

Metropolitan Police Service

Quarter 2 2019-20 (July to September)

Business Plan progress report



KEEPING
LONDON
SAFE

Introduction

Operational policing in London is the responsibility of the Metropolitan Police Commissioner, Cressida Dick. [The Met Business Plan](#) sets out the Met's key operational priorities and initiatives for policing London. It is aligned to our long term strategy to 2025, the [Met Direction](#), and to the [Mayor's Police and Crime Plan](#).

Our mission is to keep London safe for everyone. To achieve this, we will focus on three operational priorities:

- Focus on what matters most to Londoners
- Mobilise partners and the public
- Achieve the best outcomes in the pursuit of justice and in support of victims

As an organisation we want to continue to develop our internal capabilities. We will focus on four enabling priorities:

- Seize the opportunities of data and digital tech to become a world leader in policing
- Care for each other, work as a team, and be an attractive place to work
- Learn from experience, from others, and constantly strive to improve
- Be recognised as a responsible, exemplary and ethical organisation

Ultimately, our vision is for the Met to be the most trusted police service in the world.

This quarterly report updates on the Met's progress in implementing our [Business Plan](#) 2019-2022. It monitors our progress and performance. This report reflects the new format introduced in Quarter 1: whilst previous updates were limited to a milestone update and summary narrative of the main activities that took place during the previous quarter, we are now complementing this with data and indicators identified in our new Performance Framework. That format will be continue to be developed further in future quarters with a direction of travel indicator dashboard.

Milestone Progress

Our Business Plan defined 52 milestones which we aimed to deliver in Quarter 2. In addition we are reporting here on the 3 milestones from Quarter 1 which were marked 'In Progress'. This year to date, we have delivered 62 of our Quarter 1 and 2 Business Plan milestones (86%) and 10 are still in progress.



1- Focusing on what matters most for Londoners

Quarter 2 activities

Police officer and staff recruitment

On the 5th September, the Government announced that policing will get more funding so a substantial number of additional officers can be recruited. The Met is pitching to welcome 6,000 of the additional 20,000 officers. Work is underway to allocate this growth within the Met, and ensure that we can reinforce our current focus on reducing violence and serious crime, bringing offenders to justice, have extra officers on the streets and tackle the issues which matter most to Londoners. Counter Terrorism funding will increase in line with inflation and an additional £30m for tackling on-line child exploitation is to be provided nationally.

The Mayor had already provided funding for additional officers which led to us increasing officer recruitment with current intakes of more than 300 each month, with a further rises ahead (400 in expected October and 500 in November). Over the last 12 months we have recruited more than 2,000 new officers, and at Quarter 2 had 30,500 officers in total (up from 29,600 in March 2019). Thanks to the campaigns there has been a 187% increase in application to become a police officer.

We are supplementing this, by recruiting police staff in key roles to support operational activity (such as Met Intel, Met CC, Designated Detention Officers, PCSOs and Public Access Officers) utilising their expert skills in these areas. We have made big strides in filling vacancies in these key areas. Over the last 12 months, 130 intelligence analysts and researchers were recruited, helping us better target our pro-active operations. We also hired 108 detention officers for our custodies.

Tackling and preventing violent crime

In July 2019, we launched our annual Summer Nights anti-violence campaign. The campaign brings together teams across the Met with external partners to tackle violence during this seasonally busy period. The range of tactics used focused on schools activities (such as joint patrols with head teachers) augmented by other engagement and diversionary activities; Divert, the Met's custody intervention programme took part in the Premier League 'Kicks' scheme, which delivers joint diversionary activities to divert young people from violent crime.

In February 2019, the Mayor of London had announced in initiative whereby knife offenders will be subject to GPS tagging. Following initial roll out in four London boroughs, the scheme to GPS-tag knife offenders upon release from prison was extended in Quarter 2 to cover 21 boroughs with an additional Mayoral investment of £700,000. This will increase the tags from 100 to 300 over a one-year period. The expansion means that every BCU will now be taking part in this initiative. Offenders who have served custodial sentences for knife-related offences, such as knife possession, robbery, wounding, GBH and aggravated burglary – will be tagged with a tracking device as part of strict new licence conditions. The initiative aims to reduce the likelihood of reoffending, help with the rehabilitation of offenders and improve crime detective rates through data sharing. Offenders who are most at risk of reoffending will be GPS tagged and have their movements checked against the location of reported crimes in a 24 hour period.

Serious and organised crime

The PEEL inspection carried out by HMICFRS graded the Met as 'outstanding' for its approach to tackle serious and organised crime. HMICFRS highlighted the Met's excellent understanding of the threats from serious and organised crime, including newer threats, and an integrated intelligence approach. Our introduction last year of local organised crime advisers who provide a link between frontline officers and serious and organised crime teams has supported delivery. An effective data-sharing process allows us to work with many other organisations within London and across the country, and tackle for example county lines gangs who are committing crime in other parts of the country. We have developed highly successful tactics to disrupt organised criminals, such as by using account-freezing orders. HMICFRS also highlighted the many diversionary activities we have in place, working with a wide range of organisations and charities to protect victims of organised crime.

Tackling Drugs

In July and August 2019, we conducted a six-week proactive operation aimed at tackling drug dealing and linked crime, resulting in 86 arrests. Operation Perseus was launched as a direct response to community concerns about drug dealing and associated violence. Nearly 100 warrants were executed at addresses across Greenwich, Lewisham and Bexley. Of those arrested, 81 people have already been charged. In September 2019, 25 people were arrested during early morning warrants in South London targeting people we believed to be involved in gang activity and drug supply. Warrants were executed at 40 addresses in Croydon, Wandsworth and Lewisham, following an 18-month investigation. During the course of the investigation, a number of firearms were also recovered. Such operations form part of our ongoing crackdown on violence and drug supply in London involving officers from local Neighbourhood Police Teams and the Violent Crime Taskforce to Forensics and our Data teams.

Counter terrorism (CT)

In September 2019, a new '[Policing Counter Terrorism and National Security Strategy](#)' was published. The strategy sets out a vision for the next decade and beyond - covering areas such as the expansion of the CT policing network, the evolving threats and the likely challenges we face in countering terrorism. It complements the Government's Counter Terrorism CONTEST strategy. With specialist CT teams currently dealing with just under 800 live operations, around 20 Prevent referrals daily and a huge step-change programme to encourage partners and the private sector to take effective protective security measures, it emphasises the necessity for a whole system approach.

Events and public order

Over the August Bank Holiday weekend, in excess of two million people gathered for the Notting Hill Carnival. Because of the scale, this is one of the most challenging annual events from a policing perspective. Over 12,200 Met officers and staff are on duty for this event. Their task is to ensure a safe event for everyone. Officers made 111 arrests on Sunday and 243 on Monday, the highest number in more than a decade, for a variety of offences, ranging from possession of an offensive weapon and assault, to theft and drug offences. Whilst undertaking their duties, there were 37 assaults on police, resulting in varying degrees of injuries to officers and arrests were made in 33 of them. For the vast majority of revellers however, this ensured an enjoyable and peaceful carnival.

Harmful practices

In July 2019, under Operation Limelight (the national multi-agency safeguarding operation which focuses on harmful practices) we carried out a proactive operation at Heathrow airport to raise awareness of forced marriage. In collaboration with Border Force, specialist Met officers carried out preventative and detection work in relation to inbound flights coming from or via 'countries of prevalence' for forced marriage, female genital mutilation (FGM) and honour based abuse and breast ironing.

Milestones implementation

Our Business Plan milestone	Update	Status
TACKLING SERIOUS VIOLENCE		
<i>With additional funding from the Home Office Serious Violence Fund, we will continue to boost the VCTF with officer capacity from Roads Policing, including fleet and equipment and fund surge capacity to proactively tackle violence.</i>	Tackling violence remains the number one priority for the Met and our dedicated Violent Crime Taskforce (VCTF) has been enhanced with additional officer capacity from the Roads and Policing command. This uplift is further supported by the purchase of additional equipment (including vehicles and Taser units) to ensure they are appropriately equipped and resourced to meet the challenge. Demand is historically higher over the summer and autumn, and the Met is addressing this through seasonal operations including Summer and Autumn Nights operational activity, and appropriate escalation plans.	
<i>With additional funding from the Mayor and Government, we will seek to recruit 190 police staff investigators to increase investigative capacity within the VCTF, homicide and other frontline policing teams.</i>	Recruitment is underway however we are facing a challenging competitive recruitment market and on-boarding of investigators takes time. To date we have recruited 31 Police Staff Investigators, with more in the pipeline. A further 11 are being trained in November, whilst 20 applicants have passed the selection interview stage and awaiting vetting. To manage this demand in the interim, there is an agreement with BCUs that VCTF prisoners and crimes will be processed and investigated by either ERPT or CID (depending on the local BCUs preference). This milestone is not expected to be met within the next quarter, so we will continue to monitor progress.	
<i>We will relaunch our Drugs Strategy with an emphasis on tackling drug-related violence. Superintendent Lead Responsible officers will be appointed locally on each BCU to manage individual plans.</i>	The revised Drugs Strategy was relaunched in May 2019 to focus on Drug Related Violence (DRV). DRV leads have been appointed in each BCU and a quarterly Drugs Strategy Board has been implemented. A day focused on drug related violence was held in September 2019 chaired by the Met-wide Drugs Lead and attended by the DRV leads, following which each BCU has put together a local DRV plan. The DRV strategy is being supported through some key operational developments including the recent roll out of the Rapid Drugs Service which provides forensics support to officers across London as well as an uplift in progress in Drug Expert Witnesses (DEW).	
<i>The Met and City of London Police will deliver a joint Firearm surrender campaign commencing July 2019 / Public campaign around gun crime, encouraging members of the public to support the recovery of firearms.</i>	This national firearms surrender campaign ran from 20th July to 4th August. The objective of the campaign (complemented by social media and video messaging) was to reduce the number of illegally held firearms in circulation by encouraging people who hold firearms and ammunition for which they do not have a valid licence, to bring them to the police for disposal. The Met and the City of London Police complemented the national campaign, with a focus on deterring third parties (including female and vulnerable members of the public) from storing and carrying of firearms for others. The Met and City of London Police collected 191 firearms (40 handguns, 31 Air weapons, 1 automatic, 15 rifles, 54 shotguns, 2 imitation, 48 other) and 8,894 ammunitions.	

<i>We will establish County Line single points of contacts (SPOC) within each BCU, driving and intensifying activity.</i>	Each BCU now has a named SPOC and Deputy who drive local activity based on the local intelligence picture, supported by new national and pan-London datasets and analysis. As at September 2019 there were operations against 40 to 50 County Lines at various levels of criminality. We are also working to strengthen performance and data collection capabilities to better detect and tackle County Lines.	
<i>Project Alpha launches. It will be a dedicated resource aimed at developing intelligence from social media platforms linked to offline serious gang violence.</i>	Project Alpha (a Met hosted proof of concept sponsored by the NPCC and funded by the Home Office) has been operating in full since the start of August. The project is achieving good early results, bringing to light threats and risks that would not otherwise have been identified. They have conducted 542 individual pieces of work resulting in numerous intelligence reports for direct action, evidential packages and content takedowns via industry partners. As per the grant agreement, the teams have started to deliver work for county force colleagues to test the concept and scale of the issues faced in other parts of the UK. The vision is to expand the Alpha approach, systems and processes into other forces during 2020/21 dependent on findings.	
TERRORISM		
<i>We will improve protective security for crowded places through use of security coordinators and CT security advisors. We will target priority sites for delivery of ACT and other CT awareness packages by CTSAs and CT protection officers in Quarters 1 and 2.</i>	Focussing initially on priority sites, we have delivered awareness sessions to 5,000 attendees within security per quarter through a suite of products within ACT or SCan. We have also carried out 700 visits to business per month through Project Servator which will engage with communities and aims to increase Prevent referrals.	
SAFEGUARDING		
<i>We will launch a Vulnerability Hub to incorporate the safeguarding strands – gangs, modern slavery, CSE, CCE, online – under one roof, to assess, support and refer young people at risk.</i>	On 3 rd June, the Central Specialist Crime (CSC) Vulnerabilities Hub went live along with other units in Specialist Crime under the new operating model. The full operating capability went live at the end of September and is now bedding-in. This change will be evaluated in December 2019.	
<i>With Operation Athena, we will counter declining trends in domestic abuse service delivery by increasing arrest rates, CPS referrals and sanctioned detections, and by driving down the number of outstanding domestic abuse suspects.</i>	A bi-weekly ERPT Gold Group is tackling the arrest rate of domestic abuse suspects on scene; perpetrator arrest on initial attendance is consistently at around 80%, with some BCUs achieving a 100% success rate. The subsequent arrest of perpetrators when not present at first attendance is proving more challenging. 64% of perpetrators are not arrested either at scene or subsequently within 24hrs, which this impacts on total arrest rates. Our objective is to raise DA arrest rate to 55%; in Jan 19 it was at 45.7%, but this has slipped to 40.6% in August 2019. Under Op Dawn Thunder (early morning arrests) we are working to decrease the number of outstanding domestic abuse suspects, and substantial reductions have been made over the summer (359 outstanding offenders). The Met is working closely with the CPS via the London Criminal Justice Board, conducting interview scrutiny panels to drive best practice in DA cases and raise CPS referrals. A joint CPS/Met awareness day in January 2020 will aim to raise CPS referrals and in turn drive up Sanctioned Detections (down from 21% Oct 18 to 13.5% Sept 19), particularly regarding victimless prosecutions and violence with injury cases.	
<i>We will create a hate crime schools package with partners to raise awareness of hate crime on- and off-line in schools (to be delivered by safer schools officers).</i>	The schools package has been created and available for all staff in the Met to use. We have been working with the central schools team to ensure this is delivered locally by our safer schools officers. We have already received positive feedback from officers and audience members. The package creates an opportunity within schools to speak about the impact of hate crime (online and offline) for the victim, and the consequences of being a hate crime perpetrator.	
LOCAL PRIORITIES		
<i>We will recruit PCSOs and post DWOs so all neighbourhood teams are up to strength by September 2019.</i>	We have recruited high volumes of PCSOs in recent months, with a healthy pipeline for future intakes. In September we were 6 over target (701 actuals against target of 695). This is enabling BCUs to ensure their DWO posts are filled.	

