

Metropolitan Police Service

Met Business Plan 2017-18, Quarter 3 update (October to December 2017)

1- INTRODUCTION	2
Quarter 3 overview	2
2- OUR FOCUSED PRIORITIES	3
Keeping children and young people safe	3
Tackling violence against women and girls	4
Tackling hate crime	5
Making London safer	6
3- A SAFER CITY FOR EVERYONE	9
A visible presence	9
An accessible force	10
An effective response	11
Local and specialist investigations	12
Improving outcomes	14
4- A TRANSFORMED, MODERN, EFFICIENT MET	15
And finally	19

1- Introduction

Operational policing in London is the responsibility of the Metropolitan Police Commissioner, Cressida Dick.

The Met's 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 3, 2017-18) to bear down on crime and violence and to support delivery of the Mayor's Police and Crime Plan. It complements the Mayor's Office for Policing and Crime (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 relate to operational policing London (both "business as usual" and how we improve policies, processes and outcomes for Londoners). An update is provided here on all Quarter 3 and Quarter 4 milestones, as at end December 2018.

Milestone reporting

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

Quarter 3 milestones are set against a green background

Interim progress on Quarter 4 milestones is on a light grey background

Status is assessed as follows:



delivered



on track



some delay

Quarter 3 overview

The quarterly release of Crime Figures for England and Wales for year to September 2017 was published by the Office for National Statistics in January. Recorded crime continues to rise in London (5.4 per cent) but overall increases are more marked in other parts of the country (17.5 per cent). Whilst the rises in specific offences (such as gun discharges) have so far been lower in the capital and whilst the rate of increase seem to show a slowdown (potentially suggesting our operations are beginning to have some impact), the levels are at a five year high, and tackling violence remains a top priority for the Met. As set out in this report, Quarter 3 saw unparalleled activity from our officers to tackle knife and gun crime as well as moped-enabled crime, through Operation Sceptre and our Winter Nights operation.

Against the continued increase in crime and demand, the Home Secretary announced in December a potential £450 million increase in police funding across England and Wales – to be exercised through the freedom that local authorities have to increase the council tax to a maximum of 5.99 per cent. As part of the settlement, counter terrorism policing also received an increase of £50 million. Whilst the settlement is better than our initial assumptions, it does not fully meet the level of investment we had identified as necessary, nor does it address the issue of pay and inflation, and there can be no complacency in our aim to modernise and operate more efficiently.

MOPAC's Public Access Strategy published in November following a consultation during which thousands of Londoners expressed their views, set out how we can increase productivity and find some of the savings that are required of us in the next four years, whilst maximising accessibility and the presence of our officers on the street. We will close some of our buildings but will maintain a 24/7 police front counter in every London borough. We are continuing to expand our online crime reporting service, and, reflecting the Mayor's priorities, we met our commitment to put two Dedicated Ward Officers (DWOs) and one PCSO in every London ward by December 2017. These officers work with local people on local priorities and are not taken away to help with policing elsewhere in London.

2- Our focused priorities

Keeping children and young people safe

Q4 forthcoming milestone:
“Demonstrate robust progress on Child Protection processes, performance management and through cases audit based on HMICFRS methodology”

Some progress has been made on child protection processes, but we need to improve further. The HMICFRS Quarter 3 inspection report in November 2017 was positive regarding the Met governance structures. The result of the self-inspection of 135 child protection cases, broadly mirrored the Inspectorate's grading. We do accept however that there is more to do to improve the response to case inspection escalations.

The Dedicated Inspection Team 2018 work plan is focusing on the same nine areas examined by HMICFRS. In addition, the three most challenging boroughs (from the 2017 re-inspection) will receive a more detailed inspection and additional support.

To ensure local teams use the findings to improve their service we are implementing:

- A monthly performance meeting holding local command units representatives to account on inspection findings and their action to improve. This is chaired by the Safeguarding Commander.
- An inspection team rating per case inspection gauging local responses to inspection findings. This aims to improve local attitude to inspection escalations, reducing defensiveness and increasing local action to solve identified areas for improvement.



Q4 forthcoming milestone: ***“Subject to BCU roll out, provide an extra 400 officers protecting vulnerable people”***

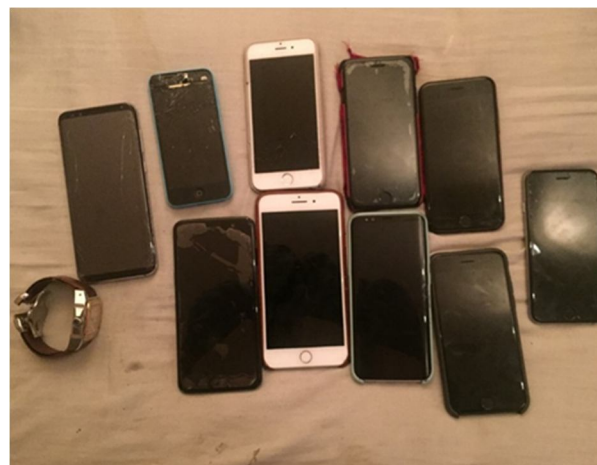
The uplift of 400 officers into Safeguarding and Offender Management will be complete at the point of full BCU implementation in the Autumn 2018. We are on track and ready to deliver this.

Q4 forthcoming milestone: ***“Subject to BCU roll out, deploy 600 Safer Schools Officers, with a named officer for all schools in London”***

The deployment of 600 Safer Schools Officers is linked to the roll out of the BCUs and we are on track to deliver this by the end of 2018. There are currently 310 schools officers.



At the Howard League's Annual General Meeting, the Commissioner spoke about youth justice and of her concern that collectively we are failing to prevent more young people carrying out violent offences. This is a problem which spans both short sentences and young people repeatedly offending before being detained, but also in terms of our diversion efforts for the many young people who have never been in custody.



