

# Metropolitan Police Service Business Plan progress update

## 2018-19, Quarter 1 (April to June 2018)

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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 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](#) and the actions taken to bear down on crime and violence and to support delivery of the Mayor's Police and Crime Plan. Some of our Business Plan quarterly milestones focus on the implementation of our transformation portfolio, whilst others relate to operational policing London (both "business as usual" and how we improve policies, processes and outcomes for Londoners). The update is provided here as at end of June 2018.

Milestone reporting is set against a green background

**Quarter 1 Met Business Plan milestones are in bold.** Our progress against them is in black.

Status is assessed as follows:

- ✓ delivered
- 📅 on track
- 🔧 some delay

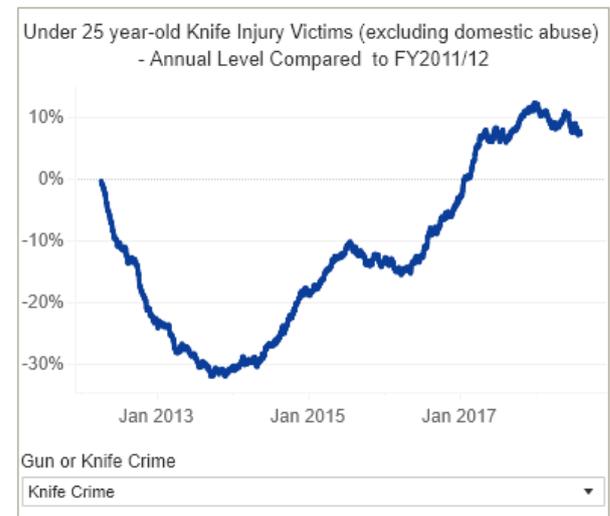
# Quarter 1 overview

End of year crime statistics were released in April, showing overall crime - total notifiable offences - increased by 6.4 per cent (777,458 to 827,225 offences). Many groups of offences remain lower than they were in 2012. It is notable that the problems in London are not unique and indeed many forces across the country are experiencing much higher rises than the capital.

We continue to be focused on violent crime, investing additional resources and coordinating actions across central and local commands, and with partners. Violence against the person was up by 5.26 per cent (237,774 to 250,287 offences). Knife crime offences were up by 21.2 per cent (12,115 to 14,680 offences). Knife crime injuries to under 25s was stabilising and recorded offences at present have increased by 3 per cent compared to + 24 per cent for the same period last year.

In Quarter 1, we instigated a Violent Crime Task Force to tackle violent crime, weapon-enabled crime and serious criminality. It will use a full range of tactics to identify, locate and confront street-level offenders, gangs and knife crime offenders. The unit is supported by borough officers, Trident and Area Crime Command and specialist units, as well as community partners.

Our policing initiatives are showing some impact. We are reducing the number of young people who are being injured in knife attacks. We have made record seizures of guns. Theft of scooters and scooter-enabled crime has seen a month-on-month downward trend since October thanks to proactive policing operations, new tactics, and the 'Be Safe' awareness campaign.