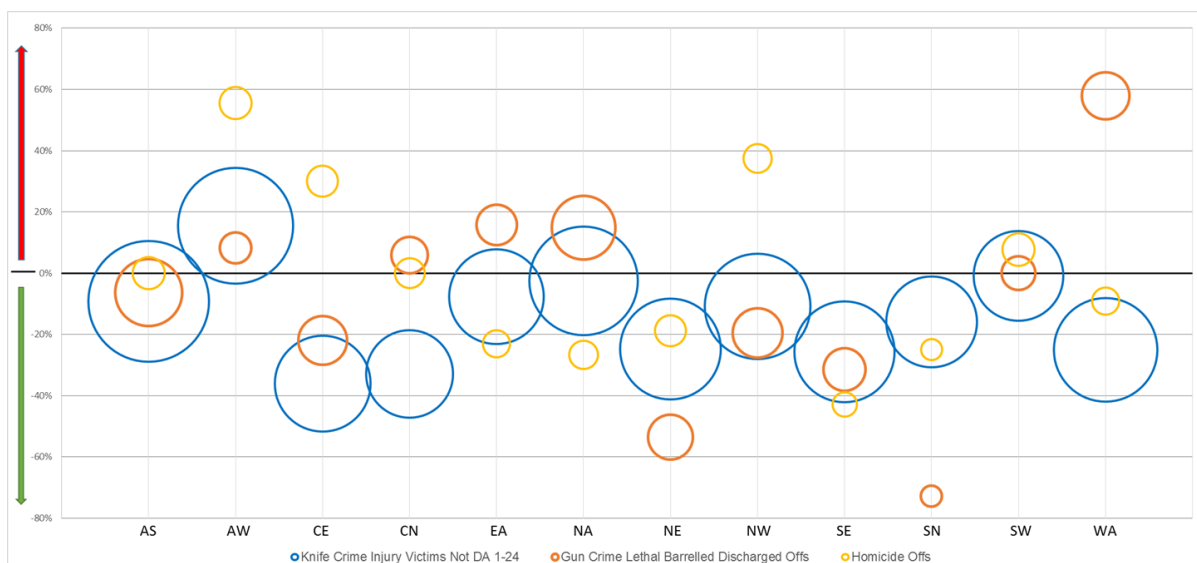
We will develop BCU Robbery plans.	We have developed and implemented a centrally co-ordinated pan-London Robbery strategy, which is supported through 12 BCU robbery profiles and activity plans. BCUs are working with local authorities to assist in the delivery of targeted crime prevention pilots, and to identify key locations, individuals or groups. Central meetings are conducted weekly to review individual BCU performance and activity. Peer reviews and assessments of the plans and activities have been completed in four BCUs (AW/CN/SA/NA).	
We will review of our robbery suspect identification processes (usage of VIIDO, FIMS and other identification procedures).	A review was undertaken by Op Venice (the Met's response to scooter and motorcycle-enabled crime) and Forensic Services which identified two areas for development: • Lack of understanding around PACE-compliant suspect identification procedures. In response, we held a robbery masterclass to cascade learning and best practice to all practitioners and supervisors involved in robbery investigation and on-going training being delivered to new Detective Sergeants. We also developed a robbery app to guide response officers on PACE-compliant identification • Lack of skill around the use of the new Forensic Images Management System (FIMS), on which CCTV images of suspects are circulated. We circulated information on the Met Intranet and through local forensic VIIDO teams. We arranged training and PACE-compliant viewing sessions. Officers from all BCUs and parts of the business with the lowest usage (Met Detention, RTPC and Specialist Crime) were particularly targeted. In October, we strengthened collaboration with British Transport Police and the City of London Police to allow for easier CCTV identification of linked-series offending via FIMS. Since the activities, the FIMS user numbers have increased from 14,226 to 18,442 (+29.6%) and September saw the highest level of robbery identifications on record (120 in a month).	
We will install high speed broadband in the ten main London bus garages to provide Roads Policing quicker access to bus CCTV images.	High Speed Broadband has been installed and is running in the ten main bus operator garages in London. This has significantly reduced the lead time in making CCTV available to the Met. Critical CCTV can be requested, accessed and quality checked on the same day and operators are now uploading an average of 700 files of CCTV footage per month.	

Performance framework indicators

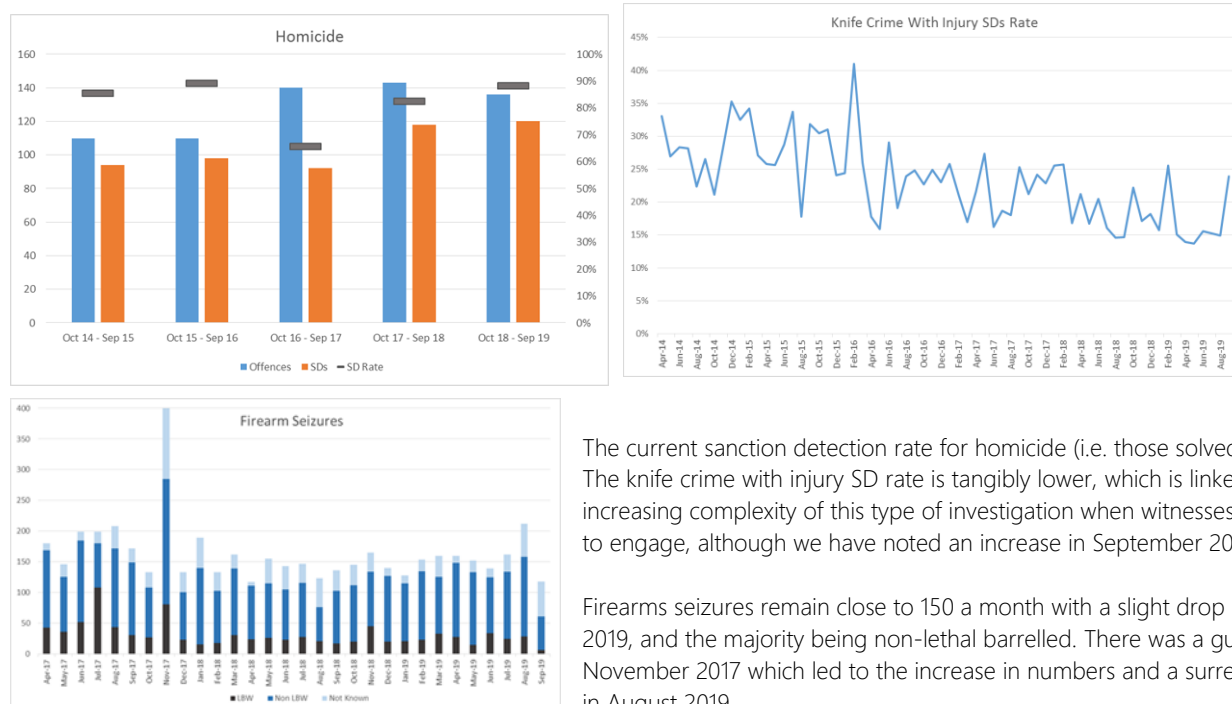
1.1: knife injury victims under 25; lethal barrelled discharges; and homicide by BCU

Figure 1 looks at three offence types for the 12 months to end of September 2019. The size of the bubble relates to the volume of the offences whilst the vertical position shows whether there was a rise or a decline compared to the previous year. BCU names are expanded on the last page. In the majority of BCUs, there is an improvement in these three areas, although only two BCUs (NE and SN) are showing a decrease across all three.

Knife crime with injury Not DA 1-24 has decreased 16% to 1,666 offences; gun crime lethal barrelled discharges have decreased 14% to 334 offences; whilst homicide are slightly lower (-5%) at 136 offences.



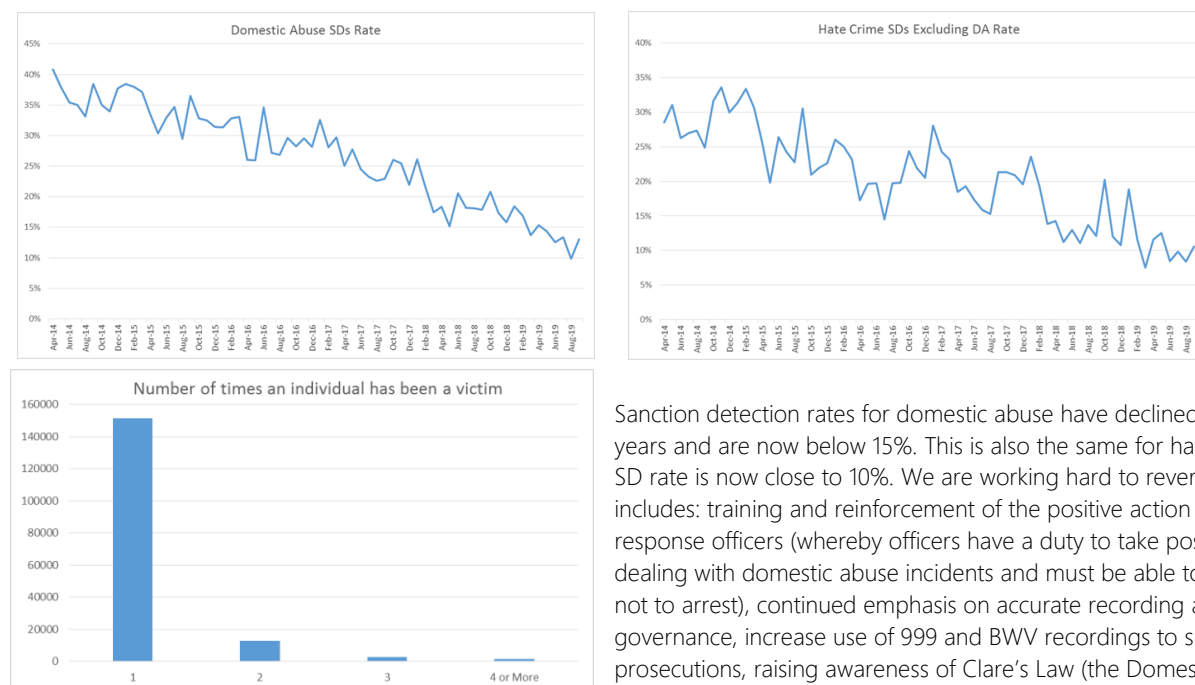
1.2, 1.3 and 1.4: homicide sanction detection (SD) rate; knife crime SD rate; and number of firearm seizures.



The current sanction detection rate for homicide (i.e. those solved) is high, at 90%. The knife crime with injury SD rate is tangibly lower, which is linked to the increasing complexity of this type of investigation when witnesses are not willing to engage, although we have noted an increase in September 2019.

Firearms seizures remain close to 150 a month with a slight drop in September 2019, and the majority being non-lethal barrelled. There was a gun amnesty in November 2017 which led to the increase in numbers and a surrender campaign in August 2019.

1.5, 1.6 and 1.7: domestic abuse and hate crime SD rates; repeat domestic abuse victims



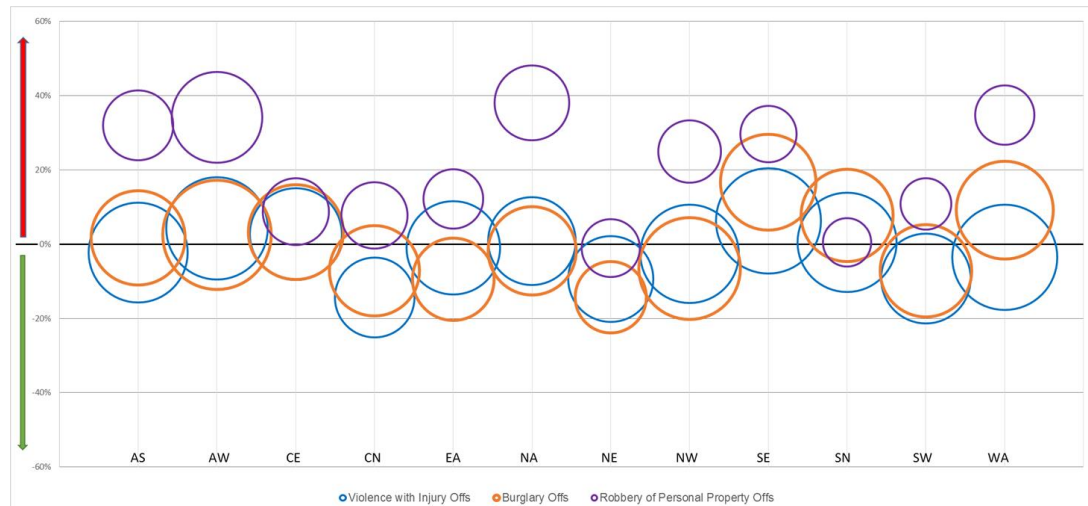
Sanction detection rates for domestic abuse have declined over the last few years and are now below 15%. This is also the same for hate crime where the SD rate is now close to 10%. We are working hard to reverse these trends. This includes: training and reinforcement of the positive action policy among response officers (whereby officers have a duty to take positive action when dealing with domestic abuse incidents and must be able to justify their decision not to arrest), continued emphasis on accurate recording and robust governance, increase use of 999 and BWV recordings to support victimless prosecutions, raising awareness of Clare's Law (the Domestic Violence Disclosure Scheme) and analysing repeat victim data, to identify, monitor and

disrupt high-harm domestic abuse perpetrators who pose ongoing risk through their repeat offending behaviour. Of the 168,631 individual victims of domestic abuse: 151,362 (90%) were a victim once, 12,677 (8%) twice, 2,941 (2%), 3 times and 1,651 (1%) people were a victim 4 or more times, evidencing a decrease in repeat victims compared with last quarter.