Through Operation Venice, we have had a number of successes in tackling scooter gangs. In December, ten members of a moped gang were given jail sentences of up to 18 years after a £1.2 million series of raids on mobile phone shops. Using fencing posts as battering rams and angle grinders, and, armed with hammers and knives, they had ransacked 17 shops. We will continue to do all we can to stop serious criminality and have taken a number of steps to further combat moped-enabled crime. These include new motorcycles

better able to pursue and get ahead of the criminals, mobile “stinger” devices that can bring pursuits to an end quickly and “DNA spray” used to tag offenders and enable us to identify them at a later point.

Operation Winter Nights coordinated everyday policing activities and operations across all 32 boroughs. It targeted knife crime under Operation Sceptre and scooter, moped and motorbike enabled crime under Operation Venice. It also included dealing with criminal activity at winter markets. A variety of tactics were used during the operation which included over 1,300 weapon sweeps; forensic tagging sprays to tackle offenders on scooters and saw an increase in visible police officers and neighbourhoods policing. Officers recovered a total of 278 knives, 61 offensive weapons and 20 firearms. The arrests made included 334 arrests following stop and search and 106 arrests for offensive weapon and for knife possession offences. Proactive operations to target repeat knife crime offenders were also carried out, aimed at tackling those wanted in connection with knife-related offences and violent crime.

The four unconnected murders which took place around New Year’s Eve in London strengthen our commitment to pull together with our partners and community to defeat it. During the two months of Operation Winter Nights we made over 900 arrests and took over 350 weapons off the streets. But these murders and the horrific knives seized when we arrested eleven people in Westfield shopping centre on Boxing Day highlight the scale of the challenge for us all as Londoners.

As part of the tools at our disposal, the Commissioner has been clear that officers will continue to make use of Stop and Search in our fight against violence. Fair use of stop and search powers by the Met was examined by HMICFRS during its 2017 ‘Legitimacy’ inspection. Its report published December 2017 states that “HMICFRS is impressed by all aspects of the force’s arrangements for training in, and understanding, the use and scrutiny of stop and search”.

Tackling violence against women and girls

Following the collapse of several rape trials in which vital evidence contained on mobile phones and other digital devices was either not examined or not shared with the defence, the Met is currently

reviewing in excess of 600 sex assault cases, including all rape cases heading to trial. Recorded rape offences have doubled over the past four years, in part reflecting growing confidence from the victims in reporting such crimes to the police. The increase in reported numbers has been compounded by an exponential growth in digital evidence (such as text messages) for each case, particularly in cases where the two parties, as in most serious sexual offences, know each other. This undoubtedly creates a resource issue and the Met is clear it will devote considerable time and resources into getting disclosure right, so people continue to have confidence in the fairness and impartiality of our officers; and continue to report such crimes.

Q3 milestone: “Female Genital Mutilation (FGM) action plan in place with training and performance monitoring actions”

We set up a London “honour based” Abuse (HBA) Working Group. This strategic partnership meeting of key statutory and non-statutory stakeholders, is working to improve collective response to HBA, forced marriage (FM) and female genital mutilation (FGM), with a focus on community engagement, information sharing and enhancing our joint understanding of the safeguarding issues we are responding to.

A London HBA Action Plan (covering HBA, FM and FGM) has now been drafted and submitted to the Safeguarding Commander. The plan includes a proposal to introduce mandatory training of all officers on harmful practices. A business case has been lodged with Met Training. This would allow the development of packages in conjunction with Met Training with delivery in Quarter 4 or after, to align with the existing training cycle.



BWV and VAWG. A case study

The roll out of Body Worn Video is already proving invaluable in supporting prosecution in the context of domestic violence. In a recent instance, police were called to the address by a local resident who stated that they’d heard a female screaming and when they looked out of her window had seen a female running through the street crying.

When police arrived they found the suspect standing outside of the address. The female victim then approached, she was crying and pointing at the suspect and she had clear visible red marks to her neck. She stated that the suspect her husband had grabbed her by the neck and kicked her in the leg. This was captured on the officers BWV. The suspect was arrested for ABH (Assault occasioning actual bodily harm).

The victim gave a statement to police during which she disclosed that the suspect was aggressive towards her, had threatened her with a knife and hit her on a regular basis. She said that it got so bad that she'd returned to her family home, however she was put under pressure from her family to go back to him.

In her statement she said that having returned from work he shouted at her, demanding her father give him money. She'd started crying and he kicked her. She'd tried to get out but he had grabbed her by the neck and pushed her against the wall. He had put both hands around her neck and squeezed it. He let go, she saw her chance and ran out of the address, staying outside until police attended. She stated that she was very scared of him and believed that he would kill her when he released.

The suspect was interviewed. He denied strangling her but admitted to kicking her which he said was because she was shouting and screaming at him. He was shown stills from the officers BWV showing the victim's injuries and was asked to explain how she got them. He denied grabbing her by the throat. He said that he may have caused them when he grabbed her but as they were both struggling he wasn't sure. The suspect was charged with ABH.

The court case was listed for Newton hearing. Prior to the hearing the suspect's legal representative was shown the footage which clearly showed the strangulation marks and the victim's extreme distress. At this the suspect entered a guilty plea. The victim was referred to a specialist victim support service who placed her into safe accommodation.

Tackling hate crime

In support of this year's National Hate Crime Awareness Week (NHCAW), we held a hate crime roadshow for officers and staff at Empress State Building (ESB) in October. Several hate crime organisations including Tell Mama, Sharan Project, and Galop, providing advice to staff and officers; including Safer Schools officers, neighbourhood policing teams and Safer Transport teams who work with hate crime victims and witnesses. Officers visited locations across London including synagogues, mosques, and lesbian, gay, bisexual and transgender (LGBT) venues to listen to concerns.

We also launched Operation Resolute to improve the way we investigate hate crime incidents directed against our own officers and staff whilst on duty. This will ensure they are given the right welfare support, strengthening our corporate governance systems and gathering learning on how to prevent these crimes.

