

Metropolitan Police Service

Quarter 1 2019-20

Business Plan **progress report**



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:

- o Focus on what matters most to Londoners
- o Mobilise partners and the public
- o 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:

- o Seize the opportunities of data and digital tech to become a world leader in policing
- o Care for each other, work as a team, and be an attractive place to work
- o Learn from experience, from others, and constantly strive to improve
- o 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 is a new format: 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 aiming to complement this with data and indicators identified in our new Performance Framework. That format will be developed further in Quarter 2 to build in the direction of travel for the indicators from quarter to quarter.

Milestone Progress

Our Business Plan defined 21 milestones which we aimed to deliver in Quarter 1. 18 have been completed and 3 are in progress. Further detail can be found within each section, alongside detailed performance framework indicators.



1- Focusing on what matters most for Londoners

"Violent crime is a key concern and tackling it is a priority in order to protect Londoners. This includes terrorism, knife and gun crime, sexual offending, domestic abuse and safeguarding vulnerable people from predatory behaviour." Met Direction 2025

Quarter 1 overview

In April 2019, the Met published the end-of-year **crime statistics**. Total Notifiable Offences (TNOs) increased by 4 per cent (829,418 to 862,781 offences). In most instances, increase rates were lower than in 2017/18, when TNOs increased 6.4 per cent; This included sexual offences (+2.4% in 2018/19 against +11% in 2017/18); robbery (+4.3% against + 35.8% in 2017/18); theft (3.2% against + 8.1% in 2017/18); and burglary (4.7% against +11.7% in 2017/18).

Violent crime

The Met is making progress in its drive against violent crime, achieving reductions in murder and stabbings. Levels have reduced in key areas such as knife injury victims under 25.

- The work to tackle violence reaches across the whole Met with officers from Local Neighbourhood teams, the Violent Crime Task Force (VCTF) to Forensics and Data teams working together
- We have increased the use of Stop and Search by 35% in 2018/19, and took 4,200 weapons and significant amounts of drugs off the streets in 2018.
- We have benefited from additional funding from the Mayor and Government, which has allowed us, among other things, to expand the VCTF from 10 to 20 proactive syndicates.

Drugs

In May 2019, we launched a refreshed Drug Strategy. Activities to deliver this are underway, and with the VCTF, support our fight against drugs and violence. The Rapid Drugs Service has been rolled-out, which can turn around evidential drugs packages within four hours for cases with suspects in custody. We are increasing the numbers of Drug Expert Witnesses across the Met who can provide evidence to support investigations.

Counter terrorism

On the 14 May, with the City of London police, we launched *ACT for Policing (Countering Terrorism: Your Vital Role)*. All officers and staff who have regular contact with the public were encouraged to view a video which forms the centrepiece of a new national campaign designed to increase the number of internal intelligence reports and *Prevent* referrals to regional CT units. The film outlines the potential signs that could indicate a person is engaging in terrorism or being radicalised.

Domestic abuse

In April 2019, we relaunched *Operation Dawn Thunder* to improve domestic abuse arrest rates by conducting early morning arrest enquiries for outstanding domestic abuse perpetrators. We also re-enforced the message that Body Worn Video (BWV) is mandatory at all domestic abuse incidents: officers should ensure that BWV cameras are switched on and recording. BWV recordings are a vital element for the crime reports.

Stalking

This year's annual National Stalking Awareness Week Conference (in April 2019) focused on the physical and mental impact of stalking and the role of the health sector in this insidious crime. Met representatives participated at a conference at Amnesty International HQ hosted by the Suzy Lamplugh Trust.

Extinction Rebellion

In April 2019, the Extinction Rebellion protests caused resourcing challenges. Their scale and duration tested the resilience of the Met and wellbeing of officers. Dealing with this protest meant long tours of duty, quick changeovers and cancelled rest days and leave for many officers and staff, in order for the Met to



deliver a policing operation of this scope. About 1,200 protesters were arrested and focus is now on ensuring that all cases are pursued.

Child victims of sexual assault

In Quarter 1, we set up an ABE (achieving best evidence) suite based at the Children and Young Person's Haven in Camberwell. This is a ground breaking Met-wide pilot - the first of its kind in the UK. All officers across the Met investigating a sexual offence which has been disclosed by a child or young person under the age of 18, can refer cases to the specialist Forensic Interviewing team. The forensic interviewing pilot forms part of the Lighthouse, the UK's first child house.

Local borough priorities

In June 2019, we launched the Central West Priority Crime Unit (PCU) to tackle street robbery (reflecting the concentration of this offence type in Westminster). The team will help to identify, arrest and bring to justice people who commit robberies and will focus patrols in hotspot areas and where problems may emerge.

Milestones implementation

Area	Our Business Plan milestone	Update	Status
TACKLING SERIOUS VIOLENCE	<i>We will establish four geographic Specialist Crime hubs (Lewisham, Putney, Hendon and Barking) supported by new Specialist Crime Tasking and Co-Ordination (SCTaC) processes. Each SC hub will be geographically aligned to three BCUs, and incorporate homicide, reactive and proactive teams. More joined-up use of intelligence and an increased awareness of how the Met resources in these areas are being used should decrease the time taken to investigate crime, and provide a cost efficient service.</i>	On 3rd June, Specialist Crime changed its structure so that it can better tackle serious and organised crime and support the Met's ambition to significantly reduce violence. The four hubs are: - Specialist Crime (North), which operates from hubs in Barking and Hendon - Specialist Crime (South), which operates from hubs in Putney and Lewisham	
	<i>We will supplement this with a central specialist services model, incorporating pan-London responses to specialist crime (capabilities in vulnerability, economic crime, and cyber and specialist investigations).</i>	Following on from June's 'go live' of the new Specialist Crime commands, Central Specialist Crime brings together over 50 teams into seven core capability areas to be delivered centrally (from Cobalt Square and other central locations) with a footprint in the hubs.	
	<i>We will implement the new authority levels for Section 60 (which allows for Inspectors or above to initially authorise it).</i>	With effect from the 31st March, the Home Secretary announced a pilot within seven police forces. This included measures to empower frontline officers and make it less bureaucratic to tackle violent crime using Section 60 of the Criminal Justice and Public Order Act. The trial now allows for Inspectors or above to initially authorise a Section 60, as per legislation, when they suspect unlawful violence may occur in locality. Following a government announcement this is now in permanent effect at the Met.	
	<i>We will start to roll-out of a new Intelligence Operating Model to improve service, bring intelligence closer to the customer and enhance collaboration with partners. This will involve deploying analysts to BCUs to ensure effective intelligence support at a local level. The increased availability and use of local intelligence by specialist teams should decrease the time taken to investigate crimes. These teams will be given training to enhance the scope of their skills and capabilities, providing better job satisfaction and increasing resilience within the service.</i>	This has started and as part of the Intelligence Target Operating Model Phase 1, analysts and researchers were rolled out locally from 28th May onwards.	

