

Metropolitan Police Service Business Plan progress update

2018-19, Quarter 4 (January to March 2019)

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1- Introduction

Operational policing in London is the responsibility of the Metropolitan Police Commissioner, Cressida Dick. The Met's operational priorities are to:

- **Focus on what matters most to Londoners:** violent crime tops the public's concerns and tackling it is a priority in order to protect Londoners. This includes terrorism, knife and gun crime, sexual offending, domestic abuse and safeguarding vulnerable people from predatory behaviour.
- **Achieve the best outcomes in the pursuit of justice and in the support of victims:** we have a fundamental responsibility to uphold the rule of law and to ensure that victims receive the best possible outcome. We aim to deliver this by catching offenders and by ensuring victims of crime receive both justice and the support they need from the police and from our partners.
- **Mobilise partners and the public:** safety requires action and intervention beyond the police service. We work with partners and communities to keep them safe and support them to prevent crime. We also aim to earn the trust of more young people and ethnic minority communities.

This update reports on our progress in implementing our [Business Plan](#), the actions taken to bear down on crime and violence and our support to the delivery of the Mayor's Police and Crime Plan. Some milestones focus on the implementation of our transformation portfolio, whilst others relate to operational policing. The update is provided here as at end of March 2019. A new Business Plan will be published June 2019.

Milestone reporting for Quarter 4, 2018-19 is set against a blue background.

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

Reporting for a forthcoming Quarter 1 2019-20 milestone is set against a grey background.

Status is assessed as follows:



delivered



on track but not fully delivered



some delay

Quarter 4 overview

The last of the Met's 12 Basic Command Units (BCUs) became operational in February 2019, completing the consolidation from a 32 borough command structure and changing the way we deliver local policing in London. By offering efficiencies of scale, this operating model frees up additional proactive capability and helps us create a more visible presence of police officers in wards, neighbourhoods and schools, as well as stronger local Safeguarding teams bringing together specialist expertise on domestic abuse, sexual offences, child abuse and hate crime. We are also making fundamental changes to the investigation model: a majority of crimes will now be investigated by first responders, providing a single point of contact for the victims and improving their interaction with the police service.

Tackling violent crime remains our foremost operational priority: we continue to work tirelessly to identify and pursue offenders, support victims and keep our communities safe. Quarter 4 2018-19 continued to show reductions in serious violence. There were 122 homicides in 2018-19, compared to 163 the previous year. The number of stabbings reduced, with 9.6% fewer knife injuries (4,277 down from 4,732 in 2017-18 and 4,446 in 2016-17). Of these, knife injuries to young people under the age of 25 (and excluding domestic abuse offences) reduced by 15%, with 311 fewer offences. The decreases in some of the most serious violent crimes represent the results of a concerted enforcement effort by police, supported by emergency healthcare services, and prevention and diversionary work with our partners and with communities.

However, we are acutely aware that some other violent offences are rising: robbery increased by 4%, with mobile phones continuing to be the main item of property stolen. There has been an increase of 20% in knife-enabled robberies where a knife is used as a threat or in an attempt to injure (rather than actually cause an injury). Drug dealing is also inextricably linked with a high proportion of the violence we have seen on our streets. Our use of Stop and Search has resulted large numbers of weapons and significant amounts of drugs seized, and we are strengthening our response in robbery hotspots such as Soho, Ealing and Wood Green.

Quarter 4 also saw the Met continue to plan and prepare in relation to Britain's exit from the EU. This includes working with the Mayor's London Resilience Forum and with resilience forums in

every London borough to ensure the capital is ready for the full range of outcomes. Contingency planning arrangements for law enforcement across the UK are being jointly managed by the National Police Chiefs Council and the National Crime Agency. A significant issue for all of UK policing is the possibility of losing a number of key powers. The International Crime Coordination Centre (ICCC), which is led by a senior Met officer, has been fully operational since last year and is working to ensure that UK law enforcement is prepared.

2- Focusing on what matters most for Londoners

Tackling serious violence

Criminality is multi-faceted and while much serious violence is played out on the streets of London by gangs and young people caught up in violence, there are links between violence and the drugs trade and organised criminal gangs. Similarly, just as *county lines* is about the drugs trade, it is also about the criminal exploitation of young people and vulnerable adults. As well as knife crime and street violence, our efforts are focused on organised crime groups (OCGs): in 2018-19, bucking the national trend, the Met recorded an increase in the number of disruptions carried out against OCGs, with 535 disruptions.

