

Metropolitan Police Service

Business Plan progress update

2018-19, Quarter 3 (Oct-Dec 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 for 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](#) 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 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 December 2018.

Milestone reporting for Quarter 3 is set against a green background.

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

Reporting for Quarter 4 is set against a grey background.

Status is assessed as follows:



delivered



on track but not fully delivered



some delay

Quarter 3 overview

Tackling serious violence remains our top priority. In the 12 months to December 2018, London experienced the highest annual number (excluding terrorist-related) of homicides for ten years, and levels of knife and gun crime, whilst having stabilised, remain high. The Commissioner extended the move of an extra 122 officers from Road Policing into the Violent Crime Task Force to bolster its 150 officers.

We continue to work tirelessly to suppress violent crime with an increased police presence in key areas. Stop and search remains an important tool at our disposal. Officers carried out more than 15,500 stop and searches in December 2018, the highest number in over two years. This continues to increase. Alongside enforcement activity, our efforts include working with schools and London's communities to prevent young people from getting involved in violence. We continue to work the Mayor's Office, Home Office and other partners towards a wide-ranging approach to tackling serious violence.

Burglary, violence and anti-social behaviour typically rise in the autumn months. The Met put in place actions to tackle the crimes that experience seasonal increases. As well as targeting offenders, our activity encompassed prevention and awareness. Our 'Autumn Nights' initiative complemented BCU efforts, working with the Violent Crime Task Force to coordinate operational activity across London at key times and locations. Neighbourhood policing teams offered Londoners and vulnerable residents crime prevention advice; our licensing teams worked closely with premises to reduce disorderly behaviour. The latest strand of our *Be Safe* campaign, focused on the simple steps Londoners can take to avoid becoming a victim of burglary.

Quarter 3 heralded the beginning of a significant centenary for the Met: just a few days after the cessation of hostilities in November 1918 it was officially announced by the then Commissioner Sir Cecil Macready that the Met would be introducing its first female police officers – known as the Women Patrols. Reaffirming this landmark, we launched a female specific recruitment campaign, as part of our broader efforts to recruit more than 3,000 officers over the next year. The campaign highlights the outstanding work of our female officers, past and present, to inspire women to engage with us in a diverse and rewarding career.

2- Focusing on what matters most for Londoners

Tackling serious violence

Quarter 3, 2018-19: We begin implementing the four Specialist Crime Hubs model, supported by new Specialist Crime Tasking and Co-Ordination processes. The Specialist Crime Hubs will be geographically aligned to three BCUs, and incorporate Homicide, reactive and proactive teams, which will work flexibly and collectively to respond to the highest threats, harms and risks faced by London.

In November 2018, the specialist crime and tasking coordination centre (SCTaC) pathfinder went live, providing the first centralised oversight of proactive syndicates in the Met's history. Following the recruitment of Detective Superintendents to leadership roles in Quarter 2, Detective Chief Inspectors were posted within the new centre in Quarter 3. The Expressions of Interest process was launched for the remaining police officer ranks and police staff. Police officers and staff will receive confirmation of their postings in the new structure by March 2019. The centre and model will be fully operational summer 2019.



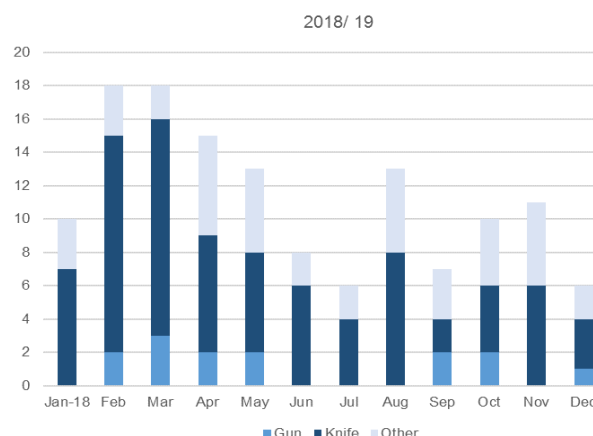
Quarter 4, 2018-19: We start implementing the Central Specialist Services model, incorporating pan-London responses to specialist crime, with capabilities including Vulnerability, Economic Crime, Cyber and Specialist Investigations. We begin the rollout of a new Intelligence Operating Model to improve service, bring intelligence closer to the customer and enhance collaboration with partners.

Work is progressing to better join-up capabilities and coordinate response. For example, Homicide Assessment Cars (HAC) now include a Trident detective as well as Homicide officers; Central Gangs officers are embedded within BCUs sharing their expertise with local officers.