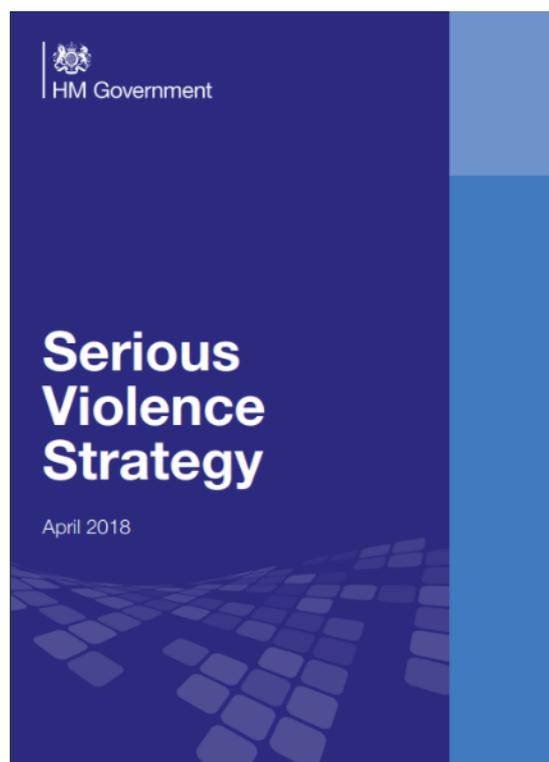
UNDER 25 KNIFE INJURY VICTIMS AS AT JULY 2018

## 2- Tackling serious violence

### Violent crime

In April 2018, the Home Office launched its [Serious Violence Strategy](#). The strategy stresses the importance of early intervention to tackle the root causes of serious violence and steer young people away from crime in the first place, whilst ensuring the police continue to have the tools and support they need to tackle violent crime.

The strategy identifies the changing drugs market as a key driver of violence and announced a range of actions to tackle the issue of county lines, its implications for drugs, violence and exploitation of vulnerable people, and funding to establish a new National County Lines Coordination Centre. We are working with partners, in particular NPCC Gangs portfolio, NCA and the Home Office, to support its delivery.



#### Quarter 1, 2018-19: launch of the Violent Crime Task Force (VCTF)

At the beginning of April, with additional monies provided by the Mayor of London, the Violent Crime Taskforce was formed as a pan-London proactive response to knife and serious violent crime.

Over Quarter 1 an internal recruitment phase for police constables, detective constables, sergeants, detective sergeants and inspectors took place to form part of the eight pro-active teams. More than 700 applications were received. These teams are based at four locations, north east, north west, south east and south west and operate as a pan-London resource, supported by its own control and coordination centre.

The Taskforce is made up of 150 ring-fenced and dedicated police officers who will solely focus on violent crime, weapon-enabled crime and serious criminality. They are supported by BCU officers, the Trident and Area Crime Command and other specialist units, as well as community partners.



With the VCTF, we have doubled our targeted anti-knife crime activity with hundreds more officers on visible patrols in affected communities. We are driving up the number of stop and searches in response to intelligence, in the face of the threat of violent crime. We are operating with a mix of high visibility policing activities (such as convoys) to reassure local communities together with covert operations involving specialist officers targeting the most dangerous criminals, drug dealers and gangs.

Prevention and diversion are key to complementing our continued focus on reducing knife crime. With the rise of violent crime, our safer schools and youth officers play a pivotal role in keeping young people safe and bridging the gap between young people and the police. They focus on early intervention and prevention, problem solving and engagement activities. As part of their work, the officers also carry out home visits, offer family support and referrals to the Volunteer Police Cadets. To support this, the Met is now rolling out a new foundation course training package. The course will help professionalise the youth officer roles and build on the Met's investment in early intervention and prevention as part of the transition

to BCUs. This includes 11 bespoke training modules that will equip officers with the essential skills and knowledge they need to perform their roles

There are complex social reasons why more young people are carrying knives and we are clear that knife crime cannot be solved by the police alone. In June, the Met led event 'Girls Allowed' brought together over 400 people from a number of faith communities, aiming to inspire under-represented women from within these communities to help tackle crime issues across London. The event, attended by the Deputy Mayor for Policing and Crime, emphasised to the audience the importance of their contributions to society as well as providing them with the necessary support mechanisms to help drive forward the messages and partnerships needed to tackle knife and hate crime.



## Terrorism

Project Servator started operating across the entirety of London, including London City Airport and Heathrow Airport, from Quarter 1. This is a policing tactic used to deter, detect and disrupt terrorism and a range of other criminality. Developed and tested over a five-year period by experts at the Centre for Protection of National Infrastructure (CPNI), the Met piloted Servator in Wandsworth and Lambeth in November 2016.

Based on extensive research into the psychology of criminals and what undermines their activities, the project uses both highly visible and covert police officers in busy areas supported by the deployment of other resources such as dogs, mounted branch, firearms officers, vehicle checkpoints, ANPR and CCTV. We work in

partnership with colleagues from the City of London Police, British Transport Police (BTP) and the Ministry of Defence Police (MDP) to carry out deployments across the capital, including busy areas such as shopping centres, tourist attractions and transport hubs.

