

Metropolitan Police Service BUSINESS PLAN 2018-2021



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1- Commissioner's foreword

London is rightly regarded as a fundamentally safe and calm city where the rule of law prevails. It remains one of the world's safest global cities and it has indeed become safer: over the past twenty years, the likelihood of being a victim of crime has fallen considerably. The rate of violence against the person in London is lower than in the rest of England and Wales. However, in the most recent years, in a break with the long-term trend, violent crime, particularly knife crime, sexual offences, robbery and some forms of cyber-enabled crime have become more prevalent.

This is a national phenomenon. And while the rise in offences has been more contained in London than elsewhere, this is not something any of us can be content with: the Metropolitan Police Service's mission is to keep London safe for everyone.

When I was appointed as Commissioner last year, I immediately focused the Met on bearing down on violence in all its forms. This is our highest operational priority and significant activity has already taken place with government, partners and communities. We have started to have some impact, particularly against gun crime and moped-enabled crime. Knife crime appears to have plateaued in the last few months, but it is still up 12 per cent from a year ago.

There is absolutely no room for complacency: this plan sets out the strategic and tactical actions we are taking, both preventative and pro-active, such as through our new Violent Crime Task Force with support from the Mayor of London.

The rise in offences is one of many challenges police forces across the country face. A growing population, rapidly changing demographics, higher income inequality and child poverty levels exacerbate these challenges in the capital. The London region bears the largest share of the organised crime threat to the UK and we manage a majority of the terrorist threats. The sustained rise in public order events is anticipated to continue. Fluctuating demand and threats create a complex policing environment. Like many of our colleagues across the country, we are at a critical juncture.

Policing today is a high-tech business. To police effectively we must seize the opportunities of digital technologies and data. By its nature, criminality is disruptive and will exploit the latest digital tools and applications. The use of smartphones is itself a major enabler of crime, from cyber-enabled exploitation to drug trafficking, and to its aggravating role in the rise of street violence. The exponential rise of digital material is driving demand in forensics towards unsustainable levels.

As criminals become increasingly sophisticated in their use of technology, we must be able to match this – to better even - with the right analytical and artificial intelligence tools whilst maintaining the highest ethical standards to preserve public confidence in our work. Innovation, machine learning and emerging technologies provide a range of exciting opportunities for policing. They also pose challenges in terms of the rapidly changing skillsets, workforce capabilities and the substantial infrastructure investments that they demand.

Advances in technology are also changing public expectations of service and accessibility. In response, we are becoming more accessible, in more ways. Our new Telephone and Digital Investigation Unit investigates one third of crime reports, many of which have been submitted online.

As set out in this plan, we are consolidating IT systems and implementing a new Command and Control solution, so that better data management translates into an improved service for Londoners. We are exploring predictive analytics to support local prevention. We are putting in place a cloud-based digital asset management system to securely share information with partners.

Our current level of funding coupled with increases in service demand still require us to prioritise resources intelligently and maintain a keen focus on improving efficiency.

Whilst we have a clearer short term financial position than we have been used to in recent years, very significant savings are still required. We know that productivity gains alone will not be enough to enable us to deal with the increases in volume and in complexity. We seek to provide Londoners with

the best possible service within the resources available to us. This means allocating the most appropriate response to the wide range of calls for service we receive, rather than using a blanket approach. Already, some victims, for example of low risk crimes, are now less likely to see a police officer during the investigation of certain types of crime and we know this is not universally popular. Within this context, we must not lose sight of our primary objective which is to achieve the best outcomes in the pursuit of justice and in the support of victims.

This plan describes how we are striving to change our culture towards an effective leadership style at all levels, clear roles and responsibilities, and a focus on high standards and good performance, for example through the new Heads of Profession roles. I want our values of professionalism, integrity, courage and compassion to be apparent to everyone who needs and accesses our services, and to everyone we work with.

Our new local policing model of twelve Basic Command Units will give us, in a resource-constrained environment, more resilience to deal with peaks in demand, and more capacity on prevention, community engagement and safeguarding. We have completed an ambitious mobility programme deploying 30,000 devices so our frontline officers can access our back-office systems on the move. The introduction of Mi Investigation, whereby our frontline officers undertake end-to-end crime investigations, will reduce the number of handovers and lead to greater clarity for victims.

We strive both to retain short term tactical flexibility and to make long term investments in our assets, most importantly in our workforce, our officers and our staff who I see, day after day, completely dedicated to the welfare and the safety of Londoners, and the drive to make things right.

To date we have been able to invest by selling and rationalising our estate. Our future ability to generate further income will be more limited. Keeping pace will require borrowing, often at risk. Costs, and increasingly revenue-based IT models will affect our capacity to maintain services in other areas. Will we be able to grow operational capacity in line with public demand? Or will we have to deprioritise some services even more? Decisions are hampered by the volatility we face in medium-term funding assumptions and by the lack of a long-term strategic funding plan at the national level. This can be seen most acutely in terms of our recruitment and retention activity, but it underpins all key decisions around the nature, scale and intent of our services.

The Met supports the capital's prosperity by strengthening residents and visitors' confidence in the safety of the capital in an uncertain global landscape; and by enabling a conducive environment for workers and investors alike to get about their business.

The Met safeguards the most vulnerable, tackling violence against women and girls, keeping children and young people safe, at a time where many of our key partners are facing profound challenges in sustaining their service offer beyond a legal minimum. From youth services, mental health services to provision for victims of domestic abuse, and as diversion activities for potential perpetrators are diminished elsewhere, the cumulative impact is driving demand on policing as the 'service of last resort'.

We invest in prevention, including dedicated police officers in each London ward, youth officers and schools officers. Our protective and pro-active work saves the public sector the disproportionate costs of redress and minimises the wider economic, social and emotional costs to communities.

London doesn't stand still, and neither do we. What is clear to me, from my first year as Commissioner, is that investing in policing is an investment in the stability, cohesion, well-being and prosperity of our communities. It is an expression of confidence in the future of our society.

Cressida Dick
Commissioner of Police of the Metropolis

2- Introduction

2.1 Our mission is to keep London safe for everyone

To achieve this, we will:

Focus on what matters most to Londoners

Violent crime tops the public's concerns and tackling it is our top priority. This includes terrorism, knife and gun crime, sexual offending, domestic abuse and safeguarding vulnerable people from predatory behaviour.

Mobilise partners and the public

We know that safety requires action and intervention beyond the police service. We will work with partners and communities to help keep them safe and support them in preventing crime. We will work harder to earn the trust of more young people and ethnic minority communities.

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 will do this by catching offenders and by ensuring victims of crime receive both justice and the support they need from us and our partners.

As an organisation, we want to lead 21st century policing and:

Seize the opportunities of data and digital tech to become a world leader in policing

We want to harness data and use advanced technologies to our advantage in the pursuit of criminals, rising to the challenge of a fast-moving data-driven digital age. We will make information and insight more accessible internally, and externally, to support evidence-based decisions and promote public confidence. We will strive to enhance our global reputation for excellence and expertise in policing.

Care for each other, work as a team, and be an attractive place to work

This means ensuring our officers and staff are well-led, well-equipped and well-supported. We will champion difference and diversity of thought so that we are an organisation people of all backgrounds want to work for, and one where they thrive. We will ensure officers and staff are clear about their role and can make a real impact; we will entrust them to make decisions, implement them and deliver their best.

Learn from experience, from others, and constantly strive to improve

We want to be better at learning from other forces and organisations, listening to feedback but also empowering officers and staff to test new ideas, learn, train and share insight so we all excel in our roles. By promoting a creative, open and reflective culture, by experimenting more and innovating, we will, with input from colleagues, partners and the public, improve our service to Londoners.

Be recognised as a responsible, exemplary and ethical organisation

We want to be effective, efficient and offer value for money, and to attract national and regional funding because partners know we make a difference. We also want to be recognised for our ethics, integrity, transparency and professionalism; and contribute to the sustainability of London and its communities.

Ultimately, our vision for the Met is to be the most trusted police service in the world. We contribute to making London the safest global city, we protect its unique reputation as an open and welcoming city, and we want Londoners to be proud of their police. But we know that trust and respect must be earned.

As individuals, we will earn this trust by being true to our values: **professionalism, integrity, courage and compassion.**

And together, we will achieve success by:

- **reducing crime**
- **building public confidence**
- **increasing victim satisfaction**
- **and strengthening the pride and engagement of our officers and staff.**

2.2 Context and challenges

The scale and complexity of our mission cannot be understated. London's population is now larger than it has ever been: there are approximately 8.8 million Londoners. This is projected to grow to near 10 million within a decade. Over the past five years London's population has grown by 500,000. The capital is now bigger than it has ever been – surpassing its pre-1940 peak population and, since 2015, New York City.

Londoners tend to be younger than the rest of the UK; the rate of child poverty is the highest in the UK; more than three million residents were born abroad, almost half of whom arrived in the UK less than 10 years ago; and the proportion of over 70s is increasing and will continue to rise.

London is also the world's most popular business and travel destination receiving 31 million visits in 2017, 12 million from the UK. London's greatness comes from its openness to the world, and this in turn has helped build the world-renowned institutions that have preserved its safety, stability and leadership.

London's success over the past two decades has brought with it sizeable challenges. The rise of inequality and the interplay of density, deprivation and vulnerability, all impact on how likely it is someone will be the victim of crime. We must engage with London's diverse communities – which for example include 270 nationalities - to better understand the city we police and to address the persistent gaps in confidence that different groups (such as white and black, Asian, and minority ethnic - BAME - groups, or young and older Londoners) have in the police.

We are also working with the National Police Chiefs' Council (NPCC) to ensure that we are prepared for any outcome of the negotiation between the UK government and the European Union on the UK's departure from the EU.

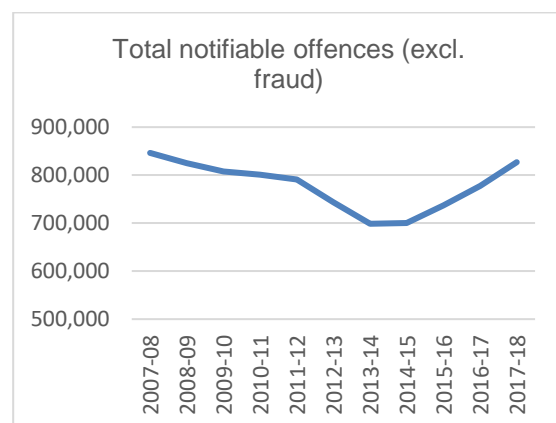
Advances in technology are changing social behaviour. The use of smartphones, particularly to access social media, continues to increase across all age groups, and change how people connect to, and access the public sphere and interact socially. Technology is enabling new types of crime, new approaches

to traditional crimes, and with the change comes an exponential growth in data.

London doesn't stand still, and neither do we. We need to be fit-for-purpose in a society whose needs have become more complex, and we need to be prepared in an environment that is more unpredictable.

The sustained reduction in recorded crime which London experienced ended in 2014-15. Last year overall crime in London - total notifiable offences - increased by 6.4 per cent (777,458 to 827,225 offences). London recorded increases in 13 of the 14 victim-based crime groupings, including large rises in robbery and theft from the person. Whilst many offences (such as burglary, robbery and theft) remain below their pre-2012 levels, the increases are a concern, despite the fact that many categories are, so far, rising less in London than in other parts of the country. In 2017, the rest of England and Wales experienced an increase of 15.1 per cent in overall crime.

There are worrying increases in high-harm and violent crimes, including knife and gun crimes, sexual offences, including rape offences, in reports of child abuse, and in youth re-offending rates. Bearing down on violence is our top priority. Achieving this is complex and resource-intensive. Together with partners, we need to get better at preventing violence and tackling these crimes; at reducing the unacceptable level of repeat victims; and we need to do more to protect vulnerable people and improve the outcomes for victims.



The threat level for terrorism in the UK is currently rated as severe. That threat is multi-dimensional and plots are becoming harder to detect with the increase of lone actors or low tech plots. We have increased our armed policing capability, but the need for specialist

skills creates capacity pressures that must be addressed.

We continuously review our approach, skills and capabilities to tackle new and emerging threats such as modern slavery, human trafficking and the changes in the types of crime facing Londoners, such as social media hate crime, fraud and cyber-crime. Previously traditional investigations, for example missing persons or harassment, now often include unprecedented levels of online and digital elements.

We want the Met to be fit for the policing challenges of a digital age, with data and technology more of an advantage to us than criminals. We have developed a clear plan to maximise our capability and capacity across functions and departments, to modernise the force as a whole and keep our resources focused on priority areas, whilst improving the service we provide to all Londoners.

In the past five years, we have become a much leaner organisation: delivering savings of £720 million between 2012-13 and 2018-19 and continuing to make 2.5 per cent efficiencies each year. Our 2011 estate comprised 650 buildings. Currently we operate from circa 370 buildings, by 2022 we will have 145. In 2011 we employed 14,800 police staff. Now there are less than 8,500, a reduction of more than 40 per cent, through process efficiency, prioritisation and outsourcing some services. This allowed us to limit the decline in officer numbers to 7 per cent.

We currently have just under 30,000 officers (from peaks of 32,000 in 2010-12 and 2015). Because at the time we were operating on a trend of less resources in real-terms, we had a reduced recruitment pipeline. Demand is now increasing, and in his 2018-19 budget, the Mayor made full use of the flexibility provided by central government to increase the London precept by up to £12 per household and use business rates to provide additional resources for policing. Our short-term financial position has become more stable and our planning assumption is currently for an officer workforce rising again to between 30,500 and 30,750 (between 2019-20 and 2021-22).

Over the last few years, some of the reduction in numbers was compensated by productivity gains: the roll out of mobile devices last year means there is no need for officers to return to the police station to log a crime or file a report, for example. We have tapered our services

where risks are limited (for example, removing Op Promote offer for victims of all crime to have the visit of an officer if they request it). But we have faced challenges in terms of our pro-active capacity and specialist capabilities (such as the national shortage of detectives).

Our longer-term resourcing is however less clear, making it difficult to plan. In March 2018 the Mayor's consolidated budget for 2018-21 set out our need to find further savings of £325 million over the years 2018-19 and 2021-22. Updating this position for the next four years, we are currently facing the challenge of finding £250 million savings over the years 2019-20 to 2022-23, of which we have identified (but not yet delivered) £55 million. Government – which provides 76 per cent of our resources - may at some point announce a new spending review that will determine departmental budgets from 2020-21. The Home Office and policing budgets are not areas of protected spending. The Policing Minister had also indicated the intention to relaunch a review of the police funding formula, aligning this to any new spending review. It is anticipated this would include a review of the National and international Capital Cities Grant which we receive to police events of a national nature (albeit it does not fully cover such costs).

Investing in modern equipment, digital tools, investigation and uniform services capability and capacity, training and upskilling our force require planning and a strategic approach. Given the timescales in recruitment and training, and the implementation of our transformation programme, a long-term settlement would put paid to the resource uncertainties we face, and provide a secure footing to meet the challenges and demands of increased threat and rising crime, delivering a service that retains the public's confidence.

2.3 Delivering for London

Our governance and delivery structure

The Met is responsible for maintaining the peace and is accountable in law for the exercise of policing powers, and to the Mayor's Office for Policing and Crime (MOPAC) for efficient and effective policing, management of resources and expenditure. At all times the

Commissioner and her officers remain operationally independent, in the service of the public.

The Mayor of London has a direct mandate for policing in London, through the Police and Social Responsibility Act 2011. As such, the Mayor is responsible for setting the strategic direction of policing in London through the Police and Crime Plan and meets the Commissioner on a regular basis. The Police and Crime Plan 2017-21 was published in March 2017 (www.london.gov.uk/police-plan).

The document emphasises the necessity for all partners, including MOPAC, the Met, the criminal Justice Service, local authorities and health organisations, to work together to support victims of crime - particularly vulnerable and repeat victims - and to ensure their needs are addressed.

We are working hard to help deliver its priorities:

- **A better police service for London:** delivering a police service Londoners need, in communities, online, at night and at work; increasing the protection for victims and vulnerable people; transforming the Met, making it fit for the 21st Century; and contributing to national policing.
- **A better criminal justice service for London:** putting victims first and tackling re-offending.
- **Keeping children and young people safe:** protecting and safeguarding young Londoners and supporting them when they are victims of crime; tackling knife crime; comprehensively addressing the problem of gang violence in London; preventing young people from getting involved in crime and addressing re-offending.
- **Tackling violence against women and girls:** better protecting women and girls; improving support for survivors of domestic or sexual violence; targeting offenders.
- **Standing together against hatred, intolerance and extremism:** protecting Londoners from hate crime; delivering better support for victims; preventing vulnerable people.

These objectives feed through into our Business Plan and into the prioritisation of our resources. We invest a budget of nearly £3.3 billion, deploying officers and staff to keep London safe for everyone, ensuring they have the equipment and capabilities they need.

Our Business Plan:

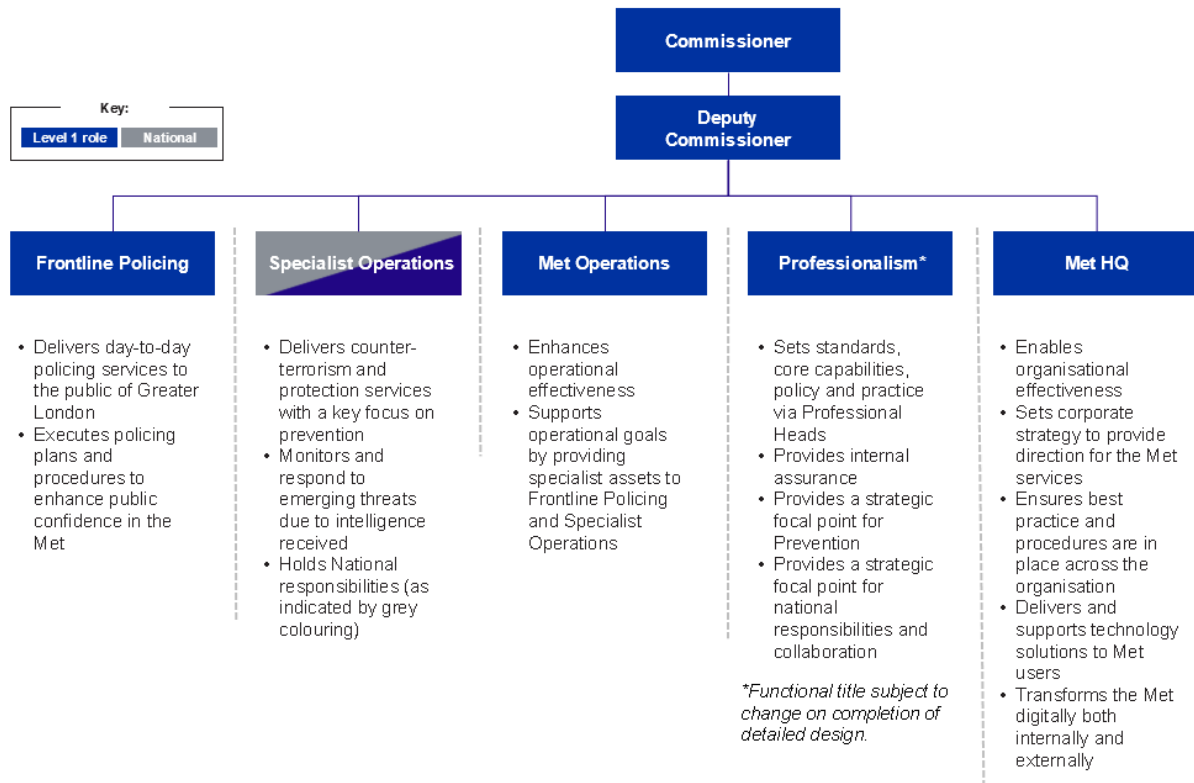
- shows how we will focus on what matters for Londoners and tackle violent crime
- details how we turn the Mayor's Police and Crime Plan and our long term strategy into operational initiatives and investment to protect London and keep Londoners safe
- coordinates the work of our business groups and directorates, and provides clarity of direction to our officers and staff and to our partners
- anchors our determination to mobilise Londoners and communities across the capital and to work with them to prevent crime
- articulates our key commitments for the next few years, and
- makes us accountable by setting milestones and performance indicators to measure, and report our progress.

We publish [quarterly progress reports](#) setting out how we are doing against our Business Plan. Progress is reported through our Performance Group, chaired by the Deputy Commissioner. Progress on our delivery is also scrutinised at MOPAC's Oversight Board which meets quarterly.

The Commissioner is accountable in law for exercising police powers and overseen by MOPAC led by the Deputy Mayor for Policing and Crime. The Mayor has not set fixed numerical crime reduction targets, albeit he is seeking year-on-year improvement, as well as positive impact against high-harm crimes (sexual violence, domestic abuse, child sexual exploitation, weapon-based crime as well as hate crime) and better outcomes for victims. MOPAC works with local authorities and the Met to define, annually, two local priorities which are relevant at borough level alongside an antisocial behaviour priority.

The Home Secretary has a specific role regarding the functions of the Met which go beyond policing London - for example, counter-terrorism policing and the national policing functions that the Met carries out.

The London Assembly holds the Mayor to account by publicly examining policies and programmes through committee meetings, plenary sessions, site visits and investigations. The Assembly's Police and Crime Committee examines the work of MOPAC, which oversees the Met. It also investigates key



issues about the police service including serious violence, front line policing, and counter-terrorism.

In addition, the Met is subject to rigorous scrutiny and checks by a number of bodies to ensure that that it is operating in accordance to its mandate. A number of these have statutory obligations including:

- [Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(HMICFRS\)](#) which makes judgments on various areas of the Met's activity, identifies areas for improvement and makes recommendations
- [The Independent Office for Police Conduct \(IOPC\)](#) which oversees complaints about the Met.

In Quarter 1, 2018-19, we are changing our delivery structure and streamlining decision-making, so the right decisions are made at the right level of the organisation.

Our business plan is delivered jointly by these four operational business groups and a headquarters function:

- **Frontline Policing:** will deliver local policing and specialist crime investigation

across London, responding to crime and disorder while working relentlessly to prevent and reduce this. This incorporates what was Territorial Policing but includes the transfer of the specialist crime units Homicide and Major Crime, Trident and Area Crime and Organised Crime command and online child sexual exploitation and abuse (CSEA).

- **Met Operations (Met Ops):** will deliver additional operational capabilities that reinforce Frontline Policing and Specialist Operations. This includes the deployment of central uniformed resources e.g. Taskforce, Firearms, Roads policing, as well as other specialist support services such as Forensics, Intelligence, Centrally and locally delivered support services.
- **Specialist Operations (SO):** Will continue to be responsible for the security and protection of London from terrorism, extremism and subversion. This includes pan-London and national functions, the Counter Terrorism command, the Security commands (aviation, protective security operations) and the Protection commands (Royalty, Parliamentary and Diplomatic).

- **Professionalism:** will drive continuous improvement of our professionalism and operational practices across the Met – including in Safeguarding, Investigations, Crime Prevention, Inclusion and Engagement - looking more to the future and cementing our connections with national policing bodies such as the College of Policing, Home Office and IOPC and NPCC.
- **Headquarters (HQ):** covers People, Commercial and Finance, Transformation, Strategy and Governance, Legal Services, Media and Communications and Digital Policing.

Our transformation programme

Like many public bodies, we work with constrained resources, increasing demand and a changing environment that require us to make policing in London ever more effective. Recognising the challenges and the opportunities to improve our services, we are currently in the midst of one of the biggest transformation programmes of any public sector organisation.

Our **Transformation Portfolio** aims to deliver transformation right across our functions and departments, to modernise the force as a whole, and keep our resources focused on priority areas, providing an effective and efficient service to all Londoners.

We have conducted an efficiency programme throughout our support services and estate, and made savings through better procurement and contract management. We have also become leaner: management ratios for Superintending and Inspecting ranks are now in the top quartile across all forces and we have the highest proportion of constables (76 per cent) as a share of the total officer cadre in England and Wales.

As a modern police service, we have shown that we can deliver transformation, having already saved substantially and drastically reduced our estate in the past years. We are proactive in the effective management of response, moving towards online and telephone reporting where appropriate; we are investing more in emerging threats.