PUBLIC EVENTS	<i>We will ensure an effective police operation for the State visit from the President of the United States.</i>	The state visit took place in June 2019. The police operation was delivered effectively.	
SERIOUS SEXUAL OFFENCES	<i>We will introduce a step change in rape review process: detective sergeants will review reports at three days rather than within 18-24 hours, allowing officers to focus on the high risk cases, empowering detective constables, with the aim to reduce volume, repeat reviews and reviews being put in prematurely.</i>	The review process has taken place. Dip sampling has shown that detectives are making the correct decisions.	
	<i>We will support MOPAC on a 'deep dive' into rape cases across London, to examine the key issues including why cases are taking so long to get to court and why so many victims disengage from the process before the case can be concluded. Findings will help guide our plans for the next three to five years.</i>	On the 2nd July the London rape review was published. https://www.london.gov.uk/press-releases/mayoral/stark-findings-in-major-review-of-rape-cases We are now actively working with CPS and MOPAC to produce a joint working plan.	

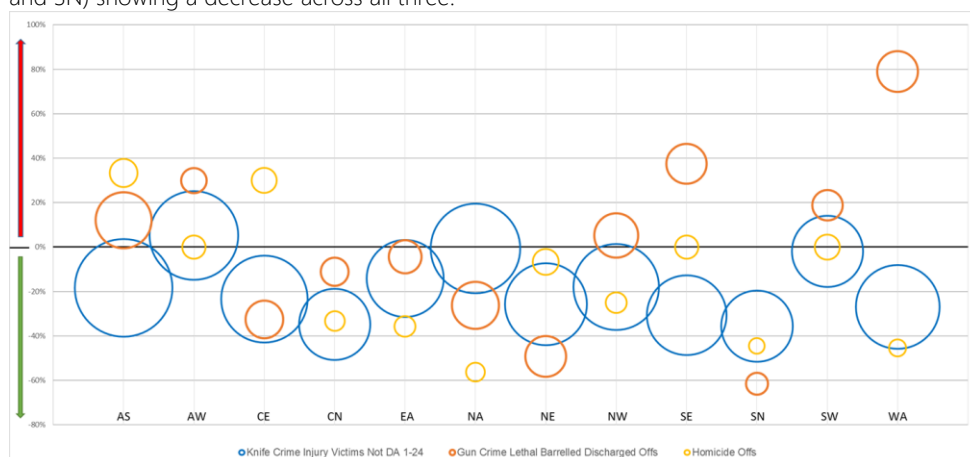
Performance framework indicators

Knife crime injury victims Not DA 1-24, 1678 offences, **down -20% (12 months)** Figure 1.1
 Homicide, 122 offences, **down -16% (12 months)** Figure 1.1
 Gun crime lethal barrelled discharges, 360 offences, **down -11% (12 months)** Figure 1.1
 Knife crime **SD rates declined to 15%** Figure 1.3
 Homicide **sanction detection rates over 90%** Figure 1.2
 Firearms seizures close to 150 a month Figure 1.4
 Domestic abuse **SD rates have decreased over the last few years and now below 15%** Figure 1.5
 Hate crime **SD rates have decreased to almost 10%** Figure 1.6
 Repeat victims of domestic abuse Figure 1.7
 Violence with injury: 19,829 offences, **down -3% (3 months)** Figure 1.8
 Burglary: 19,027 offences, **up 1% (3 months)** Figure 1.8
 Personal robbery: 9,261 offences, **up 24% (3 months)** Figure 1.8
 Burglary and personal robbery **SD rates below 6%** Figures 1.9/1.10