Since the Met launched its pilot teams in 2016, Project Servator has gathered more than 500 pieces of intelligence about suspected criminal activity and conducted more than 550 searches, leading to arrests for various offences including firearms and weapons offences, drugs, money laundering, robbery and theft.



PROJECT SERVATOR DEPLOYED AT WESTMINSTER

April 2018 saw over 2,000 delegates and international politicians coming to London for the Commonwealth Heads of Government Meeting (CHOGM). This welcomed the largest number of principals we have had in London since the Olympics, but the Met stepped up to the challenge and delivered, a successful event in terms of movements, road closures and safety of these individuals and Londoners. Events of this size and of this importance do require abstraction of officers in other commands. Given the many London communities with roots in the Commonwealth, such events are an opportunity to get out and speak to London's communities, make links and build relationships to support further engagement into day to day policing.

In May 2018, the Met, emergency services and Heathrow Airport carried out a major live practice exercise at the decommissioned Terminal 1 in Heathrow to test their joint response to a terrorist incident. Codenamed 'Raptor' it was carried out over two days and involves more than 1,200 people including responders from blue-light services, military, counter-terrorism investigation teams and Heathrow staff, as well as numerous volunteers playing the role of public. The learning is being shared with other forces and airports across the country and forms part of our ongoing

programme of exercising for various types of major incidents to ensure preparedness of our services as the terrorism threat level in the UK remains at 'severe'.



OPERATION RAPTOR AT HEATHROW TERMINAL 1

## 3- Safeguarding

### Child sexual exploitation and abuse

Operation Winter Key is the Met's single point of contact for the Independent Inquiry into Child Sexual Abuse (IICSA) and it provides specialist capability to investigate high profile or complex investigations into non-recent child sexual abuse. The Met is now receiving numerous and significant requests for information and evidence to support the inquiry. Since launching public hearings in December 2015, IICSA has covered the response of law enforcement to child sexual abuse in the Catholic Church, abuse facilitated by the internet, Cambridge House, Knowl View and Rochdale, and children outside the UK. Forthcoming strands of the Inquiry which we are expecting to support will cover sexual abuse of children in custodial institutions in Quarter 2, 2018-19.

In Quarter 1 we launched Phase three of the Spot It to Stop It campaign focusing on child abuse. Child abuse can be defined as 'any form of maltreatment of a child. The aim of the campaign is to remind officers that the first step in safeguarding children is spotting the signs that a child is at risk, the campaign highlights how in every call officers attend where a child is present, they should take steps to ensure to talk to them, ascertain if the child may be at risk, and if so, can take action to protect them.

Sexual risk orders are a powerful tool designed to protect the public and manage potentially dangerous individuals. They are civil notices but if broken it becomes a criminal matter. They can be issued by a court against any individual who hasn't been convicted or cautioned for a sexually related offence, if there is sufficient evidence that they pose a risk to the public. They can be useful in a wide range of scenarios, including controlling suspects' behaviour on the internet and keeping people away from specific individuals and even public transport. In Quarter 1, we created and launched a toolkit to ensure that officers have the guidance they need to make more use of them in relevant situations.

### Serious sexual offences, stalking, harassment

With the Victims Commissioner Claire Waxman, we launched the Stalking Threat Assessment Centre, a world-leading multi-agency specialist unit dedicated to tackling stalking. Partners include Barnet, Enfield and Haringey Mental Health NHS Trust and the Suzy Lamplugh Trust. The project as a whole has been awarded over £4m over two years from the Home Office's Police Transformation Fund, secured by MOPAC.

According to the Crime Survey for England and Wales, one in five women and one in ten men will experience stalking in their adult life. Physical violence is not the only risk for victims - although this can be a very real danger in stalking cases and this risk can escalate over time. Stalking can also cause psychological trauma to victims.

Police officers, alongside mental health specialists and victim advocates, based at the centre will investigate high risk stalking allegations. They are offering expert advice to local officers in relation to stalking allegations, identifying risks, and assisting with management plans to protect the victim and public from the stalker. The team will also identify perpetrators who may be suitable to undertake a behaviour change programme. At the end of the two-year pilot, the outcomes will be assessed and will be considered for roll out nationally.

During National Stalking Awareness Week, in April, we supported the Suzy Lamplugh Trust to raise awareness of stalking and the effect it can have on people.