In the past twelve months we have delivered:

- **A more visible neighbourhood presence,** with about 1,700 dedicated officers whose sole focus is to respond to the issues that matter to local communities (two police constables (PCs) as Dedicated Ward Officers (DWOs), and one Police Community Support Officer (PCSO) in all 629 London wards). These officers are tackling local priorities and anti-social behaviour, identifying people vulnerable to, or at risk of becoming involved in crime, and solving local issues.
- **A strengthened local police.** By regrouping a small number of boroughs to deliver core local policing functions (neighbourhoods, safeguarding, response and investigation) across borough boundaries, we can integrate and enhance our capability, and improve the safeguarding of vulnerable people with more officers dedicated to prevention. Management costs will reduce, which means we can maximise the availability of officers on the frontline. People, buildings, technology and fleet currently in one borough will be shared across a Basic Command Unit (BCU), making it easier to provide resources in line with each local area's peaks in demand. In addition, we have opened up access to a police career through direct entry superintendents, inspectors and detectives, attracting a diverse pool of applicants who may not have otherwise considered a career in policing.
- **Significant enhancements to our service.** Our new website offers relevant local information and prevention advice. It includes online crime reporting capability: 11 per cent of crimes are now reported online. A new Telephone and Digital Investigation Unit complements this, reducing demand on our response teams, allowing them to focus their efforts more effectively. Body Worn Video (BWV) cameras were rolled out to over 22,000 officers, more than any other police service in the world. By being the first British police service to share footage digitally with the criminal justice service, we have improved security, reduced the demand on officer time and saved £3.5 million per year in operating costs. Complaints and investigations can become more evidence-based with supporting BWV material.
- **Smarter Working** bringing a significant range of savings and qualitative benefits, including improved morale, officer visibility

and service effectiveness and efficiency. As a result of the rollout of 30,000 tablet and mobile devices, we have the ability over time to support our officers with better applications so they spend more time visibly assisting the public and less time in our buildings; we also expect to be able to better serve the public, with our officers having access to the right information at the time when they need it.

We have a clear roadmap that sets out our transformation plans to 2020. We have reviewed our processes and capabilities, our organisational, technological and digital strengths and weaknesses; and are constantly assessing future demand and current gaps to identify where change is necessary, where investments are required, and where benefits can be realised. We need to make further savings, whilst continuing to improve our operational effectiveness and efficiency in the face of increasing overall demand, higher expectations from the public and the added complexity of a digital age.

The objectives and initiatives from our eleven change programmes are integrated into this business plan with a particular focus on the milestones that will be achieved over the coming twelve months. Technology and estate transformation are some of the key enablers of that change, but organisational culture and learning, and good information management are also vital to make it a success. We have drawn up a longer-term strategy to 2025, which scopes further the key features, capabilities and behaviours that we will need to acquire to continue to stay ahead of criminals and provide the Londoners of 2025 the service they need from us.

Milestone:

Quarter 2, 2018-19: adoption and publication of our new Met Strategy to 2025, setting the direction and guiding our future transformation.

Mobilising partners and the public

We cannot succeed in isolation: policing is part of a collective effort with partner agencies and with the public that goes beyond law enforcement.

Our objective is to inform and involve the public in preventing crime, so Londoners can be proactive in keeping themselves, and their communities, as safe as possible.

Prevention demands meaningful engagement with communities and the mobilisation of all Londoners and it also requires an end-to-end approach across the public and private sectors. Tackling the drivers of violent crimes such as knife crime requires a major collective effort across London, from delivery agencies of course - from local authorities to the NHS - but also from voluntary community support organisations, parents, peers and the media.

The Mayor is well placed to convene, lead and instigate change and collaboration in many areas, and in doing so highlights the need for finding wider solutions beyond policing enforcement. We work with the Mayor and MOPAC through forums such as the London Crime Reduction Board and the Safeguarding Children Board to play our part in delivering more effective solutions to the challenges outlined in the Police and Crime Plan, as well as his new Knife Strategy and his Violence against Women and Girls Strategy.

We want to strengthen input from communities across London where a policing enforcement action alone is not enough - or even sometimes not the best way - to reach those concerned. Community integration and cohesion is essential if we are to root out extremism or violence. Our DWOs and schools officers play a critical role. By developing close links with local authorities, residents, parents and groups, we can reach the whole community more effectively. When members of a community speak out and challenge extremism or violence, it has more impact.

As an organisation and in our interactions with the public and victims, we want to be:

- A more accessible service where people can communicate with us in confidence, both within their communities and online
- A compassionate service that tackles crime but also works with partners to offer vulnerable and repeat victims the support they need
- An improved single end-to-end service for victims, where most reported crimes are dealt with by the same officer
- And a workforce that represents the people of London, inclusive, capable and flexible.

We will work with communities and the Greater London Authority (GLA) to enhance the longer-term prevention work. We will also look to strengthen volunteering opportunities, reviewing how we can best engage young people and Londoners more widely into active citizenship.

Our Volunteer Police Cadets (VPC) are our primary youth engagement and diversion Programme which is designed to provide a safe environment in which young people can thrive as individuals, develop positive relationships with the police, and actively support the communities of London through volunteering and social action. The Met VPC celebrated its 30th Anniversary in 2017 and during the last three years has seen a rapid expansion in numbers to over 5,000 – by far the largest in the UK. 29 per cent of cadets are defined as being vulnerable. 50 per cent are female and 55 per cent BAME.

We are in the process of recruiting 12 outreach Single Points of Contact who will be attached to the BCUs. Their role will be to act as recruitment advocates across local communities, plan recruitment events as well as engage with schools and colleges to develop outreach opportunities. They will be centrally managed to ensure consistency and won't be abstracted to perform other duties.

We are strengthening work with Staff Support Associations, with a sergeant role introduced to coordinate activities. One objective is to raise awareness of careers in the Met across communities. The Staff Support Associations are actively engaged in supporting and participating in outreach events such as the 'Pan London Youth Day' in Quarter 1 in Haringey, with circa 3,000 young people from across all secondary schools and 6th form colleges.

Engagement with tech companies has also become key in a number of crimes as the internet becomes an enabling tool for some offences, and online and mobile activity a

primary source of evidence in investigations. We have a strong relationship with some content providers, who do have the ability to flag potentially criminal material (e.g. extremist, gang-related or CSEA) and where they are regularly reaching out to us where there is clear evidence of criminality. We are working with them to remove the offending material and pursue offenders. This is often more difficult with the multiplicity of smaller start-ups who do not have the resources to police online. A continuing issue is also around the use of encrypted apps to browse, stream or disseminate extremist material, as well as the risks emerging on some platforms that lead to escalation and serious youth violence.



3- Focusing on what matters most for Londoners

3.1 Our Control Strategy

In a context of limited resources, it is essential we effectively align resources to priorities. In order to understand, analyse and prioritise, we assess the key risks to Londoners safety, against threat, vulnerability and harm (using a risk prioritisation process model called MoRiLE: Management of Risk in Law Enforcement). This exercise informs our operational, tactical and strategic responses.

Our Control Strategy 2018-21 identifies eight priorities for the Met to keep London safe for everyone. These are set out overleaf, and the Business Plan expands on our actions to tackle these issues. Alongside these threats, sit cross-cutting themes including “MOPAC local priorities”, “Gangs” and “Drugs”. These cut across all eight threats because they have established correlations, as drivers, enablers or aggravating factors.

This Control Strategy covers the next three years and is used to both direct resources and assets and to prioritise operations. We will review it on a six-monthly basis to enable new and emerging threats and issues to be incorporated.

A major driver of change is technology: how it is facilitating offending and the impact on Londoners:

- Internet connected devices are increasing at a rate of 12 per cent a year
- Guidance and tools to conduct cyber dependant offences are easily accessible through the internet
- The “dark Web” can provide an anonymously unregulated environment in which to conduct illegal transactions
- Digital currencies have become widespread
- The internet, and specifically social platforms, is often used to approach and entrap potential victims (Modern slavery, child sexual exploitation - CSE).

In short, crime with a cyber-enabled element is now so widespread and diverse, that the

tactics and expertise required to tackle it can no longer be the preserve of specialist technical units.

Crime is, by its nature, disruptive: it will exploit innovation, opportunistic loopholes, and technological advances. In recent years, even the more traditional offences have changed in nature and cannot be tackled the way they were ten years ago. This requires us to constantly “upgrade” our corporate and individual skills, expertise and capabilities.

To a large extent, this sets policing aside from many other public services or utilities – where the challenge is focused on managing volume, within a relatively defined set of parameters. With disruption at the core of criminal behaviour, we need to match some of the most advanced tech approaches, be an agile innovator and seize the opportunities of data and a digital age, whilst still managing the volumes of demand.



National threats	Terrorism (page 22)							
	Serious and organised crime							
	Prosperity: Economic crime, money laundering, fraud, bribery and corruption, cyber-crime Commodities: Drug trafficking, firearms and organised acquisitive crime Vulnerabilities: Child sexual exploitation and abuse; modern slavery and human trafficking; organised immigration crime							
Themes	Serious violence		Safeguarding					Organised acquisitive crime
Key Threats for London	Knife crime (page 17)	Gun crime (page 20)	Modern slavery / human trafficking (page 32)	Child sexual exploitation and abuse (page 26)	Serious sex offences (Inc. stalking and harassment) (page 27)	Domestic abuse (page 28)	Hate crime (page 30)	Moped-enabled crime (page 33)
Cross cutting themes	MOPAC borough priorities (ASB and, depending on the borough, burglary, violence with injury, robbery, common assault, theft) (page 35)							
	Gangs							
	Drugs							
	Professional enablers and corruption							
	Prisons							

The Met Control Strategy

3.2 Tackling serious violence

In 2017-18, violence against the person was up by 5.2 per cent (from 237,774 to 250,287 offences). Assault with injury increased only slightly in London last year, by 0.5 per cent (50,836 to 51,110 offences). All regions, including London, are seeing an increase in serious violence.

Whilst lower than the previous peak of 2003-04 (205), homicides were up by a stark 44 per cent in 2017-18 (from 109 to 157). Last year, 14 were as a result of the terror attacks that occurred at Westminster Bridge in March, London Bridge and Finsbury Park in June. But, the two main motives driving the increase were gang-related homicides and drug (dealing) related homicides (67).

The first quarter of 2018 had the highest number of homicides in London since the same period in 2006. Many of the violent offences and homicides are directly related to tensions between street gangs. More of those now involved in knife crime seem to be capable of extreme violence earlier, and violence escalates faster and with less provocation. This is a huge concern; the human cost of knife crime to victims and their families is all too evident. Such high-level offending also impacts on the confidence communities have in the legitimacy of policing.

Such homicides, often with multiple suspects and where some witnesses fear reprisal, are complex to investigate. We are seeing a blurring of witnesses, victims and perpetrators: it is becoming less clear who the aggressor is in an incident and, more and more often the majority of those involved in an incident were carrying knives. Our 2017 data shows that the majority of both the homicide victims and the suspects were previously known to the police, but that earlier police interaction does not in these cases serve as a turning point on the individual's path.

- Of 306 named suspects, 72 per cent had previously been a victim of crime and 26 per cent a victim of knife crime prior to the homicide investigation.
- Homicide victims previously a suspect in a Met investigation account for a majority of the teenage victims and the victims in their 20s. A large number of the victims had previously been known to the Met as a suspect in an earlier criminal investigation.

Drugs criminality is also resource intensive for the Met and causes significant harm to communities. Local policing plays a crucial role in identifying and acting on organised crime. But serious organised criminal groups also operate regionally, nationally and internationally. Working with the National Crime Agency (NCA), we tackle the organised crime groups responsible for harming individuals and communities (such as drug trafficking, violence, weapon smuggling and child abuse).

The Home Office published a [Serious Violence Strategy](#) in April 2018, which reaffirmed the link with the drugs market and the issue of County Lines. Drugs feed serious violence and are also believed to be a driver in the majority of acquisitive and serious and organised crime. Reporting has also suggested that vulnerable people such as missing persons and drug users, are more susceptible to being exploited by gangs to commit drug crime on their behalf.

Throughout last year, we upped our enforcement activity with a greater presence of uniformed officers on the street. We are continuing to increase the number of proactive operations. Specialist Crime officers provide expert advice and support on gangs, organised crime strategies and tactics to frontline officers. They have an important role in preventing terror, for example taking guns out of circulation, and they also support reactive responses to incidents when needed. In order to strengthen the local and central links, we have put in place 13 Local Organised Crime Advisors within local commands and Heathrow and City airports. They facilitate a flow of advice, expertise and intelligence between local teams and specialist organised crime teams on issues linked to gangs, human trafficking, money laundering and cybercrime amongst others. Some early results included the closure of large brothel and human trafficking networks, as well as significant drug seizures.

To tackle the challenge of serious violence increasing, we are prioritising tasking resources towards:

- Improving our strategic and tactical understanding of the serious and organised crime threat through enhanced use of the Organised Crime Group Mapping tool

- Pro-actively dismantling local drugs markets believed to be the drivers of violence in our communities
- Enhancing our approach to developing and responding to intelligence concerning the possession, supply and use of firearms
- Intensifying our response to the challenge of modern slavery and people trafficking; particularly through the use of County Lines to exploit young people involved in carrying drugs and the violent guarding of local drug markets, commonly outside of London
- Developing local Serious Organised Crime profiles and deepening the local understanding of issues and coordination of actions through the pan London Organised Crime Partnership Board launched in September 2017.

To strengthen our impact, we are bringing Specialist Crime and Local Policing closer together. Four specialist Operational Command Units are being transferred to Frontline Policing: Homicide and Major Crime; Online CSEA; Organised Crime Command and Trident. The final Frontline Policing structure will see these moved into four Specialist Crime geographical Hubs and pan-London Central Specialist Services.

Details of this Central Specialist Services model include:

- The creation of a central Offender Management strand with oversight of the highest harm offenders
- A new Economic Crime strand to begin joint working between fraud and criminal finance, and the creation of an Economic and Cyber Centre of Excellence supporting both cyber, criminal finance and fraud investigations
- A Vulnerability strand to share expertise to serve the most vulnerable victims of crime including modern slavery and serious sexual offences
- An enhanced Flying Squad with a flexible and refined focus on the highest risk operations, including kidnaps and armed robberies
- And a dedicated Major Inquiries capability.

Milestones:

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.

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.

Quarter 4, 2018-19: We begin the rollout of a new Intelligence Operating Model to improve service, bring intelligence closer to the customer and enhance collaboration with partners.

Knife crime

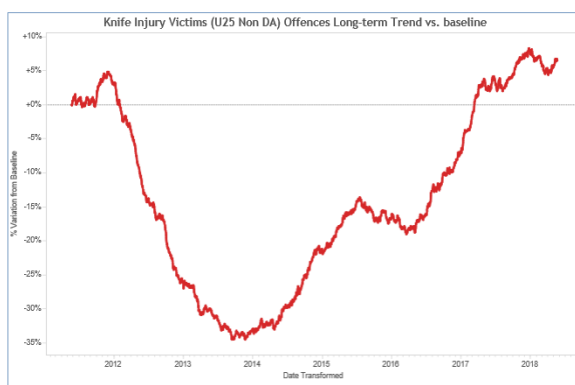
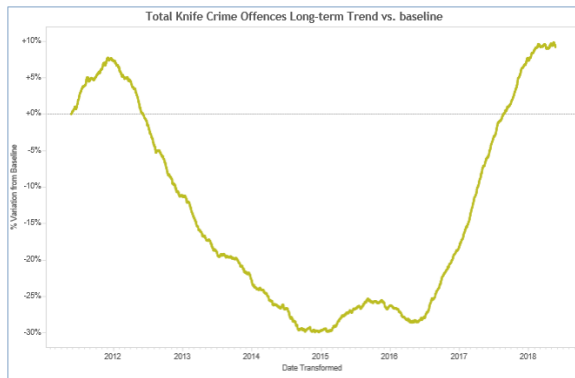
Knife crime offences in London are up by 21.2 per cent (12,115 to 14,680 offences) and knife crime with injury offences are up by 5.7 per cent (4,446 to 4,700 offences) from the previous year and 55 per cent since 2013-14. This is a national issue: similar, or indeed higher, rises are happening across the rest of the country.

In 2017-18, we invested significant additional resources to tackle the serious violence that affects young people. Under Operation Sceptre, we deployed an extra 80 officers in May 2017, both in uniform and plain clothing including super recognisers to aid the identification of key offenders, in two support units focusing on knife crime hotspots. To bear down on violence, we used a set of tactics that range from enforcement, diversion to prevention. We intensified activities, seizing record numbers of knives and guns and arresting people for possession of knives.

The data suggests we are starting to have some impact through robust enforcement: knife crime injuries to under 25s have stabilised (albeit they had doubled since 2013-14) and recorded offences to date this year have increased by 3 per cent compared to a 24 per cent increase in the same period last year. This does not mean efforts can stop.

Tackling knife crime is a key priority identified in our Control Strategy. Our multi-pronged approach includes hotspots patrols, targeted intelligence-led Stop and Search, as well as diversion and intervention activities delivered

with MOPAC and partners (such as Gang Exit) as well as a tagging initiative to reduce re-offending and wider offender management.



In June 2017, the Mayor published [the London Knife Crime Strategy](#), which highlights the central role that partnership must play in solving the problem of knife crime. The message is increasingly heard and partners are mobilised. With additional resources from the Mayor, we are investing an extra £15 million this year in our fight against knife crime. Supporting our policing activity, the Mayor is also investing another £15 million a year towards a Young Londoners Fund to help young Londoners at risk of getting caught up in crime.

Our objectives are to:

- **Reduce total knife crime**
- **Reduce the level of knife injury victims under 25 over the period 2018-2020**
- **And reduce knife-related homicides.**

Violent Crime Task Force

Additional funding has enabled a dedicated Violent Crime Task Force (VCTF) to be established. This provides a co-ordinated approach to tackling all violent crime across the capital, including – but not limited to - knife and gun crime.

The unit will deploy a range of preventative, enforcement and engagement tactics utilising a pool of 150 officers, supported by a team of civilian investigators. The VCTF is not the Met’s singular response to tackling violent crime, but is intended to provide surge capability to the BCUs. In addition, the unit is uplifted daily by officers deployable to BCUs to carry out locally allocated high visibility preventative tasks. The VCTF is also supported in its role by specialist units such as Operation Trident and Area Crime Command, as well as community partners. The VCTF will build upon existing partnerships and actively seek to perform joint operations with key stakeholders and partners from other forces and organisations. Agreed assistance from the British Transport Police and the City of London Police is taken into account which increases operational capacity further.

Overseeing the pan-London effort in tackling violent crime will be the VCTF Co-ordination Centre based out of the Special Operations Room (SOR) at Lambeth HQ. Co-located with the Met Grip Chief Function and consisting of Intelligence links, “command and control” and reporting functionality, the co-ordination centre will provide the information and oversight to the VCTF Command Team to enable the deployment of asset to areas of greatest need. It will also enable the dynamic assessment of risk and fast-time redeployment of asset to areas of increasing tension or risk of violence.

The £15m investment will also deliver improvements and increases in equipment utilised by officers in the fight against violent crime. These include additional unmarked vehicles; covert body kits (covert radio); digital cameras – evidential, recording equipment; HosTyDS (Hollow Spike Tyre Deflation System) and forensic-tagging spray for each vehicle.

The VCTF units will be deployed strategically based on intelligence and other information collated by the co-ordination centre. They will use a full range of tactics to identify, locate and confront street-level offenders, gangs and knife crime offenders and also have the

capacity to deploy fast. They will focus on street crime, 'quick wins' as well as manhunts or targeted "habitual knife carriers" enquiries, and as a result increase the number of offenders brought to justice. Officers will combine Stop and Search, Q-car tactics, and intelligence development of warrants, manhunts and surveillance. Extra police resources are currently deployed in the boroughs where the highest knife crime occurs. The VCTF will proactively assist BCUs and Specialist Crime operational units to disrupt violent crime and, in particular, weapon-enabled crime. The model for this activity is that of previously successful 'Strong Box' operations supporting boroughs with central dedicated assets for defined periods which results in disproportionate positive impact. In parallel, Operation Trident will continue to work on longer term deployments targeting organised crime networks.

The VCTF command team hold a daily "Grip & Pace" meeting which reviews and evaluates activity and intelligence. A daily Violent Crime Strategic Briefing Report is compiled giving an overview of the previous 24-hour activity including performance indicators such as numbers of Stops and Searches, warrants, arrests and items seized.

There is a need to increase intelligence around the groups of offenders in order to support and progress diversion and partnership intervention. We will need the support of BCUs and the local intelligence teams to dig down into local knowledge of their street crime offenders. Complementing this, all BCUs have local knife crime plans that drive activity, resources and coordination with partners and communities.

The VCTF will continue operations such as community weapons sweeps, knife surrender scheme, test purchase targeting the shops and markets that sell knives to children as well as intelligence-led Stop and Search. At times of increased risk the VCTF convoy tactic will also be deployed.

Stop and Search can be an important tool in tackling knife crime, and we need to make sure communities understand and support this. Encounters are now recorded on BWV to ensure and monitor the quality of the interaction. The Met has in place an internal programme board, which helps develop best practice. We publish the data for community scrutiny. Training for officers has been re-designed to focus on delivering a quality and

procedurally just encounter rather than solely legal compliance. For operational officers and their supervisors, new training also includes an input on unconscious bias.

But to tackle the roots of violent crime requires a whole partner and community response. Local community safety partnership (CSP), knife crime and violence plans are currently being reviewed and redrafted in conjunction with MOPAC. These are intended to be the backbone for delivery of violence reduction locally. We will continue to push social media companies to take down gang videos. We will carry on our work with analysts from the Home Office, Office for National Statistics, MOPAC and London boroughs to delve into millions of records and data for additional insight into the drivers of violence and its prevention. We are broadening our existing Knife Crime Delivery Group into a pan London Violence Board with senior representatives from across the Met, British Transport Police, City of London Police and MOPAC.

Milestones:

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

Quarter 2, 2018-19: full recruitment of uplift officers into the VCTF complete and operational from four bases across north south east and west London.

Quarter 2, 2018-19: VCTF Co-ordination Centre fully operational.

Quarter 2, 2018-19: BCU CSP Plans implemented and reviewed.

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

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.

Gun crime

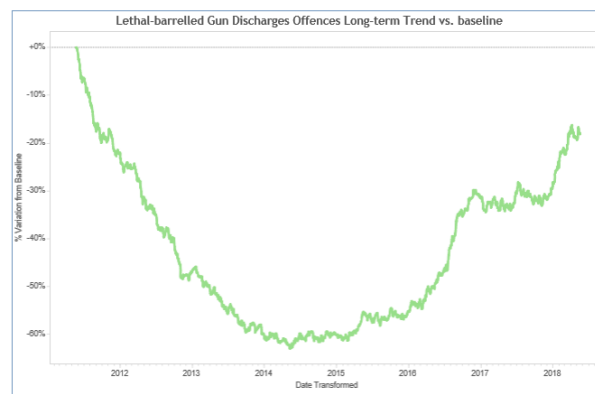
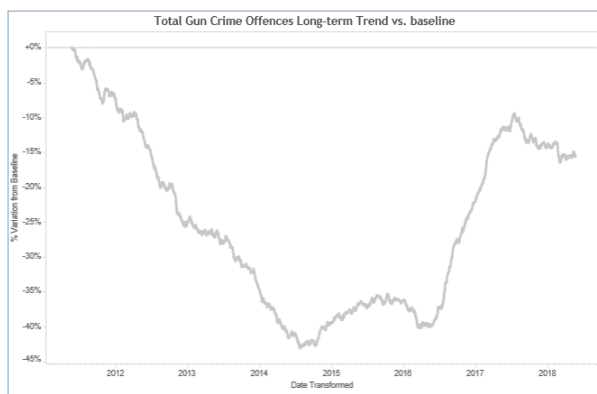
Gun crime offences are down by 4.6 per cent from the previous year (2,553 to 2,435 offences), although there has been a 23.3 per cent increase in the discharge of lethal barrelled guns (from 313 to 386) and these offences have more than doubled in the past five years. There was a small drop (14 to 13) in the number of shootings resulting in death.

Again, the medium-term increase in gun crime in London reflects a national picture and we are concerned that both weapons and ammunitions appear to be more readily available to criminals. The increase in Met seizures in each of the past three years – rising to a record 1,000 last year - suggests the problem is enduring. We are also seeing a wider variety of weapons, including automatic weapons, produced outside the UK suggesting that despite work to improve border protections illegal firearms are entering the country and the hands of London criminals.

