan London responsibility for high-risk stalking offenders. This centre will review incoming cases on a daily basis, with referrals coming in from mental health teams in London boroughs as well as the trust. At the time of writing, the bid is awaiting sign off by the Policing Minister. We have also been liaising with the National Centre for Cyberstalking Research to try and tackle the growing number of offences committed online.



* Islamophobic Victims over Last 12 Months



Q1 Business Plan milestone: “Launch the Online Hate Crime Hub”

In April 2017 we launched with MOPAC a new Online Hate Crime Hub unit with four dedicated Met police officers, led by a Detective Inspector. It aims to improve the police response to online hate by gathering intelligence, improving understanding and testing new investigation methods.

Once an online hate crime has been reported, it is automatically referred to the Hub, which will provide referrals to specialist victim support partners and work with the relevant borough officers to carry out a thorough investigation. The Hub has already established excellent working relationships with Facebook and Twitter.



Tackling hate crime

The aftermaths of such events can bring a spike in hate crime and specifically Islamophobic hate crime. Following the terrorist attacks in the London Bridge area in June 2017, there was such an increase in the number of offences recorded. Our response will continue to demonstrate how seriously we take these acts.

Q1 also saw us launch the Online Hate Crime Hub pilot to tackle hate crime that is committed online and particularly through social networks.

Making London safer

Q1 was unprecedented with, in the wake of the Westminster attack in March 2017, further terrorist attacks at the Manchester Arena, London Bridge and Finsbury Park. A number of other plots were also foiled before they could be carried out.

These attacks took a heavy toll on our officers – with the murder of PC Keith Palmer in Westminster and a number of officers injured in the London Bridge incident. The courage, selflessness and human response of our officers, staff and other emergency services against these inhuman attacks showed the real measure of our effectiveness. The attacks placed a significant stretch on our organisation – in terms of manpower and funding. However they demonstrated that our capability programme to

strengthen Armed Policing is having the intended operational effect in terms of the enhanced armed response we were able to provide.

Q2 forthcoming milestone: “Finalise the Business Case for Skills House (on Firearms training)” (One Met Model transformation programme 5: “Strengthening our armed policing capability”) We are developing the business case and considering a range of options including through the National Programme. These will be considered in Q3.	✂
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Mental health

HMIC’s annual State of Policing report published at the beginning of this year drew attention to the increasing burden police are bearing because of shortages in mental healthcare provision, which is a London-wide problem.

Whilst prevention through better healthcare would be preferable to police response, we have been working hard to improve our approach to mental health and the quality of care we provide.



Q1 Business Plan milestone: “Launch and pan-London rollout of the Herbert Protocol with Alzheimer’s Society” We launched the Herbert Protocol on 15th June. All our operational units were represented at the launch. The Alzheimer’s Society set out the benefit of being Dementia Aware and their goal of making London the first Dementia Friendly Capital City. Attendees received a Dementia	✓
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Awareness Session and became Dementia Friends (officially recognised status from the Alzheimer’s Society). The Herbert Protocol packs are accessible here: https://www.met.police.uk/herbertprotocol Q1 Business Plan milestone: “Publish a Mental Health Toolkit with clear operational and tactical guidance for officers and staff dealing with someone who has mental ill health, as well as for external partners” The Mental Health Toolkit (http://mpsweb.intranet.mps/policing/safeguarding/mental-health-policy/) was published early July. It provides instructions and advice to frontline officers and supervisors and is specifically geared towards providing clear operational and tactical guidance when dealing with someone who has mental ill health. It also helps our officers and staff explain the police position to members of the public, the management and staff in local health trusts. The toolkit can be circulated to external partners: we are planning a higher profile communication campaign linking with MOPAC Thrive.	✓
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Modern slavery

Q1 Business Plan milestone: “Establish effective information sharing arrangements with all partner agencies on Modern Slavery including NGOs, and a consistent approach through engagement with partners” The MPS currently has three Formalised Information Arrangements (ISA) with: • Bakhita House (Joint working with Caritas, Roman catholic charity providing accommodation and ongoing support for victims of Modern Slavery) • RAHAB (Kensington and Chelsea NGO offering outreach work and accommodation predominantly for victims of sexual exploitation)	✓
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- TAMAR (Westminster NGO offering outreach work predominantly for victims of sexual exploitation)

Within the Joint Money Laundering intelligence team, and through the Criminal Assets strand, we work closely with the banking industry to share modern slavery information.

Through National Policing and the Police Transformation Fund, we are formally linked into the Joint Slavery and Trafficking Analysis Team. This ensures close working and intelligence sharing with other prosecuting agencies (such as the NCA, Gangmasters Labour and Abuse Authority, Home Office Immigration and Enforcement and UK Border Force; the Triage Centre, which we are currently establishing as a pilot within the MPS on behalf of National Policing).