These disruptions are often the outcome of a significant effort by police officers to prevent serious organised crime networks from carrying out their activities. One example is the disruption of an OCG that had trafficked 14 women into London for the purposes of sexual exploitation. The offenders were convicted at court and their assets seized. The victims have been supported to ensure they are safeguarded from becoming victims again. These operations are often long and complex and require a coordinated multi-agency approach.

We have also made significant progress with asset seizures: a record total of £101 million seized in 2018-19. The asset seizures we are making have significant impact on criminality at all levels, from those engaged in gang and violent crime right through to high-end organised criminal networks.

The introduction of new legislation under the Criminal Finance Act 2017 has helped, in particular the introduction of Account Freezing Orders (AFOs) that allow an officer to apply to magistrates' court for the account to be frozen, if she has reasonable grounds to suspect that money held in a bank account comes from crime, or is intended for future unlawful conduct.

Violent Crime Task Force

Our priority to reduce street violence is being delivered by officers and staff right across the Met, not least the Violent Crime Task Force (VCTF), made up of 272 officers across a range of specialisms. In the 12 months to 31 March 2019, they carried out 7,172 weapons sweeps, seized 266 firearms, 547 offensive weapons and 751 knives. During that time, the VCTF has made 1,033 arrests for possession of knives and weapons and 1,427 arrests have been made for drug-related offences. The VCTF collaborates and supports Frontline officer and other Met commands, in joint operations involving for example the Dogs Unit, Operation Trident, Taskforce (TSG) and Roads Traffic. 1,390 separate activities to reduce violence.

In our Quarter 3 update, we had reported some delay on a milestone seeking the establishment of a team of civilian investigators. Progress has since been made: 14 out of the 15 civilian investigator posts have now been filled and the team has already had significant impact in tracking and arresting habitual knife carriers and foreign national offenders. In order to maximise the contribution that these civilian roles can make to reducing violence in London, we are in the process of employing staff directly on short term contracts rather than recruiting investigators through agency. By doing so we will be able to confer designated police powers to the role holders, enabling them to carry out activities that civilian investigators cannot currently perform now, such as interviewing suspects and executing arrest warrants. This will further improve outcomes for victims by addressing some of the investigative gap that many police forces currently face.

Knife crime and gun crime

The number of knife crime offences (all offences which involve a knife or sharp instrument) rose only 0.5% in 2018-19 (86 more offences). Significantly, our other key violence indicators

showed reductions: offences where a knife was used to injure someone dropped 9.6% from 4,732 to 4,277; and the number of victims under the age of 25 (excluding domestic abuse) decreased by 15%.



Gun crime in London has reduced by 6% (159 fewer offences) compared to 2017-18. Within these figures, offences which involve the shooting from a lethal-barrelled firearm fell by 3%.



Quarter 4, 2018-19: deliver a reduction in knife crime against 2017-18 levels and demonstrate the impact of our enforcement activity on our three key objectives.

For the 12 months to the end of March 2019, performance against key indicators showed:

- Knife Crime: +0.5% (increase of 86 offences, from 14,766 to 14,852). The increase had been +22% the previous year.
- Knife Injury Victims under 25 (Non Domestic Abuse): -15% (decrease of 311 offences, from 2,079 to 1,768). The increase had been +2% the previous year.



- Homicide: -25% (decrease of 39 offences, from 163 to 122). The increase had been +46% the previous year.

Quarter 4 has confirmed this stabilisation in London, countering the national trend of violence offences (the most recent comparative ONS data shows violence with injury offences down 0.7% in London, and up 8% nationally).

Quarter 4, 2018-19: we will roll-out education and “refresher” training, workshops and mentoring across BCUs to support the delivery of proactive and reactive opportunities against lethal barrelled offences.

As part of our training and support to BCUs, a Flowchart detailing the process for the recovery and handling of non-police firearms has been compiled with input from Trident, the Force Firearms Unit (FFU) and Health and Safety leads. This has been disseminated to all frontline officers. Benefits will be measured against submission times of all firearms to the FFU.



Trident also provided input to the police officer probationer training programme, as well as operating a mentoring scheme for PCs on BCUs providing opportunities for increased learning and knowledge around firearms offences. Trident has been working closely with the BCUs both reactively and proactively to progress investigations, provide advice and help disrupt criminal networks. As the specialist crime hubs are established this work will be incorporated into the wider specialist crime support to BCUs.

Quarter 4, 2018-19: we will conduct a London wide firearms surrender reflecting learning from our joint activity with the City of London Police last year. This highlighted the benefits of working with registered firearms dealers to enable the disposal of unwanted firearms and ammunition

The Met has agreed to take part in a national surrender campaign, which will take place in the first half of 2019-20. This will look to build on the success of the last joint surrender campaign which recovered over 350 firearms in London.