Q4 forthcoming milestone: "Review the Online Hate Crime Hub in light of the first year evaluation and agree next steps"

The core operations of the Online Hate Crime Hub are established and functioning well. It works on 50 to 60 crime reports a month. Our organisational understanding of online hate crime has improved thanks to the existence of the hub as a specialist facility available for borough officers.

Our relationship with social media companies has improved significantly and there is a good rate of take-down of harmful material of hub cases referred to Stop Hate UK.

There remains some progress to make in terms of relationship and information sharing between Community Safety Units and the Hub, including the need for consistent specialist victim support referrals. We are focusing our attention on this and the Hub has developed a comprehensive toolkit for CSU officers to support this.

Further follow-up and analysis of the victim journey and satisfaction following closure of a case is also necessary and this will be picked up by the quarterly Quality Assurance and Scrutiny Panel. More needs to be done to raise awareness of online hate amongst communities – part of our overall plans to raise awareness of hate crime in London and linking to National Hate Crime Awareness Week.

The Hub project is being continually assessed by MOPAC. The first 'legacy' workshop to evaluate and secure our learnings was held in November and another is scheduled for February 2018.



Making London safer

Last June MI5 and Police commissioned very detailed internal reviews of the terrorist attacks and an overarching Operational Improvement Review (OIR). The reviews considered what was known before the attacks, how processes operated and the implications for counter terrorism work in the future. David Anderson QC was asked by the Home Secretary to provide independent assurance of the reviews and published his findings in December. The review praised the outstanding work of the police and the Intelligence Community in confronting the threat and protecting communities. Together, MI5 and the police have thwarted 22 plots in the last four years, 9 of which have been stopped since March 2017. There are currently well over 500 counter terrorism investigations, involving more than 3,000 subjects of interest – along with a growing pool of more than 20,000 individuals who have previously been the subject of terrorism investigations. No matter how effective our response has been to the dreadful attacks or our ability to help stop attacks in the first place, we continue to look at what we can do to improve. The OIR has helped us to identify where further improvements can be made. This includes the investigation and intelligence resource capability required by returning jihadis following significant military defeats in Syria and Iraq, as widely covered in the press during Quarter 3.

The public have naturally become quicker to respond to potential threats and indeed we actively encouraged such behaviour. In Quarter 3, the road collision outside the Natural History Museum and the altercation in Oxford Street Underground Station triggered widespread fear and incorrect reports, but these demonstrate how much the events of this year have affected the way people think about their safety. Despite all this, London remains one of the safest major cities anyone could live in, work in or travel to.

Our CT Internet Referral Unit continues to work with internet service providers to take down extremist or terrorist based material (more than 270,000 removed since 2010).

Q3 milestone: “Subject to BCU model rollout, embed organised crime officers within all local commands”

The 13 Local Organised Crime Advisors are in place and working across the Met (including Heathrow and City airports). They link centrally with the Organised



Crime Command (SCO7) and locally cover issues linked to gangs, human trafficking, money laundering and cybercrime amongst others. Some early results include the closure of large brothel and human trafficking networks, as well as significant drug seizures. These advisors help create a closer working relationship between SCO7 and local policing units, senior leadership teams and local authorities.

Q3 milestone: “Mainstream the Mental Health pilot to increase detection and management of individuals that may be vulnerable to radicalisation”

This programme is now running in full operation and has successfully handled more than 500 cases. A national evaluation of the three regional Prevent Mental Health Hubs is being finalised confirming their benefits and providing some recommendations to maximise these further, and suggesting that all hubs should move to a triage model (the London hub is not currently using this model, which will need substantial investment in clinical staff and prevent officers).



Q3 milestone: “Consolidate further the wider Met contribution to counter Terrorism”

The period encompassed the principal engagement activity with both the National Security Capability Review and CONTEST 3.0, in addition to the publication of the David Anderson QC report on the 2017 attacks and post-attack learning. The wider Met/mainstream policing contribution to CT has been heavily trailed during these processes and continues.



Q3 milestone: “Complete the increase of 600 more firearms officers”

With the capability met, the increase in armed officers to deliver an enhanced level of response to incidents in London continues as planned, and will be met by the end of the 2017-18 training year.



Q4 forthcoming milestone: “Develop business engagement to raise awareness and improve protective security capability”

We have continued to deliver counter-terrorism awareness to the private sector through Project Griffin and Argus and are developing tools self-delivery to widen reach. In July we began the 'Step Change' initiative in partnership with business holding a summit at London's Guildhall, there was wide-ranging support for closer collaboration.



We have delivered specific training, advice and exercises to major sports stadia, which has improved preparedness and protective security measures. Communication campaigns focussed on crowded places and music festivals campaigns under the ACT banner were launched in the summer.

In 2018 we will be undertaking more focussed activity with the private sector at the next Step Change summit. Our senior leaders are developing key relationships across-sectors to garner support to improve protective security.

Q4 forthcoming milestone: "Develop a toolkit for frontline staff and investigators dealing with modern slavery, identify opportunities for sustained training for first responders (within local authorities and key private or public organisations) to ensure that victims are appropriately identified and referred through the National Referral Mechanism (NRM)"

Toolkits are now available through the intranet to all Met officers and staff. They provide guidance on the initial steps to be taken to safeguard a victim of modern slavery, as well as the referral processes. The Modern Slavery & Kidnap Unit also provides 24/7 advice and support.



The Met in collaboration with London Association of Directors of Adult Social Services (ADASS) & NHS England, commissioned a 'train the trainer' programme aimed at supporting local authorities. As a result of this, International Organisation for Migration (IOM) and Stop The Traffik (STT) developed a multi-agency package of modern slavery training and awareness materials. They include train-the-trainer slides and facilitator's handbook as well

as e-learning content for local authorities.