Approximately half of London's gun crime is gang related and it is worth remembering guns are more commonly used against property than people. However the use of firearms by terrorists in other European cities in recent years has added to public threat posed by a greater availability of illegal firearms. For this reason we have been working closely with colleagues in both the NCA and counter terrorism policing to pursue criminals supplying and using firearms.

Using a combination of reactive and proactive investigations, and deterrent or disruptive operations, **our objectives are to:**

- **reduce the number of shootings**
- **remove weapons from criminal hands**
- **stop the supply, and**
- **prosecute offenders.**



Just as important, is the work undertaken with partners to prevent people from committing gun crime in the first place and to provide ways out of a criminal lifestyle that is likely to lead to an individual becoming either a victim or a perpetrators of violent crime.

Core activity to tackle gun crime is driven by the Trident gangs command working closely with local officers across London and Firearms command as well as a wide range of other specialist units. Trident investigates all non-fatal shootings to bring those responsible to justice but is also working with national partners such as the NCA and National Ballistic Intelligence Service to build clear pictures of the activities of gun criminals and illegal armourers. This helps restrict the supply of weapons in London.

Intelligence forms a vital part of our activity to tackle gun crime. We use it to target priority firearms offenders and to direct disruption activity such as Operation Viper into the areas of London which suffer most the harmful effects of gun crime. Viper teams combine officers from local policing commands with firearms officers and the Met's Taskforce to conduct high-visibility armed patrols, pro-active Automatic Number Plate Recognition (ANPR) operations or weapon sweeps.

Viper supports and advises boroughs impacted by gun crime and targets prolific firearms offenders, making arrests and executing search warrants. It also works to educate young people about the dangers of carrying firearms.

All relevant intelligence is co-ordinated through the Firearms Threat Assessment Desk. A dedicated team seeks to ensure that all opportunities to disrupt supply of firearms are fully exploited and a local lead drives activity to foster the trusting relationships with our

communities that allow intelligence to flow to the police.

If necessary and possible, officers will use 'Achilles-heel' tactics to pursue high-harm offenders for lesser, non-firearms offences or recall to prison. We have had significant success recovering firearms, drugs and cash using this approach.

Trident takes a broad approach to prevention which includes identifying vulnerable people linked to gang activity and working with partners to help them. Working with MOPAC, we are also seeking to broaden the type of diversion programmes available in London. Work to this end is ongoing with a number of charitable organisations.

Trident, working with schools officers and colleagues in the firearms command has an extensive schools programme to engage with pupils, teachers and parents on issues including gun crime. Our successful DIVERT programme which seeks to help offenders in police custody into employment or education has been extended from its Brixton pilot site to Tower Hamlets and will soon be extended again to three further custody facilities. Information on these programmes will also be delivered within newly formed BCUs, to include a refresh to local officers, and raise skill and competence levels with complex proactive investigations targeting high harm offenders.

Operation Domain has been identifying online videos linked to gang violence and gun crime and working with the digital industries to take them down.

Officers liaise closely with the Probation Service to ensure intelligence is shared effectively, offenders are appropriately managed and recalled should they offend.

We are also developing our approach to protecting major events, such as the Notting Hill Carnival which has at times experienced spikes of serious youth violence within localised groups. This includes the use of technology such as knife arches to discourage weapons of any kind being carried. We are working with local authorities to ensure the licensing process takes into account incidents of gun crime.

Officers work closely with both firearms retailers and gun-owners to reduce the likelihood of legally held firearms entering the

criminal supply. We work with the medical profession to ensure firearm injuries are reported to police. We encourage the public to surrender firearms so they don't fall into criminal hands. The last surrender saw 350 guns of all types and nearly 40,000 rounds of ammunition handed in.

Milestones:

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.

Quarter 3, 2018-19: we will roll-out the DIVERT programme to three additional custody suites.

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.

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.

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.

Terrorism

In 2017-18, policing in London faced unprecedented demand: the terrorist attacks in Westminster, London Bridge and Finsbury Park required huge deployment both in the immediate incident response and in the management of the aftermath, investigation, public reassurance and reaching out to London's communities. In September 2017, the Parsons Green incident highlighted again the shift in the terrorist threat the country faces.

The attacks placed a significant stretch on our organisation – in terms of manpower and funding, on counter-terrorism (CT) police and also neighbourhood officers. But they demonstrated that our capability programme (Strengthening Armed Policing) is having the intended operational effectiveness demonstrated in the enhanced armed response we were able to provide. And they also showed how countering terrorism requires a whole Met response: in undertaking investigations, reaching out to London's communities and keeping up our everyday 24/7 response across the capital. Even in a "business as usual" context, CT depends on having the capacity in place in Frontline

Policing (community engagement, disruption, visibility and intelligence) and taskforce capabilities.

The past three years have seen the number of arrests for terrorism double compared to the previous three years. At this moment there are over 600 national CT investigations encompassing Islamist, extreme-right wing and other motivations comprising more than 3,000 subjects of interest and a legacy of over 20,000 individuals who featured in past terrorism investigations.

London remains a prime target for terrorism and domestic extremism due to its iconic landmarks, economic significance and roles as both a popular tourist destination and the seat of government. London's complex landscape of diverse communities, state visits, sporting events, VIP movements as well as key economic and travel infrastructure make-up a dynamic environment and a rapidly evolving threat picture that we need to keep pace with. We see a number of different and enduring terrorist threats. Whilst Islamist terrorism remains the most severe there is a growing threat from extreme right-wing terrorism. Terrorists can adopt simpler and more readily accessible attack methodologies with sophisticated propaganda and subversive strategies reaching into our communities. The ease and speed at which vulnerable people can be radicalised through online propaganda and then move to attack planning is a major challenge.

CT policing in London has strong capabilities, resilience and preparedness. We will continue to evolve and build effective capabilities to keep communities safe from terrorism and safeguard individuals vulnerable to terrorist propaganda. We remain committed to our mission to keep people safe from terrorism in London by protecting the public and stopping attacks. In doing so, we will support the four strands of the government's refreshed [counter-terrorism strategy \(CONTEST\)](#) published in June 2018. The strategy, which responds to the growing and changing threat, reflects learning from the CT Policing and MI5 [Operational Improvement Review into the 2017 terrorist attacks](#) (overseen by David Anderson QC), and will be underpinned by new legislation to enable the police to disrupt terrorist threats earlier. Key areas of focus include: piloting multi-agency centres, which will enhance our ability to use and share data and intelligence more widely; working more closely with partners such as local authorities



to improve understanding and capacity to intervene early on with those at risk of involvement in terrorism; work with the private sector on a range of issues including protecting the economic and physical infrastructure, continuing to make it difficult for terrorists to use the internet for propaganda and communications; and expanding the Desistance and Disengagement Programme a new element of Prevent. A refreshed National Policing Counter Terrorism Strategy has been sequenced with the launch of the latest version of CONTEST, and will articulate how CT policing will deliver its responsibilities within it.

We will take steps to complete the move to a single site for counter terrorism and ensure it is integrated with partners.

The British model of community policing and our positive relationship with the people we serve is critical to countering terrorism and supporting those vulnerable to radicalisation. We will continue to build and enhance the trust and confidence of the public by providing front line community engagement and protecting vulnerable people.

Three major communications campaigns will be launched to inform internal and external audiences of the threat and how they can help mitigate it through being vigilant, reporting suspicious activity or taking steps to keep safe in the event of an attack.

In supporting the four strands of the national counter-terrorism strategy, our **objectives are to:**

Increase awareness amongst partners of the joint safeguarding duty and referral pathways through supporting multi-agency training (Prevent):

- Ensure that referral pathways maximise the opportunities presented by the new BCU model
- Build on learning from pilot work to embed the role of local authorities in prevent case management and access to mental health provision
- Work with the Mayor to support the outcome of his emerging Countering Violent Extremism programme.

Deliver the Operational Improvement Review recommendations (Pursue):

- Respond to the growing extreme far-right terrorist threat by bringing the skills and

techniques of MI5 alongside those of the police

- Improve data analytics to spot behavioural escalation within the large cohort of former subjects of interest
- Go beyond existing national security community relationships to enable the widest range of local partners to play their part in managing the risk from former "Subjects of Interest".

Protect and Prepare:

- Develop a more integrated relationship with the private sector to augment our protective security work
- Work more closely with industry to improve security at venues in the UK, gain faster alerts to suspicious purchases and address vulnerabilities in our infrastructure or in products that terrorists exploit
- Deliver tactical training and exercising to ensure that armed officers can respond to a range of scenarios in line with national planning assumptions.

Beyond our dedicated CT capability, mainstream policing makes a vital contribution against terrorism:

- local policing, especially at the neighbourhood level, in prevention, community engagement, disruption and intelligence. Specifically, intelligence can come from ward officers or meetings, schools officers, mental health liaison and Frontline Policing's direct links into key sections of the community. The vast majority of community integration and cohesion activity is delivered by neighbourhood policing. Frontline Policing provides the business community links at a local level. It also manages local readiness testing and exercising activities with borough stakeholders and employers (including support, contacts and key stakeholder links for effective Griffin and Argus events, i.e. business measures to improve resilience)
- work on serious crime given that some CT offenders are connected into a local criminal history involving, for example, gangs or fraud
- work with the NCA to combat organised crime. Whilst there are virtually no overlaps of subjects of interest between CT and Organised Crime, systemic issues such as illegal immigration and firearms supply require a robust response given the risk they pose to aggravating the CT threat

- capabilities at all levels in the cyber and digital space
- resilience and preparedness of forces in responding to terrorist atrocities.

It is important that the gearing between CT policing and wider policing is kept in step so that the intelligence and law enforcement machinery can maximise its collective effectiveness to keep the public safe.

Milestones:

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).

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

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.

Quarter 1, 2020-21: first teams relocated into our single CT Hub. Work is currently conducted from multiple buildings meaning co-ordination can prove difficult. The purchase of Empress State Building provides us with a medium to long-term solution, and allow for more efficient sharing of capabilities.

3.3 Safeguarding

The police have often been considered the service of last resort; yet with public services working within the parameters of constrained resources, demand for a police response has grown even wider, making us often a service of first resort as well. Budgetary savings and disinvestments have tended to weaken London’s resilience in areas such as youth programmes, crime diversion, safeguarding and social services. As a result, the typical day of a Met officer is considerably different than it was ten years ago, with safeguarding accounting for a higher proportion of the needs officers and staff must respond to.

Aside from responding to calls about crime and disorder, our officers now get involved in a far wider range of activities. The Care Act 2014 reinforced the role the police plays in safeguarding adults. We safeguard people by extending our reach and meeting their specific needs, preventing harm by protecting the vulnerable and managing the dangerous. Our work needs to convey the values of care, compassion and commitment that we hold.



In line with the Mayor's Police and Crime Plan and with our Control Strategy, we are dedicating more resources and specialist skills to safeguarding. Over the past few years, we have increased these capabilities, our Community Safety Units (CSU) for example have gone from 550 to 927 dedicated staff.

In keeping London safe for everyone, we must address disparities in needs and in vulnerability. Crime, and the impact of crime, is not evenly spread across Londoners and communities. Two million of London's residents are 18 or under (23 per cent of the total) and 33 per cent are under 25, and younger people are the most likely people in London to become offenders and victims of some crime types: we recognise how tightly interwoven violence and vulnerability can be for young Londoners. And within this group, young black males make up a disproportionately high number of victims of knife injury crime. Investing in prevention and early-years activity is essential to our success. We are increasing the number of officers working with schools on youth engagement and identifying young people most in need of support, intervention and diversion.

Ultimately, by focusing closely on priorities linked to vulnerability, we help tackle the crimes that cause the most harm, and, with our partners, address the risks of repeat victimisation. A growth in demand on police services from domestic abuse, sexual offences, child protection, mental health and hate crime - together with a critical assessment of some areas of our delivery - has led us to review how we best protect vulnerable people.

In 2017-18 we put in place a Safeguarding Framework and Board to oversee impact and performance. A Commander Head of Profession for Safeguarding now brings together the many strands of activity encompassed within safeguarding (such as abuse and neglect of vulnerable adults; mental health, drug and alcohol dependency and suicide prevention; missing people; harmful practices; domestic abuse, stalking and harassment; hate crime; young offenders; child sexual exploitation; online and off-line child protection; criminal exploitation of children; modern slavery and human trafficking; sex-workers, rape and sexual offences).

We are investing more in prevention and problem solving; working closely with partners to identify risk and signpost vulnerable people

to the appropriate agency to provide support; and embedding our safeguarding service in neighbourhood policing so that victims receive the appropriate level of support and care.

In 2018-19, our rollout of the BCU model will strengthen this approach by further increasing our safeguarding capability with more officers dedicated to prevention. Responding to identified risks around a lack of coordination, internally and with external agencies, we are moving to a single point of referral for victims into police services for domestic abuse, child abuse and sexual offences, working with local authorities and partners in social and health services.

Our objectives are to:

- **improve consistency of service across safeguarding crime types and across London:**

Existing structures have limited our ability to operate with a fully consistent approach across London. The fragmentation of safeguarding investigation teams - CSUs, Sapphire (investigating rape and serious sexual offences), CAIT (Child Abuse Investigation Team) and borough teams for lower level sexual assault and Level 1 CSE - can create silos and missed opportunities, limiting our ability to share local good practice across the whole organisation.

As we rollout the BCU model across London, safeguarding will become a cohesive, locally delivered, specialist service. Services will be integrated, offering a single "front door" model for vulnerable children and adults, the investigation of domestic abuse, rape and sexual offences and child abuse. This means for example that investigation units will be capable of responding to different crime types within a family unit. Led by one Detective Inspector in each BCU, the strand will bring together Multi-Agency Safeguarding Hubs (MASHs) and CAIT referrals, Police Conference Liaison Officers (PCLOs), Researchers, CSE Level 1 referrals and mental health. It will also join-up the safeguarding service with neighbourhood officers and PCSOs who are at the frontline of protecting vulnerable people.

- **Expand capability and serviceability:**

The BCU model increases the number of officers working on safeguarding issues, and

those working in schools and with young people. The structure also aims to strengthen leadership, improve problem solving, early intervention, appropriate referrals and our targeting of high-harm offenders. It will comprise more than 1,800 constables, 300 sergeants, 81 inspectors supported by staff. We conducted a Training Needs analysis around the new model, and new courses are commencing in Quarter 1, 2018-19.

- **Become more efficient and improve victim service:**

The BCU structure will create more flexible larger safeguarding units allowing resources to match the fluctuation in demand and in type of demand, as well as the complexity of offences. The mobile technology deployed in 2017 will also enable an improved service. For example, all officers attending domestic abuse incidents must complete a DASH within a “124d” form (a domestic abuse, stalking and harassment risk identification, assessment and management model). Dip-sampling over the past two years showed that whilst 80 per cent were completed to an adequate standard, there was scope to improve this. A digital 124d has been developed that will populate all investigations flagged as domestic abuse. This provides the officer on the scene with tips and prompts. The digital DASH prevents the user from navigating past a response without making a free text entry. Its piloting has shown to increase accuracy of recording to 100 per cent. This has now been rolled out across London. Similarly, officers can now request the 999 recording to be sent to them electronically, allowing it to be played in interview and provided more easily to the Crown Prosecution Service (CPS) when seeking charging advice.

Child sexual exploitation and abuse

In 2017-18, there were 12,208 offences of child abuse, 10 per cent involving repeat victims. Around 75 per cent of the offences were related to violence and 25 per cent were sexual offences. In the same year, there were 3,235 CSE offences.

Over the past three years there have been significant increases in reporting in this area. Increased partnership work, improved knowledge and awareness within schools and

youth groups, and the scrutiny of official interventions have contributed to the greater number of referrals. Every month we receive more than 1,000 child abuse allegations.

This is a complex and demanding area. Operationally, CSE can cross over multiple other crime types such as missing people, county lines, human trafficking and modern slavery. As children at risk come to the police’s attention, a “Child Protection Plan” is set up and managed by one of our PCLOs. At any one time in London, around 8,000 children are on a protection plan, at risk of violence or abuse.

Our approach on local cases (Level 1 and most Level 2 offences) has lacked consistency across London, as has the size, expertise and make-up of our borough CSE teams. The new BCU operating model for safeguarding will help address this, for example bringing PCLOs closer to children social care services in MASHs.

From Quarter 1, 2018-19, we are piloting a bespoke safeguarding course that will be delivered to all staff on BCU safeguarding hubs. This forms part of our ambition for all hubs to have the ability and capacity to flex staff across areas (CSU, CAIT, Sapphire, Missing etc.) recognising the linkages between crime types and the need to raise expertise more widely.

CSE is a focus of the Mayor’s Police and Crime Plan and, as highlighted by HMICFRS inspections, an area in which we acknowledge we need to continue to improve, particularly at a local level. We strengthened governance over the past year. We set up an internal inspection team to look at the quality of our response to cases. The team also runs a monthly performance meeting to hold local command units representatives to account on inspection findings and their actions to improve performance. This team is concentrating on:

- reviewing how cases are assessed and referred to ensure our processes are robust and provide the right response to individual cases, and
- improving training to ensure officers and staff in borough units - and not just specialist units - have a clear understanding of the complexities in areas like missing children, CSE and indecent images, and are very clear about our standards of service and response.

We are continuing our internal campaign about child safeguarding “Spot It to Stop It” to challenge police officers and staff to think about the signs that a child may be at risk of harm, at every incident they attend and during every investigation they conduct. The 12-month campaign will conclude in Quarter 2, 2018-19 having pushed up awareness of the issues to officers at all levels of the Met, and supported the delivery of the recommendations made by HMICFRS into child safeguarding. The campaign covers missing children, child abuse and children who are drawn into gangs and crime and criminally exploited. We also are continuing work to ensure local officers are aware of who the high-risk registered sex offenders in their borough are. We know there is further progress to be made in this area. We are using information management to better identify those who pose the greatest harm, and we will continue to push for further progress at all levels of the organisation in delivering the best service we can in preventing, identifying, tackling CSE and working with partners to improve outcomes for vulnerable children.

Milestones:

Quarter 2, 2018-19: increase internal and external awareness and engagement, and develop and publish CSE focused material that raises awareness and encourages an increase in reporting.

By Quarter 3, 2018-19: A joint research and development initiative with the University of Liverpool will bring an improved risk prioritisation tool online helping identify the highest harm offenders. It will be mandatory for every Sexual Risk Orders (SROs) / Sexual Harm Prevention Order (SHPO) application and before any court action is started. We aim to digitalise this process to enhance productivity and enhance accountability, ensuring accurate records and performance data on SROs is retrievable.

Quarter 3, 2018-19: commence delivery of the amalgamated course for Sapphire/CAIT officers, to be extended to all CSU officers to reflect the expanded remit of the units.

Quarter 3, 2018-19: deliver CPD training to all CSE officers providing bespoke support and updated guidance, to improve practice and performance within BCUs and specialist teams.

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

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

Online CSE is also a rapidly emerging and expanding strand which reflects the changing nature of the crime. At the most serious level, paedophiles are using increased mobility and anonymising technology to evade law enforcement. We must equip our officers to investigate this type of crime and this needs investment from government in national, regional and local law enforcement. We also need the online industry to design out offending opportunities - this can be done, but is simply not happening enough.

At a local level, this can include less complex offences of “peer group” offending where indecent images are taken or shared by consent, but then shared more publicly. These cases require a different skill set, and work is underway to help address this, for example through Safer School Officers.

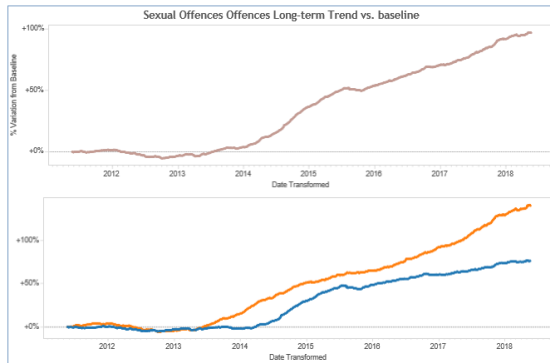
Serious sexual offences

In 2017-18, sexual offences were up by 11 per cent (17,880 to 19,854 offences); within this category, recorded rape was up by 19 per cent (6,510 to 7,755 offences) and other sexual offences by almost 7 per cent (11,370 to 12,147 offences). London and the rest of the UK have experienced substantial year on year increases since 2014. The reporting of non-recent offences has also tripled since 2013.

In these offences, almost all offenders are reported as male, and the vast majority are the partner or ex-partner of the victim or someone they know. Only 16 per cent reported the offender as a stranger.

Reporting increases are thought to be the result of a greater willingness of victims to come forward, in parts believed to be driven by improvements in police practices, the provision of increased support for victim through

partnership work, an improved service for victims and the high profile nature of some recent cases.



MOPAC’s research suggests there remains an acknowledged underreporting of sexual offences. We have been working to address under reporting of offences within some communities, including through a social media campaign: #ITSNOTOK. We will continue to campaign through the year, including as part of wider initiatives such as the national sexual abuse and sexual violence awareness week, to highlight the help we can provide to all victims of sexual violence, including working to bring perpetrators to justice.

In March 2018, MOPAC published its new [London Strategy to tackle violence against women and girls](#) (VAWG Strategy), working towards better services for victims of sexual abuse, tackling harmful practices (such as female genital mutilation) and using technology such as BWV to counter attrition in domestic abuse prosecutions. We supported MOPAC in this work and will continue to do so.

Stalking Threat Assessment Centre

We are working with MOPAC and partners (Suzy Lamplugh Trust and Barnet, Enfield and Haringey Mental Healthcare Trust) to establish a Stalking Threat Assessment Centre. This is a two-year pilot to create a behavioural change programme for offenders. The centre will review incoming stalking cases on a daily basis, with referrals coming in from mental health teams in London boroughs as well as from the Suzy Lamplugh Trust. Our overall objective is to determine the best way to reduce recidivism in stalkers.

Improving disclosure

Recorded rape offences have doubled over the past four years, in part reflecting growing confidence in reporting from the victims. This increase in volume has been compounded by an exponential growth in digital evidence (such as text messages) for each individual case, particularly in cases where the two parties, as happens in most serious sexual offences, know each other. Recently, in the R v Allan case, there were 44,000 individual messages to review. Following the collapse of this, and other rape trials late 2017, in which potentially vital evidence contained on mobile phones and other digital devices had either not been fully examined or not shared with the defence, we allocated 120 officers to review 600 sex assault cases, including all rape cases heading to trial. We are now using this audit to strengthen our future processes through a joint CPS/police disclosure improvement plan, which mirrors the national plan. A number of actions have already been completed, training, dip sampling of cases, creation of a Case Management team and Disclosure champions. A number of actions are due to be completed in the next six to twelve months, awaiting the national plan, such as the review of CPS and police digital management plans.

Milestones:

Quarter 2, 2018-19: we will put in place a centralised Case Management team to review case content in not guilty bail cases and quality prior to submission to the CPS

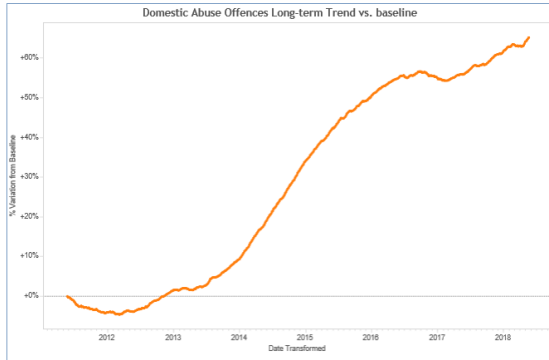
Quarter 3, 2018-19: the Stalking Threat Assessment Centre goes live

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

Domestic abuse

The Crime Survey for England and Wales shows that, for the year ending March 2017, 5.9 per cent of adults aged 16 to 59 had experienced domestic abuse (7.5 per cent of women and 4.3 per cent of men). In London the reported prevalence rate is one of the lowest: 4.7 per cent of women and 3.2 per cent of men. In addition, the survey estimates that, against the national average, we capture a relatively higher proportion of all the domestic abuse that actually occurs.

Numbers increased sharply between 2013 and 2016, but that trend has slowed down over the past two years. In 2017-18, there were 142,722 individual reports classified as relating to domestic abuse (a slight decrease from the previous year), roughly half (78,620) of which translated into recorded offences (slightly more than the previous year).