We will once again work closely with the City of London Police in a coordinated approach across the London region.

We will work with local authorities and Partnership Hubs on BCUs to ensure consistency in approach across London to identify and safeguard vulnerable people involved in or on the fringe of involvement in gangs and violence.

As reported last quarter, work to develop a Concern Hub in Lewisham commenced in January 2019. Working with the borough's Serious Youth Violence and Exploitation Panel, support will be offered to young people as part of an early intervention approach, with the aim of reducing their chances of becoming repeat victims or perpetrators of crime. In the past quarter, trauma training was delivered for officers who will be mentoring young people who are referred to the hub.



digital data across the network. This is a major step towards our upgrade the CT policing network digital capabilities.

Quarter 1, 2019-20: introduce changes to how we share and manage intelligence with the wider CTP Network and key partners to improve operational effectiveness.

The programme to deliver new ways of working and standardised processes for managing intelligence throughout the network was successfully delivered at the end of March and is now closed.



Terrorism

The 22 March 2019 marked the two-year anniversary of the Westminster attack in which five people were killed, including on-duty PC Keith Palmer. A memorial to his bravery was erected by the Palace of Westminster in February 2019. Our thoughts remain with those who served and were affected by the attack in 2017.



Quarter 4, 2018-19: deliver enhancements to our digital capabilities to process and assess large volumes of seized digital media

New technology has been made available in Quarter 4 which provides a faster and more efficient way to view



Safeguarding

Child sexual exploitation and abuse

The UK's first 'Child House' opened in London at the end of 2018 to support young victims of sexual abuse and their families. The Lighthouse follows the recognised Icelandic Barnahus model as a dedicated service for children and young people who have experienced any form of sexual abuse including exploitation. Jointly funded by the Home Office, NHS England, MOPAC and the Department for Education, and with the support of the NSPCC, the Lighthouse is a two-year pilot which supports children and young people aged 0-18 years living in Barnet, Enfield, Haringey, Camden or Islington, as well as young adults aged 18-25 with learning disabilities.

Met officers on site work with health and social care in a multi-agency environment. Each agency has its own role to play, sharing the same objective: to support children, young people and their families throughout their journey to recovery.



Quarter 4, 2018-19: as part of our *Strengthening Local Policing* programme, the child abuse investigation teams (CAIT-SCO17) will move into Frontline Policing and borough-based MASHs, with the Child Abuse and Sexual Offences command transition to be completed by year end.

The transition of staff from the CASO command into BCU safeguarding teams was completed on 18 February 2019. Activity is now focused on ensuring adoption of good practice and effective embedding of the new Safeguarding model across all the BCUs.



Quarter 4, 2018-19: organise with partners a 2019 London CSE conference to raise awareness of CSE and key issues and showcase partnership solutions.

The CSE conference was hosted by the Met at Guildhall in March 2019. The conference covered a range of exploitation areas, and highlighted the risks and interlinkages of exploitation in all its forms, for example the connectivity between CSE, *county lines* and criminal exploitation. The well-attended event brought together police, statutory partners and third sector charities, and received very positive feedback. Plans are underway to make this conference annual to support practitioners and professionals in addressing the complex needs of the child exploitation arena.



2019, when a mother was found guilty of FGM against her young daughter following a long and complex investigation by Met officers. She was subsequently sentenced to 11 years. The conviction was significant as a UK first, and in sending out a clear message that the Met and partner agencies will thoroughly investigate and pursue FGM offences.

The national issues around disclosure in sexual violence cases received coverage in a number of newspaper reports in Quarter 4. The Met have adopted a new Form 107 Digital Processing Notice to replace the existing Form 107. The new form will be used to obtain consent from a victim or witnesses when we seize a digital device from them for examination. The new nationally agreed form provides more comprehensive information to the victim or witness to ensure that she or he fully understands what will happen to the device and the data recovered, and has the information they need to decide whether or not to consent. Disclosure remains a key aspect of the Criminal Justice improvement work taking place under the CJ Gold Group. Building on the progress made over the 18 months, a Disclosure Delivery Group has been formed to deliver the second phase of the London Disclosure Improvement Plan (LDIP2) in partnership with the CPS.

Domestic abuse

The Met, alongside the Mayor of London and MOPAC, is committed to tackling domestic abuse and violence against women and girls. In March 2019 we were awarded accreditation by the *White Ribbon* campaign in recognition of our commitment to ending male violence against women.

Over the course of 2018-19 we planned to roll out new TecSOS trackerphones to support victims of domestic abuse. We reported some delay to this in Quarter 3, but work is now underway to disconnect missing handsets and issue replacements. The new handsets will be all rolled out by October 2019. In addition, we are also considering the trialling of a new TecSOS App.