1.8: violence with injury; burglary; and personal robbery offences by BCU.

This chart looks at offences for FYTD (April-September 2019) compared to the previous year. The size of the bubble relates to the volume of the offences. The position of the centre of the bubble relates to the percentage change from last year.

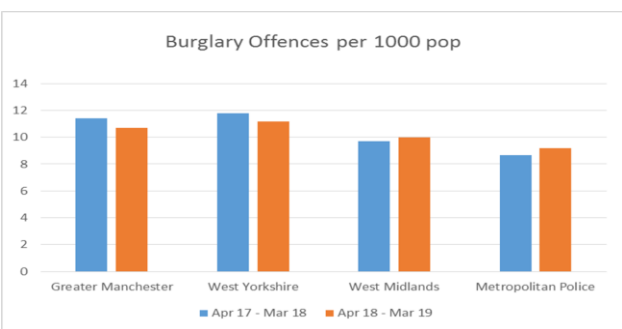
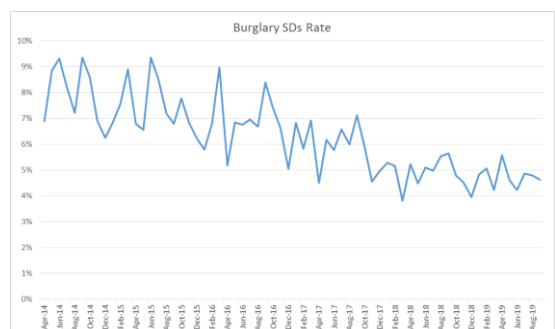
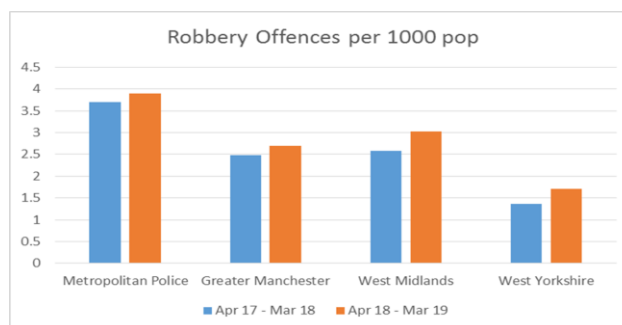
Levels of robbery have increased in London since the historic low level of 2015. We have identified four robbery hotspots in London, which account for a large share of London's offences, and we are intensifying interventions in these areas: Central West (AW), West Area (WA), North Area (NA) and North West (NW). The modus operandi of criminals in each of these areas is different and requires a tailored tactical approach.



1.9 and 1.10: Robbery and burglary SD rates; and offence comparison per 1,000 population with the Met most similar forces.

The SD rate for both personal robbery and burglary has declined over the last four years, rates for both are now below 6 per cent., although more stable over the last two years.

Compared to our most similar forces, robbery per 1,000 population is higher in London, whilst burglary is lower. Robbery is subject to continued focus as we seek to reduce levels.



1.11: Compared changes in London, England and Wales and “most similar forces” to the Met

Appendix 1: Changes in recorded crime (12 months to June-19 vs. 12 months to June-18) and levels per 1,000-population

Figures for England & Wales (E&W) and Most Similar Group (MSG) do not include the MPS

POST-RELEASE ONS STATISTICS+O3:Z24	Change In Recorded Crime 12 Months to June 19					Recorded Crime Per 1000 Population - 12 Months to June 19					
	Percent			% change 12m MPS, E&W, MSG	Rank		Per 1000 Population			Rank	
	MPS	E&W	MSG		E&W	MSG	MPS	E&W	MSG	E&W	MSG
Notifiable Offences	7.2%	5.7%	3.8%		25	2	98.6	88.7	111.6	32	2
Victim Based Crime	7.4%	4.8%	3.8%		6	1	81.7	75.6	94.9	34	2
Violence Against The Person	6.3%	16.6%	16.7%		7	2	24.3	29.8	36.1	14	1
Violence With Injury	0.9%	3.9%	5.1%		12	2	8.7	9.4	11.2	20	1
Violence Without Injury	4.6%	14.2%	12.7%		9	2	9.7	12.2	15.0	14	1
Sexual Offences	1.3%	5.9%	6.3%		13	2	2.3	2.9	3.3	9	1
Robbery Offences	8.9%	13.2%	11.3%		12	2	4.1	1.0	2.6	42	4
Theft Offences	9.8%	-2.4%	-2.8%		42	4	49.6	31.6	41.6	42	4
Burglary	3.9%	-5.2%	-4.3%		39	4	9.1	6.8	10.4	37	1
Theft Person	10.0%	9.5%	5.8%		31	3	5.6	1.2	1.9	42	4
Vehicle Offences	13.4%	-0.8%	-1.4%		39	4	13.5	7.0	11.4	42	4
Bicycle Theft	7.1%	-1.2%	-6.9%		32	4	2.3	1.5	1.1	42	4
Shoplifting	-6.0%	-3.4%	-4.7%		15	2	4.8	6.6	6.7	7	1
All Other Theft	17.8%	-2.3%	-2.4%		42	4	14.2	8.5	10.0	42	4
Criminal Damage & Arson	-4.1%	-2.9%	-7.5%		15	3	6.3	10.3	11.4	1	1
Other Crimes Against Society	5.7%	11.1%	3.5%		4	1	11.5	13.1	16.7	31	2

2- Mobilising partners and the public

Quarter 2 activities

Youth engagement and diversion

In July 2019, we took part in two youth engagement events – using sport and football as the backdrop to bring young people together. The West Area Youth Engagement Team held two 5-a-side football tournaments; juniors 10-13 years old and seniors 13-16 years old. The event saw an excellent and diverse turnout. The same month, 22 teams from across the UK took part in an all-day seven-a-side football competition at The Warren, the Met's Sports Ground in Hayes, hosted by the KickOff@3 team, who provide access to mentoring and support programmes. The tournament was created as a youth diversion scheme, and to build trust between young people and the police. This year, more than 1,000 youngsters took part in KickOff@3's football tournaments.

On the 14th August 2019, Kiss FM in conjunction with the Met and the Prince's Trust launched the latest episode of their podcast 'KissLife: Let's Talk About...' on the topic of knife crime. The episode features officers from the Met out on a stop and search patrol and the Divert custody intervention scheme, it discusses the effects of knife crime on young people and their families and highlights some of the positive routes to take to break the cycle. The podcast was promoted on our social channels and Kiss FM featured the podcast and discussions around the topic during their hourly news bulletins throughout the week. The full episode is available to listen to here: bit.ly/KISSLIFE2019

Volunteers

In September, the Home Office Permanent Secretary announced that civil servants volunteering as special constables will get up to 12 days paid special leave a year to spend more time supporting their local police force. As well as the Fast Stream and Home Office, 17 other civil service departments signed up to giving their employees special leave to carry out their duties as a Met Special. For the first time, a new [central guidance has been published to support civil servants who want to become special constables](#).

Prevention

In September 2019, we relaunched 'Lock, Chain and Cover' campaign to help reduce moped theft and crime. Since the introduction of the Operation Venice team and the launch of the first phase of the Be Safe campaign back in 2017, we've seen a significant reduction in mopeds and scooters theft. (-22.4 percent in the year to June 2019 compared with the previous year). In that same period there was a reduction of 53.7 percent in the number of two-wheelers used in crime. The campaign reminds owners that additional security reduces the chances of their bike being stolen.

From July 2019, in partnership with City of London Police and British Transport Police we started rolling out Autism Alerts Cards across London. The initiative was developed following extensive consultation with autistic people, parents, the National Autistic Society, Autism Partnership Boards and other partner agencies. The scheme, which is supported by the National Police Autism Association (NPAA), aims to give officers the best chance to seek the appropriate assistance and support for autistic people. A cardholder who comes into direct contact with the police can produce the card, helping officers to manage better what may be a particularly traumatic situation for someone who is on the autism spectrum. As well as identifying the person is autistic, the card also holds basic information including their name and contact details for an appropriate adult.

Milestones implementation

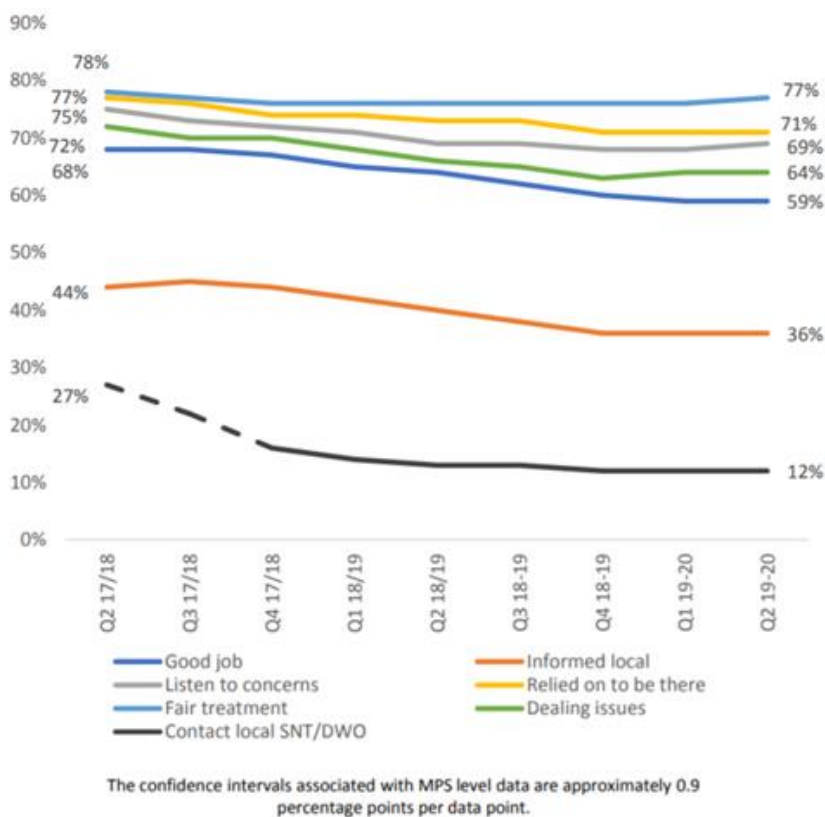
Our Business Plan milestone	Update	Status
NEIGHBOURHOOD POLICING, CRIME PREVENTION AND COMMUNITY ENGAGEMENT		
<i>We will introduce a pan-London Responsible Retailer Agreement to help reduce knife crime, and a training package promoting safe storage and sale of knives.</i>	We launched the Pan-London Responsible Retailer Agreement early September at a London Trading Standards Event at Guildhall. The training package has been published online through the National Business Crime Centre and presented at a Partnership and Prevention workshop on 25 th September. We raised awareness of these to all ward officers via Airspace and through the intranet. We are planning joint face-to-face visits of retailers with Trading Standards. Some businesses have already implemented positive changes, for example, improved packaging, implementing a "Challenge 25" process instead of "Think 21", removing knives from display in high risk stores, or stopping selling them.	
<i>We will launch of our Crime Prevention strategy and delivery plan to provide focus on crime prevention</i>	The new Crime Prevention strategy has been developed and is supported by a performance framework providing a clear focus on prevention delivery. The strategy is awaiting formal sign-off and an update will be provided next quarter.	

<i>We will recruit a further 12 new Designing out Crime officers and we will support London faith premises to access the Home Office Places of Worship Scheme £1.6 million that gives an opportunity to enhance security measures based on their advice.</i>	Eight PCs have been selected and a further three posts in process of recruitment. The 2019 Home Office Places of Worship Scheme has concluded. For this, we conducted 119 surveys across London over the summer 2019, and further assisted some recipients as they conducted the works.	
<i>By Quarter 2 we will have run 15 crime prevention events.</i>	Specialist crime prevention advice has been given to the public and partners at numerous events over the first two quarters. These included: VAWG coordinators event at MOPAC, Drug Related Violence BCU meeting, BCU Partnership & Prevention hub Workshop, Jewish Community events, Architects training events, and other events with partners such as London Councils, Industrial BIDs, and the Federation of Small Businesses. Further prevention events for the public and partners, are planned such as with the London Homelessness and Housing Needs group.	
<i>We will launch a strengthened School Watch to provide prevention and reassurance for young people along school commuting routes, and, with additional funding from the Home Office, we will increase officer visibility at start/end of the day.</i>	School Watch is a scheme initiated by Safer Schools Officers (SSOs) and run/coordinated by schools. It is intended to mobilise the school community (schools staff, parents, 6th formers, etc.) to promote safety and reassurance for young people, providing visible support at key times during the school year. Police will assist with patrols at key times taking an intelligence-led approach. The initiative aims to focus community resources to improve pupils' feelings of safety as they travel home from school and to prevent ASB and crime on that route. A School Watch pack is being developed for schools. It includes a guide for schools, a guide for SSOs, letters, presentations, incident log, and procedure for reporting crime. One hundred schools to date have accepted out of 321 offers. Five of the schemes involve parents. 28 schools declined. The launch of the scheme will formally take place in Quarter 3. The aspiration is to increase the number of School Watch schemes by 50 per term, over this academic year.	
<i>Five BCUs will have Street Watch Scheme co-ordinators and we will launch StreetWatch community patrols to mobilise communities and help them keep safe.</i>	Street Watch Co-ordinators are now established within three boroughs, across two BCUs (EA and NA). There is one central co-ordinator in each supported by volunteers (15 confirmed volunteers in Redbridge with a further 50 awaiting DBS checks, 25 on Havering and 12 on Enfield). Volunteers assisted on patrols, events and road closures, missing persons, weapons sweeps, days of action and leaflet drops. The Met lead for Street Watch has met further local authorities and public leads with a view to extending the scheme. A baseline will be established in the relevant boroughs to conduct an evaluation of the scheme over the next year.	
<i>We will deliver a Crime Prevention Mobilisation centre providing a physical and virtual hub of Blue Light services and partners; in collaboration with the British Transport Police, the City of London Police, Police Crime Prevention Initiatives, TfL, the London Ambulance Service and the London Fire Brigade on initiatives delivering health, fire and crime prevention advice to the public, and joint projects across London. In Quarter 2: terms of reference drawn up. Work streams agreed, staffing secured. Mapping of existing prevention activity</i>	This is on track. The terms of reference have been completed and work streams agreed to drive forward project activity in the next quarter. Mobilisation projects have been agreed and started delivery. These include Safe and Secured by Design; Safety First - Schools project; Prevention Advice to the public covering health, fire and crime; Cyber prevention visits for SMEs.	
MENTAL HEALTH AND MISSING PERSONS		
<i>We will complete the implementation of all 12 LRTs and deliver Missing Persons training to officers in each. (delayed Q1 milestone)</i>	The Local Resolution Teams (LRT) were reviewed and assessed as a key component of our BCUs, with positive impact on decreasing the number of missing persons and outstanding incidents. Following the review, BCU Commanders agreed the need for consistency in function and minimum resource levels across LRTs.	
<i>We will deliver mandatory mental health training for 8,000 frontline emergency response officers.</i>	Since March 2019, the Mental Health Training project has delivered training to 4,400 Frontline Officers, with a further 1,000 to be trained by the end of October 2019. Q4 Professional Development Days (PDDs) have been reserved to ensure officers are trained by the end of the 2019/20 financial year.	