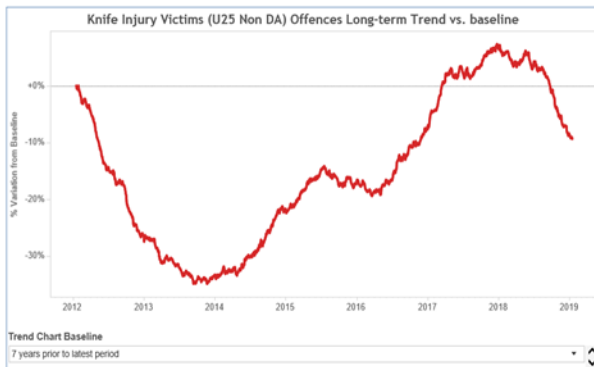


Knife crime

The high levels of serious violence remain of serious concern. Homicide levels in 2018, at 135, were the highest since 2008 (excluding terrorist related homicides in 2017). Guns were used in 14 cases, 79 were caused by knife. Quarter 3 marked six months of activity for the Met's Violent Crime Taskforce. Initially comprised of 150 specialist officers specifically targeting street level offenders through a mixture of covert and overt methods, the taskforce made over 1,360 arrests and recovered 340 knives, 40 firearms and 258 offensive weapons. The Task Force is now supplemented by 122 officers from RTPC and works alongside the wide range of other teams targeting violence. As at mid-January 2019, more than 2,200 knives, 1,000 offensive weapons and 560 firearms had been recovered as a result of activity carried out right across London.



While the overall level of knife crime has stabilised over recent months, 177 more offences were recorded in 2018 compared with the previous year (14,708 offences, up from 14,531 offences). One of the key violence indicators has shown reductions however, with the annual number of knife injury victims under the age of 25 (excluding domestic abuse) decreasing by 311 (14.69%, total of 1,824 offences, down from 2,138 offences).



Quarter 3, 2018-19: Civilian Investigator team fully operational.

There has been a slight delay: eleven Civilian Investigators are now in place and working with the VCTF, out of a total of 15 posts. Four withdrew from the process due to the length of the vetting process. Subsequently, an additional four candidates have been selected and are currently going through the vetting process. The process is expected to be complete towards the end of Quarter 4.



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

In the 12 months to the end of March 2018 our three key indicators stood as follows:

- Knife Crime: + 22% (increase of 2,655 offences, from 12,110 to 14,765)
- Knife Injury Victims under 25 (Non Domestic Abuse): + 2% (increase of 48 offences, from 2,031 to 2,079)
- Homicide: +46% (increase of 50 offences, from 109 to 159)

The current comparative performance to the end of December 2018 has stabilised or is decreasing:

- Knife Crime: +1.2% (increase of 177 offences, from 14,531 to 14,708)
- KIV U25 (Non DA): -14.7% (decrease of 314 offences, from 2,138 to 1,824)
- Homicide: decrease of 1 offence, from 136 to 135



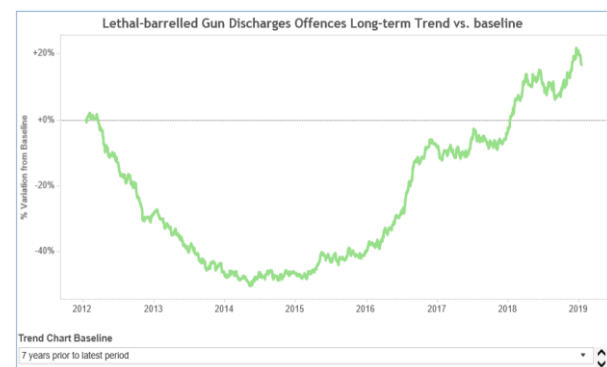
We are working to deliver reductions for the end of Quarter 4, focusing on tackling public space weapon-enabled violence, including where it overlaps with drug related violence. Knife crime use is also increasing however in domestic abuse offences.

Gun crime

Despite a reduction in total gun crime (-5.5%) lethal barrelled discharge offences are continuing to see a rise, with annual numbers at +22.9% increase on last year.

	Gun Crime Offences	LB Discharges
Jan - Dec 2017	2586	354
Jan - Dec 2018	2445	435
% Variance	-5.5%	22.90%

Date run: 07/02/2019 Data is subject to small change over time.



Quarters 2 and 3, 2018-19: we will conduct overt armed operations with cross-Met resources in boroughs impacted by higher gun crime levels, to coincide with historical and predicted gun crime spikes, e.g. Notting Hill Carnival and Halloween. This will supplement our coordinated response to violent crime.

Half of all gun crime in London is committed by gangs and we continue to have a co-ordinated approach in how we tackles gun and gang crime: through intelligence led stop and search, armed Viper patrols, pro-active and re-active investigations. We continued to target prolific firearms offenders (PFOs). We also worked closely with social media companies to take down videos which encourage and promote violence.