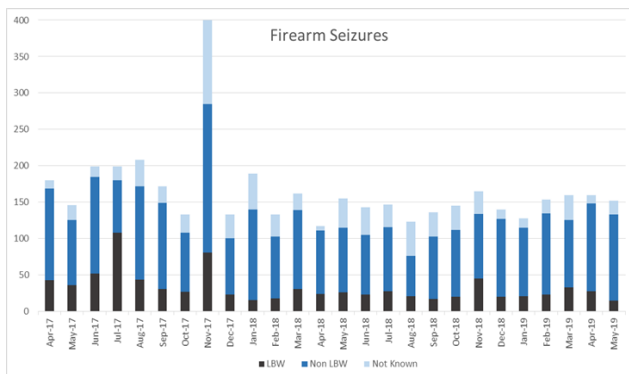
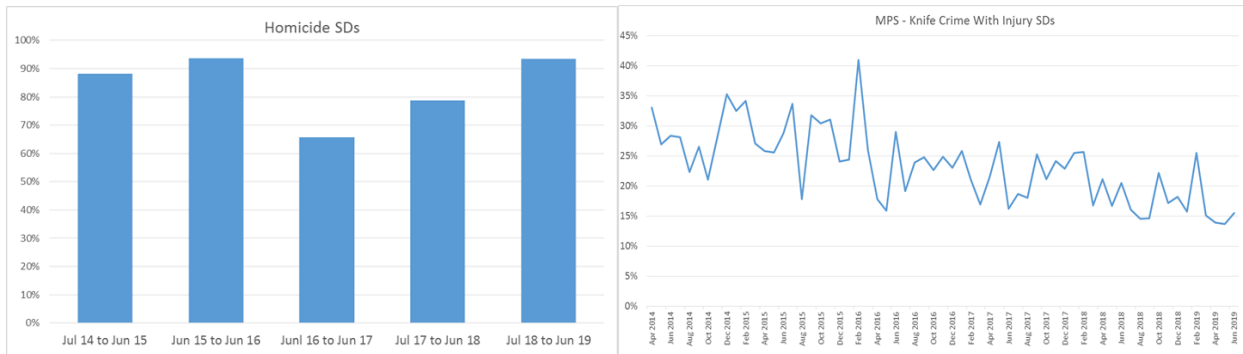
Our focused activity to tackle violent street crime has had tangible impact, but we acknowledge there are continued challenges in crime types including domestic abuse and robbery. The narrative above sets out some specific initiatives and operations to make further progress, building on achievement to date and also to tackle the remaining challenges.

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

Figure 1 looks at three offences types for the 12 months to end of June 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, with four BCUs (CN, EA, NE and SN) showing a decrease across all three.



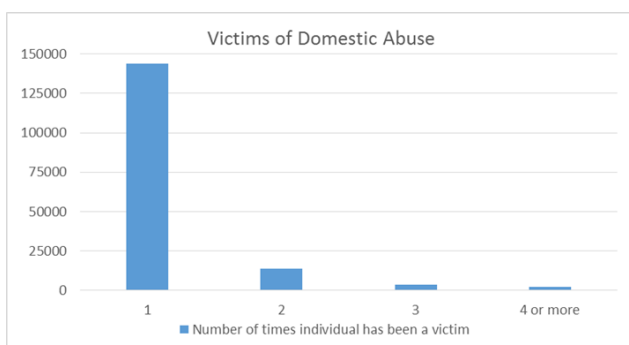
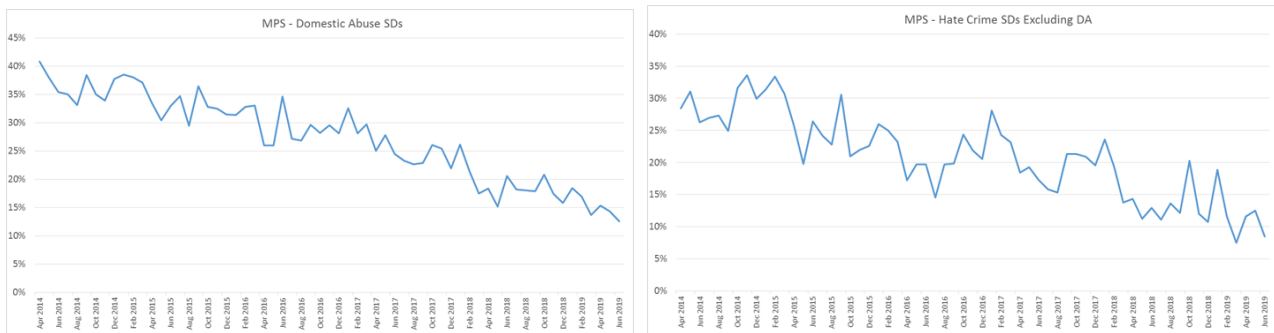
1.2, 1.3 and 1.4: homicide sanction detection (SD) rate; knife crime SD rate; and number of firearm seizures.



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.

Firearms seizures remain close to 150 a month, with the majority being non-lethal barrelled. There was a gun amnesty in November 2017 which led to the increase in numbers.

1.5, 1.6 and 1.7: domestic abuse SD rates; 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%.

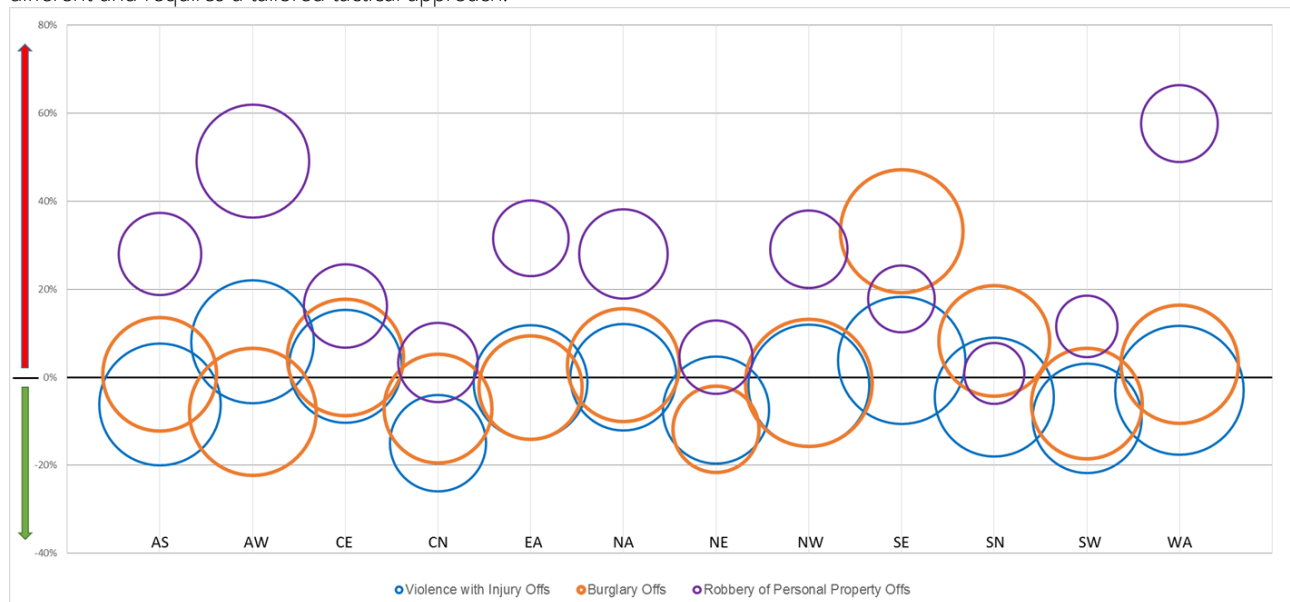
Over a twelve month period (July 2018 to Jun 2019) of the 163,212 individual victims of domestic abuse 143,850 (88.1%) were a victim once, 13,694 (8.4%) twice, 3,425 (2.1%) 3 times and 2,243 (1.4%) people were a victim 4 or more times.