Performance framework indicators

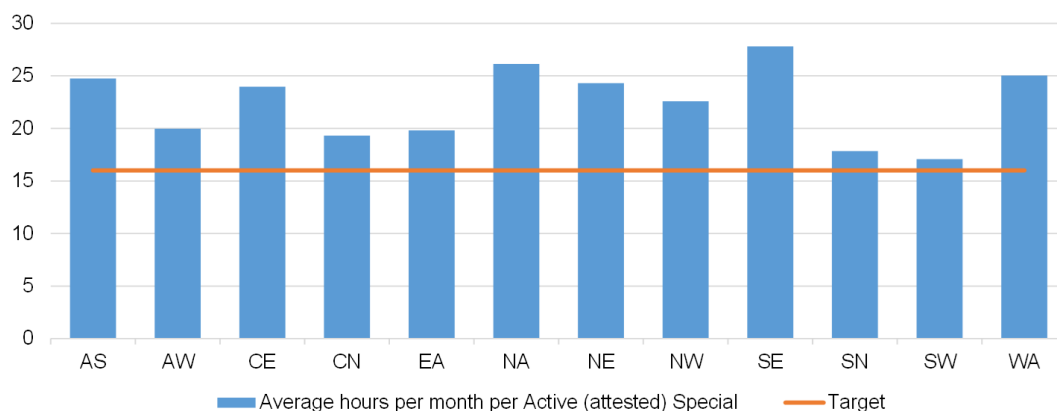
2.1 Public Attitude Survey Q2 17/18 to Q2 19/20

Since 2016-17 there has been a decline across PAS measures. The most recent data suggests this has stabilised.



2.2 Special Constabulary

In the past three months, attested Specials whose status is Active (i.e. not on leave, ill, injured etc.) have completed 89,900 hours of duties, with the average officer completing around 22 hours per month, against a target of 16 hours - this includes time for mandatory training. In this time they have contributed over 4,333 hours toward Level 3 & Level 2 Mutual Aid, recorded 708 CRIS, 383 Merlin reports, made 309 arrests, 380 intel reports and 630 stop & searches with a 21% positive result rate.



54% of Specials currently hold Independent Patrol Status. The Met values the contribution of Special Constables, who come with a huge range of skills and abilities and reflect the communities they serve. Their support enhances our ability to keep London safe. We are currently looking at ways to enhance their experience and ensure they feel and recommend the opportunities to others as a rewarding volunteering experience.

3- Achieving the best outcomes in pursuit of justice and in support of the victims

Quarter 2 activities

International collaboration

On the 8th July, the Met started the operational exchange of DNA data under the Prüm Convention. Prüm enables the automated exchange of DNA, fingerprints and vehicle licence details with other European counterparts that signed the treaty and provides more effective means for police across Europe to work together to deal with terrorism, cross-border crime and illegal immigration. With criminals committing offences across borders, our need to team up with international police forces is crucial. This operational exchange means that unknown suspect DNA profiles will now be searched against databases in European countries. Prüm has already been used successfully to arrest and charge a number of suspects, including a DNA crime scene profile for an attempted rape, recovered from blood after the victim managed to smash a glass on her attackers head was registered. The profile, hit against a person/subject profile in France following an arrest there for burglary. In another case, a crime scene DNA profile from a burglary in a dwelling in London was matched to a French database crime scene DNA profile, a Spanish database DNA sample and a German database crime scene profile suggesting a pattern of cross border offending that can be further analysed.

Forensics services

On 16th September, the Minister of State for Crime, Policing and the Fire Service visited Forensic Services to see what we are doing to tackle serious violence in our operational support functions. He visited Lambeth Forensics labs, our Fingerprint Bureau and the Remote Search and Review tool we are developing. He heard about the work the Met's Forensic Services does to assist investigations and help bring prosecutions to court.

Wanted offenders

In July 2019, as part of #WantedWeek, the Met shared the details and images of 18 individuals with the public as a call to action, to support us and play an active role in tackling violence and priority crime by being our eyes and ears, reporting intelligence and helping us locate a number of high-harm nominals, and bring them to justice. The number of outstanding Wanted Offenders changes on a daily basis as a result of enforcement activity, and as people enter and exit the criminal justice system. However, over recent years there has been an increase in the number of wanted offenders. The management and enforcement of wanted offenders is therefore critical to ensuring trust and confidence in the criminal justice system. The Operation Venice team worked with Met Detention and BCU officers investigating the featured suspects, co-ordinating arrest enquiries, research and resources to minimise the impact.

Milestones implementation

Our Business Plan milestone	Update	Status
RESPONDING TO THE PUBLIC		
<i>We will complete the stabilisation of the BCU response function, including the development of bespoke approaches tailored to each BCU.</i>	Consistent application of the model across BCUs is key to achieving our desired outcomes. However elements of local flexibility are allowed. For example, the pan-London ambition of Mi Investigation is agreed and understood by BCU Commanders, but local capability is not always there. As such, it is within the gift of Commanders to establish an interim Mi Investigation Support Team.	
<i>We will complete a review of the design, implementation and business change within each BCU.</i>	Implementation in each BCU has been thoroughly reviewed, with good engagement of local staff and officers. At the heart of this was the consideration of how to make the model work at a local scale whilst maintaining good consistency across London. A number of actions to address identified issues and to support capability and workforce have been agreed and are being implemented to February 2020.	
<i>A further Met CC recruitment campaign will be launched so that budgeted workforce levels (BWT) are reached by the summer call peak of 2019.</i>	A further campaign was launched and recruitment took place, however full budgeted workforce levels were not reached, limited by operator training capacity, attrition levels (mainly due to retirements) and vetting timescale. A further campaign in the Summer has brought 1,800 candidates which are presently being telephone interviewed by SSCL. To keep momentum, Met CC has made logistical changes to increase IT, space and recruit additional	

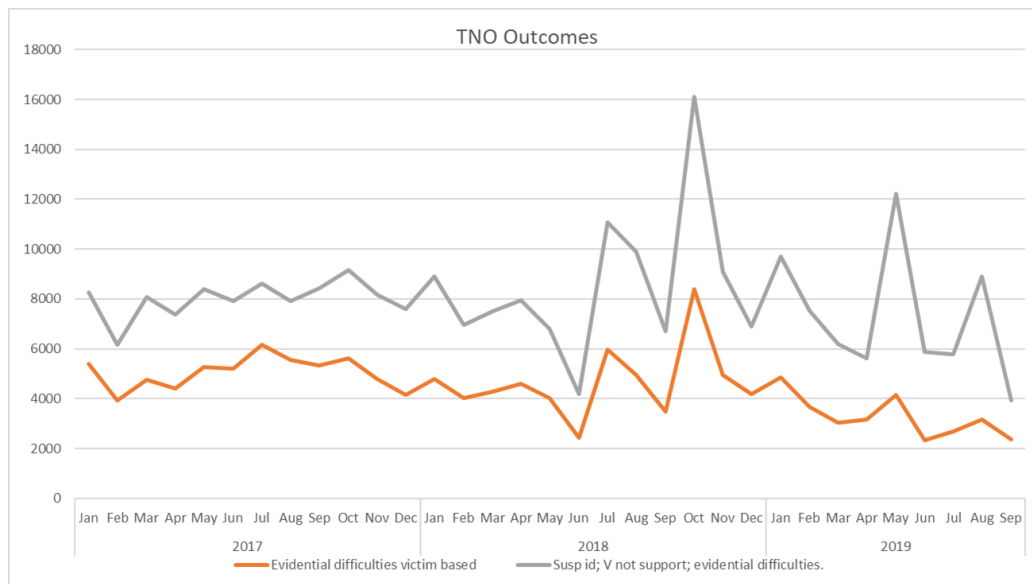
	internal coaches – which has enabled an intake in September 2019 of 37 new recruits. The Met CC Academy have 3 assessment centre weekends in October that will bring in candidates from November onwards. We are now planning to reach the budgeted levels by March 2020. As part of the Met Operations “civilianisation” process (whereby officers in staff roles should be moved to ensure more officers are on the frontline) Met CC is transferring 90 police officers posts to Frontline policing, which also makes further recruitment necessary.	
INVESTIGATION AND FORENSICS		
<i>We will work with partners in the London Criminal Justice Board Victim and Witness Delivery Group to improve the criminal justice experience of victims and witnesses and improve cross-agency working. (Delayed Q1 milestone)</i>	The Victim and Witness Experience Board (a sub-group of the London CJB) meets bi-monthly, and has primarily focussed on overseeing the implementation of the London Victim and Witness Service launch. The Met is fully engaged with the LCJB sub-board and also now has an internal Victim Care Board chaired at DAC level. Future planned work includes: - Setting up a victim’s reference group - Launching a simplified version of the Victims’ Code so victims understand their rights - Additional trauma-informed victim care training for officers Although overall victim satisfaction in London has continued to fall, there are signs of stabilisation. The current measure (User Satisfaction Survey) focusses on victims of crime, the majority of whom have not entered the Criminal Justice process. There is ongoing work, being driven through the Victim and Witness Experience Board to develop a Victim Survey to help partners better understand and improve the experience of victims through the criminal justice process.	
<i>We will initiate the Optimising Forensic Response pilot project in two BCUs. The project seeks to ensure that the right forensic submissions are made, ensuring a better service to investigators and efficient use of resources. This will be achieved by providing advice and guidance to officers, access to a forensic advisor and the introduction of a Service Level Agreement to prioritise submissions and reduce those which are unlikely to provide any evidential or investigative value.</i>	The Optimising Forensic Response (OFR) pilot has delivered the following: • An updated intranet site, focused on assisting frontline officers with a range of forensic submissions and processes. • Clear local “who’s who on your local forensic team” information. • Monthly ‘Dashboard’ data on expected turnaround times for submissions. • Training for local Forensic Champions The learning from the pilot, and its evaluation will lead to a planned roll-out across the Met in 2020.	
<i>We will deliver further enhancements to our digital capabilities to process and assess large volumes of seized digital media. This will include upgrading Forensic kiosks and hubs, providing better access and support at the frontline for all digital-enabled investigations.</i>	We have increased the storage capacity for digital data by 1.5 petabytes. The contracts for current kiosks (the machines used by frontline officers to handle digital forensic data) have been extended by 12 months to Sept 2020 while commercial discussions take place regarding further upgrade / replacement. The Remote Search and Review tool was piloted and its planned rollout will enable officers to analyse digital forensic data much more efficiently. The Labnet ‘Networking’ of digital hubs is progressing to enable kiosks to be linked to Met systems and data held securely. A Digital ‘Superhub’ pilot concept has been approved to increase capability and support for frontline investigators.	
CRIMINAL JUSTICE AND VICTIM SUPPORT		
<i>With funding from the Mayor and the Home Office Serious Violence Fund, we are increasing the capacity of our Case Management Team, in particular to expedite investigative response on violence cases.</i>	The Case Management Team ‘Weapons Enabled Crime’ unit has been in place since July 2019. Since then, it has provided dedicated support to VCTF in the active pre-charge case management to 138 cases.	
<i>We will agree with the CPS an improved joint escalation process and implement a standardised Prosecution Team Performance Meeting agenda for pan-London use.</i>	A reciprocal escalation process has been written into a redrafted CPS/Met Service Level Agreement (SLA), and is currently with the CPS London for review. A standardised Prosecution Team Performance Meeting agenda has been agreed between the CPS and the Met, and is in use. As a result of measures taken, we have seen an increase in feedback from attendees and BCU Commanders on Criminal Justice performance	