Reviewing 2018-19 milestones which were not completed in earlier reports, we also worked with Royal Holloway University to conduct victim surveys. However despite engagement with a number of victims it was not possible to gather an academically statistically significant number of responses in the three months available.

Serious sexual offences



The first ever conviction for female genital mutilation (FGM) in the UK took place in February

Quarter 4, 2018-19: in support of the Mayor's VAWG Strategy, all perpetrators identified in the Dauntless Plus cohort will be cross-checked against, and flagged on the Police National Computer (PNC).

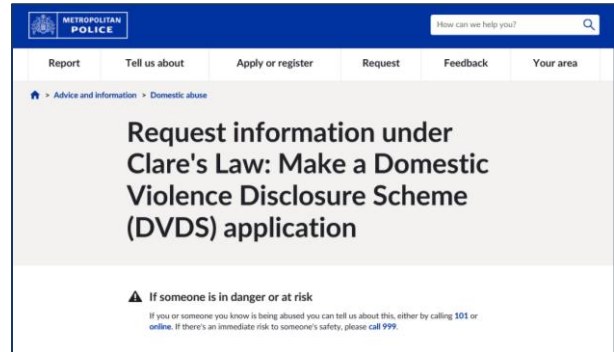
All Dauntless Plus nominals are flagged on the Police National Computer to give frontline officers the right information to make an initial risk assessment at Domestic Abuse incidents. It ensures joined up working across policing strands and maximises potential to target repeat domestic offenders, especially those who are deliberately transient, target vulnerable victims and pose an ongoing risk to others through their violent offending behaviour. ✓

By Quarter 4, 2018-19: as set out in the Mayor's VAWG strategy, we will have reviewed our use of DVPOs, DVPNs and Clare's law to ensure we are making the most of our powers to safeguard victims of domestic abuse.

Domestic Violence Prevention Orders (DVPOs) and Domestic Violence Prevention Notices (DVPNs) are key tools in safeguarding victims of domestic abuse. The number of orders issued this year topped 340, the highest level since their introduction in 2014. To drive performance further, we are working to streamline the DVPO process from the initial police application right the way through to the court hearing, including any breaches (Operation Athena). This is complemented by work to raise awareness of DVPOs with court staff and members of the magistracy through presentations and articles. ✓

The Domestic Violence Disclosure Scheme (DVDS), also known as Clare's Law, gives members of the public a right to ask the police if their partner may pose a risk to them (or the partner of a close friend or family member where they're concerned they may pose a risk to that individual). The Met has now gone live with an online DVDS service accessible on its [website](#). Prior to this, applications could only be made in person at a police station. The DVDS policy and toolkit have been updated to reflect these changes and provide officers with up to date knowledge on

how to make disclosures. Combined with a forthcoming leaflet campaign to raise public awareness of Clare's Law, we aim to increase the volume of applications we receive, and to reduce the levels of victimisation.



Hate crime

World events, such as terrorism, can have an impact on hate crime in London, and following the New Zealand terrorist attacks in March we saw a rise in reported Islamophobic hate crime. Reported offences fairly quickly returned to the levels we normally see, however many communities still feel vulnerable and our efforts are focused on reassurance and providing a visible police presence at key times and places. Our established relationships with third party reporting groups such as TruVision, Tell Mama, Galop and the Community Security Trust help us to gain a fuller understanding of hate crime.

One of our Business Plan objectives focused on quality and consistency through carrying out an audit of BCU hate crime reports. We reported some delay to this in Quarter 2. In November 2018, an audit of CAD to CRIS conversion has been undertaken looking to identify that the correct processes were taking place between the initial report of an allegation and this being recorded on CRIS. The audit found a good conversion rate, in line with other areas of the business. The second element concerned an audit of BCU performance in relation to hate crime reports to establish a full picture of what hate crime looks like in an area, including things such as the provision to support victims and engagement with local partners and agencies. This work is still pending and was awaiting completion of the BCUs roll-out to ensure consistency. This is now due to begin early 2019-20 and we will update on progress in the next quarterly report.

Quarter 1, 2019-20: we will develop a schools' awareness project in conjunction with schools officers rolling out an anti-hate speech workshop (including online behaviour) for young people to engage with.

Our central hate crime team is working closely with key hate crime partners and our schools teams to progress the schools project. We are currently on track to deliver the package by the end of June 2019.



Modern slavery and human trafficking

Quarter 4, 2018-19: deliver modern slavery training to about 1,200 new recruits a year and 600 Detectives.