We are working 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.

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

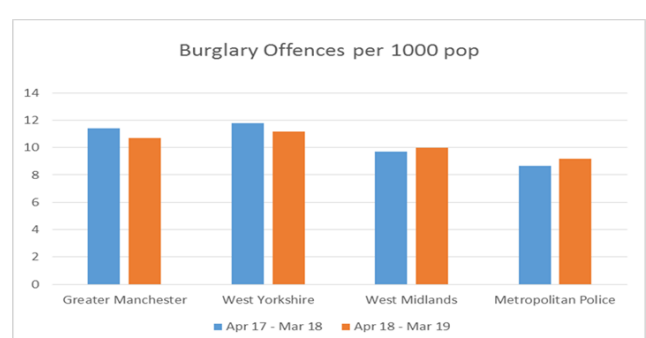
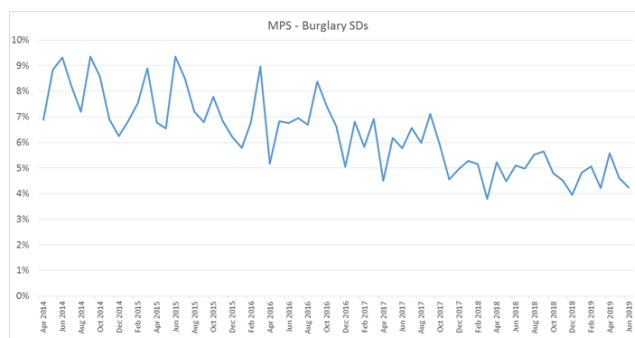
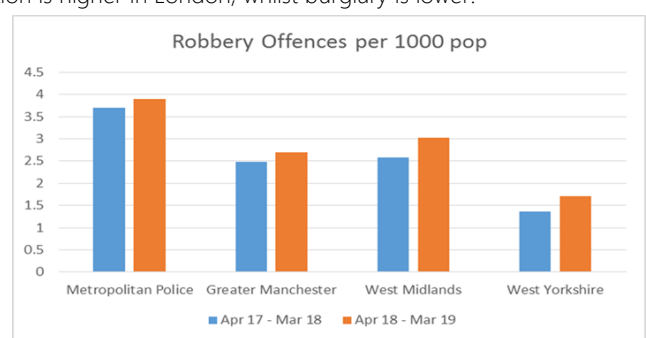
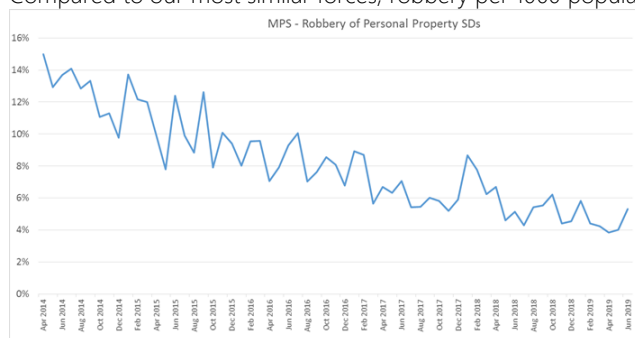
This chart looks at offences for Quarter 1 (April-June 2019) compared with the same quarter last year. The size of the bubble relates to the volume of the offences. The position of the centre of the bubble relates to the percentage change from last year. Levels of robbery have increased in London since 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 1000 population is higher in London, whilst burglary is lower.



2- Mobilising partners and the public

"We know that safety requires action beyond the police service. We will continue to 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." Met Direction 2025

Quarter 1 overview

As an organisation we are using a variety of ways to speak to local communities; to consult residents on issues; and to share crime prevention advice with them. Ward Panels are one such way, but now, as of Quarter 1, all 12 BCUs have an account for **Virtual Ward Panel** surveys and we will be expanding this service over the course of the year. The reach of a Ward Panel is around 110 individuals, whereas a virtual ward panel has the potential to reach about 1,000 individuals. This system has the functionality to send email updates after the ward panel session, for example to inform the local community how we have worked to solve their problem.



In June 2019, officers and staff from across the Met joined over 4,000 year 7 to 13 school students at the **Pan London Youth Day** at Alexandra Palace. The event received support from the Mayor's £45 million Young Londoners Fund and offered young Londoners the chance to get involved in a range of activities: from exploring career and academic opportunities to discovering local sport activities.

On the 30th April, Met officers and the Commissioner participated in the **'Soho Remembers'** 20 year memorial event for the Admiral Duncan attack. This event was attended by survivors, their loved ones, and the friends and families of those killed and injured. Also in attendance were members of the public, community leaders, LGBT+ activists and representatives from all of the emergency services.