Quarter 3, 2018-19: We will roll-out the DIVERT programme to three additional custody suites. Recognising the needs of young adults after arrest, the program aims to divert 18-25 year olds towards employment and education opportunities, prevent re-offending, reduce the number of victims and help mitigate the ongoing risks encountered by many of the vulnerable young adults that come into police custody. The roll out of the DIVERT programme was achieved in Quarter 2, and we have a dedicated member of staff in six custody suites (Croydon, Wood Green, Lewisham, Brixton, Stoke Newington and Bethnal Green) to help young offenders. In Q3 DIVERT successful secured funding from the Home Office's Early Intervention Youth Fund which will sustain the programmes work for a further two years. Working with partners (Bounce Back, The New Era Foundation, Palace for Life Foundation and Millwall Community Trust to deliver our plan), DIVERT aims to give 1,000 young people information, advice and guidance with 700 of them going into employment and development. We also aim to have a reoffending rate of under 10 per cent during that time.		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. A national firearm surrender is expected to be taking place in summer 2019, led by NABIS, the National Ballistics Intelligence Service. Given the success of the last joint surrender campaign in 2018-19 with national and London partners, the Met is keen to maximise impact and is scoping whether it would be more beneficial to join forces with that later campaign – potentially targeting both firearms and knives. 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. Quarter 2 will see the initial training in identification of those at risk and in Quarter 3 and 4, 2018-19 the management tools will be shared with BCUs to progress the action, with support from Trident Work to develop a Concern Hub commenced in January 2019 in Lewisham, working with the borough's Serious Youth Violence and Exploitation panel. The partnership approach works with young people under 25 involved, or on the fringe of involvement, in gangs and violence, and whom police and partners are aware need safeguarding. Support is offered as part of an early intervention approach, with the aim to reduce their chances of becoming repeat victims or perpetrators of crime. The Concern Hub will provide access to interventions and diversions schemes which includes opportunities to access employment, education and training as well as opportunities to be mentored by serving police officers. A first round of training commenced in January 2019 for officers and partners (youth workers, local authority) engaged	
By 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. Trident, working together with local officers and the Force Firearms Unit are developing a package for all officers involved in the investigation of firearms. This involves guidance on recovering firearms, safe handling and expedite submission to forensics. This will be disseminated to all BCUs. In addition, Trident will also be disseminating the National Ballistics Intelligence Service (NABIS) investigation standards document to aid BCU investigations into firearms offences.		Work to develop a Concern Hub commenced in January 2019 in Lewisham, working with the borough's Serious Youth Violence and Exploitation panel. The partnership approach works with young people under 25 involved, or on the fringe of involvement, in gangs and violence, and whom police and partners are aware need safeguarding. Support is offered as part of an early intervention approach, with the aim to reduce their chances of becoming repeat victims or perpetrators of crime. The Concern Hub will provide access to interventions and diversions schemes which includes opportunities to access employment, education and training as well as opportunities to be mentored by serving police officers. A first round of training commenced in January 2019 for officers and partners (youth workers, local authority) engaged	

in the Concern hub to help them better guide those at risk.

The model will be extended to all twelve BCUs in the next 12 months to provide a consistent approach to safeguarding with support from Trident's Vulnerability and Partnership team.

This complex project is on track for Quarter 4.



Terrorism

SO15's National Terrorist Financial Investigation Unit (NTFIU) was internationally recognised in December within a report by the global governmental body, Financial Action Task Force: the UK was awarded the highest possible rating for its effectiveness countering terrorist financing in the Mutual Evaluation Report (MER). The work of the NTFIU was highlighted in particular, showcasing the effectiveness of financial investigation.

Created in 2004, the NTFIU assists the UK's nine regional counter terrorism units with thousands of investigations, working with law enforcement partners and creating strong links with financial institutions. The report praised the "close relationship between the NTFIU and UK financial institutions which has proved effective" in supporting terrorist financing investigations and prosecutions. Since 2010, the NTFIU's investigations have resulted in 105 convictions for a variety of offences, from terrorist fundraising to fraud by false representation.

Quarter 3, 2018-19: Flexible ICT devices and options for CT staff to enable more flexible working (coming on stream later than other parts of the Met due to the requirement for mobile devices to be compliant within the CT environments).

Laptops and docking stations were successfully rolled out across key CT functions improving workforce mobilisation and enabling more effective communication for key functions providing a national service.

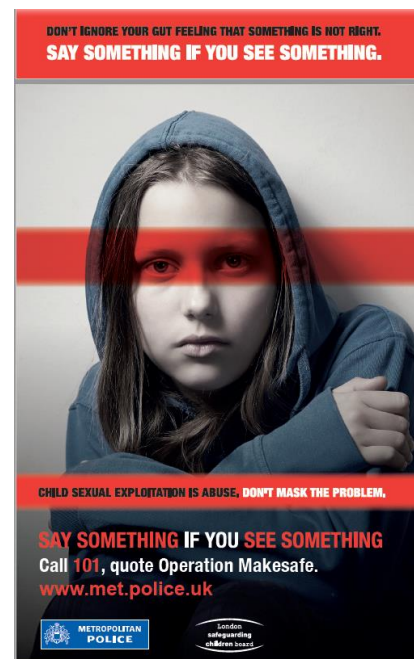


Quarter 4, 2018-19: deliver enhancements to our digital capabilities to process and assess large volumes of seized digital media.

Safeguarding

Child sexual exploitation and abuse

An exercise was carried out in Quarter 3 to test the response of hotel staff to a scenario that one might expect to raise "alarm bells" with them: plain clothes officers visited venues, accompanied by our police cadets and attempted to book a room. Often they had large amounts of alcohol on show and tried to pay for the room in cash, refusing to offer any identification. Operation Makesafe was developed in partnership with London boroughs to raise awareness of child sexual exploitation in the business community, such as hotel groups, taxi companies and licensed premises. Its purpose is to help business owners and their employees identify potential victims of child sexual exploitation and, where necessary, alert police officers to intervene prior to any young person coming to harm. The hope was that staff working on reception at the venue would recognise these warning signs and contact police. A number reacted rightly, by calling police and alerting us to the potential risk to a young person. Those that didn't pick up on the signs that something wasn't quite right, or didn't act on them, were given guidance and information around Makesafe and offered training.