A total of 165 professionals participated in the six London training sessions (including 90 from local authorities, 42 from the health sector and 18 from police and probation). The trained professionals made a commitment to go on to deliver awareness raising sessions to 60 people from their agencies or services. This will potentially result in 10,000 professionals in London receiving an awareness input with many more able to access information through e-learning.

Q4 forthcoming milestone: "Identify and work with more faith groups, NGOs and charity organisations which provide post 45-day NRM support for victims of modern slavery and build on effective collaborative partnerships such Medaille Trust and Salvation Army (for initial care and assessment of potential victims of trafficking), Bakhita House or Allola House to ensure effective support and further capacity for victims of modern slavery"

Working closely with the Human Trafficking Foundation, we have continued to expand our NGO network and increase our ability to link in with "hard to reach" communities in London. The partnerships offer improved victim support and care, and increase the victim's confidence in Police resulting in more supported prosecutions.



The Bakhita House Project & Diocese of Westminster are supporting us to establish better ties with faith groups including Jewish and Muslim communities. In 2017 Bakhita House cared for 31 female victims in both short and extended stays. Allola House has provided access to support and accommodate male victims, both through & outside of the NRM.

Q4 forthcoming milestone: "Respond to the emerging and increasing threats of fraud and cyber-crime, maintaining focus on pursuing those involved in this criminality, as well as developing prevent and protect measures to reduce the numbers of London victims of fraud and cyber-crime."

Operation Falcon focuses on fraud and cyber-crime. Falcon have significantly contributed in reducing the economic impact of cyber- crime on the UK with several significant arrests, for example, the arrest, conviction and 9 year sentence of a high tier UK based Russian cybercriminal who defrauded the UK clearing banks of over £2 million. This and other significant arrests have opened up further investigations and contributed significantly to our intelligence yield of organised crime groups impacting upon London.



In relation to complex fraud, Falcon continues to go after criminal funds and has achieved a post-conviction confiscation of £6 million from a single prosecution and an anticipated confiscation of £1 million under the new Bribery legislation.

We also assisted Lancaster University with the creation, development and implementation of a cyber security exercise to aid business test their knowledge of security. Falcon has also been a key member of the steering group and development of PAS 17271 – officially launched on 14th November 2017: this provides guidelines and best practice for financial institutions to protect customers from financial harm.

In November 2017 we conducted a week of awareness in Ilford for cyber protect and prepare business and individuals focussed events based on threat intelligence for the borough.

We are also developing a pilot in Camden with the local authority and education partners for positive intervention and diversion for referrals of young people susceptible to participate in cybercrime.

A Money Mules letter and poster was created for Safer Schools officers, aimed at parents, educating them to spot if their child has been drawn into allowing their bank accounts to be used to launder criminal funds. This generated press interest with The Times running a front page spread on 29th July 2017 followed BBC Online and Radio 5 Live interviews with Anne Longfield the Children's Commissioner for England highlighting the issue.

In November, we launched a social media campaign highlighting the devastating personal and familial impact ownership of one gun can have. For two weeks, as part of the National Firearms Surrender weapons could be handed, anonymously and without facing prosecution, in at one of 34 Met and City of London police stations in



London. A total of 350 firearms and 39,841 rounds of ammunition were handed in to police in London as a result of a two-week campaign. Whilst in the context of a continued – if slowing – increase in the number of lethal-barrelled gun discharges, this has been one of the most successful gun surrenders we've had and it is encouraging so many members of the public want to work with the police to reduce gun crime in the capital and help us prevent dangerous weapons falling into the wrong hands.

3- A safer city for everyone

A visible presence

More than 40 MPs and London Assembly members were out and about on patrol across London with officers in December. The annual initiative #WalkTheMet sees politicians join officers for a few hours over two days, experience their work and the demand. It's an opportunity to share our insight into policing and strengthen the connection between those elected to represent a community and the officers that police in them.



The New Year celebration passed peacefully and safely for the vast majority of celebrants, with no disorder or serious incident within the London Fireworks footprint. The entire ticketed area was police free this year and the total number of officers and staff deployed was 2,553, down 21 per cent from last year. Whilst decreasing police numbers, we increased firearms capability with Armed Response Vehicles, Counter Terrorism Specialist Firearms Officers and armed support at entry points to the ticketed area. We also deployed hostile vehicle mitigation at 19 strategic points.



Q3 milestone: “Deploy two PCs as Dedicated Ward Officers (DWOs) and one PCSO in all 629 London wards”

Every ward now has two DWO posts. As of mid-December 2017, 608 of 629 wards had two DWOs in post and the remaining 21 have one. The slight gap is due to normal movement of staff through promotions, retirement etc.



Q3 milestone: “Train all DWOs in problem-solving, community engagement, tackling anti-social behaviour”

This is largely delivered. Twenty nine Borough Commands have completed three modules out of the four, with the remaining three scheduled to have their training by March 2018. Sixteen Boroughs have Module 4 scheduled and three have already completed it. There is currently discussion aimed at delivering an additional fifth module to support problem solving for specific crimes.



Q4 forthcoming milestone: “Review performance against the local priorities of each borough and agree

the 2018-19 crime priorities with each of them."

Performance against local priorities is now reported quarterly through MOPAC's published performance report. We are in discussions with MOPAC with regards to the setting of next year's local priorities.

Q4 forthcoming milestone: "Ensure the safety of major events in London including Notting Hill Carnival and New Year's Eve."

2017-18 has seen an increase in the number of events, further impacted by the four terrorist attacks and the Grenfell major incident. This has made the policing of major events more challenging. Set in this context, with increased public concern, the policing of major events has been successful to date. By the end of 2017 the Met had delivered an effective policing plan for Notting Hill Carnival that reduced the number of incidents; the New Year's Eve plan with partners increased security whilst reducing the police commitment, without incident. Further challenges, not least the continued international influence on public sentiment may impact on major events in Quarter 4. Brexit continues to increase the demands on police through Guest of Government or other international visits to London by Heads of State or governmental dignitaries.



marking equipment. Since the roll-out, there has been a 25 per cent reduction in burglaries in MetTrace areas compared to non-MetTrace areas – equating to 3,957 fewer burglaries in these areas. The kits have been delivered to over 287,000 residents and a further 108,750 kits will be delivered over the next ten months.