Our objectives are to:

- **Encourage victims to come forward**

We recognise the severity of the impact of domestic abuse and the need to treat it accordingly. We will continue to raise awareness of it through internal and external communications campaigns, and partner with charities to address the factors that lead people who experience domestic abuse to not report their experiences. We are working to increase awareness of domestic abuse in the workplace, and we are also developing our insight into parental abuse, with the Universities of Manchester and Oxford into the increasing prevalence of children (including adult children) abusing their parents.

- **Provide the best possible response**

It remains a priority to keep response standards at the highest possible level. The quality of the initial interaction with response officers is very important, so we will continue to invest in training, supervision and monitoring to ensure the right immediate support is given to victims, and the right follow-on actions are taken.

We will conduct a skills audit this year to cover the entire domestic abuse management process, from 999 calls, through to collection and management of evidence. We will ensure that call handlers, in particular, are assessing

risk in line with best practice and providing the right messages and advice to callers and officers.

Our recruit training includes a practical assessment on how to deal with a domestic related scenario in a simulated exercise to facilitate group learning and consolidate practice.

- **Improve outcomes for victims**

Charge and conviction rates for domestic abuse related prosecutions are lower in London than in most other regions. Almost a quarter of cases are unsuccessful as a result of victim-side changes, for example retraction of statements. For cases where there is also domestic violence, the likelihood of retraction doubles.

The capability of the Met’s new body worn video cameras to capture evidence at the point of arrival at domestic abuse crime scenes is transformational, and we will continue the drive for officers to use them whenever possible. For example, we can use evidence from officers’ cameras to secure convictions, even in the circumstances where the person who experienced abuse may not wish to testify.

In 2018-19, we will review our use of Domestic Violence Prevention Orders and Notices (DVPOs and DVPNs), and use of Clare’s Law – which gives anyone the right to request relevant information pertaining to domestic abuse about a partner – to ensure that we are making best use of our available powers to safeguard potential victims. We expect use to increase: this will be monitored through the Crime Fighters process and the BCU Domestic Abuse leads meetings.

We will continue to improve our approach to criminal prosecution in cooperation with the CPS to support prosecutions. Our officers will aim to provide victims and witnesses greater opportunities to give evidence from a location away from court and access pre-recorded cross examination.

- **Monitor and intervene with the offenders who present the most risk**

We are developing a more effective approach to tackling perpetrators of domestic abuse whilst ensuring the right punitive actions are taken to reduce ongoing harm to victims and

providing more effective interventions to break the cycle of abuse.

We have implemented a number of assessment tools, internally named “Dauntless” and “Dauntless Plus” that help us identify perpetrators who are exhibiting abusive behaviour and present the greatest risks, allowing detectives to make informed decisions about where to direct resources.

Through Operation Dauntless we identify repeat victims and repeat offenders (assessed by looking at ‘recency’, frequency and gravity) and continue to broaden our tactical options for tackling offenders, pioneering the use of Criminal Behaviour Orders and Anti-Social Behaviour Injunctions.

As set out in the Mayor’s VAWG Strategy, and as part of Dauntless Plus, a further cohort of offenders has been identified by looking at repeat data (three or more separate victims across three or more boroughs within the last three years). These individuals appear to be deliberately transient in nature and target many different victims. We will flag and track these individuals and bring additional resources to bear to reduce the harm they cause.

We recognise that perpetrators of domestic abuse often target multiple people over time. Whilst we must be absolutely victim-focused in our reactive response, we must also be perpetrator-focused in our prevention. As set out in the Mayor’s VAWG Strategy, we are exploring - with MOPAC, the Ministry of Justice and the private sector - new technology including ‘geo-shielding’ that alerts us if a perpetrator enters a particular geographical area. Hand held electronic devices issued to victims would also alert us in an emergency so we can provide an improved response. These will be GPS enabled and allow us to locate victims if they are away from their home address.

We will also review other sources of intelligence, such as firearms licences and abusive behaviour online, which could contribute to even more effective assessment and prioritisation. Having legal access to a firearm adds additional risk to an existing case, and we know that abusive behaviour online can often turn into abusive physical behaviour, so is an important factor in deciding where to direct resources.

Milestones:

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

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.

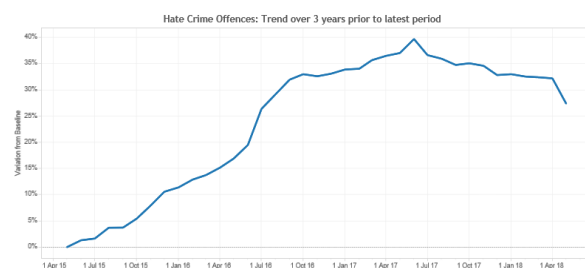
Quarter 3, 2018-19: roll-out Operation Encompass, whereby a school’s designated safeguarding lead will be informed by 11am if a child or family member of a child has been involved in a domestic incident, so there can be wraparound support in place for that child.

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).

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.

Hate crime

Following the rise in reported hate crime around the time of the EU referendum in 2016-17, hate crime offences have remained at that higher level, due, in particular to another increase following the terrorist incidents in July 2017, driven by faith and Islamophobic offences.



We recognise that the reported figures are likely to be well below the levels of hate crime that people may actually experience. We have developed relationships with organisations

such as Tell Mama, CST and Galop to support hate crime victims and we have developed awareness raising activities in every London borough, to encourage victims - and anyone who knows or suspects incidents of such crime- to report them to the police or a third party organisation.

Last year we also launched Operation Resolute to improve the way we investigate hate crime incidents directed against our own officers and staff whilst on duty.

Hate Crime Type	1 April 2016 to 31 March 2017	1 April 2017 to 31 March 2018	Percentage change
Race	17,203	16,944	-1.5
Faith	2,110	2,500	+18.5
Homophobic	2,042	2,091	+2.4
Islamophobic	1,266	1,667	+31.7
Anti-Semitic	542	518	-4.4
Disability	667	442	-33.7
Transgender	200	174	-13

Our objectives are to:

- **Increase reporting**

This is a crime we know is underreported. According to surveys, many victims tend to normalise this abuse and may not report it to the police as they do not want to 'waste officer's time' or do not think they will be taken seriously. Our message to Londoners remains that all reported cases of hate crime are taken seriously and will be investigated. We will place a priority on increasing people's confidence to report hate crime, working with all communities to support cohesion and cracking down on offenders. We will strengthen the relationships we have with organisations such as Galop, TellMama, Inclusion London and CST allowing victims an alternative channel to report hate crime and intelligence to police. We bring in these partners as part of our Hate Crime Diamond Group, focused on creating and delivering an effective operational strategy for London.

We have Hate Crime Liaison Officers embedded in each BCU and they will also continue to engage with local groups to encourage direct and third party reporting. Victims can also report offences online on our website, through MOPAC's reporting app and the [NPCC True Vision website](#)

- **Increase awareness and education**

Our faith officer network works with faith communities to raise awareness of hate crime and how to report it. We also work with London schools and educators to help increase awareness and understanding of hate crime with a structured approach to engagement and preventative educational programmes.

- **Improve our service to victims with better training and monitoring**

It is important to ensure victims get the right outcome, not least as it encourages more people to come to the police when they encounter hate crime. Currently sanction detection levels are stable but low, at about 18 per cent. Early reporting from victims and timely response from officers will result in better quality evidence, such as witness statements or CCTV, and ultimately increases the chances of arresting the suspect.

We will upskill officers so they are better able to identify, investigate and manage the risk of hate crime. This will include Hate Crime training for all MetCC call handlers and their supervisors and a refreshed hate crime training for other staff, including new recruits, and for the current CSU investigators course – particularly in light of our BCU roll-out and their new Safeguarding strand. We are working with partners and university academics to shape this training.

As part of the NPCC joint working group, we are reviewing the work of forces that use a bespoke hate crime risk assessment tool to learn from good practice. A bespoke hate crime risk assessment tool is being considered to align with the 124d domestic abuse and missing persons risk assessment – which guides officers on how to deal with such an incident and outlines the support available to victims.

- **Consolidate our online response**

Online hate crimes are increasing. Last year with MOPAC, we launched an Online Hate Crime Hub unit to improve the police response to online hate by gathering intelligence, the support to victims, and our understanding and testing new investigation methods. This small dedicated team has the technological capacity and expertise to identify perpetrators of online hate crimes, allowing CSUs and neighbourhood teams to pursue offenders.

This is complemented by a MOPAC-led network of community volunteers that report and challenge hate material.

The project has had considerable success in forming relationships with social media providers, third sector and civil society groups. Of specific note, the relationship with Stop Hate UK and its function as an independent referral agency for hate incidents, has led to sub-criminal offensive material being removed swiftly. Given the success of this 'proof of concept', we are establishing this support as 'business as usual' with our dedicated investigative police resource for online hate crime, strengthening our response to hate crime on the internet for victims in London.

BCUs are about to commence a self-audit of hate crime. This will identify improvements they can make to the service they provide to victims of hate crime.

We are also developing a new Disability Independent Advisory Group (IAG) on similar lines to the existing Race IAG. Both groups have standing invitations to the Met hate crime Diamond Group and, amongst other things, are able to provide their experience and expertise to feedback on current policy and practice.

Milestones:

Quarter 2, 2018-19: we will commence audits of BCU performance on hate crime reports, in particular inspecting CAD to CRIS conversion rates, as well as conduct internal inspections initiated by the Met working group.

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.

Modern slavery and human trafficking

In the past three years there has been significant activity within the UK to improve awareness and understanding of modern slavery. The Modern Slavery Act 2015 brought a number of exploitation offences under one statute and increased the maximum punishment to life imprisonment. Improved

awareness within the community, police and organisations involved in safeguarding has led to a significant increase in the number of potential victims in the National Referral Mechanism, which can be seen in the rise in cases reported to the Met from 270 in 2015 to 1,073 a year later, and 1,742 in 2017.

Modern slavery often occurs within harder to reach communities: 116 different nationalities were included within the 2017 referrals. Albanian, UK and Vietnamese nationals were the most commonly recorded potential victims.

Modern slavery is an offence that crosses many crime types. Forced labour is currently the most prevalent type of modern slavery in the UK but trafficking for purposes of sexual exploitation is also prevalent in the London area. It can also be present in other offences including serious sexual offences, CSE and gang related crime, as set out in the Home Office violence reduction strategy published earlier this year.

The internet is increasingly being used in the recruitment process with potential victims of modern slavery approached via social platforms. Organised criminal networks recognise the opportunity of profiting from the exploitation of extremely vulnerable individuals.

Although many modern slavery crimes have an international element, there are some real opportunities to disrupt and dismantle criminal activity at a local level. There is an increased risk of exploitation for those living or working in premises such as brothels or multi-occupancy homes. Accessing and acting on community intelligence is vital to identifying potential victims and effectively targeting suspects.

Our objectives are to:

- **Continue to raise awareness of Modern Slavery**

In 2017-18, we introduced single points of contact for modern slavery in each local Command. In addition, officers in key areas - such as Neighbourhoods, Missing Persons Units and Community Safety teams - have received enhanced awareness training, providing them with the skills to support colleagues investigating modern slavery cases. These points of contact also link into specialist support from the Modern Slavery and Kidnap unit.

In addition, Organised Crime Advisors are seconded to all BCUs to assist with many aspects of serious and organised crime including modern slavery. Work is in progress to raise awareness among local investigators to prepare for the anticipated continuing increase in reporting.

An inspection by HMICFRS looking at Modern Slavery response across England and Wales published October 2017 found that the identification of victims is inconsistent, sometimes ineffective, and in need of significant improvement. In London, we are therefore introducing training for all new recruits, both constables and detectives which focuses on identifying indicators of Modern Slavery, and the actions that first responders should take to help and support victims.

- **Strengthen collaboration with our partners and make full use of the legislation**

We have strengthened information sharing arrangements with all our partner agencies including non-government organisations, and developed a consistent approach through engagement with Home Office, NPCC National Lead and the NCA in particular. We will continue to develop relationships with our key partners such as Border Force, Gangmasters and Labour Abuse Authority to better safeguard victims.

With MOPAC, we jointly chair the London Modern Slavery Partnership Board, which is focusing attention on forced labour. In 2018-19 we will work with MOPAC to raise awareness of modern slavery in London through a Mayoral communication campaign.

We are leading on the use of modern slavery legislation to provide, where appropriate, an enhanced response to the exploitation of young people in the carriage of drugs and the violent enforcement of local drug markets outside London – known as County Lines.

We are taking part in Project Aidant, with days of enforcement and disruption activities targeting modern slavery and trafficking, working with coordinated national police and partners. We are supporting the creation of the National County Line Coordination Centre, to effectively tackle county lines and associated trafficking and exploitation.

Milestones:

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.

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.

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

3.4 Acquisitive crime

Moped enabled crime

Some of the recent increases in robbery and theft have been driven by scooter-related crime which experienced a steep rise between 2015 and 2017. The majority of offenders are teenage males and the boroughs with the highest prevalence of the crimes are in Islington, Camden, Hackney and Westminster (albeit thefts of powered two-wheelers are more equally spread across London).

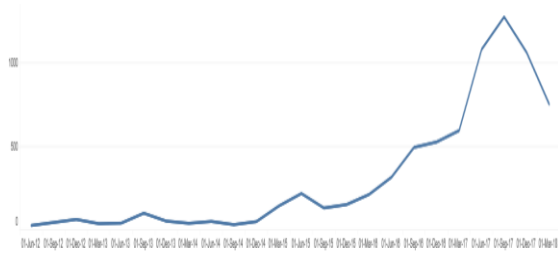
We dedicated significant resources to stemming the rise in 2017-18, introducing new tactics such as DNA spray to tag offenders and enable us to identify them at a later point; light-weight police motorcycles; and PROSpike devices (automated remote controlled tyre deflators). Through Operation Venice, we identified numerous offenders and “linked offences” across London dismantling organised criminality and teams responsible for multiple offences which resulted in some significant arrests and charges. We launched the “Be Safe” campaign, encouraging scooter owners to better secure their vehicles and prevent theft – and potentially the subsequent use of the vehicle in many other crimes. These concerted actions would appear to have made some impact.

In March 2017, the number of crimes committed using scooters, mopeds or motorcycles was 1,731. This peaked at 2,592 in July 2017. In nine months this number

reduced 52 per cent - March 2018 saw 1,244 offences.

In March 2017, there were 1,359 scooter, moped and motorcycle thefts. March 2018 saw 754 thefts - a 44 per cent reduction.

The use of knives to assist in moped /scooter enabled crime had also steadily increased since 2015 (to about 20 per cent of scooter robberies using a weapon, knife or sharp tool). Although in the majority of instances they are used as a coercive threat only, offenders have shown an increasing willingness to carry that threat through when meeting resistance. This resulted in two murders last year and one in the first three months of 2018.



A dedicated team using intelligence and proactive policing has been essential to getting one step ahead of the criminals (Venice Investigation team). We have transformed from not having bikes that could effectively pursue the sorts of bikes the criminals were using, to having dedicated teams on the ground, in the areas the criminals are operating that day, who provide a real deterrent and enforcement capability, beyond what we have fielded in the past. A crucial part of the enforcement approach has been manually gathering evidence – locating and removing stolen and abandoned scooters in cooperation with councils, and then tracing the crimes attached to these scooters over many months. This has been possible in part as a result of new forensic tagging spray issued to over 1,000 officers across the Met: any officer witnessing an incident can use the spray to leave a unique trace on a suspect that will last, and can help secure convictions in the absence of other forensic or CCTV evidence.

Scooter-related crime is currently reducing but offences are still high, and they remain a large part of increased theft and robbery figures. Whilst we have substantially increased our operational response, we are bringing further focus on preventing scooters being stolen in the first place.

In 2018-19, our objectives are to:

- **Deploy targeted action against prolific offenders:** high visibility patrols in key areas; street searches for stolen vehicles; ANPR deployments and use of Forensic Tagging. We do not have a 'no pursuit' policy, but assess risks in determining whether it is safe to continue; including the dangers to those we are pursuing – even when the dangers are very much of their own making – and the additional risk posed to other road users.
- **Bringing offenders to justice and influencing offender reasoning for committing these offences:** using intelligence and CCTV to identify linked offences and bring offenders to justice; but also developing the diversion opportunities for the young offenders involved with youth services, local authorities and community safety partnerships.
- **Make streets hostile territory for criminals,** working with local councils to look at street furniture to make it harder for criminals to steal vehicles and with manufacturers to designing theft options out of the vehicles.
- **Prevent the theft of scooters to stop them being used in other crimes** such as the theft of mobile phones. Phase 2 of our campaign launched April 2018 with social media videos and press releases in conjunction with the Motorcycle Industry Association. The "lock, chain, cover" campaign will help scooter owners join the fight against thieves by better securing their vehicle. The campaign involves 30 partners including manufacturers, insurers, dealers, and will be running online and at key locations such as petrol stations, parking bays and other locations.

Milestones:

Quarter 2, 2018-19: May to July are traditionally peak offending months for this crime type, and we aim to demonstrate operational impact during these months with focused days of action.

Quarter 2, 2018-19: we will run the "Lock, chain, cover" campaign to raise awareness and prevent theft of bikes.

By Quarter 3, 2018-19: we will further increase capacity with ten new bikes, and

three PROSpikes per BCU. Training on scrambler bikes and manhunts will be supported via this new investment.

Quarter 2, 2018-19: round table event with delivery companies to work with them in protecting riders and gathering intelligence. We are developing a video upload facility which allows mobile phone footage or GoPro footage to be sent to us remotely by victims or witnesses to crimes, to assist with our investigations. This is being trialled with delivery drivers to ensure we can manage capacity.

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

Local borough priorities

Antisocial behaviour (ASB) is a local priority for all boroughs and reported ASB is also one of the main demands on neighbourhood policing services. The year to April 2018 shows a 9.4 per cent reduction over the previous year – equivalent to 25,937 fewer ASB calls to police over the year.

HMICFRS evaluated our work to prevent crime and tackle Antisocial Behaviour (ASB) as 'Good' in both its 2016 and 2017 PEEL reports. This was, in part, due to our prioritisation of and focus on Neighbourhood Policing. In December 2017 we completed our neighbourhood roll-out of two DWOs and one PCSO in every London ward, in line with the Mayor's Police and Crime Plan. These officers tackle anti-social behaviour and the agreed local crime priorities, identify people vulnerable to or at risk of becoming involved in crime, and solve local issues.

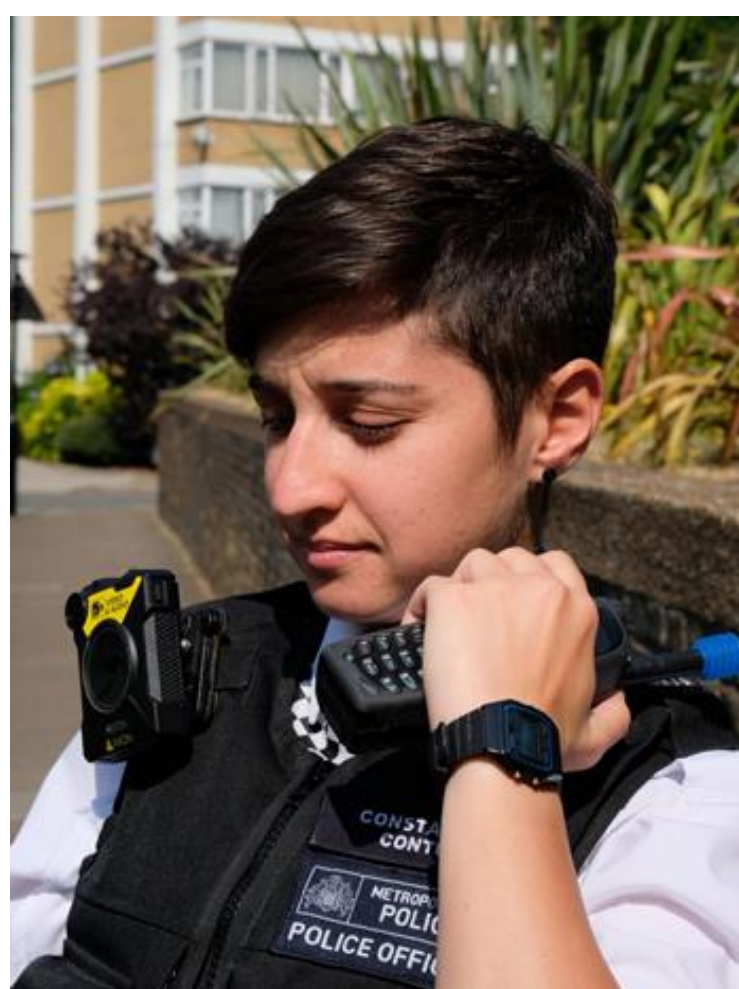
In addition, the Police and Crime Plan sets out how, with the Deputy Mayor for Policing and Crime, we work with local authorities to identify the two local priority crimes that affect their residents most and which they see as a priority for their area. We will work with them, Safer Neighbourhood Boards, partners and communities to tackle these crimes - such as theft, robbery, burglary or common assault - and to deliver year on year improvements.

Following year on year decreases between 2011 and 2016, burglary of homes and businesses went up by almost 12 per cent last year (69,528 to 77,626 offences).

Total robbery is up by 35.8 per cent (24,202 to 32,869 offences), with robbery of personal property up by at 36.2 per cent (22,479 to 30,609 offences). Theft is up by 8 per cent (305,876 to 330,511 offences) with theft from person at 25.2 per cent (38,013 to 47,587 offences).

In October 2017, we launched the latest of our **Be Safe** series of campaigns to encourage the public to protect themselves better from burglary, taking simple steps to reduce their vulnerability to crime.

In parallel, we are continuing to roll out MetTrace kits to residents to help make their homes more secure. This project has delivered over 330,000 SmartWater property-marking kits (traceable forensic liquid which can be used to invisibly tag valuables and



possessions), prevention advice and signage in the most vulnerable wards in London. Evidence shows a 22 per cent reduction in burglaries compared to non-MetTrace areas (the equivalent of 5,775 fewer burglaries in these areas). Other forces across the UK are rolling out similar programmes, based on its success. The project runs to March 2019. Plans to extend it for a further three to five years are in development and could allow us reach a further 440,000 addresses across London, using Met Volunteers to deliver kits.

BCU	Borough	Local Priorities 2018-19		
East Area (EA)	Barking and Dagenham	Burglary	Non Domestic VWI (with focus on under 25s)	
	Havering	Burglary	Non Domestic VWI	
	Redbridge	Burglary		Robbery
South Area (SA)	Bromley	Burglary	Non Domestic VWI	
	Croydon	Burglary	Non Domestic VWI	
	Sutton	Burglary	Non Domestic VWI	
South West (SW)	Kingston	Burglary	Non Domestic VWI	
	Merton	Burglary		Theft of motor vehicle
	Richmond-upon-Thames	Burglary		Theft from motor vehicle
	Wandsworth	Burglary		Theft from motor vehicle
North West (NW)	Barnet	Burglary	Non Domestic VWI	
	Harrow	Burglary	Non Domestic VWI	
	Brent		Non Domestic VWI	Robbery
South East (SE)	Bexley	Burglary	Non Domestic VWI	
	Greenwich	Burglary (residential)	Non Domestic VWI	Robbery (personal property)
	Lewisham	Burglary	Non Domestic VWI	
West Area (WA)	Ealing		Non Domestic VWI	Common Assault
	Hounslow	Burglary	Non Domestic VWI	
	Hillingdon	Burglary		Robbery
North Area (NA)	Enfield	Burglary	Non Domestic VWI	
	Haringey		Non Domestic VWI	Robbery
Central East (CE)	Hackney	Burglary		Theft (robbery, snatch, person)
	Tower Hamlets	Burglary		Robbery (personal property)
Central West (CW)	Kensington and Chelsea		Non Domestic VWI	Theft from motor vehicle
	Westminster		Non Domestic VWI	Robbery
	Hammersmith and Fulham	Burglary		Robbery (with moped enabled crime focus)
Central North (CN)	Camden		Non Domestic VWI	Theft Person
	Islington		Non Domestic VWI	Theft Person (Snatch)
Central South (SC)	Lambeth		Non Domestic VWI	Robbery
	Southwark	Burglary		Robbery
North East (NE)	Newham		Non Domestic VWI	Robbery (personal property)
	Waltham Forest	Burglary	Non Domestic VWI	Robbery

Police and Crime Plan. Local borough priorities for 2018-19

4- Achieving the best outcomes

In the face of our policing and resourcing challenges, we are continuing to transform and modernise our organisation, so that we are more effective and efficient, and so we give our officers the means to tackle crime most effectively and provide a better service to Londoners. We seek to achieve the best outcomes in the pursuit of justice and in the support of victims.