Over the last four years, every newly promoted Detective Sergeant has received training on modern slavery, equating to approximately 500 supervisors trained. In addition, every newly recruited PC will have received an input through the CKP scheme, equating to approximately 4,000 staff. Modern slavery training is also included within the trainee detective constable (TDC) seminars and has reached approximately 2,500 TDCs over the last five years. Plans are underway to deliver the safeguarding course - which will include a bespoke input on modern slavery - to all officers working within the new BCU safeguarding units. This will reach at least a further 380 officers over the next year.

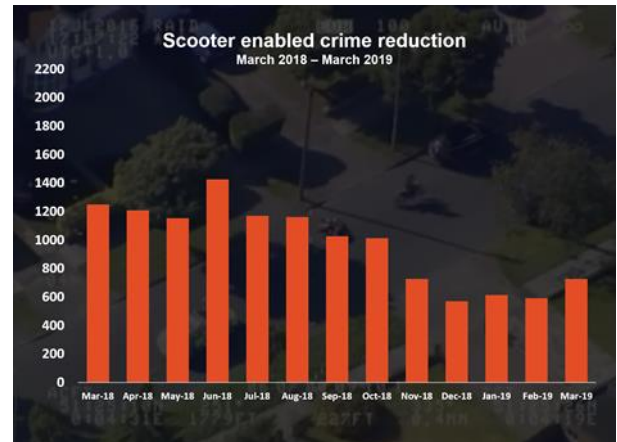


Acquisitive crime

Moped crime

Performance in 2018-19 shows the substantial impact that Met officers on Operation Venice, who lead our response to moped, scooter and motorcycle crime, have had on the ground, as well as those working in criminal justice, successfully pursuing offenders. In 2018-19, offences where a powered two-wheel vehicle (moped, scooter,

motorbike) was used in the commission of the crime reduced by 52.3% (a reduction of 12,506 offences: 11,390 offences in 2018-19, down from 23,986 in 2017-18). Theft of powered two wheel vehicles dropped by 32.4% (9,445 in 2018-19 down from 13,113 in 2017-18).



Preventing theft is an essential part of our approach. In Quarter 4, officers from Operation Venice attended one of the largest motorcycle shows to provide security advice to motorcycle users. Our latest Be Safe campaign initiative, 'Lock, Chain, Cover', launched in March 2019 with advertising seen across London.



In Quarter 3 we had reported a delay in purchasing ten new specialist (Pursue) motorcycles due to changes that had been made to the Crown Services procurement process. We have since gone out to tender, but are still reliant on factory timings to receive them. In readiness, motorcycle training courses have been delivered to officers within Frontline Policing and BCUs. We are also purchasing three new PROSpike stinger units per BCU.

Quarter 4, 2018-19: launch of Buddi, an offender monitoring system that can be monitored remotely.

The GPS tagging project commenced in February 2019. When offenders that fit the criteria are released from prison they are fitted with a tag which enables us to map it against the location of offences that are committed in London. We are still in the early stages of the pilot.



Local borough priorities

In Quarter 4, as part of our commitment to keep London safe through using a prevention approach and focusing on victim care, the Commissioner announced at a Victims Summit at City Hall that every residential burglary victim in London will be guaranteed a face-to-face visit at home within seven days if they wish to receive one.

There are around 118 residential burglaries a day across London (last five months average), and the volume of residential burglary that we investigate online or by phone has increased. These visits provide an opportunity to deliver crime prevention advice and - together with other initiatives such as Met Trace, the world's largest forensic property marking project and enforcement activity targeting offenders - help drive reductions in burglary offences.

In 2018-19, we introduced new community contact sessions, an invaluable way of staying in touch with our communities, with over 25,000 sessions held and over 215,000 people attending in 2018. We are changing these to become more thematic, and will be inviting local community services and other local agencies to deliver these sessions in partnership with our officers.

Another part of our engagement approach involved working with local partners to hold #together events, which are run to promote effective engagement with young people, their families and the wider community. In January 2019, a #together event was organised by the Bellingham Safer Neighbourhood Team on South East BCU, in a ward which had experienced the tragic consequences of knife crime following the murder of 15 year old boy. The event was attended by more than 400 people including community groups, local politicians, faith leaders and local businesses.

As an organisation we are committed to making best use of online and more interactive channels of communication, to enable us to be more accessible to every community, either through reporting crimes electronically or engaged in

assisting in driving local priorities through virtual ward panels. We will review how we define our communities to include virtual forums.



3- Achieving the best outcomes

Strengthening local policing

The *Strengthening Local Policing* programme was commissioned to change the way local policing is delivered in London. Its purpose was to design and implement a local policing model that improved the quality of policing provision and decision-making, made better use of our people, and increased efficiency and productivity through simplified team and leadership structures.