An accessible force

Following consultation, MOPAC published a new public access strategy which helps us respond to both the changing ways in which the public expects to engage with us, as well as the financial constraints which we are facing. The strategy will help generate £164 million of capital receipts that can be re-invest in the retained estate and in funding police officers' equipment. For example, we have started rolling out 30,000 tablets and laptops. When completed in the spring of 2018, officers will have the right information at their fingertips wherever they are without returning to base.



In October we launched the latest of our *Be Safe* series of campaigns to encourage the public to protect themselves from burglary, taking simple steps to reduce their vulnerability to crime.



In parallel, over the past 32 months, we have been rolling out MetTrace kits to residents to help make their homes more secure. The kits contain crime prevention advice and free SmartWater forensic

marking equipment. Since the roll-out, there has been a 25 per cent reduction in burglaries in MetTrace areas compared to non-MetTrace areas – equating to 3,957 fewer burglaries in these areas. The kits have been delivered to over 287,000 residents and a further 108,750 kits will be delivered over the next ten months.

In November we publicised the online reporting service which allows people to report crime via our website via a mobile phone or computer. Over the last six months 51,000 crimes or incidents were reported online as well as 31,000 road traffic incidents. The process has been made as simple and easy as possible. Online reporting is an easy alternative to calling our 101 non-emergency number. Each report is triaged by one of our experienced call handlers, the same ones who take 999 and 101 calls, within 45 minutes of submission, and followed-up with a response within at least 48 hours. The majority are investigated by our Telephone and Digital Investigation Unit but if the non-emergency crime reported is more serious, officers will still attend on location. Changes may have an initial negative impact on levels of user satisfaction, we recognise this challenge and work to minimise impact on victim satisfaction and address such issues in the programme design and during implementation.

Q4 forthcoming milestone: “Roll out e-reporting forms and tools for most crimes through the new website.”

A number of e-reporting forms have already been integrated to the website and online crime reports now account for 10 per cent of all crime reports (up from 7 per cent in Quarter 2). This service was advertised in November for the first time with customer satisfaction excellent and further campaigns to advertise the service are planned in 2018. The next suite of forms including reporting of antisocial behaviour (ASB) are planned to go live in April 2018

Road traffic incident and COPA were integrated in Quarter 3, streamlining process and providing time savings at prosecution stage.

Live Chat functionality is due to go-live in February as a Proof of Concept to provide real-time support to people using the website. Following an evaluation, this will then be fully implemented later in the year.

Q4 forthcoming milestone: “Develop our Twitter and other social media channels to support information and non-emergency reporting.”

Each ward has a Twitter account linked to its local page on the Met website and this content is gradually establishing itself. Non-emergency online crime reporting went live in March 2017 and is now attracting up to 10,000 online crime reports per month. For example, we are seeing 70 per cent of road traffic collisions reported online.

Q4 forthcoming milestone: “Guarantee 24 hours a day seven days a week police stations across London and in every borough, and consult on other access changes.”

The MOPAC Public Access and Engagement Strategy published in November confirms this. The full strategy is published [here](#).

Q4 forthcoming milestone: “Develop a final business case for the proposed changes to front counters.”



The approach to front counter transformation was revised as part of the Met capital programme re-prioritisation exercise. As a result the physical change to counters is expected to be more minimal, with works focused on transforming the “look and feel” through general improvements and minor works. A business case is expected in Q1 2018-19.



An effective response

Over the past few years, the Met has made savings of £600 million, and we have to make further savings of £325 million by 2021. With officer numbers at around 30,000, we have been testing a new model of Basic Command Unit (BCU) in two pathfinders since early 2017. These larger police command unit will replace our current 32 borough model with 12 BCUs: people, buildings and resources will be shared across borough boundaries meaning greater flexibility in how our assets are used. The change will allow us to improve the service we provide, to address key priorities with the right capability and to provide some operational savings.

We tested and evaluated performance across our two pathfinders areas. Emergency response was the most challenging area initially. Having made further changes to the operating model in August 2017, performance improved on par with other London boroughs. Response times for ‘I’ calls in East BCU during January 2018 was 88.3 per cent - higher than at any time in the last two years. In Central North the response rate was 92.4 per cent - also higher than at any point in the last two years. Similarly ‘S’ calls in East were 82.4 per cent and Central North was 91.5 per cent.

Our BCU will have larger response teams responding to emergency calls, and our officers will own and investigate end-to-end the crimes they report, reducing the number of different officers victims have to deal with. This will free up CID colleagues to concentrate on the most serious and complex crime as well as proactive work.

BCUs will also provide more police officers working with young people, educational establishments and care homes. We will bring the management of issues such as anti-social behaviour and licensing into one team so we are working more closely with the local authority and our other partners.

One of the main lessons was the need to build strategic partner relationships early, and we continue to engage the Deputy Mayor for Policing and Crime and London Councils on our plans, performance and the lessons from the pathfinders.

Q4 forthcoming milestone:
“Implement all Basic Command Units (BCUs) depending on decision made on roll out in Q2.”

The final business case is going to approval in Quarter 4. We expect the roll-out to start May 2018. Roll-out was delayed in order to make sure that the new model, being currently tested in two Pathfinders, was stable (providing as good as or better service than the Borough Commands it replaced) and that appropriate learning had been gathered –and incorporated- to inform the next phases of delivery.

Q4 forthcoming milestone: ***“Complete the roll out of the In-Vehicle Mobile Application (IVMA).”***

The roll-out is on track to complete end of April 2018 at which point 1,300 vehicles will be fitted. 650 vehicles are now fitted with IVMA and overall the feedback from officers has been positive. Some training issues were identified and have now been resolved. In parallel to the roll out, the team is focused on building management consoles and messaging solution, which are all in scope. These solutions are planned to be rolled out in July 2018.