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Statutory partners from trafficking, County Lines and third sector charities are attending. A Forensic Psychologist will lead the discussions on Child Sexual Exploitation and how we can better understand how to deal with this type of criminal behaviour to assist children affected.

Serious sexual offences

Quarter 3, 2018-19: The Stalking Threat Assessment Centre goes live

Since going live in September 2018, the Stalking Threat Assessment Centre is beginning to meet its aims of early intervention in stalking cases and improving the MPS response to victims of stalking. The unit has reviewed over 650 offences, proactively assisting with investigations by giving one on one guidance as well as assisting with CPS liaison via case conferences. The centre has delivered training to over 80 Crime Managers regarding correctly identifying stalking offences for classification. Training has also been delivered to National Probation Service, and the centre will soon begin delivering material to other UK forces as an example of best practice.



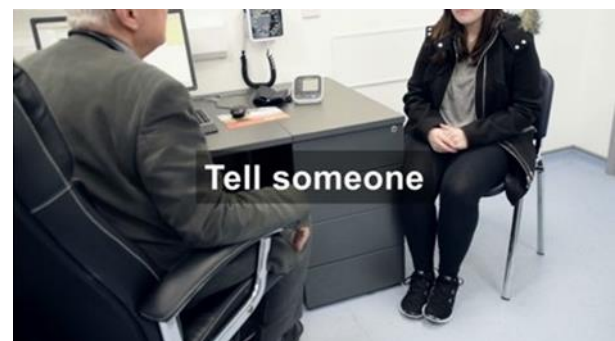
Quarter 3, 2018-19: 90 per cent of officers will have completed the College of Policing training package for disclosure awareness.

As mentioned in the previous update, we amended this aspiration to 85% to reflect the higher-than-anticipated portion of officers who are unable to complete the training immediately owing to maternity leave, long-term sickness, pre-retirement leave etc. This has now been achieved, as 85% of officers have completed the College of Policing Disclosure Training package (against 27% before Quarter 2). We anticipate that figures will begin to show an improvement in the number of disclosure-related failures, such as less delays between file submission and any file-build failing.



Domestic Abuse

In December the Met launched a video campaign to raise awareness of domestic abuse and encourage victims to seek help and support. The two short videos feature scenarios which illustrate typical behaviours of both victims and abusers in relation to physical abuse and coercive control; with the latter often being overlooked as a form of domestic abuse. The purpose is to convey the message to victims that "you are not alone" and to encourage them to tell someone. They also highlight the other medical professionals and partner agencies who can offer support alongside the police. The videos, which are supported by Women's Aid, Refuge, NHS England and the London Association of Directors of Adult Social Services, are being played in GP surgeries across London.



Quarter 3, 2018-19: roll-out the new TecSOS trackerphones.

We continue to support victims of Domestic Abuse with the latest technology which is being rolled out across all BCUs and CASO. We have made significant investment to vulnerable people and safeguard victims and we expect the roll out to be complete by end of Q4 2018/19.



Quarter 3, 2018-19: We will work with Royal Holloway University to conduct victim surveys. This will be an essential piece of research to assist with assessing the effectiveness of our approach and shaping the form of our future response, and is being conducted independently to provide public confidence.

The Met, along with other key partners, are engaged with MOPAC in their consultation of the draft findings/



recommendations to provide feedback, with the formal publication expected at the Victim's Summit in March 2019. Quarter 3, 2018-19: roll-out Operation Encompass, whereby a school's designated safeguarding lead will be informed by 11am if a child or family member of a child has been involved in a domestic incident, so there can be wraparound support in place for that child. Operation Encompass was rolled out corporately across the MPS in November 2018. Every school in London has been invited to take part, with a guidance package provided, explaining how Encompass works, what schools need to do in order to take part and how secure access to referrals can be made. There is some initial work required to establish the pathways between police and school safeguarding leads to enable the scheme to run. Therefore boroughs are at varying stages. Currently we have five boroughs that are live: Bexley, Enfield, Hounslow, Waltham Forest and Wandsworth. We have approximately 350 schools signed up to Operation Encompass. There are some boroughs who have not decided if they wish to participate in the scheme which is voluntary and not mandated.	
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). BCU Risk Management Units are flagging Dauntless Plus nominals on the Police National Computer. This ensures joined up working across policing strands and maximises potential to disrupt repeat domestic offenders. 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. Following review of a pilot run by two county constabularies, the Met is going	 

live an online Domestic Violence Disclosure Scheme form (referred to as 'Clare's Law') in March 2019. Prior to this, applications had only been made in person. By making the service available online, it will become more accessible. Combined with a leaflet campaign to raise public awareness of Clare's Law, we aim to increase the volume of applications we receive, leading to safer, more aware victims. Domestic Violence Prevention Orders (DVPOs) and Domestic Violence Prevention Notices (DVPNs) have become a key tool in safeguarding victims of domestic abuse since they were introduced in 2014. The number of orders issued this year is up 75% from last year (261 compared to 196) and by Q4 we are set to see the highest use since their introduction. Under Operation Athena, there is a force-wide focus on DVPNs/DVPOs to continue this work. We are working in partnership with courts to streamline the application and payment process, and will be holding focus groups and delivering training packages to further enhance current working practices.	
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Modern slavery and human trafficking

Quarter 3, 2018-19: the National County Line Coordination Centre starts operations, increasing our joint working with the NCA and County Forces to identify, disrupt and safeguard those involved. The National County Lines Coordination Centre became fully operational in September 2018, with the Met contributing in partnership with agencies across the UK. We are working closely with the centre to identify and safeguard those exploited on county lines as well as prosecute the perpetrators. This includes sharing intelligence and weeks of intensive activity to target those involved. The work is being undertaken across the BCUs as well as by specialist	
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commands. "Intensification weeks" will be arranged every quarter to further improve the co-ordination between the Met and other forces to tackle county lines.