Some key principles underpin our operations and steer the changes we are making in the organisation:

- We want to get better at supporting victims, providing a service, at first contact and during the investigation that produces the right outcome for them and the right outcome for society in bringing the offender to justice.
- Given constrained resources, we need to provide the right response from the start (whether from us or a partner), and in the way that is most effective.

Some crime types are on the rise because victims are becoming more confident in reporting them. This is something we continue to promote. We are opening up the ways in which victims can approach us (face-to-face, by phone or online if it is not an emergency), which can facilitate reporting for some victims and for some types of crime. Better reporting also helps us build a better intelligence picture of the reality and the scale of crime, which can inform our decisions, resourcing and how we provide appropriate support to victims. For certain crimes, we know that victims in some communities may feel uncomfortable approaching us directly, so we continue to support third party reporting opportunities where victims can approach organisations within their own community.

We also know how important it is that all frontline officers are able to provide a robust response to crime, including hate crimes and violence against women, hand in hand with a sensitive approach to victims. We will ensure our officers are well-trained and aware of the specialist support services available to these victims.

Our aim is that for at least two-thirds of crimes reported, the same local officer deals with the victim from start to finish, providing clarity of responsibility, and a continuous and consistent

level of service, and also increasing confidence.

Our traditional focus on criminal justice outcomes needs to be complemented with an approach that is focused on the victim. To do this, we will need to collaborate with a wider range of partner agencies so that the challenges and issues around vulnerability, public protection and safeguarding can be addressed effectively.

We recognise that victim satisfaction has been declining in London, and other police forces. There are significant and unwanted variations in the levels of victim satisfaction experienced across London, which is part of a bigger picture of inequality experienced throughout the criminal justice system. To respond to this challenge, our approach will need to be shaped by the unique needs of victims; taking into account an individual's circumstances, as well as the nature of the crime committed. This means that in some cases a victim's desire for clarity in our response will necessarily guide our actions. For others the psychological and emotional impact of the crime committed will require a different approach. This will require not only consistent standards and professional rigour within the investigative process, but also a wider appreciation of the role of partners and a deep commitment to active listening and emotional intelligence in how we engage with victims.

We are committed to improving victims' experience of the Criminal Justice System. In line with our victim care programme, we are working with MOPAC to make greater use of Restorative Justice (RJ). RJ can take place at any stage of the criminal justice system, including after conviction. It is not a disposal option on its own but is a victim-focused approach alongside sanctioned disposals (community resolution, caution, charge). Victim-led RJ can lead to high rates of victim satisfaction and can enable victims to achieve closure. We will work closely with our Criminal Justice partner agencies and MOPAC to ensure RJ is available to victims where appropriate.

Last year, we launched a pan-London Telephone and Digital Investigation Unit (TDIU), and completed the roll out of BWV cameras and mobile devices across the force.

MOPAC consulted the public on the MOPAC/MPS Public Access Strategy for the coming years. We successfully implemented two BCU pathfinders, a delivery model for local commands that is now being mainstreamed and provides more resilience and local specialist support. These investments, amongst many others, are implementing a vision of policing that is geared towards delivering an effective police service that the public can trust. The coming year continues this trajectory, to allow us to maintain a good level of service to the public, and to ensure that police officers are focused on serious crime and cases where there is a realistic chance of solving, available to respond quickly to emergencies, and help those members of the public that need it most.

Strengthening local policing

The new Basic Command Unit (BCU) model is key to enabling us to improve how we respond to demand across London. We want to improve how we deliver local services to make them more efficient, responsive and sustainable. Following our successful pathfinders covering Havering, Redbridge and Barking and Dagenham (East Area) and Camden and Islington (Central North), there will be a phased roll-out across London, completing in early 2019.

Staff and officers in BCUs will work across a small number of boroughs, led by a Chief Superintendent supported by Superintendents who will each lead on one of the core local policing functions, with specialist investigations consolidated and restructured across four hubs. The larger commands will still provide the same focus at borough level: for each local council, there will be a single senior police officer appointed as the visible and single point of contact.

Management costs will reduce, which means we can maximise the availability of officers on the frontline. People, buildings, technology and fleet currently in one borough will be shared across the BCU, making it easier to provide resources in line with each local area's peaks in demand. The BCU structure allows us to put our officers in the right place at the right time, deploying the right resources closest to the incident, ultimately improving our response to emergencies.

We want to ensure decisions are taken as close to the operational frontline as possible

and where appropriate. So we are implementing a new leadership model and looking to streamline the management structure. Officers will be empowered to make decisions that work for their communities. This will provide us with faster operational functions and make us more responsive.

We will bring specialist officers into enhanced local teams, which will strengthen their capacity to investigate crimes and support victims. Crimes involving vulnerable people will be dealt with at local policing unit level except those that require a more highly trained or specialist resource. Investigators' work (proactive and reactive) will no longer be categorised by crime type; instead they will be able to work across multiple crime types and prioritise their caseload based on risk, harm and vulnerability.

The current roll-out schedule is as follows:

Quarter 1, 2018-19

- **South West BCU - Richmond, Kingston, Wandsworth and Merton**
- **West BCU – Hounslow, Ealing and Hillingdon**

Quarter 3, 2018-19

- **Central East BCU – Hackney and Tower Hamlets**
- **North East BCU – Waltham Forest and Newham**
- **North West BCU - Harrow, Brent and Barnet**
- **South East BCU – Bexley, Greenwich and Lewisham**

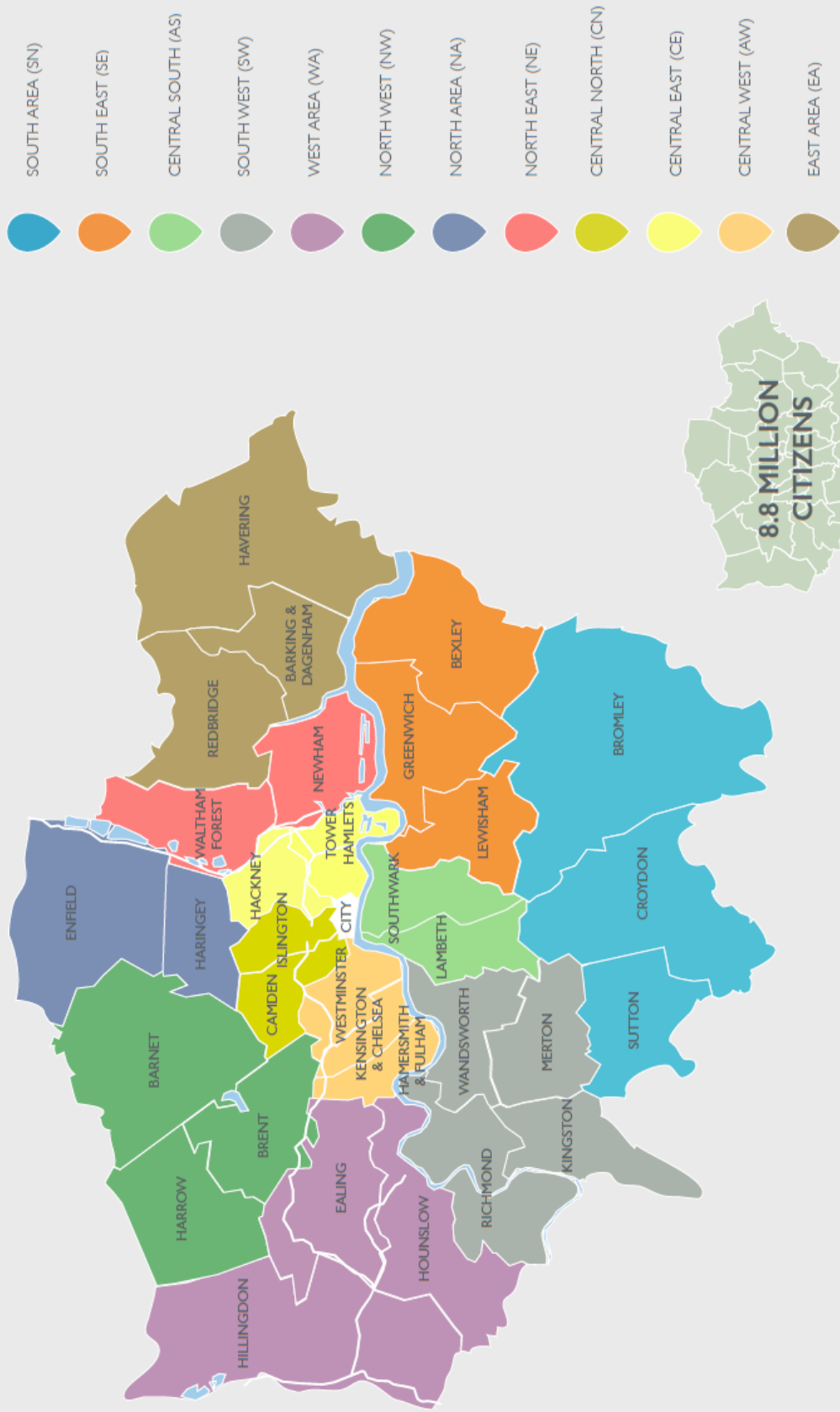
Quarter 4, 2018-19

- **North BCU – Enfield and Haringey**
- **Central South BCU – Lambeth and Southwark**
- **South BCU – Sutton, Croydon and Bromley**
- **Central West – Hammersmith and Fulham, Westminster and Kensington and Chelsea**

Milestone:

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

Metropolitan Police Basic Command Units



4.1 Prevention and neighbourhoods

The core responsibility of the Met is to keep London safe for everyone. Neighbourhood policing plays a key part in this. The roles of neighbourhood policing are crime prevention and deterrence, tackling ASB, problem solving, intelligence gathering, community engagement and reassurance. Doing these effectively has the effect of driving down future demand and increasing community satisfaction and confidence.

To do so we must engage with, win and retain the trust of, local communities. We are putting in place initiatives that strengthen our local presence and knowledge, tighten our focus on the priorities identified at a local level and increase confidence across communities.

Our objectives are to:

- **Enhance our neighbourhood presence**

Since December 2017 we have allocated two DWOs and one PCSO in each of London's 629 wards, equipping them with mobile technology to increase their capacity for community engagement. Additionally, 442 officers can be allocated to priority wards as additional DWOs, but still dedicated to neighbourhood policing. We are one of the few police forces to have kept in place this full neighbourhood resource. This is a vital part of our strategy to engage with communities and young people about different issues, from antisocial issues to safeguarding, from helping solve local problems or to identifying early signs of terrorist activity and those at risk of radicalisation.

The challenges neighbourhood officers face are diverse. In addition to their daily business, the role encompasses supporting central commands (in weapon sweeps for Operation Sceptre or in Communities Defeat Terrorism), wanted-missing enquiries, warrant executions and demand stemming from ward panel priorities.

We currently have 322 Safer Schools Officers in place and, linking with the BCU roll-out, we will dedicate additional resources taking that number to up to 600 by Quarter 4 of 2018-19 so our officers can have a more effective presence. Every educational establishment will

have an identified officer responsible for working with that institution. We want all young people to be able to turn to a named police officer for help and assistance. There will also be an increased focus on supporting young people in more challenging environments such as Pupil Referral Units, children's homes and youth projects outside educational establishments.

More officers working with schools will give us the potential to strengthen trust and engagement with the wider education community, enhancing safeguarding through Safer Schools Protocols (including awareness training, advice and guidance, access/egress plans), and developing Diversion and Engagement approaches to prevent involvement in violent crime.

We completed the rollout of smartphones to Safer Neighbourhood team officers which enables them to tweet whilst out on patrol, keeping residents informed. Laptop and tablets were also rolled-out across the organisation to support officers and staff delivering an efficient service to the public. Exploiting this mobility, we developed apps for the devices: for example CRIS (the Met Crime Reporting Information System which allows officers to create, update and view crime reports) is now available on tablets. An "eForms" app is in evaluation in Harrow and Brent which allows officers on the move to save and store statements, get them signed, attach photos from the device camera and upload them to the file without having to go back to the station with hard copies.

- **Better communicate with the public**

Last year, we launched a new website. Non-emergency online reporting (crime and non-crime) went live in March 2017 – a step towards providing people with a "virtual police station" that is easily accessible, more responsive and helps Londoners find the right local prevention advice.

Each ward now has a landing page with useful information and contact details. It displays the most recent crime statistics and provides advice on the main local concerns. For example, if there is an increase in mobile phone thefts in a particular ward, the site will automatically highlight how people can keep their phones safe rather than just generic advice on crime prevention. We are making sure Londoners are provided with clear advice

to take more responsibility for individual and collective safety and their wellbeing. But these pages are not just about providing information. They are also another way for the public to tell us about their priorities and what we need to tackle. “Voice Your Concerns” is now live on ward pages.

We are also strengthening Community Contact Sessions to provide communities face-to-face access to our services locally. These take place at least once a week, for at least an hour in every ward across London. We will continue to work with MOPAC and local authorities to explore additional methods for how local people can be informed, how they can influence local priorities and how they can get involved in helping to reduce crime.

Prevention is at the forefront of our approach, with a focus on reducing offending, victimisation and harm. The BCU structure we are putting in place across London this year includes local partnership and prevention hubs that will coordinate neighbourhood activity, supporting DWOs and schools and youth officers with crime prevention and long-term problem-solving.

Mental health crisis demand is increasing across London and impacting on all services across the capital. Between 2015 and 2017, S.136 Mental Health Act Detentions by the police increased by 25.7 per cent. During that same period, requests for the police to assist other agencies with s135 MHA detentions increased by 71.3 per cent. The pressures that officers often find themselves under to identify an appropriate Mental Health pathway for people in their care can have a knock on effect on capacity. In February 2018, the Mayor allocated additional funding to us, which will lead to a £3.3 million annual saving in interest payments that will instead be spent on improving support for those taken in by the police with mental health problems. This will support us in working with health partners to make sure that the right agency gives the right intervention at the right time with the best knowledge available.

4.2 Responding to the public

We are working to give the public wider and easier access to our services. Every borough continues to have a front counter in a police station open 24 hours a day, seven days a week. But, like other services, the public expects us to be reachable in other, more convenient ways. We are therefore expanding our online presence, reviewing our call operations to improve performance; and we are strengthening the communication links between each of these platforms so that the user experience is seamless.

Within the context of an increase in demand and expanded range of services, we need to work hard to maintain the quality of our service. An efficient “contact and resolution” service and a robust “command and control” system are critical to deliver effective operational policing activity. We are making improvements to the contact and resolution function, whereby we enable public access through a wider range of channels and improve capacity for demand to be resolved without deployment. We are also changing the command and control function which oversees officer deployment, to bring it closer to local resources.

Our objectives are to:

- **assist the public by resolving many queries at the first point of contact,**
- **speed up processes,**
- **maximise our ability to deploy asset to the most challenging incidents and events, and**
- **free-up police resources – which in turn can be focused on investigations.**

Call response

In 2017-18 MetCC, our contact centre, received more than 2.1 million 999 calls and 2.7 million 101 calls. This is an average of 6,000 999 calls every day and 7,500 non-emergency calls. On busy days, MetCC can receive up to 10,000 emergency calls. The eight per cent rise in 999 calls ends a five-year decrease and mirrors a national trend.

The change in trend, combined with high vacancy levels in MetCC, has challenged us to maintain both 999 and 101 response performance. Whilst prioritising 999 calls, we have not been able to deliver as effective a

101 service as we would have wanted, in particular with regards to waiting times.

Reacting to the increase in demand, we have reviewed the staffing levels required to maintain service standard. We are currently 200 short of the 1,700 officers and staff who should handle this vast number of calls and provide the command and control for the officers we deploy on the ground. We launched a substantial campaign late in 2017 to recruit 200 new staff into the First Contact call centre. Because of the specialist nature of the role, it takes time to fully train a call handler: from advert to training completion takes eight months to a year. MetCC is working with Met Training and the vetting departments to minimise drop-out, provide agile and responsive training solutions, and ensure capacity goes up to the level required shortly.

We are also building up technical capability:

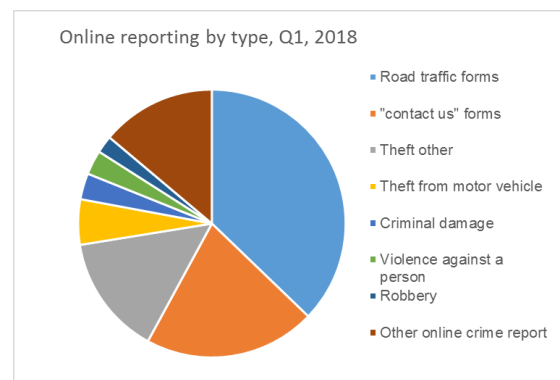
- An Interactive Voice Recognition (IVR) system that allows 101 callers to self-select their target destination from their keypads, allowing us to manage their demand more efficiently.
- An upgrade in the core MetCC forecasting software is also planned that will improve the algorithms that use past demand and factors such as weather, public events and communication campaigns to forecast peaks.
- We are also scoping the replacement of our MetCC IT systems, which, after 35 years, are coming to the end of their life and suffer from a lack of integration. A new off-the-shelf solution will allow more automation, allowing despatchers to understand real-time availability of police officers in the area of an incident, resulting in quicker attendance, and improving clarity on accountability for command and control decisions. In developing the design of the new system, we will also review collaboration and interoperability with the systems used by the London Fire Brigade and the London Ambulance Service. The project is at an early stage, but it is envisaged that implementation would take place 2019-20 through to 2020-21.

Finally, building on our move to a BCU model, the local despatch will, once they are all established, move from MetCC to BCUs in a phased approach through 2019 and 2020. This time will enable us to ensure there are sufficient trained staff and that the estate is ready.

The move to BCU Operations Rooms will enable us to manage risk, demand and resources better, and to create a single local point of accountability that will improve leadership and decision making. It will reduce duplication and supervision between MetCC and Frontline Policing, and make better use of local knowledge to prioritise despatch and address local issues as well as Met-wide priorities (retaining the right resources centrally for pan-London or major incidents). Despatch being located with other local units will allow closer teamwork with frontline officers, and give a clearer picture of operational activity over the BCU area.

Call handling will continue to be delivered from the current MetCC sites - with pan-London despatch continuing from Lambeth – with improved staffing levels, processes and training, and more streamlined supervision. Extra operators will be recruited to increase resilience for major incident escalation and First Contact dealing with 999 and 101 calls. First Contact will remain at MetCC.

It is likely that call – and online - demand will continue to increase. In 2017-18 we introduced online crime reporting. In the year to April 2018 we received 270,000 online form submissions. Our website's online reporting facility is proving popular (two thirds of road traffic incidents are now being reported this way). The process is made as easy as possible, an alternative to calling our 101 non-emergency number.



Broadly speaking, a third of online forms received are crime reports, in particular theft and criminal damage. Twelve per cent represent new demand (where respondents said they would not have reported the crime, had they not been able to do it online).

We are nevertheless working to provide the public with additional online support: we are

currently conducting a three-month trial of Live Chat whereby operators in MetCC are able to assist the public live on our Road Traffic Incident page and on the “contact us” forms. This is currently focused on people accessing the website on desktops but may be extended subject to evaluation.

Each online report is triaged by one of our experienced call handlers - the same staff who take 999 and 101 calls - within 45 minutes of submission, and we commit to follow-up with a response within 48 hours.

The majority of the crime reports are investigated by the TDIU, but if the non-emergency crime reported is more serious, officers will still attend on location.

With 1.2 million followers, we use [Twitter](https://twitter.com/metpoliceuk) (<https://twitter.com/metpoliceuk>) to communicate with the public on police-related news, events, major incidents and campaigns. There are also more than 700 official Met Twitter accounts in place across all London wards and from specialist units in the Met.

In turn, people tweet us questions, share information and use it to report crimes to us currently as many as 200 times a day. We set-up <https://twitter.com/metcc> two years ago to respond to non-emergency enquiries between 8 am and the later time of 10 pm. Our team handled 1.2 million such tweets in the 10 months to April 2018.

The addition of online capability, coupled with the connectivity between our response services are key to making our 101 service perform better. We will continue to expand on this, including online reporting for ASB, as well as online forms for use by partner agencies (reporting missing persons, requesting welfare checks and requesting police attendance at s135 Mental Health Assessments).

Milestones:

Quarter 1, 2018-19: conclude and evaluate our website Live Chat trial and report on next steps.

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

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.

Online investigation and resolution

Advances in technology also help us to provide new ways to deliver our services.

Currently the TDIU takes crime reports from across London on live call transfer from MetCC and online. It carries out initial investigations. Since going live in Sept, it has recorded and investigated over 117,000 crimes. Survey data shows that victims who have used the service show good levels of satisfaction. It investigates 37 per cent of crimes reported and we aim to increase this towards 40 per cent. Demand for its services is high and we are working to ensure the unit is as effective as possible.

- A script has been introduced to provide additional clarity to victims around the Crime Assessment Principles and screening decisions. Additional training has been provided on the Crime Assessment Principles as well as Forensic Services training and coaching on areas such as burglary or safeguarding.
- The introduction of CHS to CRIS generated by MetCC at first contact has a target Go Live in June 2018. It will significantly reduce CRIS creation times and increase capacity. It will also reduce the workload in the TDIU as the initial call taker can populate the crime report at the same time.
- The use of voice recognition technology will allow callers to submit a crime report online.
- The priority of the TDIU is to answer live call transfers and the average waiting time for the day is usually under one minute. Customer satisfaction levels are 70 per cent for Live Call Transfers (LCT) and online reporting, whilst it is only 48 per cent for call backs (which can result in victims being informed of no further investigation by voice mail or email). As a result we are trying to ensure that Live Call Transfers is the only method used by MetCC between 7am and 10pm.

Officer deployment

There was considerable coverage of the Met's Crime Assessment Policy in 2017-18. Against

the backdrop of the current terror threat, rising violence, demand and decreasing resources, we remain committed to keep London and Londoners safe. But we must prioritise our resources to be able to cope with increasing demand, so that our officers can be in the right place at the right time to help the public. The Crime Assessment Policy – most police forces have an equivalent tool in place - is helping us to do just that. It focuses our officers on serious crime and cases where there is a realistic chance that we will be able to solve it. It helps us be available to respond to emergencies and help those members of the public who need our help the most.

In autumn 2017, we ceased to apply Operation Promote, which hitherto offered an officer visit to any victim of any crime that requested it. This has reduced physical deployments, with officers instead focusing on instances where their presence can add genuine value, and the crimes on which they can have more of an impact.

We aim to dispatch officers and resources faster, more effectively, and with improved resilience and to give ourselves the ability to operate at a lower cost and more effectively. There are two aspects to improving our response: getting the right, timely, dispatch to incidents, and providing reliable support and equipment to officers.

Dispatching the right type of response and using the right level of resources requires us to take account of the threat, risk and harm of any particular incident. Currently, the emphasis is on crime type, rather than individual cases. Our triage process leads to a lot of, potentially unnecessary, officer deployments, due to the very prescriptive way call handlers must triage all incoming calls.

In line with other police forces across the country we are moving to a victim-focused methodology (THRIVE+) which supports the call-handlers in assessing the threat, risk, harm and vulnerability factors of the incident, not just the crime type. We apply this risk-based prioritisation model to manage public and protective demand effectively, making sure it is based on consistent and robust decision making.

The introduction of THRIVE+ will potentially reduce the number of incidents we deploy to, whilst increasing TDIU workload. The new model will manage demands, provide auditable and accountable risk-based decision

making and reduce pressure on frontline service whilst improving our service to the public – making it more tailored to a particular situation.

A pilot was conducted in Quarter 1 of 2018-19 across a number of teams. The initial findings are that the pilot was successful with officers and MetCC staff. The sample resulted in a 9 per cent decrease in deployment and an 81 per cent satisfaction rating from callers. Preparations are underway to roll THRIVE+ out further in the autumn, supported by an extensive training programme for call-handlers and staff across BCUs, and a continued monitoring of satisfaction levels.

The implementation of the BCU model is increasing our response capacity, by adding more flex in how a bigger pool of response officers can be deployed, so that changes in demand in local areas at particular times can be taken into account.