Q4 forthcoming milestone: ***“Have in place BCU Professional Standards Champions under the new pathfinder model.”***

Appropriate Authorities (or professional standards champions) are now in place across operational command units and the BCU Pathfinders have agreed to invest in a 5th Superintendent who will perform the Professional Standards role.



Local and specialist investigations

In December we completed the roll-out of Body Worn Video with 21,000 cameras deployed across the Met. To date, 1.6 million videos have been recorded, with 4,500 clips submitted monthly to Crown Prosecution Service. 535,000 videos have been retained for evidential or policing purposes. BWV is also used in training for new recruits, helping them to develop their personal interaction skills by reviewing footage of their role play exercise. The benefits of which have led to speedier justice and helped save valuable officer time, who are no longer required to burn footage onto multiple discs to submit footage as evidence. The Home Office launched a consultation in October on the use of body-worn video for police interviews. Whilst any changes to the evidential chain must be carefully considered and the rights of interviewees protected, we are keen that the potential uses of this technology are fully explored. We already use video of officers' conversations with victims and suspects as evidence.

There was considerable coverage of the Met's Crime Assessment Policy in the press during Quarter 3. Against the backdrop of the current terror threat, rising violence, demand and decreasing resources, we remain committed to keep London and Londoners safe. But we must prioritise our resources to be able to cope with the demand so our officers can be in the right place at the right time to help the public. The Crime Assessment Policy –most police forces have an equivalent tool in place - is helping us to do just

that. It focuses our officers on serious crime and cases where there is a realistic chance that we will be able to solve it. We also want officers to be available to respond to emergencies and help those members of the public that need our help the most. By empowering them and provide a consistent policy, they can make appropriate judgements as to whether to continue further with an investigation in some lower level crime such as shoplifting, car crime and criminal damage. This is not to say these cases will not be investigated further, however by applying the assessment policy we will be able to determine very quickly if it is proportionate to do so. Crimes like burglary are of particular importance. Most burglaries are solved through forensics and we follow up every burglary where there are forensic opportunities and ensure a crime scene examiner visits the scene. Where the forensic examination produces leads we do, and will continue to, follow them up robustly. Where there are other investigative leads such as a vehicle number plate then we would also still pursue the investigation.

Q3 milestone: “Finalise the business case for Next Generation Forensic Infrastructure”

The Next Generation Forensics Infrastructure contains three core elements: a high speed secure data network (which links the forensic kiosks already implemented), a Search and Review capability (critical for example to examine mobile messages) and a Datastore (for digital evidence and data). Issues around costs, procurement and agreement with Digital Policing on the best solution for data hosting have delayed the project. Specifications and requirements are being reviewed.



Q3 milestone: “Implement the Forensics Case Management Systems ForSITE”

ForSITE is an IT enabler project approved to deliver effective workflow management for all forensic requests across the Met, replacing numerous legacy systems, and supporting digitisation of fingerprints and crime scene imaging to a high standard. The project remains rated red with pressures on scope, timeline and budget, as well as supplier delivery issues. A new executive board met in November, agreeing to seek no further funding at this stage but to robustly consider



options and prioritisation within the available budget.

Q4 forthcoming milestone: “Monitor the impact of the wider use of Body Worn Videos (BWV) on complaints, misconduct and officer welfare.”

A review of BWV is being conducted by analysts. Complaints are reducing, and the rollout of BWV Met-wide is likely to be a supporting factor, but further time is needed for more detailed analysis in Quarter 4, to confirm correlation and impact.



Q4 forthcoming milestone: “Fill the majority of the current detective shortfall in numbers.”

A Diamond Group is looking at detective pathways – and extensive work is in place to increase the number of internal applications for the Trainee Detective Constable pathway.



The external direct entry detective pathway was launched and has been a very positive first campaign. The first intake starts training in January and this will be followed by an intake of at least 50 people each month in the next quarters. Despite this progress however, and because of attrition, the shortfall has remained above 500 and is planned to reduced substantially (to circa 200) only by the third quarter of next year.

Investigative coaching and mentoring processes have been developed to support the development and experience of trainee detectives on TP entering through various recruitment pathways. Recruitment processes to employ coaches commenced in 2017 and has provided support current and direct entry trainee detectives coaches from June 2017 onwards. Thirty coaches will be deployed to TP Boroughs. A qualitative assessment of their impact has been conducted and feedback has been positive. Further recruitment of coaches continues in order to provide further support.

Improving outcomes

October saw the publication of Dame Elish Angiolini's review of deaths in police custody. The report makes 110 recommendations, some for the police service to consider and many for other agencies. In the past ten years, five deaths have occurred in our cells, during which time over two and a quarter million of some of the highest risk and vulnerable people passed through our custody suites. The numbers have sharply decreased in the past 20 years, but each death is a tragedy. We are absolutely committed to ensuring people in our custody are as safe as possible but that comes with many challenges. The review recognised many of these, in particular the issue of mental health.

More generally, there is a high level of Mental Health demand on officers (one call every 4 minutes is flagged as Mental Health related, a rise of 33 per cent in the last five years). From December changes have taken place stopping anyone under 18 detained under section 136 of the Mental Health Act to be taken a police station as a Place of Safety. This generates further pressures on the system given the scarcity of CAMHS specialist beds and NHS provision.

Q3 milestone: "Roll out officer training and use of Community Resolutions across London"

Community Resolution has been rolled out, and training is on track with over 10,000 officers trained to date.

We have achieved an 80 per cent increase in utilisation between the baseline figures in August 2017 and latest figures as of end November 2017. Subject to approval, the intention is to merge this tactic with cannabis warnings in early 2018 which will further streamline process and deliver officer time saving. Commander Bray (National drugs lead) has signposted his support for the Met proposal and intends to steer other forces to adopt this nationally by September 2018. The Home office support this approach to streamlining out of court disposal and the approach and proposed mobility work surrounding it. This is also in line with the strategy from the national "out of court disposal" lead (DCC Glenn).