This year, the Met marked the first **National Stephen Lawrence Day** – 26 years since Stephen Lawrence was murdered in a racially-motivated attack in Eltham. A series of events took place across the Met, including one at NSY which centred on the theme *'Live our Best Lives'*. The event was hosted by the Met Crime Prevention, Inclusion and Engagement team and was attended by many officers and staff, who were joined by Dr Neville Lawrence, the Commissioner, the Deputy Mayor of Policing and Crime, as well as members of the community and local school children.

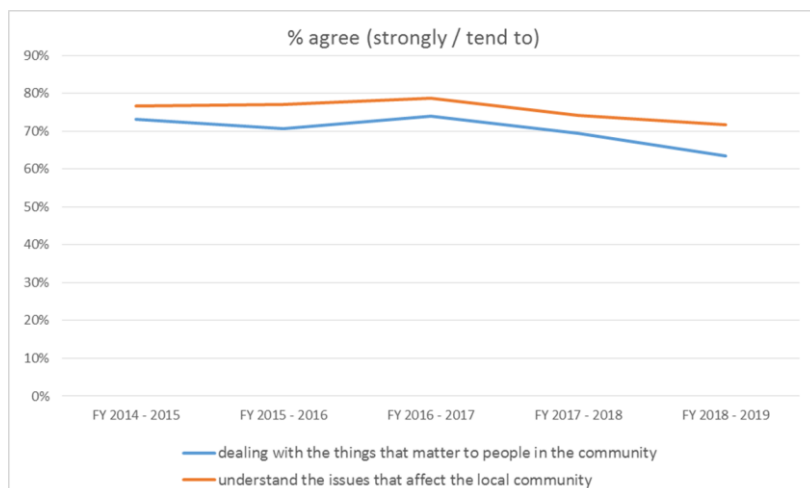
Milestones implementation

Area	Our Business Plan milestone	Update	Status
MISSING PERSONS	<i>We will complete the implementation of all 12 LRTs and deliver Missing Persons training to officers in each.</i>	All BCUs have a Local Resolution Team (LRT) in their design. LRTs are at different stages of maturity, progressing towards its complement of 2 Sergeants and 10 PCs covering 24/7 (permanent) staff, enhanced with officers on recoup or restricted duties. Some LRT hold vacancies, some use recoup/restricted staff. Missing person training was given to the original LRTs staff but because of the turnover this may need to be provided to new members. Whilst the design has been implemented and therefore to a large extent the milestone is complete, we have graded this 'In Progress' in order to assess progress in those BCU LRTs where implementation is more recent.	

Performance framework indicators

72% of people agree that the police in their area understand the issues that affect the local community. At the end of June 2019 there were 1,705 Specials. The average volunteer completes around 22 hours per month, against a target of 16 hours. Work is underway to increase the Met support network so we can expand and open up other volunteering opportunities that support policing.

2.1 Public Attitude Survey April 2018 to March 2019

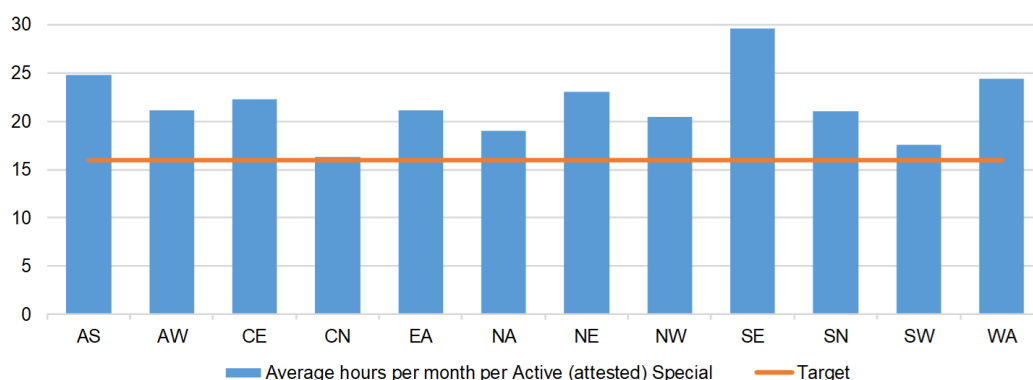


This chart shows the response over time to:

- 1) "To what extent do you agree that the police in this area are dealing with the things that matter to people in the community?" (The number of people who agree has decreased over the last 2 years to 63%) and
- 2) "To what extent do you agree that the police in this area understand the issues that affect the local community?" (The number of people who agree has declined over the last 2 years but remains at a relatively high 72%).

2.2 Specials

At the end of June 2019 there were 1,705 Special Constables, down from 2,060 (end of June 2018). 55% of Specials currently hold Independent Patrol Status. The numbers have been on the decline due to officers resigning and re-joining as regular officers due to the uplift in regular recruitment. London's volunteer marketplace is highly competitive with a wide range of charities and public sector organisations pitching to a similar pool. The 'volunteer experience' is key in attracting high quality candidates and retaining them to enable experience and knowledge to be passed on. In addition, we have recruited outreach workers who work with local BCUs identifying areas for recruitment of regulars and MSC officers.



This chart shows the average hours per month by Active (attested) Specials in Quarter 1, in each BCU. In the past 3 months, attested Specials whose status is Active (i.e. not on leave, ill, injured etc.) have completed 86,300 hours of duties, with the average volunteer completing around 22 hours per month (target is 16 hours) – this includes time for mandatory training. There are wide variances: some officers volunteering 100+ hours in a single month and others doing less than 16.

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

"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." Met Direction 2025

Quarter 1 overview

In April 2019, with the roll-out of the BCU model completed, we enhanced Mi Investigation at a local level. The objective of **Mi Investigation** is to provide the best service to victims of crime by reducing the number of times a crime is handed over, whilst promoting ownership from officers and an improved quality of investigation. We have put in place three measures to enable officers to successfully deliver Mi Investigation, and ultimately to improve criminal justice outcomes and victim satisfaction: creating capacity, improving support and building capability. We have reviewed and amended our crime assessment principles: these support officers, when they initially investigate crime, in identifying leads and take that investigation forward.