Over the past year, following our successful pathfinder sites, we have implemented the new operating model across London. The last of the 12 Borough Command Units (BCUs) becoming operational in February 2019.

Each BCU is led by a Chief Superintendent who is supported by Superintendents with responsibility for one of five core local policing functions; response, neighbourhoods, investigation, safeguarding and headquarters. There is a single senior police officer appointed as the visible and single point of contact for each local council, meaning the larger commands still provide the same focus at borough level.

Delivering the safeguarding strand is one of the biggest changes under the BCU model. Domestic abuse, sexual offences and child abuse were being investigated by separate teams in different parts of the Met. This could lead to a victim or family dealing with multiple teams and investigating officers for each separate reported crime. This model has brought together the expertise of safeguarding enabling us to provide a joined-up approach to the often complex needs of victims and has enabled more streamlined working with social services.

The BCU structure allows us to deploy the right resources closest to the incident and ultimately improving our response to emergencies. In addition, c700 officer posts have been reinvested into youth, offender management and youth provision allowing delivery of increased proactive capability and preventative ward-based policing. The programme of work to ensure effective and efficient implementation of this model will close in September 2019. Until then we will focus on enhancing our capability, providing the best response to crime and disorder and improve the safeguarding of vulnerable people with more officers dedicated to prevention.

Quarter 4, 2018-19: all 12 BCUs are operating against the approved model.

The final four BCUs become operational during this quarter meaning all 12 BCUs are now working to the new local policing model. Child Abuse and Sexual Offences (CASO) teams have also transitioned into the BCU model during this reporting period. Bespoke local delivery stabilisation plans are in place to ensure our best response to crime and disorder and in our safeguarding of vulnerable people. Though it will take time to fully realise all benefits, greater operational consistency and improved processes have already been achieved (recognising local variances within set parameters that reflect operating environment and demands).

There is evidence that strategic partner discussions are being held more promptly and vulnerable children are receiving quicker joint assessment, contributing to improving the protection of vulnerable people and victims of abuse. Performance continues to be closely monitored.



Responding to the public

Met Command and Control (MetCC) is the first port of call for most members of the public contacting the police, either on the phone or online. The demand on MetCC has been increasing, with public contact increasing year on year. 2.2 million 999 calls were received in 2018, and up to 10,000 calls a day during busy periods.

In response to this increase in calls and an increase in call waiting times, we launched a recruitment campaign to bring in new call handling staff. As at the end of March 2019, a total of 288 new operators have been brought into MetCC, along with 47 new supervisors. There have been some issues with prospective candidates held in medical and vetting which has delayed MetCC reaching the full budgeted workforce target, but this will be reached by summer 2019 in advance of the seasonal peak in calls. In the coming months, we will also be increasing the proportion of staff in MetCC, in order to release 90 police officers back to frontline policing.

Call response times have reduced significantly, as a result of increased staffing levels and new initiatives such as the implementation of Interactive Voice Response. The average time to answer a 101 call stood at 30.2 seconds in January 2019. 999 call response time was just 5.2 seconds, against a target time of 30 seconds and 10 seconds respectively.

In Quarter 3 we reported on the THRIVE+ project being implemented in MetCC ensuring deployment of officers to victims is prioritised according to risk and vulnerability, rather than crime type. The project is on track to be delivered at the three MetCC Centres by June 2019.

Quarter 1, 2019-20: following the establishment of BCUs and preparatory enabling works, begin a phased implementation of the despatch function to BCU Operations Rooms.

The BCU despatch project is on track for police staff and officers working in the despatch function to start moving from MetCC into the first BCUs from January 2020. A formal HR process to support the people move will begin in the coming months. Training continues and a plan is in place to train over 300 people during 2019 and 2020. The project team is also



working closely with the Estates Programme Team to monitor the readiness of Operations Rooms where the despatch function will be located.

Investigations

In Quarter 3 we reported progress on the *Remote Search and Review* project which aims to address the challenge of increasing amounts of digital evidence. This included the successful design and testing of the infrastructure required to support the devices to be used in the field, as well as identifying some additional functionality. We have now begun a “pathfinder” trial using data from live cases.

Feedback from officers has been very positive. Initial findings show huge time savings using this tool and officers have been able to find evidence more easily, within the vast amount of data downloaded from a mobile phone device. The project team continues to work with the supplier and partner agencies to ensure we develop the best possible system to support investigations.

Quarter 4, 2018-19: following core building of the system, communication and engagement, as well as infrastructure testing and some data migration testing, we are ready and on track to roll-out the first module of MiPS (now Connect) in Quarter 1, 2019-20.