Quarter 3, 2018-19: support the new MOPAC-led initiative of Rescue and Response to identify and track the young people in London on county lines, and where appropriate provide them with interventions from the third sector to safeguard them out of this activity.

We have supported MOPAC on this initiative. Rescue and Response is partially operational; the analysts working with Met Intelligence are enabling data sharing to identify young people at risk and ensure appropriate support. Training input regarding Rescue & Response has been delivered to raise awareness of the initiative, both internally and externally, with a wider public launch for June. It is anticipated that Rescue & Response will be fully embedded across London by the end of Quarter 4, with all young people identified on County Lines being referred to relevant agencies.



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

Modern slavery training is offered to all constables during their continuation training at 18 months service. We anticipate that attendance will exceed 800 officers by Quarter 4. This training package was recently refreshed to ensure that it remains up to date with current threat profiles.

We have changed how we deliver modern slavery training to detectives as part of the wider BCU safeguarding delivery model. We anticipate over 120 detective constables will attend the safeguarding course with covers modern slavery. Detective sergeants attend a further course with modern slavery input, and we expect 125 officers to have attended that course by the end of Quarter 4.



Acquisitive crime

Moped crime

We continue to work hard to reduce the number of moped-enabled robberies and crime and, while there is still a lot of work to do, we have seen impact. In 2018, offences where a powered two-wheel vehicle (moped, scooter, motorbike) was used in the commission of the crime reduced by 41.5% (a reduction of 9,754 offences). Theft of powered two wheel vehicles reduced by 32.7% in 2018 (4,586 fewer offences). We've been clear that moped and motorcycle criminals will be targeted at every opportunity. In November we posted a video on Twitter, which has had more than 420,000 views, demonstrating the range of tactics we use, including tactical contact, in pursuing offenders.



Quarter 3, 2018-19: we will further increase capacity with ten new bikes and three PROSpikes per BCU, as well as training on scrambler bikes and manhunts will be supported.

Although the motorcycle procurement process was delayed due to changes to the crown services procurement process, we have made good inroads to going out to tender. We are reliant on factory timings to build the motorcycles.

The PROSpike purchase was delayed, while the company who develops them had been working to improve their



model. A second generation spike has been designed with a more motorcycle and scooter tyre focus. DSTL have been engaged to gain a scientific view on the new design and potential performance.

Additional motorcycle training courses were agreed by Met Training, and course allocation has commenced with the first training course in February 2019.

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

The GPS tagging project, Buddi, is on track to go live in Quarter 4. When offenders that fit the necessary criteria are released from prison they will be fitted with a tag which will enable us to map data from the tag against the location of offences that are committed within London.



Local Borough Priorities

Anti-social behaviour (ASB) is a local policing priority in every borough in London. Quarter 3 saw the launch of our seasonal crime prevention and awareness campaign, Autumn Nights, which is focused on preventing anti-social behaviour. ASB increases tend to be seen around the start of the autumn school holidays, Halloween and Bonfire Night. Operations were planned using predictive mapping and analysis of current and past ASB crime hot spots to ensure officers are in the right place at the right time. The Roads and Transport Policing Command (RTPC) worked in partnership with Transport for London to increase patrols and prevent disorder on buses and at transport hubs around London, as well as engage with young people to offer them travel safety advice.

Neighbourhood Policing Teams spoke with vulnerable residents and offered them crime prevention advice. Youth Engagement Officers worked with local partners and our Licensing Teams worked closely with premises to reduce rowdy disorderly behaviour. Our volunteer Police Cadets also took part in test purchase operations with Trading Standards to uncover the illegal sale of fireworks, alcohol and over the counter weapons to underage customers.

Burglary

Our **Be Safe** campaign focused on how Londoners can take simple steps to avoid becoming a victim of burglary. The campaign, supported by social media activity, advises Londoners on how to keep their homes and belongings safe. It also urges residents to go beyond just securing their front door and windows, and look at other ways they can make their property less attractive to burglars. Approximately 60 per cent of burglaries take place in the hours of darkness and in the autumn we start to see an increase in burglary offences as empty properties are more apparent. Burglary prevention masterclasses were delivered to neighbourhood officers across London, who spent a day refreshing their skills - in preventing crimes from occurring, and in supporting victims.

3- Achieving the best outcomes

Strengthening local policing

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

This is on track for full implementation, 10 BCUs are now operating against the new model with 1,295 officers reallocated to date. This has enabled circa 700 officer posts to be reinvested into youth provision, offender management and safeguarding. The last BCU is schedule to go live 20 February.