We want to help officers do their job more effectively, giving them the technology to access information quickly and on the move, and bringing specialist skills to the frontline. Technology can also help us locate expertise and assets when responding to an incident, and task, and dispatch the closest available resources. Using data to understand demand and predictive policing, we can deploy the most appropriately skilled and experienced person to any given situation.

We are the first UK police force digitally sharing BWV with the CPS, with officers now routinely submitting more than 4,500 clips a month. BWV is also used in training for new recruits, helping them to develop their personal interaction skills by reviewing footage of their role play exercise.

We have completed the fit-out of the new In-Vehicle Mobile Application (IVMA, which replaces the old in-car computers) to 1,200 vehicles. This gives access to applications such as Computer Aided Dispatch and the Police National Computer (PNC) as well as an improved satellite navigation. The system is now being rolled out onto our ANPR vehicles, a critical step in tackling organised and violent crime.

We secured £4 million funding from the Home Office to replace 4,500 ageing Airwave radios, and are now developing a wider project to replace all the ageing radios at a cost exceeding £30 million, pending the Home

Office's procurement and implementation of the National Emergency Service Network.

In March 2018, we trialled mobile fingerprinting devices in Westminster, with about 600 to be rolled out later in 2018-19. The Met is the first British police service to develop its own system. A biometric reader is paired with a mobile phone that links through the PNC, which, if an offence has taken place, confirms the identification of a suspect if they have a criminal record, saving officers the time of taking the suspect into custody or waiting for specialist equipment.

Milestones:

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

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.

4.3 Investigations

Enabling local investigators

All our frontline officers are initial investigators. They respond to emergency calls, are first on-site and can immediately make an initial assessment. This is an advantage we will make full use of by ensuring officers can own and investigate the simple cases they respond to. In turn, this will mean that, in a majority of cases, a member of the public will be able to talk to the same officer throughout the investigation.

With appropriate training, we will enhance local investigation skills and abilities so that officers can investigate serious crime as well as priority and volume investigations.

The Mi Investigation model, which is being deployed in 2018, seeks to reduce our reliance on detective constables so CID can focus on the most serious crimes. By making Senior Investigating Officer training available to all commands, we will enhance the Met's capability across serious and complex investigations.

Each BCU will have an Emergency Response team with an extended remit to investigate and retain priority and volume crime investigations (i.e. for straightforward investigations without aggravating factors). The teams will cover less complex robbery and burglary investigations, as well as general policing demands (from public order to hospital guards), prisoner processing and mutual aid requirements across BCUs. To enable this, we will increase capacity and have larger Emergency Response Policing teams providing 24 hours seven days cover.

Managing complex investigations

Incidents like the Grenfell Tower fire require the mobilisation of significant resources both centrally and locally: some 2,500 witnesses interviewed, 330 organisations, companies and corporate bodies investigated and over 30 million documents analysed. We are also liaising with the families of the victims, helping people going through the most harrowing experience of their life. Complexity, scale and the nature of the Grenfell Tower tragedy make this a demanding process, at both a professional and emotional level. But we need to retain the ability to dedicate the resources and expertise, centrally and locally, when such incidents happen.

Following recruitment in summer 2017 and training, our cohorts of external entry detectives are being posted to BCUs in Quarter 2 of 2018-19, where they will complete their probation by Quarter 1 of 2020-21. There were monthly intakes between January and June 2018, and this will continue between October 2018 and March 2019 under current plans.

Milestone:

Quarter 2, 2018-19: a second public campaign will take place to recruit more direct entry detectives.

Better evidence and streamlined information

Information is vital to policing. Our systems need to talk to each other to make sure that we capture and link all vital information. Modernising IT systems, integrating systems, streamlining processes, implementing

forensics self-service and digital case files will reduce the administrative burden on staff, deliver savings and increase productivity.

Met Integrated Policing Solution

The Met integrated Policing Solution (MiPS) will bring together information currently located on multiple legacy systems covering custody, investigation, intelligence and prosecutions (such as CRIS, CrimInt, Merlin, NSPIS, COPA, Airspace and EWMS).

Our objective is to deliver a modern, mobile and integrated core policing application that gives officers and staff access to a single data store of accurate, searchable records.

Through the new system, we will capture information only once; we will be able to provide real time information to those who need it, make the most of the data we receive from other organisations, draw upon a diverse set of intelligence sources, making communities in London safer.

The application will allow input and access of information through one interface only, irrespective of the officer location or device. Data will be capable of being used throughout the criminal justice process, without having to be re-entered or transferred to different systems, increasing consistency, cross-referencing and reliability.

This is a very significant transformation programme, which will affect the day to day work of the majority of the Met's officers and staff. Other police forces have already introduced such a system, but the scale for the Met is much larger. We have selected a preferred supplier – who has worked with some of the other forces thereby mitigating some of the risks - and the new system is going to be implemented in phases between Quarter 1 of 2019-20 and late 2021.

Different parts of the organisation will be impacted at different times and we are putting in place business readiness, as well as engagement activities, so that staff are not only able to adopt the change but also supportive of it.

Milestone:

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.

Smarter Working

Our Smarter Working programme is helping ensure our tools, processes, workplaces and digital spaces align and give us total focus on meeting the needs of officers and staff in fulfilling our mission.

We want officers and staff to be able to work wherever and whenever required and in ways that maximise their effectiveness and productivity to deliver a fast, efficient and above all a high-quality service to the people of London. Smarter Working will facilitate the delivery of its associated technologies to ensure Met staff have the right guidance, skills and understanding to make best use of the devices, systems and services that make up the overall capability.

Last year saw unprecedented modernisation across the Met with the roll-out of 11,500 laptops and 15,800 tablets. We are supporting this with a further 2,900 laptops and 1,000 tablets by Quarter 2 of 2018-19. But we are also looking at how use is embedded, in particular with an analysis of which policing apps are being used on the tablets. We are also looking to further enhance the use-ability of the intranet scoping future requirements (such as live video or video support, improving the ability to survey staff etc.).

In a mature organisation, it is inevitable that innovations, obsolescence, tactical changes and amended policies gradually complicate processes overtime, sometimes rightly and sometimes unnecessarily or unintentionally. To provide officers better clarity on responsibilities and reduce internal demand on supervisors we are seeking to ensure processes are as lean, efficient and effective as they can be – whilst taking account of risks. An Internal Demand Reduction Project is already reviewing processes in a number of policing areas. Planned simplifications include:

Milestones:

Quarter 2, 2018-19: remove the need for Inspector authority for circulation of wanted suspects on PNC and for arrest CADs – transferring it to the Officer in Charge.

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).

Digital Asset Management

We currently have a wide variety of complex and sometimes inefficient approaches to the handling of digital evidence, assets and documents. This makes processes labour intensive, inaccurate, subject to risk, slow, and cumbersome, particularly as the potential availability of digital evidence is increasing exponentially.

At the moment, officers are travelling all over London to collect evidence on pen drives and CDs/DVDs. Multiple copies and versions of documents are routinely circulated. There is no single approach in the collection of photographic evidence offered by the public. Network storage is growing exponentially and our default method of collaboration. The current solutions lack functionality for searching.

Through our Digital Asset Management System (DAMS) project we will provide officers and staff an efficient method of working with digital information to support our existing investment in mobile technology.

The tool will maintain the ownership of digital files (assets) while permitting access to those who have that right. Once an asset enters the digital domain its owner can control who else may view, use, or modify the asset and assert control. Optionally DAMS can include the ability to define metadata, search functionality and maintain configuration control.

The solution is cloud based, providing a scalable digital storage and access service that can be accessed both internally and externally, with the ability to view and edit common types of files in situ without the need to download. DAMS is a key enabler in realising our Smarter Working vision by providing secure and flexible solutions for managing and accessing the digital information and will significantly modernise how work is undertaken within the Met.

The DAMS project was approved in July 2017 and subsequently 45,000 licences for a

specific solution, Box, have been procured. Several “proof of concept” trials are currently taking place across the evidential chain. DAMS will enable our officers and staff to change the way that they work across the entire business, in alignment of the smarter working themes:

- **Technology:** providing a more flexible capability for sharing and collaborating on digital assets, maximising the potential use for tablets and laptops being delivered by mobility.
- **Culture:** supporting greater collaboration both internally and with our partners.
- **Workspace:** being able to access and share data securely.

The next steps will be to rollout DAMS across the wider Met once the enablers and security assessment is in place. This will be used with two primary objectives:

- **Supporting the evidential chain:** by reducing or eliminating the dependency upon physical media for transportation and storage wherever possible.
- **Internal and external document sharing and collaboration:** replacing the corporate network with a more modern, scalable and secure solution.

Milestone:

Quarter 2, 2018-19: DAMS capability is in place.

Enhancing forensic capability

Forensic Services are critical in the investigation of serious crime, eliminating the innocent and bringing offenders to justice. Crime scene investigation is embracing changes in mobile technology, allowing evidence to be submitted directly and immediately to provide early investigative leads.

Consolidating forensic expertise in fingerprints, firearms, imaging, digital and science into one single site with newly refurbished laboratories will improve efficient cross-working between forensic experts and reduce operating costs against a background of increasing demand in serious sexually motivated crime, child abuse and gun crime.

We will also introduce a case management system across all forensic work, reducing bureaucracy and ensuring urgent work is

prioritised; it will also include digital workflow for fingerprints and images taken from crime scenes, victims and post-mortems. These investments along with streamlined forensic reporting will contribute to efficient case management in the criminal justice system.

The rapid recovery of data from digital devices such as smartphones is now critical to the majority of criminal investigations. The amount of data we're dealing with is doubling every 18 months. This is partly because of a rise in the number of devices being examined (53,000 in 2015-16 and growing by 8 to 10 per cent annually) but also because of the amount of data on each device (70 per cent are mobile phones). The digital demand is also a challenge across large investigations: for example, a typical CT investigation is about ten terabytes of data, with the bigger investigations going over 30TBs. The majority of this data will have come from seized media devices. To put that into context, the 150,000,000 items in the British Library are equivalent to 32TBs.

A new digital forensics operating model is seeing the majority of data recovery undertaken by investigators through the deployment of 96 kiosks across the Met supported by eight hubs. About 64 per cent of devices are currently being examined by police officers themselves (using the self-service kiosk model). 'Search and review' tools for investigators will support a 'right first-time' approach. Officers will be able to make quicker decisions about whether a crime has been committed and provide evidence to support a criminal charge and other digital data recovery and intelligence activities.

However, the growth in digital forensics is a major challenge and demand currently outstrips our capacity. We are urgently looking at whether further investment can go into this critical area.

Milestone:

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.

4.4 Managing offenders

We want to improve offender management, so that the way we deal with offenders reduces the chances of them re-offending. By focusing on the repeat offenders responsible for a disproportionate volume of crime and, with our partners, by tackling the causes, we can have an effect on high volume demand and reduce the risks and consequences for victims and society.

Improving custody

The Police and Crime Plan highlights the need to improve the overall quality of offender management in London. Offender Management covers arrest, detention, prosecution, conviction and rehabilitation of offenders. A comprehensive offender management approach which brings partners and their complementary services and expertise together is central to improving the criminal justice experience for both offenders and victims.

Nationally, arrests have halved over the past ten years. This may be partly explained the decrease – up until 2014 - in offences, but also by the increased use of voluntary attendance, and the greater use of other outcomes, such as community resolutions, in particular as part of efforts to reduce the number of young people entering custody.

In London the numbers are similar, with 165,000 arrests in 2017, down from 305,000 in 2008. This has a clear impact on custody demand. However, given the demographic of suspects suitable to be progressed without arrest, this means that the suspects that do remain are more violent or substance-dependant, and therefore have more complex and greater needs (in 2014, 53 per cent of them were assessed as requiring enhanced 30-minute checks; in 2017 that proportion had risen to 62 per cent). These trends require significant redesign of our custody estate, structures, establishment, supports and processes.

Over recent years we have steadily improved both the standards and the capability of custody. We have closed the smaller, "harder to manage" suites and have opened larger capacity suites: we moved from 52 suites with 861 cells in 2011-12 to 32 suites with 752 cells, whilst detainee numbers fell even more sharply.

We continue to work with the Independent Custody Visitors who check on the welfare of detainees and oversee our arrangements. In line with NPCC guidelines, we want detention in police custody to be safe and used only when necessary, not punitively. We are making further changes to offer a more professionalised service, more responsive to healthcare needs.

A Custody Imaging System now captures facial images of all detainees in custody suites and the better quality will improve the identification of wanted individuals through cross-checking with other systems. We are now putting in place two further innovations:

- Treadfinder, a new device to take suspect shoeprints, and
- Real-time DNA which will replace DNA biometric samples and allow for fast-time results.

Our objective is to maintain a custody operation that is safe, effective, efficient and consistent across London.

- 23 24/7 custody suites (with 607 cells), whose use is maximised, and eight contingency suites
- A new model which saves £9 million annually in operating costs
- A new healthcare model which provides the 15 busiest suites with 24/7 Custody Nurse Practitioners (CNP). We manage the additional demand through the Forensic Medical Examiners (FMEs) who are qualified doctors. Up to 80 are on call (we need 44 to provide us with quick cover). We are improving how this will operate by requiring them to “dock” at a custody suite when they start (rather than be “on-call” from an off-site location)
- Modernised suites in Stoke Newington and Bexley
- A new custody IT system as part of MiPS (delivered by Quarter 1, 2019-20). The system will be linked to other core systems and therefore offer efficiencies in accessing information.

Milestones:

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

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

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

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

Managing offenders in partnership

Integrated Offender Management (IOM) teams are not statutory but they are well-established in each BCU and bring together partners at a local level: our 76 offender managers as well as the local authority, probation services, police officers, and the London Community Rehabilitation Company (London CRC) which works alongside probation and manages the majority of offenders post-conviction.

We follow the Offender Group Reconviction Scale (OGRS version 2) devised by the Probation Service to predict the likelihood of an individual reoffending within the next two years. In line with the Police and Crime Plan, local units are focusing on the local borough priorities as well as crimes like domestic abuse, moped enabled offences and young offenders who commit Serious Youth Violence. At present 2,965 offenders fall under the criteria used.

For the engagement to be successful, an offender needs the motivation to change. This is dependent on a number of individual factors (such as accommodation, attitude and behaviour, drugs and alcohol, debt, mental health) but commitment, consistency and compliance are essential for the intervention to succeed. Equally, it is important that the right service is provided at the right time for the individual offender. The IOM works best as a multi-agency approach working closely with partners such as the local authority, Probation Service (London CRC and National Probation Service), Department of Work and Pensions, Drug and Alcohol Services and Mental Health Services. Partner agencies work together to help support offenders as they leave prison with areas such as housing, employment, rehab services and assistance with reintegration to society. If an offender is

housed, has money and the chance of employment they are more likely to be deterred from reoffending.

A challenge for IOM is the availability of resources and time across partners to manage offenders in the community. There are limited options in terms of housing and mental health provision, drug services, and other rehabilitation programmes in London for ex-offenders.

More prolific offenders are coming through the Criminal Justice System that would benefit from a multiagency intervention. This also includes individuals that commit crimes of a more serious and violent nature such as weapon enabled street robberies, grievous bodily harm (such as stabbings) and attempted murder. These crime types come with additional risk and require more intensive management all of which has an effect on resources and the demand of the IOM unit.

In the context of increased demand and decreasing public sector provisions, pressures on the system will remain: failure of multi-agencies to deliver a successful rehabilitation would mean more re-offending and therefore increased demand on the Met to “catch and convict”.

MOPAC is supporting eight boroughs in East London to provide a more targeted approach to managing the offender cohort including closer links with Job Centre Plus, GPS tagging and Enhanced Intel Profiles. The Central Unit is also currently carrying out a scoping exercise of what opportunities and projects are available for ex-offenders in London to allow further assistance and support to offenders with the long term view to prevent and deter reoffending, in particular from the private and third sector.

Some London councils do not have an IOM lead and the current format of the London CRC may change. In order to ensure that these offenders are being monitored police carry out the additional work prior to their release and whilst they are in the community. Officers in some of the IOM units report that there is little or no current buy-in to the IOM scheme from partner agencies, evident through little information sharing and low attendance at meetings to discuss the scheme. Without this interaction with the partners the demand on the police will only continue to increase to ensure offenders are

managed properly to deter them from re-offending and increase public confidence.

Registered Sex Offenders and Multi Agency Public Protection Arrangements

Multi Agency Public Protection Arrangements (MAPPAs) are a set of arrangements to manage the risk posed by the most serious sexual and violent offenders, bringing together the prison service, probation and the police. A JIGSAW team within each BCU manages these offenders. Our activities include regular visits and notification requirements for the ex-offenders. MAPPAs and management of Registered Sex Offenders (RSOs) is a statutory obligation, all agencies have a duty to cooperate to ensure there is effective management and support for the offenders whilst they are in the community. This work directly links to the MOPAC priority of keeping children and young people safe.

The number of offenders entering the system is increasing (nationally by seven per cent every year since 2006-7) predominantly in the Category 1 Level 1 (low risk) in part due to the rise in indecent images of children. The number of RSOs is predicted to continue to rise as the number of newly convicted offenders outstrips the number of offenders falling out of registration requirements. We meet regularly with Public Protection staff based at the Home Office to discuss these issues.

Current levels of MAPPAs nominals

Category 1: Registered Sex Offenders			Cat 2: Violent Offenders			Cat 3: Other Dangerous Offenders	
Level 1: Ordinary Risk Management	Level 2: Risk Management	Level 3: Exceptional	Level 1	Level 2	Level 3	Level 2	Level 3
5,892	55	8	3,611	52	7	16	5

Over the past year, we worked to improve routine sharing of information and intelligence relating to high and very high risk RSOs between JIGSAW and local officers and Safer Neighbourhood Teams in the context of Operation BEAT ('Briefing, Engagement and Active Tasking'). We are already seeing positive results for sex offender management as a direct result of the implementation of Operation BEAT, with better monitoring and

enforcement of potential Prevention Orders breaches.

Jigsaw teams manage RSOs in the community and have recently been trained in a new risk assessment process "ARMS" (Active Risk Management System) designed to assess the offenders' likely risk of reoffending. The Probation Service is also trained in this assessment tool and it is recommended that police and probation visit offenders jointly to carry out assessments. Where probation have been slow to partake in these assessments, police have often carried out the assessments alone.

London is one of the main entry points for UK offenders deported from foreign countries and we work closely with ACRO, the Foreign and Commonwealth Office, Embassies, NCA and High Commissions to prepare for their arrival. These are often very high-risk individuals who have committed rape, murder and extreme child abuse amongst other sexual offences that require registration within the UK. In 2017 we obtained 56 Notification Orders on deported sex offenders. We are assisted in this process by the charity 'Prisoners Abroad' which provide essential information to help risk-assess the deportee prior to arrival. They also provide assistance with relocation and benefit advice which undoubtedly helps the offender on their return and reduces the risk of reoffending. We also work with 'Circles of Support' which provides child sex offenders with counselling and help with individual issues with the overriding aim of reducing the risk of future offending.

With the increase in internet related and historic offences convictions, numbers will continue to increase. Consideration has been given to the method of managing lower risk offenders throughout the UK. This is known as reactive management. The offender must be ARMS assessed at low-risk in the community for at least three years and have no civil order in force (SHPO). If the offender meets these criteria, no further visits are required and no future ARMS assessment will take place. The offender will only be required to register annually with police or notify change of address to comply with notification requirements. We currently have 126 offenders shown on Visor as being reactively managed (i.e. only two per cent of the cases managed). We are working towards empowering staff to place more low risk offenders without orders into reactive management when appropriate and safe. This

will reduce the demand on their time and allow them to refocus this on the higher risk offenders.

Young people

According to MOPAC, about £2.2 billion is spent in London as a result of re-offending, which makes the case for pooling resources and bringing together partners to prevent them from reoffending. The overall re-offending rate in London is 29 per cent, similar to the national level, with an average of three re-offences for each re-offender. For offenders between 10 and 17 years old, the re-offending rate is in excess of 45 per cent.

Youth Offending Teams (YOTs) are comprised of local authorities, the probation service, the education sector and the Met. Together, we work to identify and divert those on the cusp of criminality, and to put together a number of interventions to deal with young offenders. Our role within these teams is centred on prevention, deterrence, intelligence sharing and enforcement. The Mayor's Police and Crime Plan puts renewed emphasis on reducing the number of first time entrants to the criminal justice service. We aim to make a full and effective contribution to this, preventing and supporting young people, and delivering meaningful interventions to reduce reoffending.

Our objectives are to:

- **Improve the consistency of approach across the Met.**

Pockets of innovation exist that are not yet shared and we want to share benefits across the organisation through peer reviews.

- **Increase out of court disposal where appropriate.**

Community Resolutions (CRs) are about the police doing the right thing both for the victims and for a speedy and effective resolution of crimes. It is an out of court disposal that can be administered dynamically outside of the custody environment at the conclusion of an investigation into a low level crime only. CRs take account of the views of those involved and give officers the flexibility to ensure the best outcome is reached ethically given an offence's particular set of circumstances.



The use of community resolutions had been in decline in recent years (circa 9,000 in 2015-16 to 7,000 in 2017-18), and we believe that they are not being used as broadly as they should be. Over the last year we trained over 10,000 frontline officers in the effective and consistent application of CRs and to deliver it in appropriate cases, for the less serious crimes. We will continue to work via the Criminal Justice Single Point of Contact in each BCU to increase uptake in the coming year, whilst ensure it is delivered in an appropriate and high quality way.

In Central North, a multi-agency meeting “Out of Court Disposal Panel” occurs every week. Joint decisions are made by YOT police, YOS, and early help re cases which are referred by officers. We will replicate this model across all BCUs.

- **Provide better guidance and support to our officers.**

We are currently refreshing our YOT handbook to reflect the changes in law, policy, practice and Met priorities. We are also adapting the “voice of the child” questionnaire within custody from the Care Quality Commission to better identify risks and initiate referrals whilst in custody. This is being trialled in Wembley and will be reviewed in January 2019.

Milestones:

Quarter 2, 2018-19: we will conduct a peer review process for YOTS in BCUs.

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, and there will be a follow up evaluation two years later.

5- Developing our key capabilities

5.1 People

There are currently 42,000 people employed by the Met including about 30,000 police officers (we currently have live recruitment campaigns to increase this), 1,300 PCSOs, 8,500 staff and 2,200 Special Constables. There are also about 900 active volunteers. We account for 26 per cent of all police officers in England and Wales, but only for 17 per cent of police staff.

This Business Plan is delivered by our officers and staff across the organisation. It means everyone needs to be clear about our priorities and how their own role contributes to them. It also means they need to be enabled to do this in the best conditions. Indeed our operational priorities can only be delivered if we equip officers and staff with the skills, capability and the technology they require to respond effectively to Londoners' needs.

And for our investments to have a real impact, we must ensure that our workforce, the way each of us work, and our organisation itself are inclusive, capable and flexible. Our People Strategy sets out the changes we are making towards becoming this organisation.

Inclusive

We want to better reflect London's diversity, and offer officers and staff a career in which they are valued and can develop to their full potential. Last year, we continued to encourage a force that "looks like London", and are working hard to be an organisation where diversity - whether ethnicity, sexuality, disability, age or religion -, and diversity of thought are valued within the Met and we have come a long way in the past twenty years.

Next year, we are celebrating 100 years of women in policing. This is a landmark, but we have much further to go. We want to celebrate this by taking further actions. We will design campaigns specifically targeted at women and tackling the barriers to recruitment. We will seek to change our employment offer to encourage more women to join us, for example, testing whether there is demand for a part-time officer role. We will create a returnship scheme to encourage women who have been out of the workplace through a career break or having resigned, to re-join the Met. We will also focus on career progression, and representation in senior roles for women – and indeed other groups with protected characteristics covered in the Equality Act 2010.

Female officers account for 26 per cent of all police officers, and BAME officers for 14 per cent of all police officers. We need to increase this further.

Of our latest intake of 227 police students, 28 per cent were from BAME backgrounds and 29 per cent were women. Police Now, our graduate scheme, achieved a 54 per cent female and 28 per cent BAME recruitment rate in year two, higher than standard recruitment routes for female recruits in particular. We opened up our recruitment, with the first direct entry detective constables, attracting a diverse pool of applicants, including those who would not otherwise have considered a career in policing.

The gender and ethnicity make-up of our workforce is set out in the table above. In terms of ethnicity, the Met is the most diverse police service in the country: half of the UK's ethnic minority police officers are in the Met, but we are working to make further progress.