To further support this at a local level, in May 2019 we began to roll out additional staff as part of an enhanced **Local Intelligence team** (LIT) of analysts, researchers, officers and an intelligence manager. The intelligence manager will be a Detective Inspector who, working alongside an analyst, will ensure that local officers in BCUs receive face-to-face advice that match their needs and guidance on knowledge products, strengthening local intelligence and analytic capability.

Significant progress (including Response, CID and the Case Management Team) has been made by officers and staff in **improving file quality**. The number of files rejected by the CPS have fallen substantially. In 2018 just under 65% of our initial files were rejected. By April 2019, this had fallen to 35% and we managed to sustain this improvement with a figure of 33% in June 2019. There are still too many rejections but this figures are a good indicator that our effort is having the right impact.

In April 2019, we built on the success of the **Youth Diversion Initiative**, which was launched by Met Detention at Camden and Islington custody, by embedding specialist youth workers in the suites to talk to under 18s during their time in detention. Working with families and the young person outside of custody is an important part of the project. After initial screening and where suitable, a youth worker meets with the child and their parent/guardian after release, to work with and engage them in a diversion project in Camden. The follow-up meeting is as essential as the initial one in custody, as it helps the youth worker to build a relationship with the young person. The project is subject to regular reporting to MOPAC and is being evaluated by a PhD student linked to Camden Council.



Milestones implementation

Area	Our Business Plan milestone	Update	Status
RESPONDING TO THE PUBLIC	<i>We will complete the roll-out of the THRIVE risk assessment tool at all three Met CC contact centres.</i>	We have completed the THRIVE+ (Assessment model based on Threat, Harm, Risk, Investigation, Vulnerability and Engagement) roll-out at all three Met CC centres. This is a structured and consistent framework that empowers officers and staff to use their professional judgement and supports decision-making - from the initial call at the first point of contact. Other forces have implemented similar models to support officers to manage demands and reduce the	

		pressure on frontline service whilst continuing to deliver great service to members of the public.	
INVESTIGATION AND FORENSICS	<i>Rapid Drugs Lab will become business as usual with pan-London availability. The new Rapid Drug Service generates results within four hours and allows the charging of suspects whilst in custody; allowing dealers to be taken off the streets immediately.</i>	The Rapid Drugs Service is now available to assist with the investigation of <i>Possession with Intent to Supply</i> and drugs supply offences across the Met.	
CRIMINAL JUSTICE AND VICTIM SUPPORT	<i>With additional funding from the Mayor and Government, we will deploy a File Quality Improvement Team to act as a link between BCUs and the CPS, deliver face-to-face and more general training, and drive case-file quality improvement work on the frontline.</i>	The proportion of files that have been rejected by the CPS has fallen substantially, and we are working to deliver further improvement. Whilst the milestone is complete, we will continue to monitor this through our performance framework.	
	<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.</i>	This is in progress: a Victim Journey report is being developed, which sets out recommendations for improvement in terms of partner collaboration.	
MANAGING OFFENDERS	<i>We will hold IOM Development Day for IOM constables and sergeants to improve consistency across London and ensure that our processes continue to meet criminogenic needs and represent best practice in the management of recidivist offenders.</i>	The IOM Development Day was held on the 5th April 2019. It was well attended by representatives from all BCUs (around 100 officers). The day covered a number of topics, including presentations from Trident's Op Boa – providing advice on Criminal Behaviour Orders on conviction - and Divert. It also provided a networking opportunity for IOM teams to meet their neighbouring boroughs, with the aim to improve our response to cross border offenders. Feedback was vastly positive from the attendees and a number of further topics were suggested for a follow up training day, which is currently under development.	

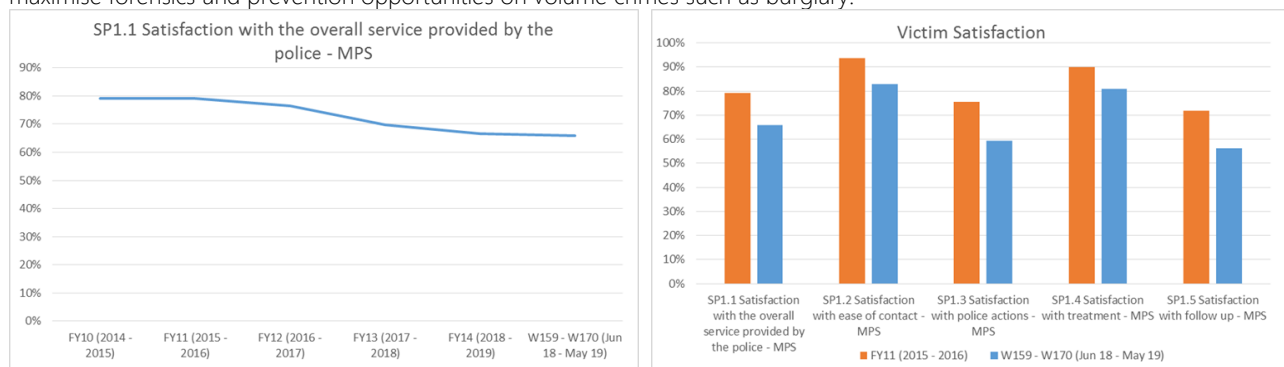
Performance framework indicators

Victim satisfaction has fallen from 79% to 67%. The satisfaction gap between white and BAME communities has remained at 6 percentage points for 5 years; it remains a priority to reduce this gap and increase victim satisfaction overall. 91 % of people agree that the police would treat them with respect if they had to contact them for any reason. In 2018, 20% of offences were closed without a detection due to victim based evidential difficulties. The TNO charge rate decreased from 13% to 6% over the last 5 years.