Due to the vast number of NGOs within this arena we also work on a victim-by-victim basis to ensure that they are provided with appropriate support, from accommodation, outreach work, access to health care and counselling. We aim to formalising these ISAs in the future, working closely with the NGOs and our Information Rights Unit to achieve this.

Q1 Business Plan milestone: “Joint Modern Slavery summit with MOPAC involving key partners across the capital and continue to raise public awareness”

On 10th May, the Met and MOPAC supported the Conference on Human Trafficking and Modern Slavery for London Boroughs at City Hall. DCI Phil Brewer presented the Met work at this event organised by the Human Trafficking Foundation, the SHIVA Foundation (which aims to tackle modern slavery by facilitating a more collaborative approach to making change), ecpat UK (protecting children everywhere). MOPAC also chairs a London Modern Slavery Steering Group which we support.



3- A safer city for everyone

A visible presence

We are committed to have at least two Dedicated Ward Officers (DWOs each of the 629 wards in London) by December 2017. As at June 2017, substantial progress has been made towards this target: 1,171 DWOs were in place against a target of 1,258 by December.

Ward internet pages are now in place for all London wards, linked to Twitter accounts to try and address the fact that residents do not always feel informed about local information provision.

Q2 forthcoming milestone: “Assess and evaluate the two BCU pathfinders and consider pan-London implementation” (One Met Model transformation programme 3: “Strengthening local policing”)

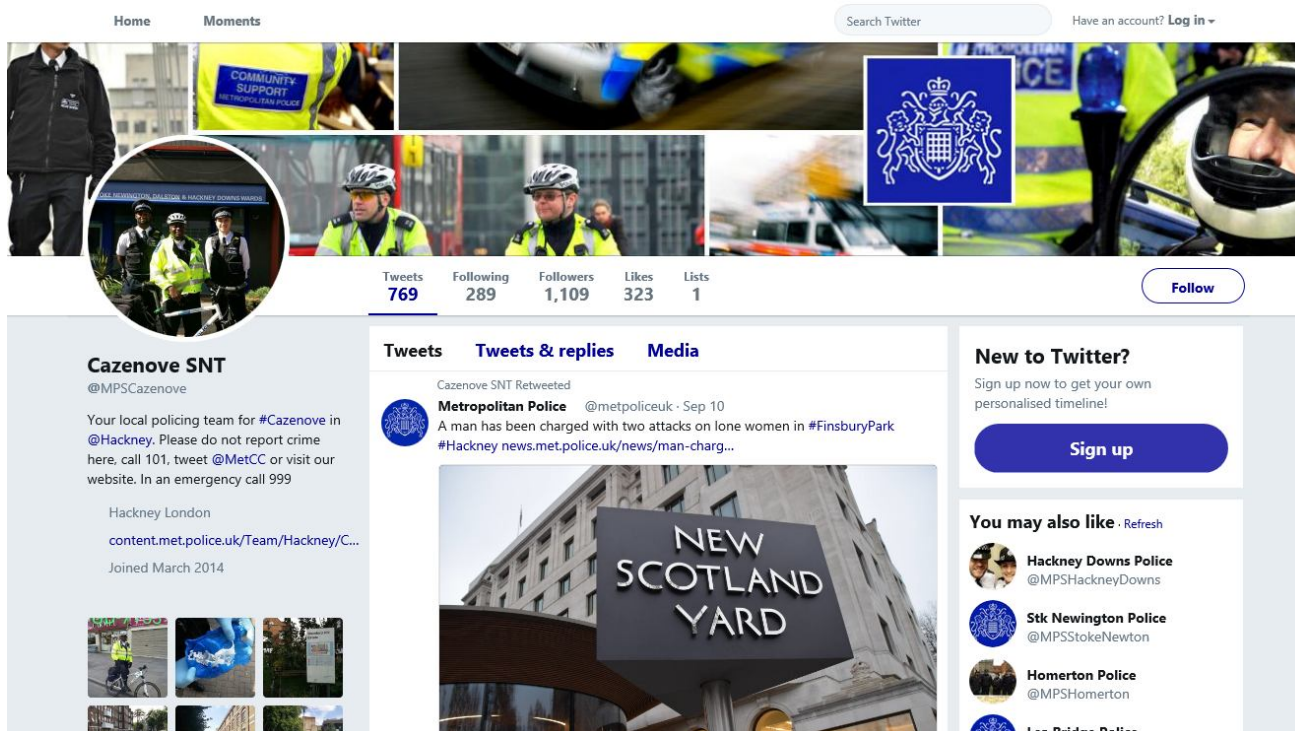
Crime, safeguarding and neighbourhood functions on the BCU pathfinders are standing up well and as planned, however Response was underperforming in Quarter 1 and remedial work has been taking place to address this (response rates recovered in Quarter 2). There may be a slight delay in the evaluation to assess the impact of the remedial work (i.e. September onwards). Discussions are taking place with operational practitioners and workforce representatives at MetCC in August over the introduction of the BCU Pathfinders and concerns over the future of the current three site model, working with to address the key drivers of these concerns.