The Met's new model for safeguarding will also go-live during Quarter 4 when Child Abuse and Sexual Offences (CASO) teams move into the 12 BCUs allowing a joined-up approach to the often complex needs of victims.

We expect that this new local policing model will improve the consistency and quality of our service to the public and improve decision-making by delivering local policing in a way that is personal, responsive and tackles crime and disorder effectively and efficiently.



Responding to the public

Our new Telephone and Digital Investigation Unit (TDIU) was established a year ago. It was set up to relieve pressure on frontline police by dealing immediately with non-emergency calls over the phone. Calls into our contact centre that are suitable are transferred live into the TDIU (so callers no longer need to wait for a call-back to report their allegation). The unit deals with 36 percent of all crime allegations, i.e. up to 338,000 a year. The unit has carried out initial investigations on an extra 207,000 crimes in the past year. Online crime reports dealt with by TDIU is continuing to increase month on month and currently accounts for 15 percent of the crime reports.

Alongside the TDIU, we have worked to improve the caller's experience. When a member of the public report a crime through 101 – or online - that doesn't necessitate officer deployment, he or she will receive an email with their crime reference number, next steps for the investigation, prevention advice and support agencies contact information. The information will also automatically populate a report on CRIS, our crime management system, speeding up our processes, reducing duplication.

Quarter 3, 2018-19: Complete recruitment wave into MetCC and close the capacity gap.

The current recruitment campaign has brought in 253 new operators with MetCC along with 38 new supervisors so far. There have been some issues with prospective candidates currently held in medical and vetting which have prevented fully reaching full complement (Budgeted Workforce Target or BWT). These issues are being worked through.

Attrition levels for operators and supervisors have been analysed and programmed in for the new financial year and wider business planning has also taken pace to match this attrition with the volume exit of despatch operators onto BCUs starting in October/ November. The team has been asked to incorporate an additional 50 more operators into the 2019/2020 recruitment plan and this has been programmed in. It is forecast that at the current rate of net recruitment, BWT will be reached around



June/July once the vetting and medical hold position is fully resolved, in time for the decant of despatch resources to BCUs.

The IVR, implemented in August, successfully continues to divert around 35% of phone demand, maintaining a highly performing 999 service and also transforming the 101 service to its highest levels in two years. Following the implementation of IVR and the introduction of new operators service levels have improved. By the end of Q3, 82% of 999 calls were answered within 10s against a target of 90%. 79% of 101 calls were answered within 30s against a target of 90%.

Even taking into account the high call volumes for this time of year, we are currently seeing average speed of answering for 101 calls well below the 30 second mark for 90% of calls, and around the 10 second mark for 90% of 999 calls.

In 2019/2020, the implementation of Single Queue will improve call flow between centres and is anticipated to provide smoother and better management of demand peaks.

Quarter 3, 2018-19: THRIVE+ is implemented in MetCC ensuring deployment of officers to victims is prioritised according to risk and vulnerability, rather than crime type. A full roll-out across the rest of the Met is planned to happen in 2019.

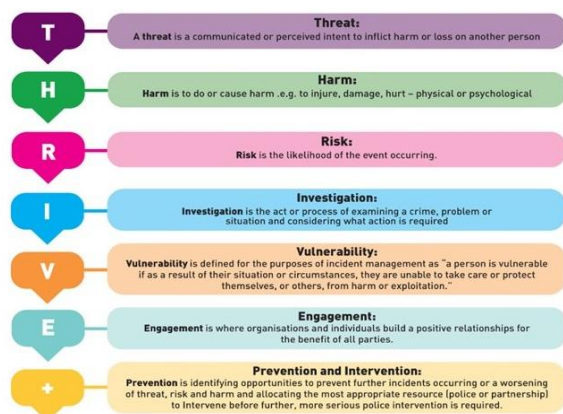
The implementation of THRIVE+ started in August at the MetCC in Bow. All full time MetCC staff and officers were offered training in THRIVE+. Between August and October, over 6,400 calls were effectively assessed using THRIVE+. Refresher training will be provided in the coming weeks as we commence roll out at the other MetCC centres in Lambeth and Hendon. Support at both sites will be provided for a 4-week period alongside a thorough evaluation of how the change is impacting both demand and staff.

After the stabilisation period and a full evaluation at all three MetCC centres, a



case for a Met-wide roll-out will be considered later in 2019, as planned.

The THRIVE+ model allows staff to assess the appropriate response to emergency calls. THRIVE+ is a widely recognised assessment process currently used in over 30 police forces throughout the UK. When a call or online enquiry comes in, THRIVE+ provides the operator with the framework to apply their professional discretion and make decisions on how best to respond to the victim. Whilst there are some calls for which we automatically deploy officers to, such as domestic abuse, in practice this means a response not based on crime type, but on the victim's needs and the associated risk, threat, vulnerability and potential for harm. THRIVE+ is based on the principle of doing the right thing, at the right time, in the right way, with the right resource. Response can therefore be deployment of officers, sign-posting to partners that might be better placed to help, or a follow-up appointment with neighbourhood officers.