Recognising that there are a large number of drivers, the initiatives set out in the sections above – including our Case Management Team, our File Quality Improvement Team and our push on investigation skills – aim to drive up performance in our contribution to the sanction detection and charge rates across the most serious offences.

3.1 Victim satisfaction over the last five years and broken down by type

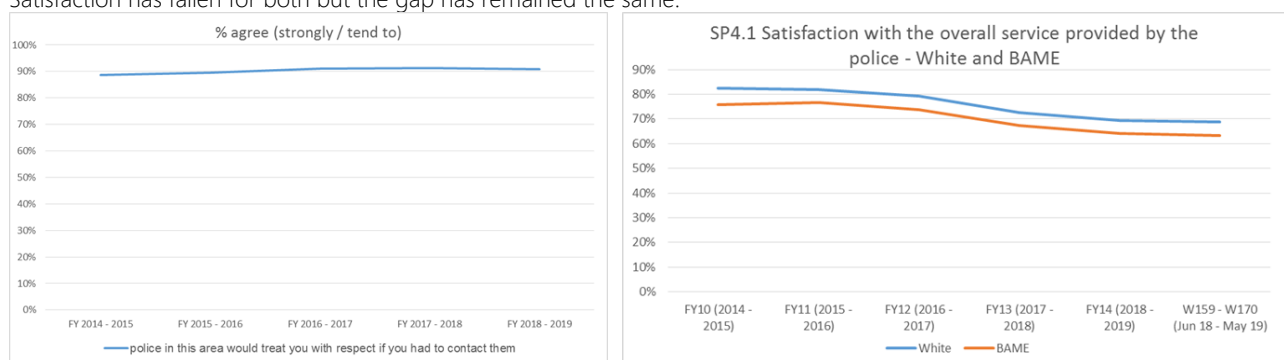
In the past 5 years the overall level of satisfaction has fallen from 79% to 67%. All the categories have seen a reduction: ease of contact and follow up have dropped by 17 percentage points. We implemented changes at Met CC to improve the performance of 101 and 999 response times. These have sharply improved over the past few months. Additionally, we are working to maximise forensics and prevention opportunities on volume crimes such as burglary.



3.2 Police perception

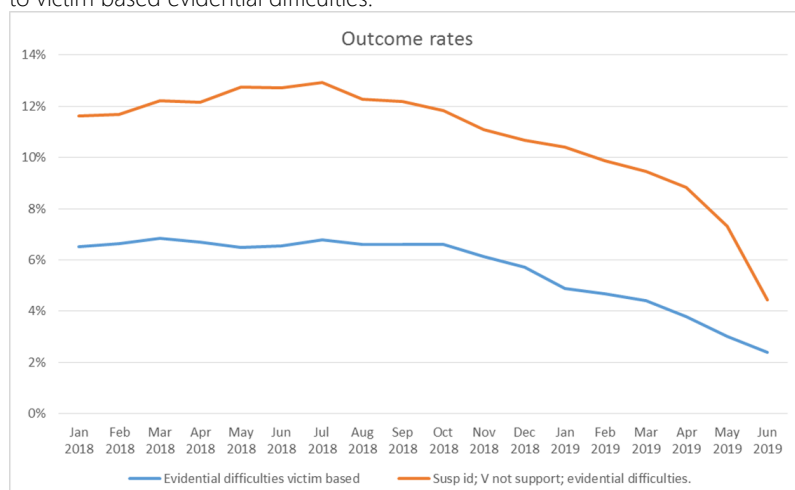
The percentage of people that agree that the police in their area would treat them with respect has remained at 91% for the last three years.

The satisfaction of BAME victims has been approximately 6 percentage points lower than for white victims for the last five years. Satisfaction has fallen for both but the gap has remained the same.



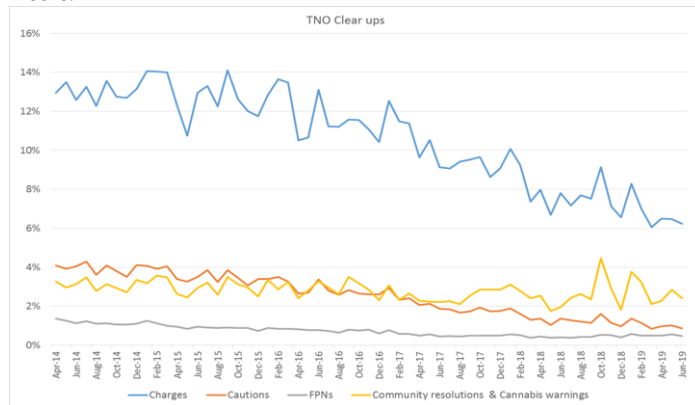
3.3 Crimes closed due to victim based evidential difficulties

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 will be a lag over time and percentages will change (i.e. increase). In mid-2018 almost 20% of offences were closed without a detection due to victim based evidential difficulties.



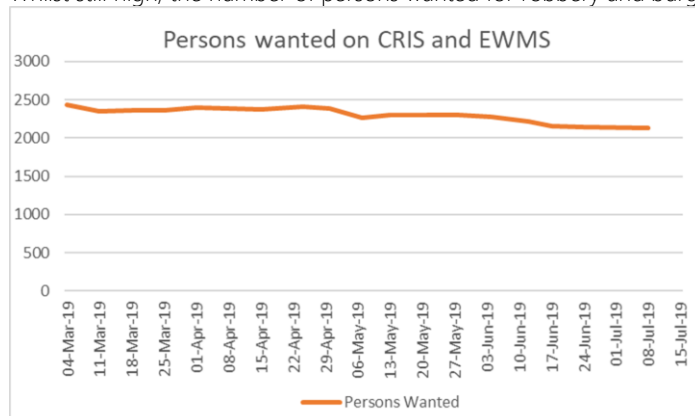
3.4 Detections by type

The percentage of charges for TNO has fallen from 13% to 6% in the last four years. Cautions and Fixed Penalty Notice (FPNs), community resolutions and cannabis warnings have been broadly stable in the past few months. 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.