Q4 forthcoming milestone: "Work with the City of London Police and British Transport Police (BTP) to deliver a truly pan London offender management programme across the entire capital."

We are working to constantly improve Integrated Offender Management (IOM) across London, and part of this is to share information with our IOM partners within BTP. All Met boroughs engage with BTP to discuss offenders that have a link to rail networks. BTP staff also attend borough IOM tasking meetings when appropriate to agree specific tactics.

Currently BTP IOM has a cohort which is 40 per cent foreign national offenders and work in close partnership with immigration. We have agreed with BTP that we should formalise our IOM arrangements and we are working with them to write a formal MOU by Q1 2018-19.

The City Police have a small residential population and as such our boroughs bordering the city have ad hoc contacts. We have invited them to discuss the completion of a formal MOU towards a pan London IOM.

Q4 forthcoming milestone: "Ensure we provide 28-day updates for complainants in line with the Code of Practice for Victims of Crime."

In the rolling 12 months to end of November 2017, 87 per cent of complainants were updated every 28 days. This level of performance has been sustained for a long period of time and this is expected to continue in the coming quarter.



4- A transformed, modern, efficient Met

We're changing the way we think about leadership: all officers and staff need to be enabled to deliver the best outcomes for Londoners, and become leaders who embody our values of integrity, professionalism, compassion and courage – whom people will trust and want to support with enthusiasm and energy. In November, senior officers and staff took part in the Leading for London Conference in Hendon. The programme will directly engage 10,000 officers, staff and MSC officers over the next 18 months, and teams right across the organisation.



In November, the Met won two Personnel Today awards: for diversity and inclusion as well as overall winner. The nomination incorporated work from across recruitment, promotions, the career development service and grievance management so this was well-deserved recognition across a broad-spectrum of HR disciplines. Police Now, our graduate scheme, also picked up the best graduate recruitment award, another endorsement for this Met-initiated project. It has achieved a 54 per cent female and 28 per cent BAME recruitment rate in year two, higher than standard recruitment routes.

The awards recognised the Met's stride in recruiting more black and ethnic minority officers (increasing the number of new police constable BAME recruits from 16 per cent in 2014-15 to over 28 per cent in 2015-16 and 2016-17) and has redesigned its selection and leadership development processes and career paths. These improvements are the outcome of the Met's determination to ensure it "looks and feels like London". Over the past three years, the force has conducted a programme across recruitment,

selection and promotion, career development and talent management, leadership capability, staff engagement and grievance management. Since 2013 the Met has promoted 225 BAME officers and 467 female officers across the ranks from sergeant to chief superintendent and BAME officers represent the Met at every rank up to and including assistant commissioner.

Q3 milestone: "Pilot a new police recruit assessment process (SEARCH) in partnership with the College of Policing"

The pilot is complete ahead of schedule. It identified some process changes which are currently being developed with partners. A full launch date is now planned for April 2018.



Q3 milestone: "Commence Leading for London Programme roll out across the Met"

The launch has successfully been delivered, with day sessions with all Met senior management and leaders on November and individual pledges set in December. This is now being cascaded further within the organisation: the Learning for London (L4L) digital platform (success factors) is launching end of January. The business faculty coaches commence training with effect from 29 January with L4L delivery starting in February.



Q3 milestone: "Design and launch an online HR Portal (where officers access HR advice and guidance) including the streamlining and simplification of HR policies"

The review and simplification of the policy framework is complete. New and easy to use guidance will be uploaded to the Portal ready for go-live. The Portal is launching alongside the Police Standard Operating Platform (PSOP the new integrated finance and HR system) slightly later than planned on 5th February.



Q3 milestone: "Finalise a Met skills strategy"

The storyboard pack outlining the components of our future Skills Strategy was presented at the Strategic Training



Board. This is now being revised to incorporate feedback. We have set a new direction and we are currently looking to engage external support to aid with the completion of the strategy and formulate a Transformation Training plan. The team is also engaging with OMM to include the transformation of Training within the change portfolio. It is now estimated that the Strategy will be completed by Q2 2018 -19.

Q3 milestone: “Create of an (operational support) Performance Management Framework that articulates the support work delivered 24/7 to front line Policing”

This was completed early at Q2. The existing Key Performance Indicators for Operational Support Services (OSS) have been reviewed. A performance pack is now produced which better articulates the support delivered to the front line and the pack continues to be refined following feedback. The operational performance for OSS is presented and reviewed at the Professionalism Senior Leadership Team (SLT) meeting and OSS SLT.

Q3 milestone: “Start the exit of Safer Neighbourhood Bases subject to consultation and BCU roll out.”

Exit of Safer Neighbourhood (SN) Bases has commenced where the bases are close enough to buildings being retained. The public access consultation document stipulated that the DWO hubs would be up and running within three years and that no SN bases would close without a DWO solution being in place. Therefore, the end date for all SN bases closing is 31 October 2020. We will however aim to exit the bases as early as possible to ensure that the relevant savings can be made.

Q3 milestone: “Implement information management policies to ensure effective recording, review, and retention arrangements”

The Records Management Policy has now been published internally, <http://mpswb.intranet.mps/support/information-management/record-management-policy/ViewFullGuide/> Q4 will see the launch of an updated version of the mandatory Computer



Based Training package which will highlight the requirement for all staff to have an awareness of the Retention Review and Disposal Policy. This in turn will help support more effective information governance.



Q4 forthcoming milestone: “Re-launch our wellbeing 'offer' to staff and increased the accessibility of services.”

We have designed a “health needs” analysis survey to be conducted in February 2018. There is therefore some slippage in order for the outcomes of the survey to inform our priorities and strategy. It is likely that we will re-launch the offer early next financial year.