Investigations

In Quarter 3 we launched the Met's first in-house mobile application named 'Cyber Tools'. The app 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, support victims or carry out an investigation. The app includes: Crimes, Reporting and Investigation advice; Digital Forensics including a Crime Scene walkthrough; Open Source Investigation advice; Jargon Busters, and a large Glossary of IT and Cyber Terms; Hacking Techniques information; Social Network Security; Cyber Security Advice; Legislation; Child Sexual Exploitation and Cyber Bullying information. It is designed to be intuitive to use and help frontline officers with a wide range of advice.

CYBER TOOLS



Quarter 3, 2018-19: LABNET Remote Search and Review app trial goes live, to help address the recent issues faced around the increasing amount of digital evidence.

The Remote Search and Review project began July 2018. Since then we have successfully designed, built and tested the infrastructure that will be required to support the devices to be used in the field. We've also tested the products that officers will be using, and have identified more specific requirements, which our suppliers will work to provide in a series of upgrades starting February 2019. Further testing and validation will follow and the project team will begin using live case data in February.



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 (Connect) in Quarter 1, 2019-20.

To ensure the CONNECT solution fully meets the needs of the Met, some additional functionality has been identified. The project is re-planning to factor-in these changes, and this has introduced a delay to the initial go-live. The first module is now likely to be Summer 2020.



The focus for Quarter 1 2019-20 is to deploy the first full release onto the MPS infrastructure and run test cycles that include business testing. In parallel, work is progressing at pace to ensure that business engagement, training and support is in place to support the business through the early stages of product introduction.

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 are in the process of delivering improved practice across the entire force in line with the BCU implementation. This significant upgrade to the initial handling of missing persons concerns the early triage of calls for service. Local Resolution Teams (LRT) are in place to commence the investigation sooner by contacting the informant and utilising local and national databases to quantify risk earlier. By establishing the situation and risk grading more accurately, the police response, in line with the principles of the 2017 APP, will be proportionate and relevant to the established circumstances. We are on course for all 12 BCUs to be working to the new process by spring 2019.



The Rapid Drugs Service pilot, which allows officers to analyse drugs that have been seized during arrests for drug supply offences while the suspect is in custody, has been extended to the end of March 2019. Developed by forensic services, the RDS has the potential to greatly reduce the time from arrest to charge – from a matter of weeks to hours. Piloted by the VCTF and local BCUs, initial results have been promising, with more than 100 charges since June 2018. In the VCTF's case it has helped them to mitigate the risk posed by those involved in drug supply, given that drugs are a significant driver for weapon enabled violence.

Managing offenders

Quarter 3, 2018-19: development of non-custodial options for progressing investigation, including Voluntary Attendances (VA) practices with a policy that introduces safeguards to mitigate risks.

Ongoing monitoring of the recently published guidance for officers carrying out voluntary interviews of suspects is



showing that compliance (i.e. the provision of Appropriate Adults to vulnerable suspects) is improving. Compliance by investigators is now at 48%. The project team continue to challenge non-compliance whilst providing guidance through training materials and a project mailbox. Dip sampling of Voluntary Attendance cases continues with positive initial results. Voluntary interview suspects are accessing services that were previously unavailable to them, such as diversion projects and the use of embedded Liaison and Diversion professionals, which will be rolled out in Summer 2019. This will provide support for vulnerable adults and juveniles.

Quarter 3, 2018-19: We will start a randomised controlled trial of a suspended prosecution programme (adapted from the West Midlands Police model of Op Turning Point) to seek to prove the ability of the model to prevent young people entering the criminal justice system. The trial will end when 200 young people have gone through the trial, with a follow up evaluation two years later.

Turning Point is up and running within the Met in the pilot site of Barnet. The Ministry of Justice and MOPAC terms of reference have now been agreed for a national randomised controlled trial, run on similar lines. The success of this programme will be measured in two years with a follow-up evaluation.



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

Due to the breakdown in the procurement supply chain the implementation of an Electronic Medical Records system is currently on hold. We are working to resolve this.

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).



The recruitment of Custody Nurse Practitioners (CNPs) continues as Wandsworth became an embedded 24/7 site in October 2018. Another two sites are on track for May 2019. As a result of the HMRC ruling that Forensic Medical Examiners (FMEs) should be employees not contractors, alternative healthcare models are being explored to ensure the optimum model is used.



4- Developing our key capabilities

People

The Met published its annual figures regarding the gender pay gap at the end of 2018. Clearly, police officer and police staff pay is determined by the role with no reference to gender. Male and female employees who undertake the same role, have the same length of service, and work the same hours, receive the same pay.

Overall, the average (median) gender pay gap for all staff has reduced from 12.48% to 9.71% compared to the national average of 17.9% according to the Office of National Statistics 2018.

Since 2017, the figures reveal a reduced average (median) gender pay gap of 0.34% for police officers (down from 0.7% last year) and 0.24% for PCSOs (down from 2.69% last year). However, the gap for police staff has increased from 6.85% to 10.41%. We remain committed to ensuring we're fair and inclusive to all, so that our staff can be proud of where they work and we provide equal opportunity for all.



Quarter 3, 2018-19: launch of a focused recruitment campaign targeted at women.

Our campaign, entitled "One Hundred Strong" launched across social media platforms in November 2018. Further initiatives (including Facebook and Instagram) are planned as well as a campaign linked to the premiere of a cinema release. While it is too early to report the detailed impact of the campaign, we have seen officer registrations from female applicants increase to a high level of 44 per cent.