	matters. With corporate oversight, we are now confident that the Prosecution Team Performance Meeting across London are consistent and well supported.	
<i>We will fully implement a new Met-wide, nationally aligned, Release Under Investigation (RUI) recovery and amend future processes to ensure a consistent approach across the Met driving down the backlog and preventing recurrences.</i>	The NPCC RUI guidance, published in February 2019, has been adapted for London, and disseminated via BCU Commanders and Criminal Justice leads. In September, the Met has implemented an RUI recovery plan, led by Commanders in Met Ops and Frontline Policing. The plan has delivered three consecutive weeks of RUI stock reduction and, the stock has since fallen by over 4,000 custody records meaning we are now on a trajectory to reach an appropriate stock level (approx.. 18,000) by Quarter 2, 2020-21.	
<i>A dedicated Victim Improvement team in CPIC, directed by the lead responsible officer for Total Victim Care, will implement the victim strategy and Total Victim Care improvement action plan (and MOPAC's recommendations following its March 2019 victim survey). We will work with MOPAC, the Victims Commissioner and other criminal justice partners to identify, implement and share good practice.</i>	The Victim Care Improvement Team has put in place a clear performance framework and delivery plan. Key points include: - Carrying out a review of VCOP compliance as part of the wider MOPAC review of compliance through the CJ process - Working with MOPAC to develop an 'Online Victims Portal' which will signpost victims through the Criminal Justice journey. It is in the final stages of agreement and launch is anticipated by the end of 2019 - Working to improve compliance on VCOP. Changes have been commissioned that will allow more accurate recording of officers interactions with victims and drive improvement.	
IMPROVING CUSTODY		
<i>We will launch Improved Appropriate Adult provision for vulnerable adults, working with London Councils and NHS England. In the absence of any statutory obligation, this initiative seeks to ensure that vulnerable adults brought into custody have more timely access to an Appropriate Adult, reducing delays and ensuring that our custody processes adequately meet the needs of vulnerable adults.</i>	The improved Appropriate Adults (AA) provision for vulnerable adults was launched in April 2019 with part funding from MOPAC and the NHS and is available to all London councils. In September, the new AA provision across the North BCU (Haringey & Enfield) was launched with engagement continuing across London to encourage further take-up. Hackney (Central East BCU) and Camden & Islington (Central North) are expected to go live in Quarter 3. These agreements will drive timelier and consistent access to AA services for vulnerable adults brought into custody, supporting them through the process.	
MANAGING OFFENDERS		
<i>We will launch a refreshed YOT handbook to improve consistency in the Met approach to youth offending.</i>	The Youth Justice Handbook was launched in October 2019 at the YOT Supervisors meeting. This is the reference guidance for how YOT teams are to carry out their duties on BCUs. It is in line with the National Youth Justice Board guidance and it promotes a consistent approach across all BCUs.	
<i>We will establish IOM supervisors meeting for sergeants to promote best-practice and ensure that thematic issues are recognised centrally and addressed, driving continuous improvement.</i>	The IOM Supervisors meeting is now taking place quarterly. It provides a forum for Sergeants and Inspectors in Integrated Offender Management to come together to discuss process, concerns and good practice across the BCUs. Attendees find it a useful opportunity to discuss matters affecting them. The central Offender Management Continuous Improvement Team have also engaged relevant external partners (such as City of London Police).	

Performance framework indicators

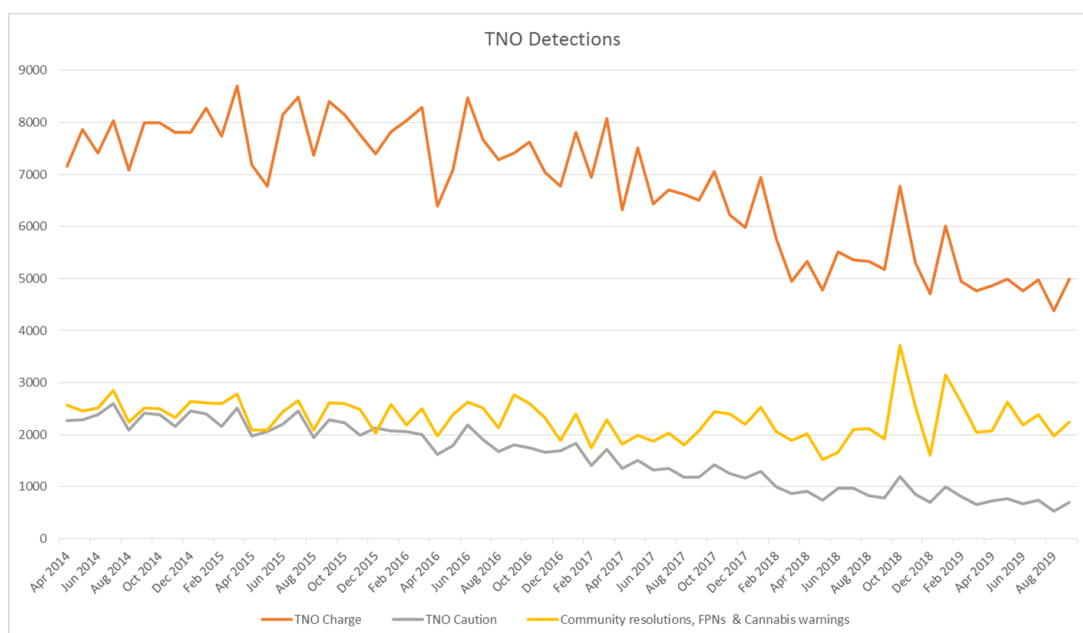
3.1 Crimes closed due to victim based evidential difficulties

This chart shows the outcome rate for the percentage of offences where the case is closed due to evidential difficulties, both victim based and "Suspect identified, no victim support". The outcome rate is based on the date of the offence so there will be a lag over time and percentages will change (i.e. increase).



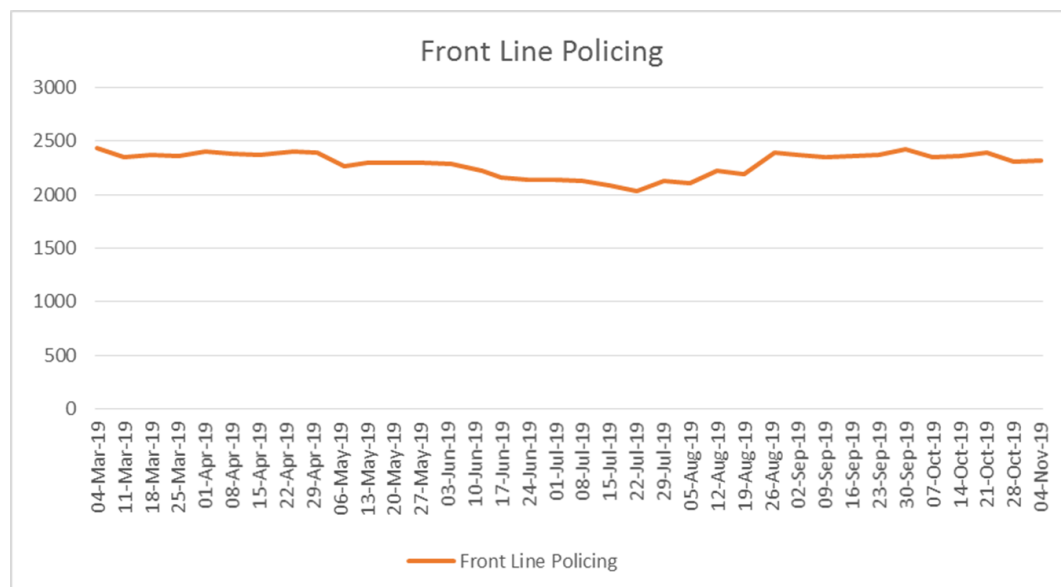
3.2 Detections by type

The number of charges for TNO have fallen from over 7,000 a month to below 5,000. This is at a time when offences are increasing. The charge rate has fallen from 13% in 2015 to 6% in 2019. Cautions and Fixed Penalty Notice (FPNs), community resolutions and cannabis warnings have been broadly stable in the past few month, with a slight increase. The decline in sanction detection is linked to the rising complexity of high harm crimes, coupled with resourcing constraints around volume crimes. We aim to improve levels with the roll-out of Mi Investigation and our forensics investments such as the Rapid Drugs service and Kiosks.



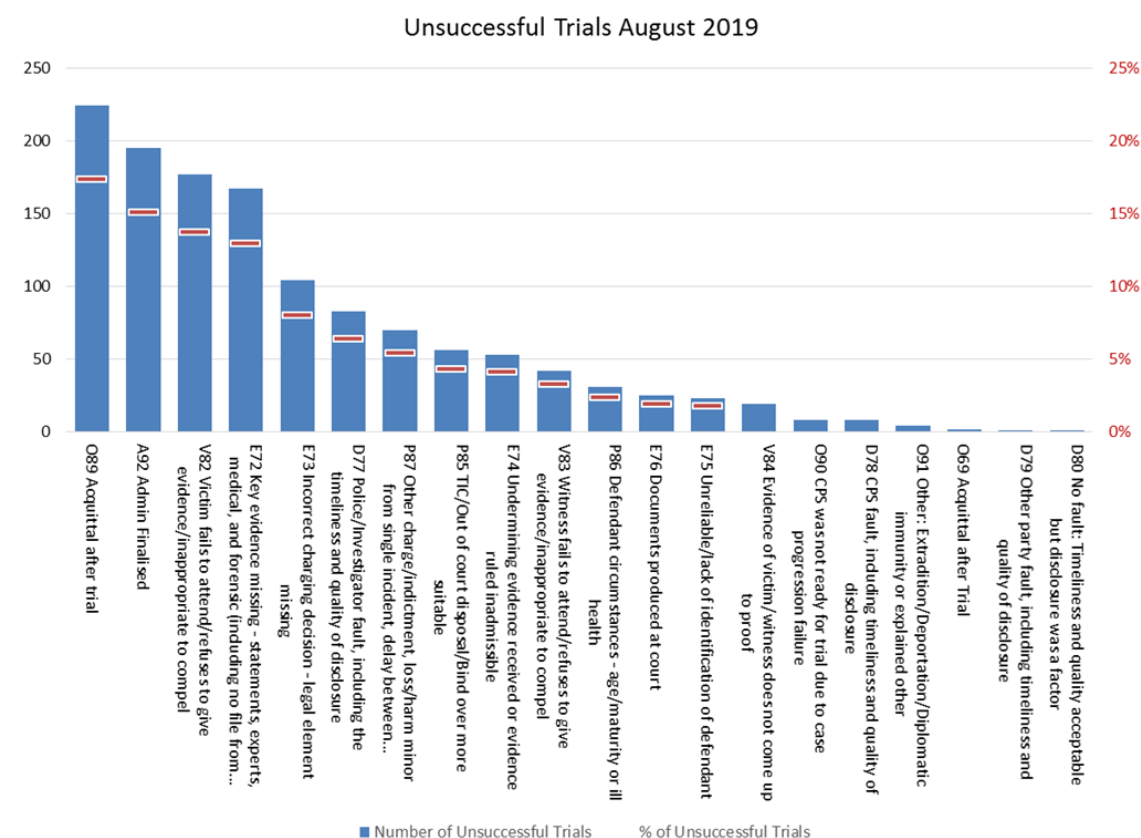
3.3 Persons wanted on CRIS and EWMS for Burglary and Robbery

Whilst still high, the number of persons wanted for robbery and burglary has remained flat over the last three months.



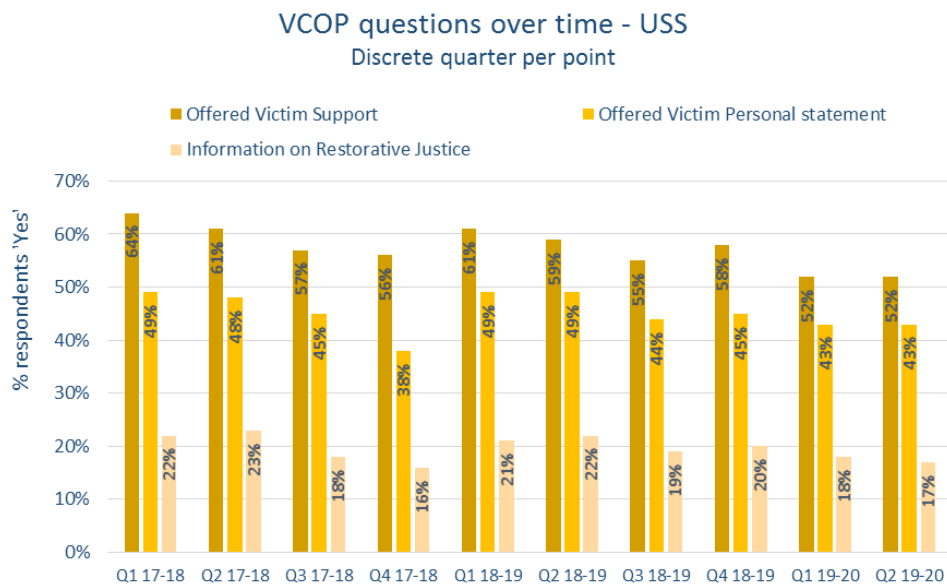
3.4 Unsuccessful trials for August 2019 by reason

17% of acquittals were for acquittal after full trial. Other reasons include police failings in procedure such as evidence missing (13%) and lack of timely disclosure (6%). We have a Gold Group working to improve file quality and good progress has already been made. Data supplied by the CPS and includes all finalisations in a given month.



3.5 VCOP Awareness

Data is per quarter. Since Q1 2017/18 the percentage of victims offered victim support has fallen from 64% to 52%.



4- Seize the opportunities of data and digital tech

Quarter 2 activities

Data development

Good progress was made with MOPAC on our data sharing agreement, which MOPAC aims to sign off in Quarter 3. Temporary arrangements are in place which allow MOPAC to continue existing work strands whilst safeguarding our data responsibilities. Future agreements will allow us to commission and carry out joint MOPAC-Met pieces of research. A quarterly joint board would keep oversight of data sharing on an ongoing basis. We are also focusing on developing a standardised approach with local authorities, to ensure we keep robust governance of our data whilst working with our main partners.

The 24-month transition from our old insight and information structure to the new Data Office started on 30th September 2019. The initial focus of this work will be on mitigating compliance liabilities, supporting operational effectiveness (such as the new dashboards mentioned in the milestones section below) and developing an ethical framework for our data. Key data policies and strategies for Data, Data analytics and Data talent have been developed and work to implement these strategies is currently underway. A comprehensive exercise to populate and maintain the Information Asset Register commenced in July 2019, this will ensure that the Met discharges its responsibilities under GDPR and the Data Protection Act 2018.