Q4 forthcoming milestone: “Finalise apprenticeships and Educational Qualifications Framework (EQF) business case.”

This is on track and the Business Case is expected to be approved by the end of the financial year.



2. "Work in progress levels should be no more than the equivalent of 12 days' work": Our performance exceeds target: Sept – 8.52 days, October – 7.82 days, November 7.29 days.

3. "60+ days aged cases to be less than 3 per cent of the total work in progress". In Sept the proportion for the Met was 0.6 per cent, October – 0.5 per cent, November 0.6 per cent.

Q4 forthcoming milestone:

"Implementation of a new Locally Delivered Support Services (LDSS) model aligned to Strengthening Local Policing Design."

A test model for was put in place on the BCU Pathfinder sites and it was found that there are limited changes required in the types of services delivered. Due to the change of the estate and where functions are located, there will also be a need to move LDSS staff in order to deliver these services. Learning from the pathfinders indicated that the business would benefit from a ring fenced resource working on senior leadership team support to maximise consistency in the service delivered. HR processes are underway and the new LDSS model will be launched on April 2018 in order to support changes from both Strengthening Local Policing and the Specialist Crime and Operations redesign.

Q4 forthcoming milestone:

"Reduction of storage required for Criminal Exhibits and Records (FOD & Repository) in support of the programme to reduce the number of buildings in our estate."

Significant work is taking place to reduce the number, and the associated storage requirement, of Criminal Exhibits and Records held by the Met. For the first time in many years, there have been more disposals taking place each month than new exhibits received into the Met. A Diamond Group is in place which is focussed on the implementation of new retention guidelines which includes a new process for disposing of older and out of store exhibits.

Since the implementation, the number of exhibits stored has reduced by 30 per cent and the target is to reduce further



by 20 per cent by 2020 (from 3 million to 2.1 million exhibits to date and an additional reduction of 600,000 by 2020-21).

A review of the Records Management function has begun and will include the implementation of a new Review, Retention and Disposals team in 2018-19. This will help manage and drive down the number of files currently stored both within our estate and at TNT facilities. This will help reduce spend on the records management budget.

Q4 forthcoming milestone:

"Collaborate with other emergency services and the GLA Group to share re-fuelling infrastructure and explore sustainable technologies for the fleet."

Fleet Services continues to engage with other emergency service organisations, and the wider GLA group, to explore opportunities to share re-fuelling infrastructure and sustainable technologies. We have become members of the GLA's Hydrogen London Partnership and Group Fleet Meeting, where new sustainable technologies and options are discussed. As the Met has the biggest fleet within all emergency services partners, we have invited partners to join in on our current tendering processes around alternatively fuelled vehicles to ensure partners can acquire these types of vehicles in the most cost effective way.

Q4 forthcoming milestone: "Develop proposals to improve how we review, proportionately retain and delete information across MiPS, enhancing policing effectiveness and maintaining legal compliance (Strategic Case March 2017, Final Business Case anticipated late 2017-early 2018)."

Proposals have been developed on MiPS to replace nine unconnected information systems with one single integrated system that will allow better information management (for example in terms of data retention and deletion), deliver better outcomes for victims, and provide remote access for officers and staff improving the quality of the investigations and supporting smarter



ways of working. The final business case is on track for approval in April 2018, with procurement finalised and implementation starting immediately after that.

Q4 forthcoming milestone: “Start Wi-fi roll out across 167 Met buildings.”

Following a more detailed assessment of buildings including sites not being suitable for Wi-Fi installation, the number of buildings scheduled to get Wi-Fi has reduced to 149. Wi-Fi is now live in 14 of the 149 buildings, we are scheduled to have 40 buildings live by the end of March. We are working with BT to accelerate the rollout, with the target completion of all sites by September 2018.

Q4 forthcoming milestone: “Finalise detailed design for the refurbishment of Tranche 1, so we are ready to go on site in 18-19.”

The outline business case for Tranche 1 was approved in November, however delivery will be delayed to align with the needs and sequencing of the BCU rollout.

This means that the move to detailed design (which inform Full Business cases) will now be phased, aligned to the BCU rollout Waves, delaying overall completion of tranche 1 works by several months. The precise impact remains under review and discussions are being held between Programme 3 and Programme 11 to identify opportunities to accelerate this.

Q4 forthcoming milestone: “Develop the Information Futures Programme Final Business Case.”

The programme will enable the development of a Data Driven Organisation: an organisation that will manage data as a highly valued asset, putting the capabilities and technology in place to exploit and share data more quickly to deliver better services to Londoners.

In order to ensure that costs and benefits are accurately described in the Final Business Case, there are three stages in the process. The first, the Strategic



Outline Case, will be submitted in April 2018. The timescales for the next two stages are changed due to delays in bringing a Programme Manager on board. Revised timescales will be detailed in April.

And finally

As the largest national police force, policing a truly global city, we face a range and level of challenges which our colleagues in the country do not experience or at least to the same extent. We can learn from large international police forces, and similarly they are often keen to hear from our approach in tackling crime in a global city context. It is a sign of the high-regard in which British policing, and the Met in particular, are held that we host many high level visits.



In November we welcomed the French Interior Minister Gérard Collomb who wanted to learn about community policing. The UK is seen as a model in this area and we explained how our model works, introducing him to some of our ward officers in Brixton.

The Norwegian Immigration and Integration Minister, Sylvi Listhaug also wanted to learn about our approach to policing diverse communities, and our work to prevent radicalisation. The head of the German Federal Police also visited us to discuss counter-terrorist matters.

In Quarter 3 we welcomed the Commissioner of the New York Police Department. Commissioner James O'Neill met with a range of senior officers and saw a number of operational units during his three days with us. Our own Commissioner visited the US, speaking about terrorism and international partnerships at the International Association of Police Chiefs' annual conference in Philadelphia. Her visit also included NYPD, to gain an insight into policing in New York. A key message to the American media was that London remains one of the safest global cities to visit.