	All				Black, Asian and Minority Ethnic (BAME)			
	Female	Male	Total	% Female	Female	Male	Total	% BAME
Police Officer	7,911	22,013	29,924	26	1,009	3,177	4,186	14
Police Staff	4,744	3,737	8,481	56	1,276	782	2,058	24
PCSO	452	834	1,286	35	120	374	494	38
MSC	662	1,565	2,227	30	179	494	673	30
Met total	13,769	28,149	41,918	32	2,584	4,827	7,411	18

Milestones:

Quarter 2, 2018-19: the Career Development Service will be rolled out to police staff, targeting female and BAME employees.

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

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.

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.

Capable

By January 2020, in line with all police forces, we must change the way we recruit and train Police Constables. The College of Policing is developing the Policing Education Qualifications Framework (PEQF) setting a standardised national framework and minimum education qualification levels by practice and rank. PEQF requires that all PCs joining the force must have, or work towards, a Level 6 degree qualification. This is a marked change from current practice. It will professionalise the policing career and provide intakes with formal qualifications. It is an opportunity for us to:

- enhance the quality of entry-level learning to reflect the increasing complexity of policing, and
- continue to drive-up the diversity of our workforce (currently 28 per cent of our new recruits are BAME and 31 per cent female).

There will be three routes for PC recruits:

- Candidates can take a three-year degree in professional policing prior to joining the Met
- Degree holders of any discipline could be appointed into the role of PC on probation

until they complete a 2-year postgraduate diploma, funded by us

- Candidates without a degree qualification can undertake a three-year apprenticeship with us, providing them with an employer-funded degree in professional policing. The majority are expected to use this route.

Later this year, we will launch our first Attract campaign for the first cohort of PEQF recruit. Early implementation of the Policing Apprenticeship will ensure continuity of our pipeline, but also maximise our use of the Apprenticeship levy. The PC Degree Apprenticeship recruitment would begin in autumn 2018.

Advanced Practitioners' pilot and Leading Constables

The Met was one of the forces trialling the College of Policing Advanced Practitioner pilot in four west London boroughs. This concluded in October 2017 and the results are being used by the College of Policing, which is undertaking a national evaluation. It will be issuing recommendations on full adoption and roll out in summer 2018.

In parallel we are setting up the "Leading Constable" pilot based on a New South Wales policing model, and complementary to Advanced Practitioners.

As an organisation we need to be better at supporting and developing the careers and leadership skills of experienced and skilled practitioners. We also recognise, for example, that 80 per cent of constables make their career at this rank in Frontline Policing, whilst a quarter of our PCs are at probation level, still relatively inexperienced. We want to retain these experienced people in the roles they enjoy and in which they excel, whilst developing the younger officers to provide a better service to the public.

The pilot will give experienced constables an alternative career pathway to traditional rank promotion. These Leading Constables will be required to perform a mentoring role to inexperienced officers. This additional responsibility and expectation is reflected in enhanced pay. The Leading Constable pilot will conclude in December 2018 and subject to a successful evaluation we will consider expanding the scheme pan-London.

Milestones:

Quarter 2, 2018-19: Leading Constable pilot goes live in Central North.

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

Quarter 2, 2019-20: our first apprenticeship intake starts through the new PEQF route. In due course, this route is expected to feed about 800 to 1,000 new PCs every year.

Flexible

We aim to have in place workforce plans and employment frameworks that are better able to respond to change – so we can direct resources to priority areas – and so we are a more attractive employer that creates opportunities for staff to contribute flexibly and develop their career – as indeed young people have different priorities and expectations when they enter their working life.

Changes in crime also show that erstwhile areas of specialism have become mainstream – witness the role of digital and tech, and the acknowledgment of safeguarding as a key element in most crimes.

In response, we are in the midst of delivering a leadership standard through a targeted leadership development programme “Leading for London”. This is currently being implemented, and to date 4,000 leaders in the organisation have engaged in the programme. This aims to equip all our managers with essential leadership and change skills, helping them lead effectively in today’s challenging policing environment, while promoting the right behaviours to engage with colleagues.

We will pilot a Flexible BCU where local leaders will support best practice and encourage flexible working and job-share

We are also continuing to open up our officer recruitment pathways. In Quarter 1 of 2018-19 we started an internal PC recruitment campaign targeted at staff and special constables, offering them an opportunity to take their career in the Met in a different direction. We are expecting up to 600 expressions of interest. We are also conducting a July 2018 recruitment campaign for external entry detectives, and this is also open to police staff.

We recognise that the nature of policing can place a strain on our officers and staff, physically and mentally. Over 40 per cent of officers are threatened with physical violence at least once a month. The psychological wellbeing of officers and staff is also affected by the traumatic exposures they encounter during the course of their duty. We have partnered with Optima Health to deliver wellbeing support and counselling.

Milestones:

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

Quarter 3, 2018-19: development of our Health and Wellbeing 2018-20 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.

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.

Safety and Health Risk Management

The Met is committed to promoting health and safety, and to fostering a positive proactive health, safety and wellbeing culture throughout the organisation. The key objective is to protect our employees from work-related health and safety risks, as far as is reasonably practicable. This is achieved by operating a robust occupational health and safety risk management system. We are introducing a new software that will incorporate by Quarter 3 of 2018-19, all aspects of a robust occupational health and safety risk management system, such as improved risk assessments, inspections, and health and safety audit processes; leading to improved dissemination of organisational learning throughout the Met.

5.2 Professionalism

The Police Code of Ethics outlines a set of operating principles to support decision making and action in policing: Accountability, Fairness, Honesty, Integrity, Leadership, Objectivity, Openness, Respect and Selflessness. Since 2014, every police service in England and Wales has been expected to place them at the heart of everything they do.

Professionalism is responsible for investigating the most serious public complaints and misconduct allegations made against officers and staff, preventing and investigating corruption, as well as investigating allegations of discrimination. In 2017-18, the Met attracted 9,719 public complaint allegations, down 20 per cent from 12,080 the year before. The directorate promotes best practice and supports local professional standards units and managers so that organisational learning is shared and embedded. It also implements recommendations emanating from inquiries and reports from external partners.

We are overseeing, and learning from, complaints and the misconduct process. Inclusion and diversity is featured as an integral part of our new performance framework and one of the key criteria against which officers and staff are measured on performance. We assess and disseminate learning emanating from Employment Tribunal litigation. Findings are analysed and fed back in detail to individuals, managers and Senior Leadership teams to ensure that any adverse comments are identified, acted upon and thus avoided in the future. Throughout this learning assessment, recurring issues and common themes can be spotted to enable matters to be addressed at an organisational level.

We are changing our Professionalism business group. The primary objective of these changes is to establish a function that can drive continuous improvement of our operational practices across the Met and cement our connections with national policing bodies such as the College of Policing, Home Office, IOPC and NPCC.

To help do this we have created Heads of Profession roles, which include Safeguarding, Investigations, and Crime Prevention, Inclusion and Engagement. These roles have a wider remit than previously and will work hand in hand with the other functions to

develop and maintain standards and drive performance in their specialist areas.

Our Heads of Profession will be the capability lead for a specialism, responsible for setting policy and standards, providing assurance and supporting operational colleagues in executing their activities with professional integrity and quality. They will maintain oversight of their thematic function across the Met, drive up performance, and manage our key strategic partnerships and collaborations in London and nationally.

As part of our Executive Redesign, the Continuous Policing Improvement Command (CPIC), which delivers subject matter expert and improvement activities within BCUs, is joining up with the Continuous Improvement Team in Professionalism. We are also consolidating, within Professionalism, Referencing and Vetting under Professionalism (previously it sat in Operational Support). This includes the Character Enquiries Centre that undertakes Disclosure and Barring Services (DBS) checks, PNC bureau and the Overseas Visitors Registration Office.

We are supporting a number of current external inquiries so that with partners, we can learn from past errors and continuously improve our ways of working. These include:

- [Undercover Policing Inquiry](#): the inquiry requires significant resources from the Met to meet demand but we are fully committed to supporting the inquiry
- [Independent Inquiry into Child Sexual Abuse \(IICSA\)](#) now chaired by Professor Alexis Jay
- [Daniel Morgan Independent Panel](#) reviewing police handling of the investigation into his murder in 1987.

Transforming learning

We are in the process of developing a new Learning and Development strategy that will set out our five-year plan to build capability at the Met.

Some of our training schemes - like Crime Academy, Covert policing, Firearms, Public Order and CT - operate best practice and have a strong national reputation. In other areas however, cost challenges and headcount reductions have slowed the pace of change and left gaps in provision.

The changing nature of operational demand and changes in the national agenda, as well as the expectations of our workforce call for a more radical learning transformation. Disclosure, safeguarding, terrorism, the increases in violent and sexual crimes, and the shortage of detectives all impact on the community's confidence in our ability to keep London safe for everyone.

Training is a powerful enabler to ensure our service embodies integrity, professionalism, compassion and courage. It helps officers and staff shoulder the exceptional personal, legal, and professional risks they manage on our behalf every day.

Given the complex and changing crime patterns, we need training that is not only focused on processes but also on culture, leadership and problem solving.

Our 2025 training vision is to build professional capability fit for the 21st century so that

officers and staff can protect London's communities and keep them safe from harm.

To deliver this, our objectives are to:

- **Give officers and staff the right capabilities, powers and experience to meet the challenging requirements of 21st century policing**
- **Promote policing as a profession, where we all have the confidence and autonomy to make informed decisions and develop our own career**
- **Provide a seamless and integrated learning experience that is personalised, practical and relevant – so people can learn anytime, anywhere and anyhow**
- **Build a learning organisation that is reflective and responsive, so that people can support each other to constantly improve the service we deliver to the public.**

As part of our Workforce Futures programme, we are developing a new learning approach that will meet these objectives. A team will be mobilised in 2018 and scope the foundation blocks for 2019-21.



5.3 Finance and commercial

In his Police and Crime Plan, the Mayor highlighted that budgetary cuts and ongoing budget pressures made the next few years 'the most challenging time in recent history' for the Met. The provisional financial settlement published in December 2017 indicated that a broadly flat-cash government settlement was to be expected for 2018-19 and 2019-20 which resulted in the Met receiving £24 million more funding than our original planning assumptions for 2018-19.

Central Government subsequently announced additional freedom for Police and Crime Commissioners to increase Council Tax by the equivalent of up to £12 on a Band D dwelling for 2018-19 and 2019-20. The Mayor of London made the decision to use this freedom in 2018-19, resulting in increased funding of a further £25 million.

In February 2018 the Mayor announced a further £63 million due to a higher than planned level of retained business rates and a small surplus on Council Tax. In allocating this to the Met, he asked for the extra funds to be used with a focus on serious violence.

Despite this welcome additional Mayoral funding of a total £112 million for 2018-19, the published medium term 2018-19 budget still shows real-terms budgetary reductions and the need to make savings of another £250 million over the four years from 2019-20 onwards. However, since publication the Mayor has indicated his intention to increase Council Tax in 2019-20 to the maximum level permitted by Central Government and we have had notice of the annual pay award for officers. These figures are therefore currently under review as part of the annual budget planning process.

We intend to:

- identify and deliver the savings required to balance our budget in the medium term whilst delivering the operational objectives as set out in this business plan

- invest in transformational change to deliver service improvements or further efficiencies
- demonstrate value for money for London residents.

Our current plans assume 30,750 officer FTEs in the medium term, using earmarked reserves set aside for this purpose to part fund this. However, our ability to maintain this position will potentially end in 2022-23 when we face a significant funding cliff edge (currently estimated at £130 million). However, this figure is less than the annual £170 million underfunding of our National, International and Capital City (NICC) grant.

The NICC debate will be re-opened in a forthcoming Comprehensive Spending Review. However, there is a recognised risk that this and the subsequent Funding Formula Review (the method by which funding is allocated to forces across the country) could result in the Met receiving less funding. Clearly, a negative outcome compounded by the underlying cliff edge would have considerable impact on our structure and service outcomes. Notwithstanding these uncertainties, our current forecast funding as per the published GLA consolidated budget table is currently as follows:

Forecast resources £m	2018-19	2019-20	2020-21	2021-22
Home Office main grant	1,708	1,708	1,708	1,708
Home Office NICC	174	174	174	174
Retained business rates	92	88	88	89
Council Tax	641	667	694	722
Specific grants	423	423	423	423
Income	264	266	267	270
Use of reserves	29	22	1	-
Total	3,331	3,348	3,355	3,386

The Mayor's Consolidated Budget, published in March 2018, included the following Objective and Subjective budget tables.

Objective Analysis Table:

Objective analysis	Revised Budget 2017-18	Forecast 2017-18	Budget 2018-19	Plan 2019-20	Plan 2020-21	Plan 2021-22
	£m	£m	£m	£m	£m	£m
Territorial policing	1,121.4	1,081.9	1,132.9	1,173.7	1,176.5	1,174.0
Specialist crime and operations	713.9	713.9	699.4	702.3	702.3	702.3
Specialist operations	340.2	356.3	339.3	335.3	328.3	334.3
Met HQ	646.6	653.8	505.6	522.1	493.3	455.3
Total business groups	2,822.1	2,805.9	2,677.3	2,733.5	2,700.5	2,665.9
Discretionary pension costs	34.4	33.6	34.4	34.4	34.4	34.4
Centrally held	75.6	86.8	202.0	249.6	326.8	423.5
Capital financing costs	41.9	41.5	97.2	53.9	69.3	80.3
Interest receipts	-1.3	-2.0	-1.3	-1.3	-1.3	-1.3
Total corporate budgets	150.7	159.9	332.4	336.6	429.2	536.9
Mayor's Office for Policing and Crime	58.6	57.8	58.1	57.1	53.3	53.3
Savings to be identified	0.0	0.0	0.0	-44.2	-94.1	-139.9
Net revenue expenditure	3,031.4	3,023.6	3,067.8	3,083.1	3,089.0	3,116.2
Transfer to/(from) reserves	-90.6	-51.0	-29.0	-22.2	-1.0	0.0
Financing requirement	2,940.7	2,972.6	3,038.8	3,060.9	3,088.0	3,116.2
Specific grants	437.1	469.1	423.3	423.3	423.3	423.3
Retained business rates	29.6	29.6	92.0	88.2	88.4	88.5
Home Office Police Grant	1,882.0	1,882.0	1,882.1	1,882.1	1,882.1	1,882.1
Council tax requirement	592.0	592.0	641.4	667.3	694.2	722.3

Subjective Analysis Table:

Subjective analysis	Revised Budget 2017-18 £m	Forecast Outturn 2017-18 £m	Budget 2018-19 £m	Plan 2019-20 £m	Plan 2020-21 £m	Plan 2021-22 £m
Police officer pay	1,792.9	1,776.4	1,788.7	1,858.9	1,899.9	1,935.5
Police staff pay	487.3	451.2	462.0	486.4	491.8	501.9
PCSO pay	53.7	53.7	53.9	54.8	55.9	57.1
Total pay	2,333.8	2,281.3	2,304.7	2,400.2	2,447.7	2,494.5
Police officer overtime	79.0	105.1	86.7	81.7	81.7	81.7
Police staff overtime	20.0	25.1	20.1	20.1	20.1	20.1
PCSO overtime	0.2	0.2	0.2	0.2	0.2	0.2
Total overtime	99.2	130.4	107.0	102.0	102.0	102.0
Employee-related expenditure	21.9	26.0	21.4	21.5	20.6	20.6
Premises costs	174.0	170.8	184.4	183.7	171.2	133.4
Transport costs	65.7	68.3	57.8	57.8	57.0	57.2
Supplies and services	517.0	536.7	524.6	539.7	548.3	604.1
Total running expenses	778.5	801.8	788.2	802.7	797.1	815.3
Capital Financing costs	41.9	41.5	97.2	53.9	69.3	80.3
Total expenditure	3,253.5	3,255.0	3,297.1	3,358.8	3,416.1	3,492.1
Interest receipts	-1.3	-2.0	-1.3	-1.3	-1.3	-1.3
Other income	-255.2	-262.9	-262.5	-264.7	-266.2	-269.0
Total income	-256.5	-264.9	-263.8	-265.9	-267.5	-270.3
Discretionary pension costs	34.4	33.6	34.4	34.4	34.4	34.4
Savings to be identified	0.0	0.0	0.0	-44.2	-94.1	-139.9
Net expenditure	3,031.4	3,023.7	3,067.8	3,083.1	3,089.0	3,116.2
Transfer to/(from) reserves	-90.6	-51.0	-29.0	-22.2	-1.0	0.0
Net financing requirement	2,940.7	2,972.7	3,038.8	3,060.9	3,088.0	3,116.2
Specific grants	437.1	469.1	423.3	423.3	423.3	423.3
Retained business rates	29.6	29.6	92.0	88.2	88.4	88.5
Home Office Police Grant	1,882.0	1,882.0	1,882.1	1,882.1	1,882.1	1,882.1
Council tax requirement	592.0	592.0	641.4	667.3	694.2	722.3

Reserves

The Met holds two categories of reserves: a general reserve for unexpected pressures that cannot be managed within existing budgets; and earmarked reserves set aside for specific activities. Our reserves peaked at £420 million at the end of 2014-15 and we have been using our reserves since this date in line with our strategic priorities, mainly supporting our transformation programme. To 2020-21 our plans include the use of reserves to fund the change to support services, fleet, Occupational Health, catering, IT and property. In addition, we will be using reserves to provide stability to our officer establishment to 2022.

Since the publication of the GLA consolidated budget we have updated our reserve plans in line with our Reserves Strategy and the 2017-18 outturn position, which currently show that reserves will be down to approximately £64 million by 2022-23, as set out in the table below.

At the end of 2018-19 we estimate our reserves will represent some 6 per cent of our net revenue expenditure and by 2022-23 this will be approximately 2 per cent still remaining in line with MOPAC policy.

Ministerial Grouping	Description	PACCTS category	Closing Balance 2016/17 £m	Outturn 2017/18 £m	Estimated Closing Balance 2017/18 £m	Estimated use in 2018/19 £m	Estimated use in 2019/20 £m	Estimated use in 2020/21 £m	Estimated use in future years £m	Estimated Closing Balance £m
General Reserve	General Reserve	General Reserve	46.6	0.0	46.6	0.0	0.0	0.0	0.0	46.6
Use within the current MTFP	Supporting OMM and local change	Held to facilitate change programme	93.1	-58.5	34.6	-19.6	-14.8	0.4	-0.6	0.0
	Property	Held to support medium term budget	21.8	-1.9	19.9	4.8	4.1	-2.4	-26.4	0.0
	Historical public inquiries	Held to support medium term budget	9.6	0.0	9.6	-7.8	-1.8	0.0	0.0	0.0
	Operational Costs	Held to support medium term budget	12.1	-2.4	9.8	-3.6	-3.6	-1.2	-1.4	0.0
	Vetting Delays	Held to support medium term budget	0.0	1.1	1.1	-1.1	0.0	0.0	0.0	0.0
	Specifically funded for third parties	Held on behalf of other organisations	14.1	0.0	14.1	-5.0	-9.1	0.0	0.0	0.0
	Business Group initiatives	Held to support medium term budget	12.0	-4.7	7.3	-7.2	-0.2	0.0	0.0	0.0
	Managing Officer FTEs	Held to support medium term budget	0.0	27.1	27.1	9.1	21.9	-11.3	-46.8	0.0
Use beyond the current MTFP	Insurance	Held to support medium term budget	6.7	0.0	6.7	0.0	0.0	0.0	0.0	6.7
	Other earmarked (POCA)	Other Earmarked	7.4	-0.5	6.9	0.0	0.0	0.0	0.0	6.9
	Specifically funded for third parties- airports	Held on behalf of other organisations	1.8	0.2	2.0	0.2	0.2	0.0	0.0	2.5
	MOPAC	Held to support medium term budget	14.4	0.9	15.3	-3.8	-3.8	-3.0	-3.0	1.7
Grand Total			239.6	-38.7	201.0	-33.9	-7.0	-17.5	-78.2	64.4

Capital Programme

As set out in the Mayor's Consolidated Budget in March 2018, the Met has a capital budget of £1.24 billion between 2018-19 and 2021-22.

Some of this expenditure will be funded through a contribution from capital receipts generated by our ambitious estates transformation programme. Grants and specific funding support a further £242 million. The balance will be funded through prudential borrowing. The implications of this are captured in our revenue lines.

Our capital investments support many of the changes required to deliver significant savings for the future. In summary:

- £654 million from 2018-19 to 2021-22 delivering our Estates Strategy, which supports our wider operational design and releases additional savings in excess of £50 million by end of 2022-23
- £370 million will be invested in transformation, mainly delivered through

technology - including MiPS, Command and Control, Information Management, the Emergency Services Network and Mobility (including tablets and Body Worn Video)

- £110 million will be invested updating our fleet, including vehicles that will help us achieve the Mayor's environmental targets for London
- £106 million will be invested in specific projects within Counter Terrorism.

This information will be updated with the annual capital programme refresh to be undertaken in autumn 2018, alongside the development of the 20-year Capital Strategy (requirement of the Prudential Code).

The table below shows the 2017-18 outturn position with an expenditure of £431.5 million.

CAPITAL SPENDING PLAN - SUMMARY

MOPAC Capital Plan	2017/18 Outturn £m	2018/19 Plan £m	2019/20 Plan £m	2020/21 Plan £m	2021/22 Plan £m
Property Forward Works	14.1	8.8	9.8	7.5	10.0
IT core infrastructure & Replacement	28.7	31.6	27.7	25.7	25.7
Fleet	17.8	38.7	26.3	22.0	23.3
NCTPHQ	13.1	33.7	25.8	21.0	25.0
Improving Public Access and first contact	2.5	0.0	0.0	0.0	0.0
Optimising Response	11.7	12.4	18.1	33.4	10.5
Strengthening Local Policing	1.7	2.0	1.0	0.3	0.0
Transforming Investigation and Prosecution	17.7	45.1	41.8	40.0	0.0
Strengthening Armed Policing	0.6	2.8	2.5	0.0	0.0
Smarter Working	43.1	20.5	3.6	1.2	0.0
Workforce Futures	0.0	0.0	1.0	1.0	1.0
Information Futures	0.3	5.0	0.0	0.0	0.0
Transforming the MPS Estate	280.2	239.2	242.2	110.3	26.1
Subtotal	431.5	439.8	399.8	262.4	121.6
Over-programming		-19.0	8.2	8.2	19.0
Total Programme Cost	431.5	420.8	408.0	270.6	140.6
<i>Funding</i>					
Capital Receipts	374.8	152.5	101.5	66.3	102.5
Capital grants & other contributions	40.0	56.3	47.4	41.1	37.2
Borrowing	16.7	151.6	259.1	163.2	0.9
Revenue Contributions		60.4			
Total funding	431.5	420.8	408.0	270.6	140.6

Note

The purchase of ESB was brought forward from 2018/19 to March 2018 and this is reflected in the figures above

The plan will be further amended as part of the Q1 monitoring process in 2018/19 to reflect slippage from 2017/18 or other required changes.

Value for Money

Value for Money is embedded within our business processes for budget setting, decision making and benchmarking and is continually reviewed.

HMICFRS publish annual value for money indicators. Once the national responsibilities we face, the true population we support and the additional cost of operating in London are taken into account the Met benchmarks well against most similar forces (the group is Greater Manchester, Merseyside and West Yorkshire).

Achieving commercial excellence

The role of our Commercial Services department is to proactively manage all of the Met's trading relationships to achieve commercial excellence and support the Mayor's wider agenda.

The Met spends about £800 million each year on a diverse range of goods and services and we procure them in the most cost effective and compliant way - while satisfying urgent operational needs. We proactively manage thirty large complex and operationally critical outsourced service contracts that make-up circa 50 per cent of our spend, ensuring we receive the quality services we are paying for and to achieve value for money.

The Commercial team also generate over £200million of revenue that supplements the income we receive by way of the general and other specific grants. This includes the full recovery of costs for providing policing services to third parties plus further monies from sponsorship, grants, exploiting the Met's intellectual property, and from other sources.

The team strives to become the "Trusted Commercial advisor" through five commercial objectives:

- Embedding a strong commercial capability and culture across the Met
- Supporting operations and transformation through efficient commercial operations
- Proactively managing our key contracts and the supply chain
- Sustaining and growing commercial revenue, and
- Generating and facilitating significant additional savings.