BWV capability

The Met has rolled out more Body Worn Cameras than any other police force in the world and since October 2016 we have uploaded around six million videos and share 6,000 clips per month with the Crown Prosecution Service when submitting case files. 89% of all stop and searches are being captured on BWV and complaints against frontline officers (those categories that may be effected by the use of BWV) have fallen by 39%. From July 2019, the "pre-event" buffer on the Met Body Worn cameras was extended from 30 seconds to 60 seconds. Our assessments show that the pre-event buffer (i.e. the rolling period captured before the officer presses the recording button) has repeatedly captured valuable evidence in support of criminal investigations. Its biggest value has been for spontaneous incidents where the camera has picked up the event as it's happening, or when officers are reacting to an incident and activating their camera hasn't been their first action.

Cyber skills

On the weekend of 14th September 2019, 50 tech enthusiasts came together for the fourth annual police and crime hackathon; @hackthepolice, which was opened by the Deputy Mayor Sophie Linden. The initiative is led by Police Rewired, a community group, but is receiving increasing support from MPS. The topic of this "Hack the Police" event was 'Investigations: from crime scene to case file'. The volunteers, who included Met staff, special constabulary and partner organisations, formed into 12 teams generating 15 ideas. The team's projects are open source, so all the new projects that choose to be a part of Police Rewired will be open to the public for scrutiny and participation. A showcase event has been planned for November, alongside ongoing engagement with the Home Office's Accelerated Capability Environment (ACE) to maximise the participation of partners and the public in police innovation.

ICT support

From August 2019, a new "Tech Bar" is servicing our workforce's tech needs on multiple sites. Instead of users calling a remote call centre for tech support, officers and staff are now able to speak to someone face-to-face, without appointment, if they have an issue or query with their IT. By the end of 2019, the "Tech Bars" supplemented by mobile visits, will be rolled out across all BCUs, to improve our users' IT experience – reducing abstraction and the time spent on resolving IT issues.

Milestones implementation

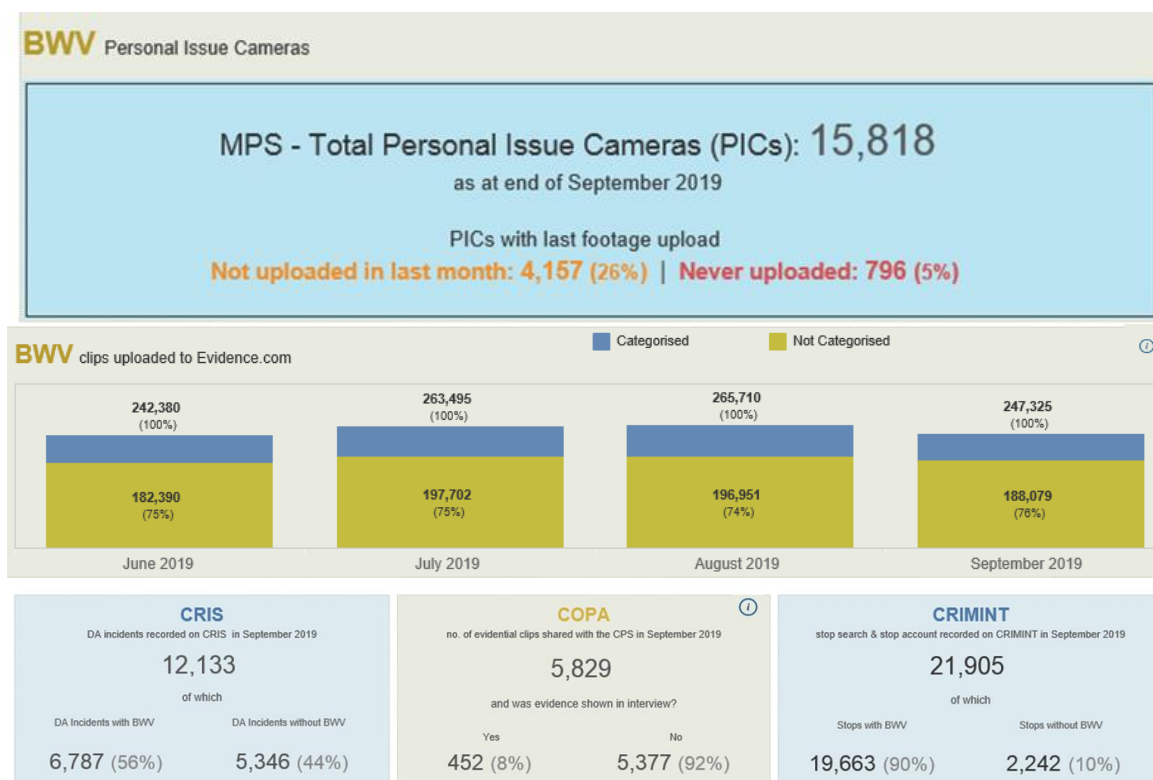
Our Business Plan milestone	Update	Status
DIGITAL AND IT		
<i>All networked XRY kiosks will go live, allowing officers to download data from digital services. (Delayed Q1 milestone)</i>	The buildings data connections are live for all intended sites. XRY kiosks have been deployed at 6 Hub sites. One site (Edmonton) completed in October.	
INFORMATION MANAGEMENT		
<i>We will have in place BCU dashboards to enhance decision making. This will enable: data standards that define performance in policing language; fewer standard measures to create focus and improve overall</i>	The BCU Performance Dashboard provides a consistent set of data that enables reporting that can be amalgamated for use across all BCUs. This is now live and a second iteration is in progress to provide a greater level of detail for all BCU performance metrics. An evaluation will take place in April 2020.	

rates of crime resolution; a shared set of data to support BCUs.		
We will launch the Safeguarding dashboard to improve safeguarding outcomes. This will form the basis to improve team performance, case work and line management in teams; provide consistent and comparable feedback to teams within and across BCUs; and consistent and effective reporting to HMICFRS and MOPAC.	The Safeguarding Performance Dashboard provides a standard set of safeguarding performance metrics to help ensure the right support is provided where necessary to improve safeguarding outcomes for children and vulnerable people. The feedback has been positive and it has now been successfully rolled out to all 12 BCUs. An evaluation will take place in April 2020	
We will launch a self-service for Freedom of Information Act requests, so that members of the public can access more information online, minimising staff time and cost, and helping us meet legal requirements.	The Met receives on average 4,000 FOI requests per year. About 37% of these are data requests and currently each data request is individually processed and researched, which is time and resource intensive. We are therefore expanding the publication of data sets online so that frequent requests can be directed to these: Stolen Animals and Workforce Data are currently live. Homicide and Powered Two Wheelers are the next topics.	
We will 'soft launch' our Data Office, which will enable the Met to become a more data-driven organisation. The Data Office will be responsible for owning and driving our data and analytics strategy. It will determine data standards and governance, build the products required to enable policing focus, provide a mechanism for data innovation and champion the development of the skills needed within the Met.	The soft launch of the Data Office is taking place September 2019 to January 2020. The focus has been on putting the right levels of leadership and staffing in place, embedding the Proof of Concept products from Tranche 1, rationalising existing Analytics & Reporting products and Strengthening Data Compliance by developing the Information Asset Register.	

Performance framework indicators

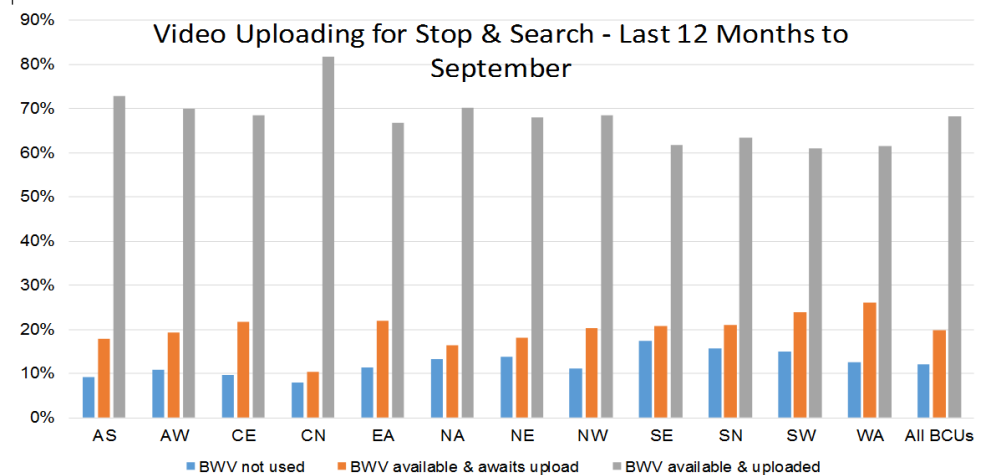
4.1 Usage of body worn video

15,818 Personal issue cameras have been issued. The table below shows where BWV has been uploaded to vidence.com the percentage that has been categorised. In September 2019 56% of DA incidents recorded on CRIS and 90% of stops on CRIMINT have BWV.

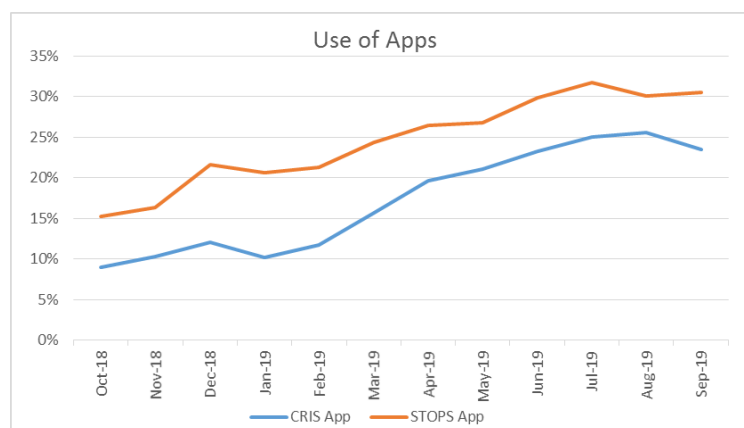


4.2 Body worn video (BWV) for stop and search

In Quarter 2, 68% of stop and searches records on CRIMINT had BWV used and the hyperlink from Evidence.com loaded onto the stop record; for a significant further proportion BWV was used but awaits upload. Whilst usage levels are high, the disparities across BCUs show the potential to bring some of the lower performing BCUs to the levels shown in Central North (CN) and to improve London-wide performance further.



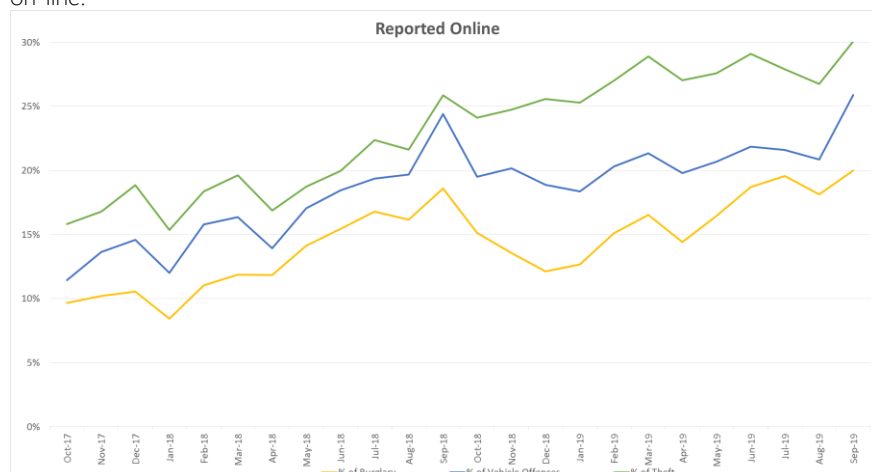
4.3 Usage of Met Applications



4.4 Percentage of offences reported online over the last 3 months (Q2 2019)

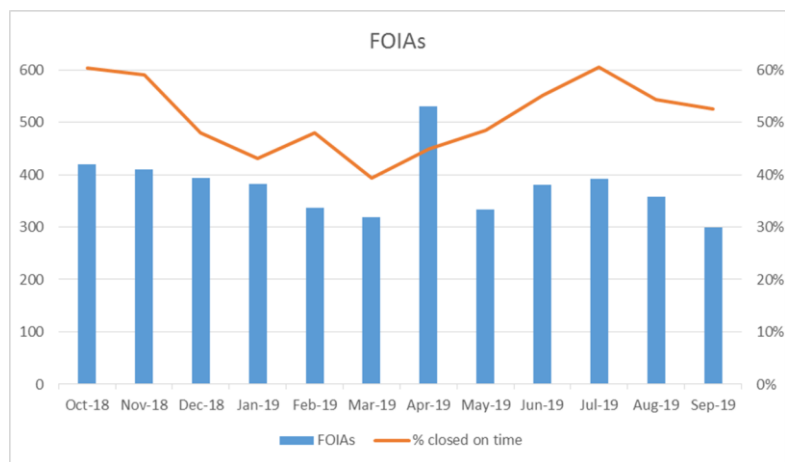
The chart below shows the percentage of offences that have been reported on-line over the last 3 years.

In September 2019, 16% of TNO was reported on-line. 30% of Theft Offences, 25% of Vehicle offences and 20% of Burglary was reported on-line.



4.5 Number of FOIAs and the average turnaround time

The number of FOIAs has declined slightly over the quarter 2 period, and we are continuing to work to improve performance, although our immediate priority has been to respond to the significant increase in requests under data protection legislation.