An accessible force

The Met is working hard to ensure it continues to become an even more efficient organisation that provides an effective service, value for money as well as a service that is valued by Londoners.

The One Met Model, our transformation portfolio to 2020, strives to achieve this goal within the context



of reducing resources. It is made of twelve programmes at various stages of implementation. Of particular note in Q1, is the development of our new website, with local information pages and crime reporting capability – a first step towards providing people with a “virtual police station” that is easily accessible, even more responsive and helps Londoners find the right local prevention advice.

Forthcoming improvements for Q2 will include the concluding rollout of Body Worn Video and mobile technology to officers that will improve response and the time we spend policing neighbourhoods.

In July 2017 MOPAC launched a 12-week public consultation on our Public Access strategy, supported by a front counter footfall survey on how people want to be able to access our services. We are delaying the implementation of our Estate Transformation programme to allow for responses to be taken into account. The programme is currently rated red in part to reflect the associated re-profiling in budget and benefits delivery.

Q1 Business Plan milestone:
“Develop online crime reporting for victims of volume crimes through the new website” (One Met Model transformation programme 2: “Improving public access and first contact”)

The public uptake of our online services continues to increase: over 34,000 crime reports have been received since the system went live.



Online crime reporting now accounts for 9 per cent of all crime reported to the Met (June 2017). 74 per cent of users surveyed are satisfied with the online crime reporting system. 12 per cent of the reports represent new demand (where respondents said they would not have reported the crime, had they not been able to do it online).

Two-thirds of self-reported road traffic incidents are now reported online (over 19,000 Road Traffic Incidents forms received since the new system went live) and allegations from the public of poor driving standards have increased at least threefold.

Q1 Business Plan milestone:
“Implement a new website which allows information to flow to and from the public”

The new MPS website went live March 2017. Voice Your Concerns went live on ward pages at the end of May. This enables the public to vote on issues that



concern them. To date, 74 per cent of wards have seen engagement from the public through this method. Demonstrating the two-way flows, we received over 4,500 online reports of potential terrorist information since the new system went live, a large spike in these reports following the terrorist incidents earlier in the year. Q1 Business Plan milestone: “Put in place ward internet pages with updated and locally relevant prevention advice” Ward internet pages are in place and Safer Neighbourhood Teams (SNT) Twitter accounts are now linked to them. We have almost completed the rollout of smartphones to SNT officers which enables them to tweet whilst out on patrol, keeping residents informed. Twitter usage by these teams is steadily increasing with 61 per cent of the wards now tweeting on at least a weekly basis.	✓
Q2 forthcoming milestone: “Finalise outline business cases for the refurbishment of Tranche 1 Estate” (One Met Model transformation programme 11: “Transforming the MPS estate”) The business case itself is on track but there are dependencies with the Public Access consultation and the BCU Pathfinders evaluation, which may change our approach and impact on implementation.	📖

The strategic case has been approved at PIB and by MOPAC so we have delivered this milestone ahead of schedule.	✓
Q2 forthcoming milestone: “Start the full roll out of all mobile devices (laptops and tablets) from August to April 2018” (One Met Model transformation programme 7: “Smarter working”) The deployment of laptops continues and the tablet rollout is scheduled to begin in August in a couple of boroughs, and to BCUs in September, allowing officers to log reports immediately, without returning to the police station.	📖
Q2 forthcoming milestone: “Set up an improved public reporting mechanism for stop and search data” This action is complete ahead of schedule. The online ‘stop and search dashboard’ is available at this address: https://beta.met.police.uk/stats-and-data/stop-and-search-dashboard It replaces the previous monitoring mechanism report (MMR). It is updated automatically on the 8th of each month (previously this required manual input). Importantly the dashboard is interactive, and users are able to pivot the data for improved scrutiny.	✓

An effective response

The new In-vehicle mobile applications went live in June 2017, ready for rolling out to 1,300 vehicles in the summer (with a full rollout taking place September to March 2018).

Q2 forthcoming milestone: “Finalise the strategic case for the Optimising Response programme” (One Met Model transformation programme 2: “Optimising response”)	
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Local and specialist investigations

By Q1, we rolled out 14,000 Body Worn Video cameras to frontline officers (including in Q1, Hackney, Greenwich, Sutton, Tower Hamlets, Enfield and recently Newham). Over 2,800 evidential clips have already been shared with CPS through the new COPA application – this is a good start and it is expected to rise considerably in the coming months.