As part of the Met disclosure improvement plan, a review has been undertaken of the training and support available. In Quarter 1, an e-learning package developed by the College of Policing, covering key messages, reasonable lines of enquiry, defence statements and further material, went live, to be completed by end July 2018 and mandatorily by all officers and staff members who are involved in any aspect of criminal investigation

## Domestic Abuse

The value of Body Worn video was exemplified in June, when an officer from South west BCU successfully challenged a Crown Prosecution Service decision not to charge a suspect for domestic assault after the victim withdrew her support from the case. We countered this decision with the footage from the scene, the victim's injuries and the suspect's admission of guilt. The CPS subsequently reconsidered their position and charged the suspect.

## Modern slavery

In May, Met officers from the Road Transport Policing command and the Special Constabulary joined forces with colleagues from the NCA, City of London Police and Hertfordshire Police for a proactive operation to identify human trafficking and modern slavery offences. More than 80 vehicles were stopped at London Gateway services on the M1 and three potential victims were identified.

## 4- Acquisitive crime

### Moped crime

We launched the "lock, chain, cover" advertising campaign urging moped and motorbike riders to use more security on their bikes to make them harder to steal. This follows our 2017 Be Safe Scooter theft initiative. All boroughs are involved, with some key boroughs receiving an intensified approach (Wandsworth, Lambeth, Westminster, Southwark, Tower Hamlets, Hammersmith and Fulham, Ealing, Haringey, Brent, Camden and Islington). The campaign is using outdoor advertising in petrol stations and on buses, as well as stencils in parking bays at key locations. It also received coverage on ITV, LBC, in the Evening Standard and other outlets.



We've had good success with our dedicated Tactical Pursuit and Containment (TPAC) teams and the new PROSpike, remote controlled stinging devices to deflate tyres. The most recent figures show a significant downward trend in the number of scooters stolen and the associated enabled crime. As part of operation Venice, we're running daily operations to arrest those responsible, and making use of our newer, slimmer, more agile bikes to catch criminals.

Forensic tagging has also helped us make arrests as thieves are forensically linked to stolen bikes. We are training an additional 500 officers to use forensic tagging and PROSpike. This will bring the total number of officers trained to use forensic tagging to just under 1,000 across all BCUs, Roads and Transport Policing Command (RTPC) and the Territorial Support Group (TSG).



## Local crime priorities

Burglary is a local crime priority in 21 of the London boroughs. Whilst offences went up 8 per cent in Quarter 1, compared to the same quarter last year, we managed to contain the rise to 2 per cent in the boroughs where it is a particular issue. In the East BCU, Operation Mexico, formed specifically to dismantle burglary networks has been impactful: more than 60 people have been charged with over 160 offences, and we achieved a 30 per cent decrease in Havering compared to Quarter 1 last year.

## 5- Achieving the best outcomes

In May, the BCU South West went live. This brings together the boroughs of Kingston, Merton, Richmond and Wandsworth. The West BCU (Ealing, Hounslow and Hillingdon) went live in June. Both transitions took place smoothly, learning from the two preceding Pathfinders (in East and Central North).

## Prevention and investigation

In Quarter 1, the Met launched its first in-house mobile application named 'Cyber Tools' which is designed as a help and support tool to improve officers' knowledge and skill in the field of cybercrime, enabling them to give prevention

advice or carry out an investigation and support victims. This is being piloted for two months in Barnet, ahead of a full launch later in the year. It has been installed on all Smarter Working tablets and laptops issued to officers in that borough.

Amongst other things, the app includes Crime scene advice, a walkthrough on how to seize digital exhibits, Investigation advice; Advice in dealing with Sexting and cyber bullying; and Victim Care information.

## Responding to the public

### Quarter 1, 2018-19: conclude and evaluate our website Live Chat trial and report on way forward

The Live Chat trial on four areas of the website (Road traffic incident – RTI - forms, Crime forms, Contact Us forms and the main Contact Us page) was successful. To date there have been 1,975 chats that have been managed through the MetCC Digital team.