Following the identification of additional functionality to ensure that the system meets our needs, the full scope of the solution has now been agreed. The work plan has been rescheduled and there are now two major “go-live” dates: Q3 2020-21 and Q2 2021-22.

Work is progressing to plan, with the first release of software. Testing is progressing with the involvement of the user community which is vital to driving support as well as proving the solution. Various business-focused work streams are mobilised and working to ensure that communications, training and user support are in place and scaled to the demand.



By Quarter 4, 2018-19: significantly improve the Met approach to the handling and response to missing persons by fully implementing the principles of the APP (College of Policing Authorised Professional Practice).

The Met continues to strive towards better practice in the handling of missing person investigations. Local Resolution Teams (LRT) have now been implemented on each of the 12 BCUs, which enable officers to assess risk sooner and ensure cases are owned and progressed through the most appropriate response. In line with the principles of the 2017 APP, the police response will become more effective through establishing the situation and risk grading more accurately. The Missing Persons policy has been reviewed and awaits approval.



Improving custody

DIVERT, the Met’s diversion programme to prevent young people reoffending, lead them away from violence, crime and into employment, education and training, was officially launched in March. Working with football foundations and other organisations DIVERT aims to stop young people that come into police custody for the first or second time, from reoffending by helping them change their lifestyle. Offences such as possession of weapons, possession of drugs, theft and minor assault are referred through the programme.

Trained ‘custody intervention coaches’ - who aren’t police officers - use a ‘teachable moment’ to approach young people in custody and ask about their aspirations. They also work with them to address the vulnerabilities. Based on their individual needs, young people are then referred through Divert to employers and other organisations, who provide a long-term support plan. The program which started in Brixton police station custody suite in 2015, is now in place in six police custody suites with Bethnal Green, Lewisham, Croydon, Wood Green and Hackney.

Quarter 4, 2018-19: improved clinical service and governance, with a new electronic medical records system which links to NHS systems in Met Detention.

The implementation of an electronic medical record system (EMRS) will deliver significant benefits and greatly enhance healthcare provision and risk management, allowing access to previous custody healthcare across the Met. The system will maintain existing access to summary care records and provide the potential to link with other police forces, liaison & diversion and mental health services. It will enhance clinical governance and introduce key management information that can be used to develop care across the service.

Procurement and implementation of an EMRS is currently on hold following challenges in the supply chain. Work is ongoing to ensure the most suitable system for a custody environment is procured that ensures interoperability with key partners across the NHS and Criminal Justice landscape, value for money and that a robust and transparent procurement process is adhered to.

Quarter 4, 2018-19: the new Healthcare model in Custody will be largely implemented, having started in Quarter 2, 2018-19 (with Acton and Wembley).

Nurses are now embedded at 13 custody suites including Acton and Wembley.

After a recent review of healthcare in custody, and factoring in the improvement in nurse recruitment along with an aspiration to move toward an enhanced nurse-led healthcare model, it is now proposed to embed Custody Nurse Practitioners at 21 of the 23 custody suites, with the remaining two suites covered by doctors (Forensic Medical Examiners or FMEs).

Implementation of the new model will be phased to allow for the recruitment and training of suitably qualified healthcare practitioners.

The benefits of a nurse led model are:



- Improved consistency across custody with the majority having embedded healthcare
- Reduced waiting time for medical intervention / assessment
- Better triage
- Facilitates ongoing review
- Immediate access to Health Care Professional at embedded suites in the event of a medical emergency
- More in line with the national service spec of Nurse Led Custody provision
- Increased value for money

Quarter 1, 2019-20: improved Appropriate Adult provision for juveniles and vulnerable adults is in place, working with London Councils and NHS England.

We are committed to improving Appropriate Adult provision for juvenile and vulnerable adults, and work is on track with proposals awaiting final review. It is envisaged that this activity will continue through June 2019 in order to embed sustained improvement.



4- Developing our key capabilities

People

In Quarter 2 we reported on progress of the Career Development Service (CDS) roll-out, and the aim to particularly focus on female and BAME employees. At that time, 3,200 users were signed up of which 70% were female and 45% BAME. As at the end of April 2019 the total figure had risen to just over 5,000 users, of which 73% were female and 40% BAME. The official launch of the service took place on 9th April 2019.

In 2020, in line with all police forces, we will change the way we recruit and train Police Constables. The Policing Education Qualifications Framework (PEQF) will set a standardised national framework and minimum education qualification levels for a number of routes into policing. In

Quarter 3 we were due to award a contract to a PEQF education and accreditation provider. This has been delayed, with the contract for PEQF expected to be awarded in Quarter 2 2019-20 and the first intake of PEQF apprentices expected mid-2020.