Q2 forthcoming milestone: “Complete the roll out of the BWV equipment to 22,000 officers” (One Met Model transformation programme 4: “Transforming investigation and prosecution”) This is on track to roll out to all 32 boroughs prior to Notting Hill Carnival.	
Q2 forthcoming milestone: “Finalise the business case for Covert Policing Management Platform” The business case has been delayed whilst awaiting costs and statement of requirement. The Full Business case is now expected in October 2017.	
Q2 forthcoming milestone: “Launch the external entry Detective Constable campaign” (One Met Model transformation programme 8: “Workforce futures”) This was delivered early. The External Entry Detective Constable recruitment pathway launched in Q1, with applications closing 3 July – the initiative has received positive media coverage and attracted an uptake beyond expectations; including, to date, encouraging diversity ratios (the final ratio will be provided at Q2). Sift, and selection of the External Entry Detective Constable cohort will be completed in Q2. The first cohort of Met Special Constable to Detective Constable recruits started training at the end of May, on schedule.	

Improving outcomes

We are working to improve both victims' satisfaction, as well as the way we are managing offenders.

We are in the process of rolling out Community Resolution across London. This will ensure that all Met frontline officers have the ability to deliver a community resolution in appropriate cases to improve public confidence and to assist with managing demand by reducing custody

throughput. By February 2018, the supporting training roll out will be complete, the uplift in use will have begun and the number of positive outcome crimes should be rising.

Q1 Business Plan milestone: “Launch Operation BEAT ('Briefing, Engagement, Active Tasking') and routinely share information and intelligence relating to high and very high risk registered sex offenders with local officers” We are continuing to work to ensure this Met-wide project reaches all Safer Neighbourhood Teams (SNT) management. All boroughs have published an intelligence briefing for SNTs. To support this work further, DI Tachauer hosted a briefing for all SNT/NPT Inspectors in August. We are already seeing positive results regarding sex offender management as a direct result of the implementation of Operation BEAT. An example of this occurred in Hackney where SNT officers gathered intelligence regarding a particular offender; this information was passed to the JIGSAW team who were able to establish that the offender had breached his Sexual Harm Prevention Order. He is now serving 20 weeks in prison. Without the assistance of the SNT it is unlikely these breaches would have been discovered. An evaluation of the first 6 month period will take place in Q3.	
Q2 forthcoming milestone: “Effectively manage performance of JIGSAW through our new performance management framework” Q2 forthcoming milestone: “Implement a new guidance for police IOM officers to allow for an effective and consistent implementation across London” We are on target to deliver both the performance management framework and a new guidance for Integrated Offender Management (IOM) officers. Performance is reviewed regularly at our internal Crimefighters meetings. Q2 forthcoming milestone: “Review arrangements and future needs for juveniles in detention, including	

provision of health services and appropriate adults"

Following HMIC recommendations, we have set up a cross-agency "Review of Children in Police Detention" Working Group (covering both accommodation of detained juvenile as well as the provision of appropriate adults). The first meeting, with CSC directors, NHS and other partners took place in July.

Q2 forthcoming milestone: "Work with MOPAC and partners to expand women offenders diversion offer, such as, subject to a successful Transformation Fund bid, the Women Offenders Diversion Scheme through four London hubs"

Unfortunately the funding bid was not successful but MOPAC and partners have committed to seeking funds from another source and looking to use innovation funding or alternatives. A new co-commissioning group has been set up and update on progress will be reported at Quarter 2.



number of female and BAME officers has increased, with female officers accounting for over a quarter (26 per cent) of all police officers, and BAME officers for 14 per cent of all police officers.

Q2 forthcoming milestone: "Establish the new grievance service and underpinning governance framework, roll out new training to all senior 'single points of contact' and local resolution champions across the Met"

This is on track: the training of our Informal Resolution Champions concluded in July. All Single points of contacts (SPOCs) are in place. SPOCs will encourage and implement local resolution where this can be done and be responsible for overseeing grievance management at a local level, working with HR Case Managers to regularly review grievances. Training for SPOCs is taking place 31st May to 10th Aug.

Q2 forthcoming milestone: "Publish our Diversity and Inclusion Strategy"

The strategy is in final draft form and has been agreed by the STRIDE Board. Publication is expected in September.



4- A transformed, modern, efficient Met

We continue to encourage a force that "looks like London", and the recent direct entry detective campaign is showing promising uptake from BAME and women candidates. As at Q1, the



Conclusion

This is our first quarterly progress report against our Business Plan. Whilst not all our areas of activity have a milestone for the first quarter, the report shows the breadth of our work and the extent of our transformational investments –both technological and human, to tackle the considerable challenges facing London. The Quarter 2 update report, to be published in November, will expand on this work.