Our evaluation showed people liked to use the "Contact Us" section of the website more than anywhere else, with 24 per cent of total chats initiated on the main "contact us" page and 33 per cent within the "contact us" forms. The remainder of total chats were initiated on the Crime Reporting forms (20%), and the RTI forms (23%). A post chat survey completed by the user showed that 92% of them would use Live Chat again.

Taking this into account, we are going to trial Live Chat on the home page of the Met website, making it more accessible for visitors.

### Quarter 1, 2018-19: IVMA roll out on ANPR vehicle is completed

The rollout of In Vehicle Mobile Application (IVMA) devices is now complete. 1,200 IVMAs have been installed across our fleet, two 4G networks have been installed in the devices to improve coverage and reliability of connection. The system is a Windows-based tablet used in vehicles to communicate with frontline officers and send them details of essential



policing information, including new CAD incident reports and pictures or videos of missing persons. Access to different functions such as CAD, MetSearch, Route mapping and Co-pilot from one device, give officers access to the information they need whilst on the move.

## 6- Developing our key capabilities

### Smarter working

In Quarter 1, the Smarter Working Programme, in conjunction with Digital Policing, introduced a digital asset management solution, Box, to make data storage more efficient and collaboration easier. This is progressively being rolled-out, initially focused at provisioning all staff and officers with personal folders. We are also testing with partners, such as the Crown Prosecution Service (CPS), local bus companies, retailers and local authorities, to look at the possibilities for collaborative working through Box. This cloud solution will support staff working from different locations.

In the near future it will also support:

- The sharing of 999 audio, Achieving Best Evidence (ABE) interview and other evidence directly and digitally with the CPS, defence teams and courts.
- The receiving of CCTV evidence of crimes digitally from local councils and volume crime CCTV from retailers, without the need to travel for discs and memory sticks
- The ability to take public upload of audio or video evidence of crimes filmed on smartphones and other devices, such as evidence of violent crime and moped-enabled crime.

### Leadership

The Met is focused on becoming a modern service, better equipped to respond as our city grows and the nature of crime rapidly changes. As part of our modernisation, we reviewed how best we should lead the Met in a changing world,

breaking down barriers and promoting collaboration with shared responsibility across business areas. In June 2018 we transitioned to a new delivery structure. Under the new executive design:

- Frontline Policing will deliver local policing and specialist crime investigation across London, responding to crime and disorder and working on prevention;
- Met Operations, will deliver additional operational capabilities to reinforce Frontline Policing; and
- Professionalism will drive continuous improvement of our professionalism and operational practices across the Met and cementing our connections with national policing bodies such as the College of Policing, the Home Office, IOPC and NPCC.

### Estates

With fewer Met buildings, we are investing in, and enhancing, the retained estate to make sure our facilities support modern operational policing and reflect the ways we will all be working differently. As well as making best possible use of our estate, the investment will improve the quality of accommodation for officers and staff to work in. By investing in our estate now, we will make significant savings by reducing our running costs.

#### Quarter 1, 2018-19: Acquisition by MOPAC of ESB complete



MOPAC acquired the Empress State Building for £250 million. This is part of a wider estate transformation programme with an overall investment of £412 million.

Investment in the new hub will enable the Met to bring together a range of teams including counter terrorism command, improving working across units and with partners.

There are currently between 3,500-4,000 Met staff and officers at ESB. Some people will remain based there while a number will move to other Met premises from September 2019.

The purchase has a direct impact on our revenue budget through rental savings but also by enabling us to dispose of

other properties. As such it is a fundamental element of the Estates Transformation Strategy, which will deliver significant changes across the Met estate, and involve the movement of 7,500 people over the next five to six years.

**Quarter 1, 2018-19: Charing Cross Police Station refurbishment works start**

Works are currently onsite. Phase 1, which is the refurbishment of the Chandos Street block, is expected to be completed in September 2018 with the rest of the project being completed in September 2019.



**Quarter 1, 2018-19: Local Police Station – detailed designs start**

Consultant design teams have been appointed for each of the 31 BCU building projects to undertake project management, quantity surveying, architectural and engineering detailed design works. Additionally, contractors have been appointed under pre-construction services agreements to input into the design via provision of surveys and practical advice relating to buildability, programme, logistics and the phased decants of the sites.