Wellbeing

In February the Commissioner signed the *Blue Light Time to Change* pledge as part of the Met's continued commitment to challenge the stigma associated with mental health and look after the wellbeing and welfare of officers and staff. Research from the mental health charity MIND shows that nearly two thirds of emergency service staff and volunteers had thought about leaving the job because of stress or poor mental health. The *Time to Change* pledge forms part of the Blue Light Programme, which highlights the importance of supporting mental health and making it a priority. It covers all aspects from how to support colleagues and create a mentally healthy workplace. The number of Blue Light Champions in the Met has increased from 90 last year to around 400.



Quarter 4, 2018-19: we will further improve how we support women before, during and when they return from maternity/parental leave to ensure that they continue to thrive at work as a working parent. We will procure a partner in Quarter 3, and during Quarter 4 will develop, engage and implement our new approach.

The commercial process is complete and the selected supplier will be on boarded imminently. The Pregnancy and Maternity (PAM) project will launch in the summer of 2019, following a 6-8 week mobilisation phase.



By Quarter 4, 2018-19: implementation of the HR specific recommendations from the Disability Business Forum review, namely: Know how (training and awareness) Adjustments, Recruitment and Retention. We will embed these within our policies and working practices, to ensure we are a place where officers and staff, regardless of their disability, can flourish and are enabled to give their best, all the time.

A comprehensive implementation plan is in place and will focus on the introduction of disability and carer's adjustment passports; and a workplace adjustment process redesign. The passports will be built and launch in Q2 2019/20 and the workplace adjustments redesign will launch in Q3.



Quarter 4, 2018-19: 10,000 of our leaders will have been engaged in Leading for London, and the programme will be completed by September 2019

The workshops continue to show a high level of attendance (an average of 85%), and the simulation has just concluded up with attendance of around 70%. The coaching sessions are less well used and we continue to take up various interventions to increase uptake. The Programme will complete September 2019 for the initial 10,000 Leaders.



Inclusion

In March 2019, the Met was ranked 174th out of 445 organisations and companies that took part in [Stonewall 2018 Workplace Equality Index](#), an improvement of 84 places on the previous year, the Equality Index is a benchmarking tool for employers to measure their progress on Lesbian, Gay, Bi and Trans (LGBT) inclusion in the workplace. Employers that take part, have to show their work in ten areas of employment policy and

practice such as communication, staff engagement, staff support associations and networks and human resources. We will continue to work internally and externally to improve confidence and satisfaction within the LGBT community, as we do with communities across all protected characteristics.

Finance and Commercial

In Quarter 3 we reported some delay in updating our Corporate Financial Governance Framework - including scheme of delegation, financial instructions and the scheme of devolved financial management. We have since made progress and this work will be finalised in Q1 2019-20.

Quarter 4, 2018-19:

- **Development and delivery of a new Value for Money strategy.**
- **Enhanced reporting in our PSOP I.T. system, supporting improved self-service capability.**
- **Completion of recruitment programme in line with Finance target operating model.**
- **Update the MOPAC Reserves Strategy to reflect the updated Mayoral budget.**
- Progress on the first milestone has been impacted by year-end and budget load activity and will resume early 2019-20.
- Financial reporting continues to be enhanced through the development of OBIEE (ORACLE Business Intelligence Enterprise Edition) dashboards providing integrated finance, procurement and HR data. Additional licences to support financial reporting using *Excel4Apps* have been procured. There is a current trial to increase functionality through the deployment of other reporting tools.
- Recruitment activity is ongoing. Individuals have been selected to fill ten vacant roles.
- The MOPAC reserves strategy will be updated by in summer 2019, now that the GLA has approved the revenue and capital budgets.



Estates

New Scotland Yard was awarded a BREEAM (Building Research Establishment Environmental Assessment Method) rating of 'Excellent', for a number of sustainability measures incorporated into the design, in line with our Sustainable Design Guide and Environment strategy.

On the 30th March 2019, the Met took part in Earth Hour 2019, stopping the iconic revolving sign outside New Scotland Yard and switching off the lights where operationally feasible. As an organisation, we are committed to managing and reducing our carbon emissions, improving our energy efficiency, as well as installing renewable energy technologies wherever operationally- and cost-effective.



Quarter 4, 2018-19: completion of the Local Police Stations designs – procurement of works packages.

Design work for the 29 local police station refurbishment projects was completed in March 2019 as planned, and procurement negotiations with the primary contractors who will deliver the construction work are at an advanced stage. Design details and timelines for implementation (including agreeing the decant plans with operational teams) and delivery are now in the process of being developed to ensure value for money.