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

Quarter 2 activities

Well-being

On 27th August, the Employee Assistance Programme (EAP) was made available over the phone or online for confidential and free 24/7 health and wellbeing advice and support for every Met employee. EAP is an easy to access and simple to use service that is designed to help individuals stay well – emotionally and physically – on the job or at home. Policing by its very nature exposes people to difficult and stressful events and calls on the workforce to deal with exceptionally traumatic incidents and thus this will ensure easy access the right support at the right time when needed. One of the new services available through the EAP is a much faster, streamlined assessment to access counselling and an option for telephone counselling. This will help drive down wait times and improve support to the frontline. The pilot has showed a positive effect. Access is now available from any device at any time, with the potential to link up apps and track progress.

On 20th September 2019 teams from London Ambulance Service, the Met and London Fire Brigade marked the first ever 'Awesome Movement Day' celebration which calls on the public to show appreciation for their work. Emergency services heroes received thanks for the vital job they do as figures released today reveal the scale of physical and verbal abuse they face in the line of duty. Over the last twelve months, colleagues in the Met have seen 5,606 assaults on officers and a substantial number of cases of threats and verbal abuse aimed at 999 and 111-call handlers. Staff surveys suggest these figures underestimate the full scale of the problem due to under-reporting. The Awesome Movement distributed 'thank you' coffees, doughnuts and sandwich vouchers at the London Ambulance Service HQ in Waterloo Road, before a London-wide tour of hospitals, police and fire stations.

Equipping officers

We are working to improve the safety of officers and staff being deployed to incidents across London, and working in high-risk environments like custody suites. In July 2019, we rolled out new PAVA sprays (see milestone), followed by Spit & Bite Guards (SBG). SBGs have been used in Met custody suites since 2016, and are now being rolled out to frontline officers after a medical assessment of the device, and a Met Police Federation survey which showed strong support for making them more widely available to officers. SBG usage reduces the time needed to restrain someone when they are biting or spitting and the less time someone is physically restrained the safer it is for both the subject and officers. We are aware of the public interest in the use of spit guards on the streets of London; careful consideration of their use supplemented by the use of body worn video (BWV) and a clear explanation to onlookers are key in ensuring ongoing use is supported by the public. There is strict guidance on its use and this must be followed at all times.

Raising awareness

In July 2019, the Met's involvement in the Change and Check campaign and Detective Superintendent Tara McGovern's breast cancer story received widespread media coverage. The campaign raises awareness of the importance of regularly checking yourself, whether you're a man or woman, and to seek medical advice if you notice something unusual. Whilst at home recovering from chemotherapy, Tara saw the Lorraine show launch the Change and Check campaign and their stickers that highlight the signs and symptoms to look for. She instinctively knew it would work here at the Met, as many officers and staff change into and out of their uniforms onsite. Within a matter of weeks 10,000 stickers – the show's largest order – were placed in locker rooms, gym changing rooms and toilets across 320 of the Met's buildings, 80 of which are police stations. There's been widespread support from members of the public across social media, with 39,500 views to the Met's videos on Facebook and Twitter. We reached over 64,000 people on Facebook alone in less than a week.

Diversity

On 6th July 2019, Pride in London held their annual parade and related events took place in central London for the Lesbian, Gay, Bisexual and Transgender community (LGBT+). This is a unique event the Met has proudly supported for many years. Members of the Met's LGBT+ Network and officers, staff, PCSOs, volunteer police cadets and the extended police family took part in the parade, walking alongside staff from the London Ambulance Service and the London Fire Brigade. We've been working closely with Pride in London for months in planning for this event and implementing a detailed policing plan, supported by a number of high visibility police patrols, including both armed and unarmed, as well as plain-clothes officers deployed at the event. We know people are concerned about hate crime; reported homophobic and bi-phobic hate crime has risen over the last year. There is also more to do to ensure that LGBT+ people have the confidence to report crimes, and the knowledge that when they do they will be listened to. The Met, in taking part in the parade and through our Pride car, is giving a visible commitment to London's LGBT+ communities of the support they can expect from the Met.

Milestones implementation

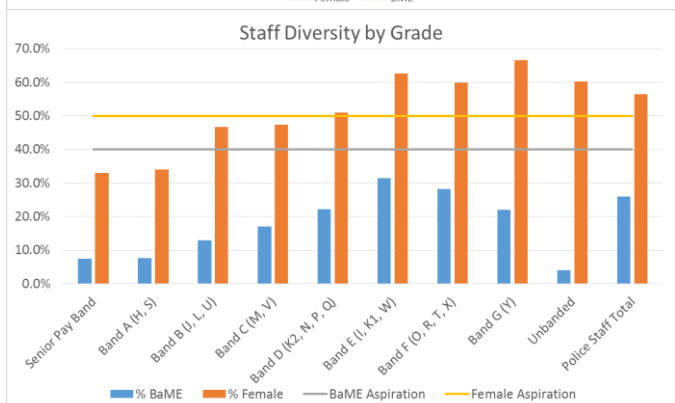
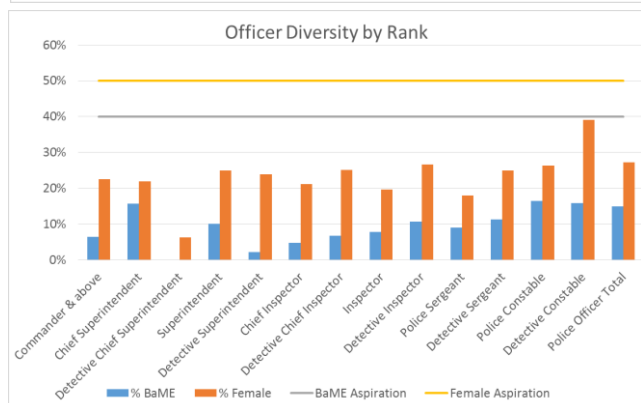
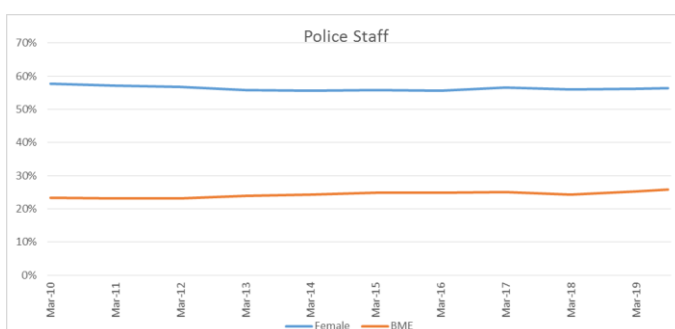
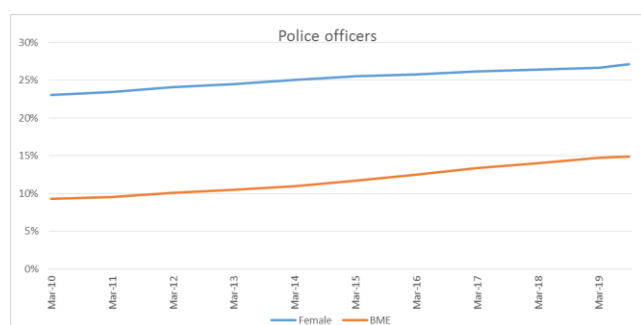
Our Business Plan milestone	Update	Status
PEOPLE		
<i>We will launch a part time recruitment pathway for police officers.</i>	The Part Time Recruitment Pathway launched successfully in June 2019 and consists of two part-time working patterns (40% and 60%) and two part-time training options for candidates. It has received 1,036 applications to date and has successfully attracted a diverse range of candidates, 58% being female, 47% BAME and 23% BAME female. Part time applications make up 10% of our total.	
<i>We will have increased police officer numbers to 30,400 by the end of September 2019.</i>	We have reached a level of 30,501 police officers at the end of September 2019 and expect this to be 31,133 officers by the end of January 2020. This includes 448 new starters in October, 549 starters in November and 504 starters in January 2020. This substantial recruitment is meeting our targets and provides the officers we need to continue to police London and to deliver a good service to the public.	
<i>Up to Quarter 2, we will deliver the Leading for London programme for all newly promoted leaders.</i>	The Leading for London (Lfl) programme completed by September 2019. That last phase was designed for all newly promoted leaders and completed by 930 officers and staff who were recruited or promoted in the recent months. The programme evaluation shows people report feeling more confident, empathetic and innovative as a result of the course.	
<i>We will launch live chat and Candidate Portals to enhance the police officer candidate experience.</i>	The Online Chat tool and the Candidate Portal went live in the first week of October 2019. This improves candidate experience for people looking to join the Met as police officer. Plans are in place to further extend the usage of the Portal.	
<i>We will launch a new style staff survey and set up more regular pulse surveys throughout the year, to hear directly from our officers and staff about their satisfaction and wellbeing concerns, and to ensure we focus - and make progress - on the right areas.</i>	We have agreed a new approach to staff surveys and this will be implemented in October 2019. The survey will include a revised set of questions to align with the Met Direction, provide a refreshed 'look and feel', as well as new analytics tools with actionable insights for senior leaders and line managers. The survey will run for 3 weeks and results will be shared from November 2019. Quarterly "pulse" surveys will then follow throughout the year, the first of which is planned for January/ February 2020.	
<i>We will pilot a modular approach to Firearms training to encourage female representation and subject to evaluation, implement these changes.</i>	The Firearms modular course pilot is underway and due to complete in November 2019. The revised courses and the introduction of breaks between modules has so far received positive feedback from students and instructors. Pass rates are increasing and a full evaluation and impact analysis is planned for November.	
<i>We will launch a returners' scheme to support women who need it to transition back into the workplace.</i>	We are currently piloting a women returners' scheme with different cohorts at varied stages. Cohort 1 is in the workplace and coaching is underway. Feedback from the initial cohort has been overwhelmingly positive and as a result, a small group of women have returned to the Met. Cohort 2 has been launched to all female officers who are due to finish career break in 2019 and 2020 (approximately 150 officers). Four information events were held including one on Skype to enhance accessibility. The events received excellent feedback from attendees with a 33% conversion rate from event to sign up. Some of the cohort are starting in October 2019 and the rest in January 2020. Future plans are to widen our offer to cohort 3 which will be open to police staff including operational roles e.g. Met CC, PCSOs and non-operational roles across Corporate Services, with a focus on those areas that find it harder to recruit women, including Digital Policing and Transformation.	
<i>We will implement an e-Safety health and safety software tool and maximise its use by all officers and staff, providing greater corporate insight to reduce the risk of future injuries.</i>	A new platform for health and safety was launched in July 2019 and phase 1 replaced the MetAIR (Met Accident & Incident Reporting) system. This new tool, e-Safety, provided an enhanced accident and incident reporting system. The next phases include inspections and audits to be launched in December 2019 and dashboards alongside risk assessments in January 2020. This will replace existing paper and standalone based systems into one integrated platform.	
<i>We will provide our officers new or improved equipment to ensure they are well-equipped to do the job: In Quarter 2 we will start</i>	The roll out of PAVA irritant spray and Spit & Bite guards to all frontline officers who are trained and in-scope has now been completed.	

rolling out new PAVA irritant sprays and Spit and Bite guards.		
ESTATES		
ESB decant (to Kilburn, Hendon and Sidcup) commences for business groups leaving the building to enable the creation of the counter terrorism hub.	The Empress State Building decant has commenced with the first teams moving to Sidcup in September, along with some planned moves to Southwark and Kensington. The programme is on track with moves to Hendon and Kilburn scheduled for December 2019 and May 2020.	

Performance framework indicators

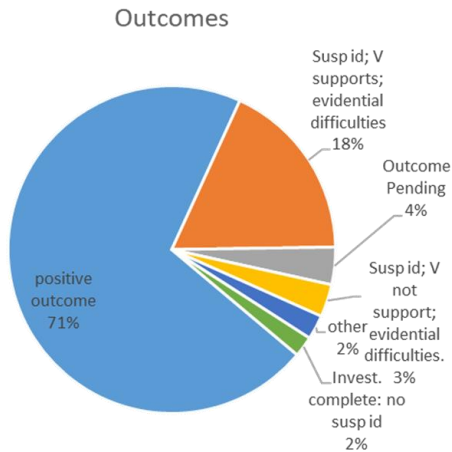
5.1 Female and BAME officers and staff

These charts show the percentage of female and BAME officers and staff. The bottom charts show data by rank (for officers) and grade (for staff) for September 2019. Police officers have seen an increase in the percentage of both female and BAME officers. Police staff are over 55% female and 25% BAME. Proportions are lower in the more senior ranks and grades. We are working to improve diversity representation at all levels and in our recruitment intakes.



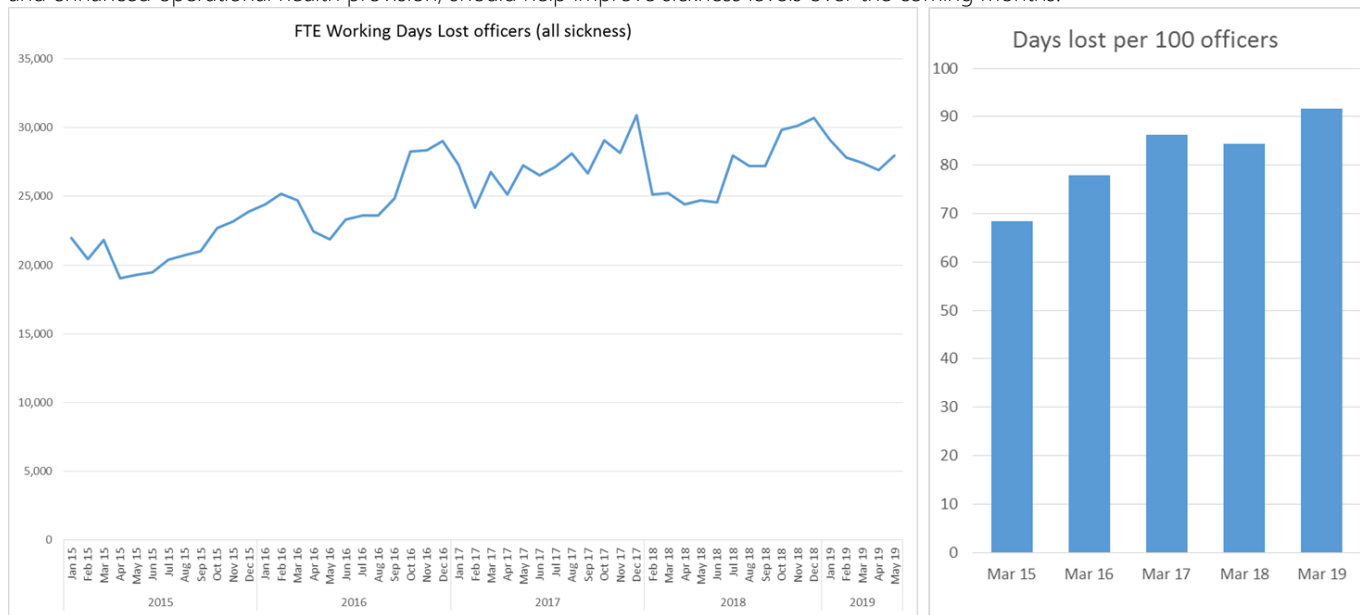
5.2 Assaults on police and outcomes

The pie chart below shows the outcomes for assaults on officers and staff. The positive outcome rate is 71% of which 94% are charges.