Quarter 3, 2018-19: Award of the contract to a PEQF education and accreditation provider.

This has been slightly delayed. The contract for PEQF is expected to be awarded in Quarter 1 2019/20 but this is predicated on the approval of the Full Business Case in February. The first intake of apprentices via PEQF is expected in Q3 2019/20.



Quarter 3, 2018-19: flexible BCU survey and focus groups to be completed, to set up a tailored flexible working best practice.

Focus groups took place as planned with the two "Flexible BCUs" in November, complemented by a workshop with BCU Commanders and senior team in January. The recommendations will be implemented in 2019, to facilitate flexible working for female officers and staff, and encourage attraction and retention in these posts.



Quarter 3, 2018-19: development of our Health and Wellbeing Strategy, using the *Health Needs* survey to understand the issues that impact our workforce and consider what more we can do to improve workplace health and wellbeing.

The Health and Wellbeing Strategy was launched in January 2019. It contains several initiatives which will enable us to better understand the issues and health needs that impact our workforce and consider what more we can do to improve health and wellbeing. We will



aim to exceed national requirements for occupational health & wellbeing provision as the implementation of the plan commences in Quarter 1 2019/20.

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 completion of the commercial process and getting the supplier on-board has taken longer than anticipated: the launch date has been pushed back to May 2019, with pre-launch communications in April.

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.

This has been delayed: plans are being drafted to scope the full challenge of the work required to implement recommendations from the disability review. A comprehensive implementation plan is expected to be operational by end of Q1 2019-20. Improvements to workplace adjustments are a high priority as well as ensuring our policies and working practices are fit for purpose.

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 are showing a high level of attendance (around 80%), and the simulation event nearing 70% attendance. The coaching sessions are less well used. Plans being put in place



to increase uptake. The Programme is still on plan to complete September 2019 for the initial 10,000 Leaders.

Assets

In support of the Mayor's Clean Air Strategy, the Met was the first police service to introduce low and zero emission vehicles on a large scale. We are on track to meet our goal of 550 ultra-low emission vehicles by 2020, with currently just under 200 vehicles on the streets of London.

In Quarter 3, the Met Driving School completed a trial to establish the training need for response-driving of hybrid electric vehicles. The trial covered all variants of the technology to support the initial roll-out of 65 vehicles to frontline policing. It found no supplementary training was necessary. As a result, all current response drivers are permitted to drive any response category hybrid electric vehicle, meaning more officers will be able to use them.



Finance and Commercial

Quarter 3, 2018-19:

- Draft revenue and capital budget submission to the Mayor.
- First cohort completing "Finance Business Partnering Diploma" in line with objectives to professionalise service and support our staff.
- Update our Corporate Financial Governance Framework - including scheme of delegation, financial instructions and the scheme of devolved financial management.

• Publish draft financial assurance framework.	
• Budget submission was achieved within the GLA deadline. • Complete: 22 Finance staff attended the course in Quarter 3. • This work will be completed in Quarter 4 • An interim financial framework has been produced and shared with the CFO. Work is underway to produce a final version to coincide with the financial year end	✓ ✓ ✗ ✗
Quarter 4, 2018-19: • Development and delivery of a new Met 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.	
• The Value for Money strategy will be developed during Quarter 4. • Financial reporting continues to be enhanced through the development of OBIEE dashboards providing integrated finance, procurement and HR data. Additional licences to support financial reporting using <i>Excel4Apps</i> 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 and further recruitment activity to fill the remaining roles is planned. • The reserves strategy will be updated once the GLA approves the MOPAC/MPS revenue and capital budgets in February/March 2019	✓ ✓ ✓ ✓

Estates

Our estate transformation programme continues apace as we look to provide good quality accommodation that meets the needs of a modernised police service, whilst reducing our footprint and operating costs.

In Quarter 3 the foundations of the new Hammersmith Police Station building were completed. Hammersmith is one of our most significant new build projects, delivering a state-of-the-art facility for the Central West BCU, as well as some specialist units. The building will complete in 2020 and provide a modern, smart working environment, a new 24/7 front counter, new stables and expanded custody suites.



The substantial refurbishment of Charing Cross police station began in 2018, and the first floors were completed in Quarter 3, ready for occupation. The major redevelopment of Limehouse is now at detailed design stage. The Hendon Driving Academy, which commenced work on site in Quarter 1 of this year, will complete in spring 2019.

Our new Workspace Design Guide has been completed which provides a common design platform for all future new and refurbished buildings to meet our 'smarter working' requirements. This will enable buildings to be used more flexibly, supporting the reduction in the size of the estate through more efficient collaborative working.

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

There are currently 29 refurbishment projects at design stage within operational police buildings, including 24 active police stations. Over the course of this year, the concept designs have been



developed to detailed design stage for all these buildings, including all relevant surveys (asbestos, structural, MEP, 3D point cloud etc.).

Local senior leadership teams in BCUs have been engaged significantly to ensure the final proposals meet their needs, and that the construction phasing plan does not hinder the delivery of operational policing. The completion of the technical design stage is anticipated by March 2019, which will enable costing and procurement to follow.