Key activities over the next period are to:

- Implement a new Commercial operating model that optimises the management of contracts throughout the entire commercial lifecycle and overcomes any differentiation between Procurement and Contract Management. This will include the introduction of a new cloud based commercial management system.
- Closer commercial collaboration with other police forces and across the GLA family, potentially including further integration with the wider Policing through the Future Commercial Operating Model (FCOM) Programme.
- Develop a commercial approach that enables innovation while ensuring regulatory compliance and that directly supports the Met's aspiration to become a Digitally Driven Organisation.
- Fully establish the contract governance and effective management for the twenty four Platinum (high value strategic) suppliers and the eight Gold (lower value critical) suppliers.
- Establish the commercial strategy and initiate significant procurements including, but not limited to; Command & Control, Resource Planning, replacement of SIAM & Towers, Facilities Management.
- Manage the routine annual workload of circa 50 procurements valued at more than £500,000 and over 400 procurements with a value above £50,000 and ensure the Met obtains best value for money.
- Develop the new functionality with PSOP to provide the Met's leadership and business units with effective spend and supplier performance data.
- Ensure that the Met fully recovers all costs from statutory charges and other funded posts while ensuring that the right policing resources are available to support operations.

Milestones:

Quarter 2, 2018-19:

- Major change to organisational ERP to reflect organisational Executive Redesign.
- Publication of annual accounts.
- Complete initial capital prioritisation exercise to inform the 2019-23 budget submission.
- Finalise budget scrutiny outcomes for Management Board consideration.

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 of our Corporate Financial Governance Framework - including scheme of delegation, financial instructions and the scheme of devolved financial management.
- Publish draft financial assurance framework.

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.

Estates

The Met is working hard to ensure it continues to become an even more efficient organisation that provides an effective and efficient service that is valued by Londoners. Our objective is to support the Mayor’s Police and Crime Plan through the provision of a modern police service which protects London and its communities. The MOPAC/MPS [Public Access and Engagement Strategy](#), published in November 2017 following a consultation during which thousands of Londoners expressed their views, sets out how we can increase productivity and find some of the savings that are required of us in the next four years, whilst maximising accessibility and the presence of our officers on the street.

New technology enables our officers and staff to work anytime, anyplace and almost anywhere; there is now less reliance on having our own buildings to support our service. Currently our desks are occupied less than 50 per cent of the time meaning that half the estate is unoccupied at any one time. We will design our retained buildings to provide space that can be shared with multiple teams improving utilisation with a target of up to 80 per cent.

Our aim is to invest substantially in a much smaller retained estate. We will enhance the efficiency of the buildings and improve the

quality of the working environment with the aim of increasing productivity of officers and staff. In doing this we will also release and maximise the capital tied up in surplus buildings and reduce running cost of the buildings which will be reinvested in front line officers (the target annual property saving of circa £56m is equivalent to the cost of 1,000 police officers).

We will close some of our buildings but we will always maintain a 24 hour, seven days a week police front counter in every London borough. And, as set out earlier in this document, we are widening public access through digital channels while strengthening some of the traditional ways for the public to contact the police, such the 999 and 101 services.

We aim to maximise the value of our assets through strategic investment. We will invest circa £900m in our retained estate to ensure our buildings are more fit-for-purpose, efficient and compliant for current and future demands. The strategy will also help generate circa £479 million of capital receipts that can be re-invested back into the Met’s capital programme.

We also aim to reduce the size of the estate from over 360 to circa 145 buildings and reduce the running costs of the retained estate. Following the outcome of the public consultation, the number of retained buildings has increased slightly from our original plan. Some of the Met’s smaller existing buildings which support local policing will remain open where they are low cost and replacement by a DWO Hub would not be a good value for money option. Our disposal strategy remains active with the aim of realising capital receipts to fund the programme through to 2022-23.

In 2018-19, our Estate Strategy will be a key enabler to the Met achieving its corporate objectives. The projects to be delivered in the coming months and years have been split into:

- The early “go live” projects include significant remodelling works to Charing Cross Police Station, the redevelopment of Hammersmith Police Station, the construction of a new vehicle training school at Hendon and Belvedere evidence storage
- Central Estate Programme – the acquisition of Empress State Building (ESB) and associated moves
- The refurbishment of 31 local police buildings with 16 full refurbishments supporting the new BCU structure and a further 15 building improvements

- The creation of local DWO hubs, redecoration of retained front counters, replacement of ABE suites; and
- The replacement of life expired building components and works to ensure compliance with statutory obligations.

The Estates Transformation Strategy programme is a critical enabler to the transformation portfolio success through:

- providing the required flexible space in buildings to support and empower officers in undertaking their duties whilst also supporting the delivery of the Met's future target operating model
- Contributing to a more efficient police service with officers more visible in the community
- reducing resource required to maintain inefficient buildings; and
- providing capital to support greater investment in tools and technology to support new ways of working.

There has been good progress in delivering the Estate Transformation Strategy. Approvals for all of the early "go live" projects have now been received and are all on site.

Over the coming year the delivery of these projects will continue together with the disposals, refurbishments, moves and restacks required to reshape properties.

MOPAC completed the acquisition of Empress State Building (ESB) at the end of 2017-18 for £250 million; this is a significant step forward in delivering the Estates Strategy. ESB will enable the Met to consolidate a number of specialist teams into one building forming a central platform in the fight against terrorism; a response to the changing nature of the threat in London and the nation as a whole. This will enable a more collaborative approach improving both effectiveness and efficiency of this critical area in order to keep London safe.

The acquisition secures the long term future of the building, provides better quality accommodation as well as reduces annual revenue costs. The Central Estates programme will require the relocation of around 7,500 staff and officers over 5 years and the part or full refurbishment of eight further buildings around the estate making a substantial contribution to the wider disposal programme.

The 16 building refurbishments and 15 building improvement projects supporting the Local Policing teams were all given approval to proceed to detailed design in 2018. The detailed design work for the buildings is well under way for the first phase of programmed works. This is a significant step forward to start the entire process of major projects, refurbishments, updating and improving key buildings within the Estate.

Over the course of the next 18 months other activities will include: the redesign of specialist crime investigation; the reduction of MetCC locations from three to two; an analysis of task force and firearms teams requirements.

Work continues with planning for the closure of expensive Safer Neighbourhood Bases. Working collaboratively with each BCU locations will be mapped and developed for the new DWO sites. These will be a combination of a limited number of retained locations together with new collaborative hubs working alongside other public agencies and building operators in a variety of third party partner buildings. They will provide DWOs with suitable accommodation in locations close to the communities they serve.

Milestones:

Quarter 1, 2018-19: acquisition by MOPAC of ESB complete.

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

Quarter 1, 2018-19: Local Police Stations – detailed designs start.

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

Quarter 4, 2019-20: target completion dates for works at Westminster (Charing Cross Police Station), Crabtree Manorway Belvedere and Hendon Driving School.

Quarter 4, 2019-20: refurbishments of Local Police Stations begin.

Quarter 4, 2021-22: Hammersmith Police Station is due for completion.

Quarter 4, 2021-22: refurbishments of first Local Police Stations complete – linked disposals of surplus buildings start.

5.4 Assets

Operational Support

Our operational support services (OSS) provide direct support to the frontline and will be forming part of Met Operations from Quarter 2, 2018-19 in order to maximise the support this function provides to operational policing.

OSS includes:

- Centrally Delivered Support Services (CDSS) (Fleet including boats and discreet fleet; Language Services; Travel Services; Vehicle Recovery and Exhibit Storage; Catering including Operational and Detainee Feeding; Covert Policing Advisor), and
- Locally Delivered Support Services (LDSS) (Criminal Exhibits (Local on BCU and central at Mandela Way); Typing Services (for Criminal Justice cases); Pass Issuing; Despatch and Distribution Service; Locker Management; Uniform Services; Local Admin (on each BCU); Forensic File Storage; general file storage and movement; local fleet movement; records management; forensic archive; volunteers).

Our overarching objective is to drive best value from the delivery of services in support of operational policing. The activity for 2018-19 remains focused on:

- delivering services to a high standard
- making sure resources are aligned to the new BCU model and
- completing the changes that contribute towards our savings (such as the effective management of exhibits and records which will reduce the use for storage within the estate).

Operational Support also contribute to Mayoral priorities beyond the Police and Crime Plan including air quality, electric vehicles and low carbon initiatives. All our new buildings and estate refurbishments are stipulated to a BREEAM (Building Research Establishment Environmental Assessment Method) score of 'very good'. Over the coming months our fleet of both Zero Emission and Hybrid Electrical vehicles will continue to expand to 102 zero emission and 110 hybrids electric vehicles in service.

Digital and IT

The Met has historically under-invested in new technology, with 80 per cent of the IT budget traditionally spent to maintain existing systems. This is changing. We are now investing in new technology that provides more accurate and timely information to officers and is easier to maintain. We have broken up our historic monolithic IT contract and engaged instead a range of suppliers to provide flexibility in who we contract with. We significantly reduced the number of contractors and staff from around 500 to 90 core staff. Our investments prioritise common platforms that allow for flexibility and inter-operability.

Key developments in 2017-18 included Wi-Fi rolled out across Met buildings (completing in 2018-19); the roll-out of BWV cameras; tablets and laptops to allow staff mobility and maximise officer presence on the ground, the rationalisation of our data centres from five to two; and a new self-service portal to give employees options to raise, track and manage their own IT issues and orders, and the ability to speak directly with the service desk via instant messaging.

Many of the improvements we are introducing are set out in the operational sections of the business plan. Supporting our Transformation portfolio and our smarter working approach is the delivery of new mobile technology enabling officers and staff to work in an agile way, with officers connected while out in the community rather than behind a desk. In addition, and across our estate, we will implement more mobile IT solutions and are upgrading current systems to ensure compatibility.

Our objectives are:

- **digital engagement with the public and key stakeholders**
- **enabling the police officer of the future**
- **impactful policing that is truly information-driven.**

Our investments flow from a vision of what a truly digital policing organisation for the 21st century whether in terms of big infrastructure (such as MiPS) or flexible mobile technology.

We are also strengthening our proactive engagement with national digital policing programmes, and leading the collaborative work on the national Single Online Home.

Information management

Information is one of the Met's most important assets. Through proper and full exploitation of the millions of records that we hold, we have the power to solve crime more effectively, ensure victims and the vulnerable are protected from harm and also that potentially dangerous people are prevented from offending.

The scale and complexity of the information places a significant responsibility on us to record, retain, review and use it correctly. We are committed to being more transparent as an organisation and to use the information that we hold carefully and responsibly to protect individual freedoms and uphold the law, working within the new GDPR framework. Our information management strategy sets out how we manage information, data quality and standardisation, publication and access.

In some cases, we are facing historical issues linked to the amount of information on paper, which is difficult to review or search. Therefore we are working to improve formal record keeping across the Met and are reviewing local paper archives as part of **Operation Filesafe**. To date, over 1.5 million local records have been reviewed, recorded and stored or properly disposed of and we anticipate to have reviewed 6 million records across 290 buildings by March 2018. This will provide assurance that relevant records are correctly organised and stored in line with policy, and can be accessed more easily for historic inquiries and disclosure obligations.

An Information Futures programme is currently underway as part of our transformation portfolio and a key objective will be to put in place the cultural, technical, behavioural and business capabilities we need to rise to the challenge of a fast-moving, data-driven digital age. Being data-driven will help us:

- disseminate prevention and crime information in real time to officers and the public
- proactively compile intelligence to better identify trends and predict future patterns through predictive analytics, self-service by the frontline and complex data analytics at the centre
- deploy resources in anticipation of demand through enhanced forecasting capability

- allow the front line to make decisions more effectively by providing the right information
- Better understand how effective we are at policing and managing demand at an individual, team and organisational level
- Collect, manage, action and disseminate information in an ethical and proportionate way that makes us a trusted partner.

The transformation to be more data-driven will take place over the next five years but the benefits of operating differently with the way we use data will begin immediately through a series of pilots.

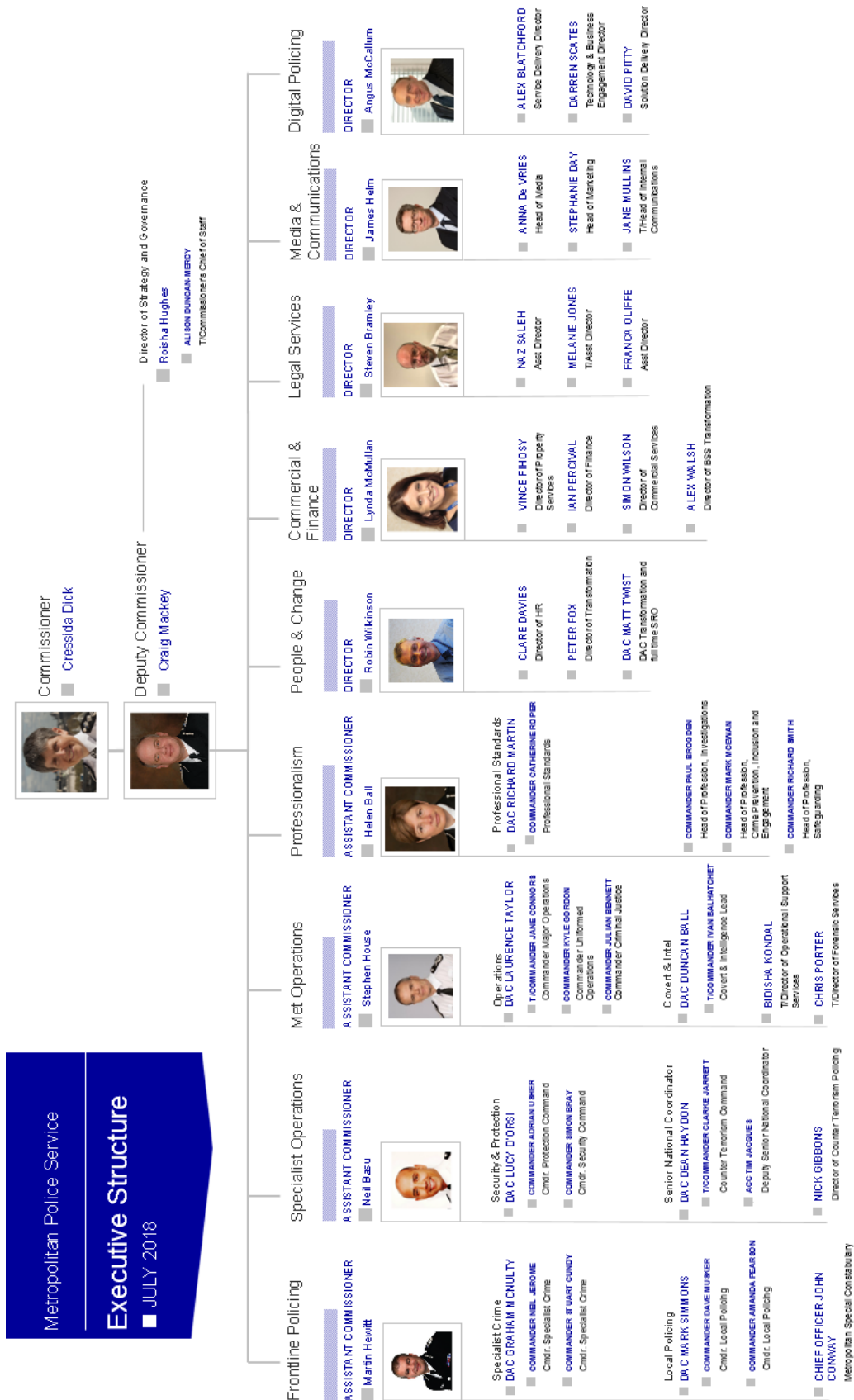
Communication

The public's support for the Met, evidenced most clearly after last year's multiple terrorist attacks, is a very significant asset. We know people are willing to help the police and support our professional approach to enforcement where it is going to keep them safe. It is up to us to maintain and enhance their confidence by keeping people informed, both through the media and our own channels, about our work.

There will be an increasing focus on the Met's work to tackle violent crime as our communications accompanies our operational tactics. We will continue to develop the way we help the public to take the right steps to prevent crime and keep themselves safe and the ways we use digital and social media alongside traditional media to mobilise the public so that together we can reduce violent crime, bring more criminals to justice and respond effectively to major incidents.

We will also use our communications to help strengthen the Met by supporting the recruitment of officers from diverse backgrounds by explaining to Londoners the varied and rewarding roles a police career offers and with targeted advertising campaigns. Internally we will to help senior leaders engage with our large workforce and give them the information and confidence they need to succeed during what continues to be a fast-paced and ambitious programme of transformation.

6- Executive structure



7- Glossary and acronyms

Reference	Description
Abbreviations from the milestones: Met lead business groups	These refer to the following Met department DMC: Directorate for Media and Communications DP: Digital Policing DPS: Directorate of Professional Standards FP/TP: Frontline Police (was Territorial Policing) HR: Human Resources and Workforce OMM/TD: One Met Model/Transformation Directorate MetOps: Met Operations SO: Specialist Operations S&G: Strategy and Governance
4 Ps	Organisation of police activities along four streams: Prevent, Pursue, Protect and Prepare (originally set out in the government's Counter-Terrorism Strategy CONTEST)
ANPR	Automatic Number Plate Recognition
BAME	Black, Asian, and minority ethnic
BCU	Basic Command Unit
BWV	Body worn video cameras
CAIT	Child Abuse Investigation Team
County Lines	County lines is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas (within the UK), using dedicated mobile phone lines or other form of 'deal line'. They are likely to exploit children and vulnerable adults to move (and store) the drugs and money and they will often use coercion, intimidation, violence (including sexual violence) or weapons.
CRIS	Crime Record Information System
CSE	Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity 1) in exchange for something the victim needs or wants, and/or 2) for the financial advantage or increased status of the perpetrator or facilitator.
CSEA	Child sexual exploitation and abuse
CSU	Community Safety Units
CPS	Crown Prosecution Service
CRC or London CRC	London Community Rehabilitation Company
CT	Counter Terrorism
DWOs	Dedicated Ward Officers
Extremism	Defined in the government's 2015 Counter-Extremism Strategy as 'the vocal or active opposition to our fundamental values, including democracy, the rule of law, individual liberty and the mutual respect and tolerance of different faiths and beliefs.'
GLA	Greater London Authority
Habitual knife carrier (HKC)	Any individual that has come up at least twice as a suspect on CRIS for possession of an offensive weapon / knife / bladed article or a knife injury excluding domestic abuse offence in the last two years AND at least one of the offences is in the last 12 months unless this subject has been in prison for a period in the last 12 months.
Hate crime	Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's: race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender.
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
IOPC	The Independent Office for Police Conduct
IVMA	In-Vehicle Mobile Application
MARAC	A Multi Agency Risk Assessment Conference (MARAC) is a victim focused information sharing and risk management meeting attended by all key agencies, including the police, where high risk cases are discussed. The role of the MARAC is to facilitate, monitor and evaluate effective information sharing to enable appropriate actions to be taken to increase public safety. Early identification of high risk minimises repeat victimisation.

	DV-MARAC address domestic abuse whereas the Community-MARAC borrow the same structure and organising principles to address vulnerability including mental health.
MASH	Multi-Agency Safeguarding Hubs. For many years, the sharing by the police with local authority social services of appropriate information about children who come to their notice has been vital in ensuring that as far as is possible the welfare of children is safeguarded. The Children Act 2004 emphasises the importance of safeguarding children by stating that relevant partner agencies must make sure that functions are discharged having regard to the need to safeguard and promote the welfare of children. The MASH model was highlighted in the Munro Report into child protection as an example of good practice in multi-agency partnership working. It delivers 1) Information based risk assessment and decision making (Identify children and young people who require support or intervention) 2) Victim identification and harm reduction (Identify victims and potential victims likely to experience harm and ensure partners work together to deliver interventions) 3) Co-ordination of all safeguarding partners (Ensure that the needs of all vulnerable people are signposted to the relevant partners). Many MASH structures also manage adult safeguarding in their borough.
MiPS	Met Integrated Policing Solution is an integrated IT system that brings together the functionalities of a number of older IT systems from Custody, Investigation, Intelligence and Prosecutions. It will allow access and inputting of information through one interface and provide remote access for officers and staff irrespective of location or device.
Modern Slavery	Modern slavery is a term that covers slavery; servitude and forced or compulsory labour; as well as human trafficking.
MOPAC	The Mayor's Office for Policing and Crime (MOPAC) is headed by the Mayor, who has exercised unique legislative powers to appoint a statutory Deputy Mayor for Policing and Crime to take on day-to-day responsibility for the office. The Mayor is directly accountable for policing performance in London.
NCA	National Crime Agency
NICC	National and International Capital Cities Grant
NPCC	National Police Chiefs' Council
PC	Police Constable
PCLOs	Police Conference Liaison Officers
PCSO	Police Community Support Officer
PNC	Police National Computer
Protected characteristics	The Equality Act 2010 covers the following groups: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation
Restorative Justice / RJ	The Met and MOPAC have adopted the Ministry of Justice definition: 'Restorative Justice brings together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward. RJ gives victims a chance to tell offenders the real impact of their crime, get answers to their questions and get an apology. RJ holds offenders to account for what they have done. It helps them understand the real impact, take responsibility, and make amends.'
Sanction detection	Detections: A term used for resolved cases whether it be through police-generated detections (sanction detections), or those resolved through administrative means (non-sanction detections). Sanctioned detection occurs when 1) a notifiable offence (crime) has been committed and recorded; 2) a suspect has been identified and is aware of the detection; 3) the CPS evidential test is satisfied; 4) the victim has been informed that the offence has been detected, and; 5) the suspect has been charged, reported for summons, or cautioned, been issued with a penalty notice for disorder or the offence has been taken into consideration when an offender is sentenced.
SHPO	A Sexual Harm Prevention Order is a civil order which restricts grooming or preparatory behaviour of established offenders (who have been convicted or cautioned for a schedule 3 or 5 offence).
SRO	A Sexual Risk Order is a civil order which restricts grooming or preparatory behaviour of the public/children/vulnerable adults where there is no relevant schedule 3 of 5 conviction/caution.
TDIU	Telephone and Digital Investigation Unit
Transformation Portfolio (OMM 2020)	Our current transformation programmes are: 1: Improving public access and first contact. How the public contact the Met and make access our services helpful, friendly and reassuring whether online or face-to-face. It includes work to implement the new website, self-service forms, a digital 101 and front counter design

	<p>2: Optimising Response, seeks to deliver an effective command and control framework, such as moving Despatch to the 12 Borough Control Rooms and the In-vehicle Mobile Application rollout</p> <p>3: Strengthening local policing, in a way which meets Londoners' needs and improve safeguarding. This will be delivered particular through the BCUs, the DWOs and schools officers, and more investigations taking place at a local level, with fewer handovers.</p> <p>4: Transforming investigation and prosecution, for example with the roll out of BWV, integrated digital systems to enhance the quality and exploitation of information, and new capabilities within Forensics, Intelligence, Custody and Prosecutions</p> <p>5: Strengthening armed policing capability, through the recruitment, training and deployment of qualified officers</p> <p>7: Smarter working so our workforce can work flexibly, from anywhere on the ground, with the introduction of mobile devices in conjunction with the changes introduced through our estate strategy</p> <p>8: Workforce futures to enable direct entry, behavioural and culture change so we have the right match between demand and skills, needs and capability</p> <p>9: Information futures to enhance the storage, security, access and use of information, improving our Information Management standard and the quality of data provided to our staff and to the public</p> <p>10 and 11: Central Estates programme and Transforming the MPS Estate to deliver a good quality and more affordable estate which meets our new operational needs</p> <p>12: Business support services (commercial) will outsource Met core support services in Finance, HR and Procurement at a reduced cost.</p>
VCTF	Violent Crime Task Force
Vulnerability	<p>Children: safeguarding children and promoting their welfare including: Protecting children from maltreatment Preventing impairment of children's health or development Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care Enabling them to have optimum life chances and to enter adulthood successfully</p> <p>Adults: considering environmental factors or an individual's circumstances or behaviour which could indicate that there may be a risk either to the individual or to others. An individual's vulnerability may be linked to their current mental health or social functioning, disability, age or a physical illness or disorder. Our priority is to safeguard:</p> <ul style="list-style-type: none"> Those suffering from mental ill health Missing and absent persons Victims of rape and other serious sexual offences Victims of domestic abuse Children and young people affected by gang activity Children who are being sexual exploited Those subject to drug or alcohol misuse Vulnerable persons in custody



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