5.3 Police officer working days lost

The chart on the right shows working days lost for police officers over the last 4.5 years (Jan 15-May 19). In 2015 the MPS lost on average 21,166 days every month, in 2018 the number rose to 26,871, an increase of 5,705 days a month. During the same period officer numbers fell from 32,000 to 30,000. In the current calendar year the average FTE working days lost is 27,866 up by 995 days a month on 2018. The chart on the right shows working days lost per 100 officers for the month of March over the last 5 years. The newly introduces EAP service and enhanced operational health provision, should help improve sickness levels over the coming months.



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

Quarter 2 activities

Disability training

On the 13th September, the Commissioner welcomed visitors from “The Gate”, to thank them for their work in training the Met on learning and disability awareness. The Gate is a day centre which helps people with learning disabilities to develop, through creative activities. Over the last 14 years, The Gate have delivered training to the Met. For example, the ‘Specialist Witness Interview’ course, a standard Safeguarding course for officers, is about giving officers confidence in dealing with people with learning disabilities, and, in the context that people with learning disabilities are often targeted and become victims of crime due to their vulnerabilities, reassuring them they’ll be listened to and treated fairly.

Local Learning & Development investment

Our central Learning and Development OCU delivers world class training in many areas, however we want to augment this by investing directly into local BCUs. In July 2019, the selection process for local BCU Learning and Development units was launched. Each BCU will have a local unit capable of delivering learning, bespoke to an area: for example, supporting new digital technology and learning approaches, and providing flexibility to target local priorities.

During Q2 we began testing our new Organisational Learning operating processes to identify, capture and socialise learning across the organisation with BCUs across London and with specialist units. We aim to stand up our OL Centre and integrated systems in 2020.

Academic opportunities

In September 2019, the Met opened the annual application window to offer one funded Fulbright 2019/20 scholarship. Fulbright is a competitive grant-based award for knowledge exchange between the US and the UK. The Fulbright Programme, with a clear academic base, is a mainly practical and immersive experience that offers an unparalleled opportunity for a police officer to understand in further depth and translate practical policing ideas both to and from the US.

We have also continued to support over 30 Met officers and staff with academic bursaries during Q2. Operational research subjects include Domestic Abuse; Stress and Wellbeing; Community Engagement and Social media in Hate Crime. We received our first applications for undergraduate study through the Recognition of Prior Learning scheme, including a one year ‘top-up’ BSc for experienced officers. In addition, we began selecting 20 more senior officers for the 2020 Cambridge MSt in Applied Criminology and Police Management. Operational research subjects include Child Safeguarding interventions; predictors of Serious Violence; knife crime in inner City areas; and the impact of disruptive innovations in acquisitive crime.

Alongside the publication of the ‘Areas of Research Interest’ document, we have commissioned and supported over a dozen research projects through universities and academics including an evaluation of Knife Crime Prevention Orders (KCPO); a study of Black and Minority Ethnic Leadership; and tackling online Child Sexual Exploitation. We continued to accelerate our Learning through a series of ‘Academics at the Met’ seminars bringing together practitioners, academics and partners around issues such as Custody and Rape & Serious Sexual Offences.

Inspection

The Met has developed plans in response to Learning derived from Her Majesty’s Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). These included the Stalking and Harassment Report related to Sussex Police published on 10 April as there were 2 nationwide recommendations; a Joint Inspection of TACT Custody arrangements published on 1 August 2019; The national thematic reports ‘Poor Relation’ Crimes against Older People inspection published on 17 August 2019; and the Leading Lights Report –the selection and development of Chief Officers published on 3 September.

The HMICFRS Integrated Peel Assessment was published on 27 September 2019. This showed extensive progress across many areas, whilst providing five recommendations and highlighting 19 Areas for Improvement that are all being progressed.

Milestones implementation

Our Business Plan milestone	Update	Status
RESEARCH AND INNOVATION		
<i>We will publish an 'Areas of Research Interest' document aligned to the Met Direction priorities.</i>	This was delivered in the previous quarter and is accessible through this link https://www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/areas-of-research-interest/	

Performance framework indicators

Data remains unchanged from Q1 report. The annual staff survey took place October 2019 and results will be available in the next report.

7- A responsible, exemplary and ethical organisation

Quarter 2 activities

Met's 190th birthday

September 2019 marked 190 years since the first constables of the Metropolitan Police Service reported for duty. Initially 1,000 men were to patrol under the command of two Commissioners; Richard Mayne and Charles Rowan. Nicknamed Peelers, Bobbies and the less flattering Blue Devils or Raw Lobsters on account of their blue uniform, these men quickly became a familiar sight on the streets of London. Over the past 190 years the Met has become an internationally renowned service. In 2019, officers still patrol the streets on foot, alongside their colleagues in cars, on motorbikes or cycles, or boats along the Thames. A visible presence on occasions of national celebration from carnivals to Royal events and a symbol of protection at times of crises and chaos, dealing with crimes both personal and international in scope – keeping London safe for everyone.

Environmental impact

By July 2019, the Met completed a six month trial switching to 100% recycled paper to cut costs and reduce our environmental impacts in six Met buildings, including New Scotland Yard. We're now switching to 100% recycled paper in line with many other public sector and government bodies, including TfL and central government departments. In addition, as recycled paper is cheaper, this could save the Met £44,000 per year, as well as the timber and other natural resources that are required to produce non-recycled paper.

Good Work Standard

On the 29th July, the Mayor launched the Good Work Standard – a new accreditation to set the benchmark for high employment standards, with fair pay at its heart – and urged employers of all sizes and sectors to join him in his mission to make London the best city in the world in which to work. The Met signed up as an early adopter ahead of this launch and received accreditation against the four pillars of the Good Work Standard are: Fair pay and conditions, Health and Wellbeing, Skills and Development and Diversity and Recruitment. By achieving accreditation for the standard, we have had to demonstrate our commitment to healthy, fair and inclusive workforce practices, alongside other top employers in London.

Supporting London's attractiveness

In August 2019, the Economist published the Safe Cities Index 2019. Developed by the Economist Intelligence Unit, this ranks 60 cities across four thematic areas (and then an overall score) based on measures of security. London ranked 14 in the overall score. Since 2017, London's position has risen six places, which is excellent progress. One element, Personal Security includes data directly linked to the Met: level of police engagement; community-based patrolling; available street-level crime data; use of data-driven techniques for crime; effectiveness of the criminal justice system. Outputs for the index include: prevalence of petty crime; prevalence of violent crime; organised crime; level of corruption; rate of drug use; frequency of terrorist attacks; gender safety (female homicide); perceptions of safety; threat of terrorism.

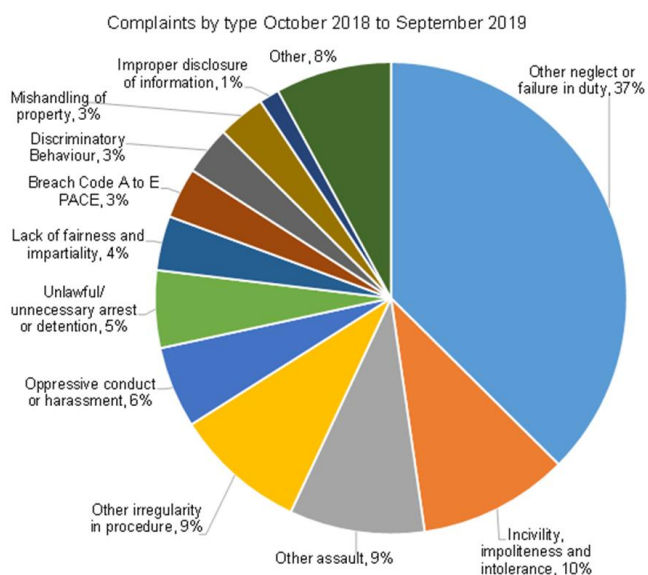
Milestones implementation

Our Business Plan milestone	Update	Status
A RESPONSIBLE ORGANISATION		
<i>We will update the Met Reserves strategy.</i>	Our reserves strategy remains valid, and underpins our medium term financial plan and our transformation and business plan. Reserves are fully understood and all earmarked to support priority activity. In line with prudent financial advice, including from external auditors, steps will be taken, where possible, to increase general reserves given the Met's level of reserves as a proportion of spend is now low compared to other forces. However, reserves are not unacceptably low and our priority remains to focus resources on meeting the twin challenges of tackling immediate operational performance whilst investing in building long term capability through our transformation portfolio. The Mayor's draft 2020/21 budget for policing will include an amended reserves profile when published by MOPAC.	
<i>We will consider options for a new Commercial Operating Model, aligned to the national Police</i>	Benchmarking activity conducted by the Cabinet Office found the Met function was significantly under-resourced. The Medium-Term Financial Plan (MTFP) has subsequently been adjusted to address this. A new Commercial Operating Model for the Met has been	

Commercial Organisation that provides greater customer focus and optimises the management of contracts throughout the entire commercial lifecycle.	developed and partially implemented. A business case for a Police Commercial Organisation (PCO) was also approved by NPCC in July and APCC in October subject to Home Office agreement. The impact on the Met of this national initiative will be evaluated and addressed.	
BEING RECOGNISED FOR OUR INTEGRITY AND PROFESSIONALISM		
We will implement an IOPC cell in Professional Standards to work closely with the IOPC and improve our working practices.	A team in Professionalism is dedicated to working with the IOPC - not only in support of their investigations but also shared learning. This has already improved the timeliness of our response to their requests.	

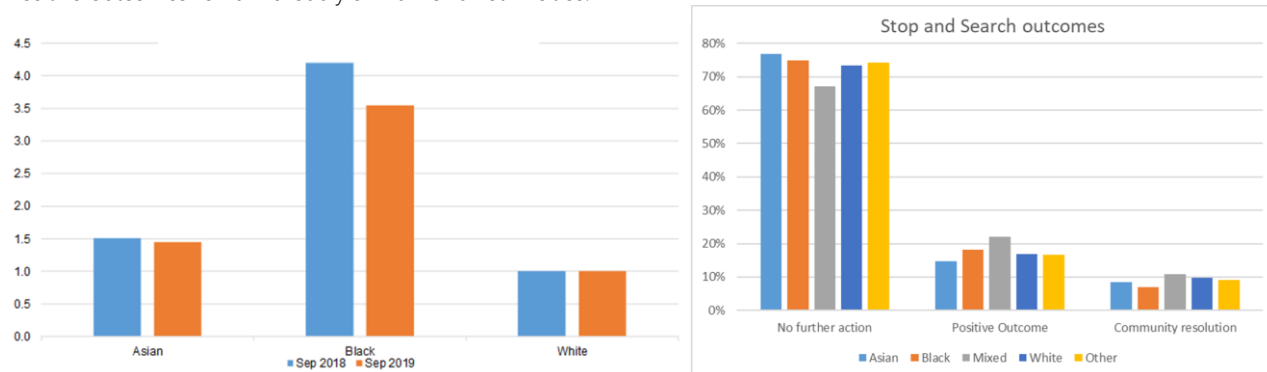
Performance framework indicators

7.1 Complaints received in the 12 months to September 2019



7.2 Stop and search (under 30s) – April to June 2019

When we focus on under 30s who are stopped and searched, the rate of search relative to population size shows that individuals from a BAME background are searched at higher rates, albeit this has decreased slightly since September 2018. Positive outcomes remain broadly similar for all ethnicities.



Search Outcome	Asian	Black	Mixed	Other	White	Grand Total
No further action	4715	9777	1097	977	8231	24797
Positive Outcome	823	2177	367	186	1699	5252
Community resolution	523	813	169	113	1216	2834
Grand Total	6061	12767	1633	1276	11146	32883

Appendix 1

List of the Met Police Service Basic Command Units

BCU	LONDON BOROUGH
South East (SE)	Bexley
	Greenwich
	Lewisham
South Area (SN)	Bromley
	Croydon
	Sutton
South West (SW)	Kingston
	Merton
	Richmond
	Wandsworth
West Area (WA)	Ealing
	Hounslow
	Hillingdon
North West (NW)	Barnet
	Harrow
	Brent
North Area (NA)	Enfield
	Haringey
North East (NE)	Newham
	Waltham Forest
East Area (EA)	Barking and Dagenham
	Havering
	Redbridge
Central East (CE)	Hackney
	Tower Hamlets
Central West (AW)	Kensington and Chelsea
	Hammersmith and Fulham
	Westminster
Central North (CN)	Camden
	Islington
Central South (AS)	Lambeth
	Southwark