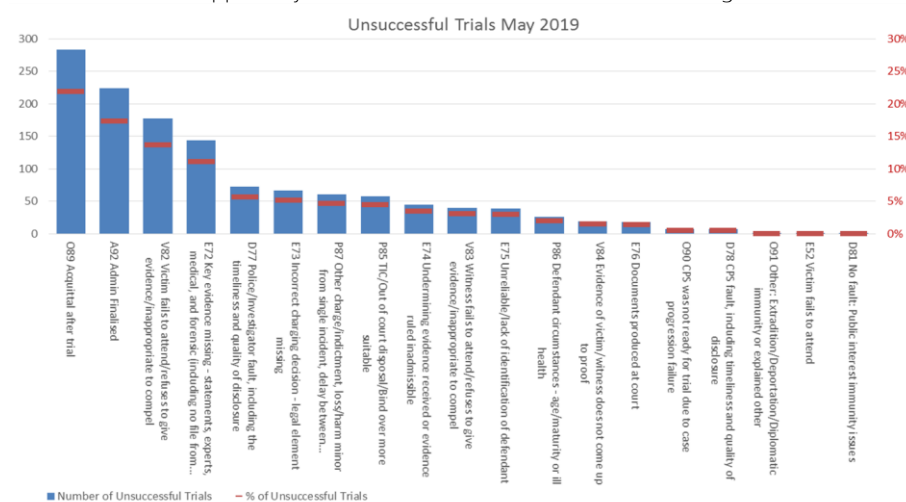
3.5 Persons wanted on CRIS and EWMS for Burglary and Robbery

Whilst still high, the number of persons wanted for robbery and burglary has seen a slight reduction over the last four months.



3.6 Unsuccessful trials for May 2019 by reason

22% of acquittals were for acquittal after full trial. Other reasons include police failings in procedure such as evidence missing (11%) 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.



4- Seize the opportunities of data and digital tech

"We want to harness data and use technology 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." Met Direction 2025

Quarter 1 overview

In April 2019, HMICFRS published their [thematic inspection report on fraud](#). This is a national report which has recommendations to all forces. The Met was one of the forces inspected and the inspection recognises that effective prevention work and the most vulnerable victims are provided a good level of support, but also identifies key areas for improvement. We are focusing on the consistency and coordination of our response to fraud across specialist departments and frontline policing. We also continue to work closely with partners on the Banking Protocol Scheme which enables bank staff to immediately alert police if they believe customers are at risk of fraud.



Since 2016, the Met has carried out 10 trials of **live facial recognition** (LFR) technology across London with the most recent being in Romford Town Centre in mid-February. In the final LFR trials, the watch-list only contained images of individuals wanted by the Met and the courts for violence-related offences. All deployments of the technology were used overtly. Information leaflets were handed to members of the public, posters were placed in the area and officers engaged with members of the public to explain the process and technology. The trials led to a number of arrests based on positive identifications. In May, the independent panel that advises City Hall on the ethics of policing set out [new guidelines on how facial recognition technology](#) should be used by the Met.

Internally, in May 2019, we put in place a new and easy to use **IT service portal**. This is now live; making it easier for officers and staff to report IT faults or request new IT services. Numerous enhancements have been made based on staff feedback: more intuitive navigation, access on a number of desktop and mobile devices, and an expanded range of help guides.

In May and June 2019, we reprogrammed over 26,000 Motorola officer radios (as part of **Op Epoch**), so that they would provide accurate GPS positioning data. This update is important to ensure officer safety during operations and to enable effective Met CC deployments.

In Quarter 1, the Information Rights Unit have undertaken significant activity with regards to our compliance with the **Data Protection Act** (1998 & 2018). This has resulted in successfully clearing the DPA 1998 backlog by the team of twenty people supported by agency workers. However, there has also been a noted increase in demand, with initial forecast modelling based on 500 requests per month, though, we are currently receiving an average over 770. To ensure we meet this additional demand, a recruitment campaign is currently underway to establish a permanent team and this in turn is supported by "how to ensure I get a quicker response...." guidance being made available.

Milestones implementation

Area	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.</i>	The data connections into the buildings are live for the majority of the estate. This is all Digital Forensic sites (hub nodes), and most of the kiosk locations. However, at sites where more than one kiosk was to be deployed, a further switch is required which needs power, cabling, installation, then configuration. The work to do this is underway (18 sites are marked as complete, with 11 incomplete). Network connection of kiosks expected to be completed Quarter 3 2019.	
	<i>Office365 roll-out across the Met will be completed.</i>	Email migration is complete and we are now looking at increasing functionality	

	Corporate Wi-Fi will be in place in all Met buildings for which it was planned.	This has been completed, corporate Wi-Fi is now in place at the 127 sites identified.	
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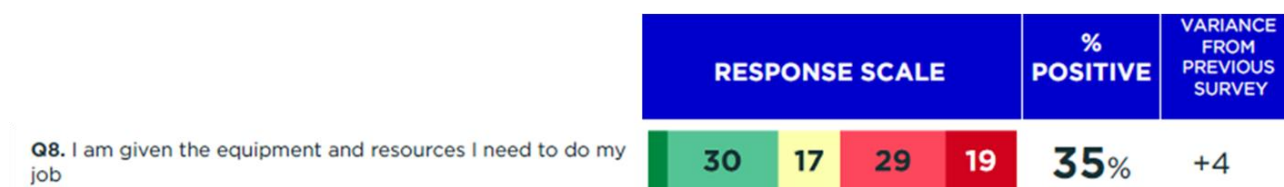
Performance framework indicators

Over the last 3 months 68% of Stop and Search records had used BWV

35% of the workforce say they are given the equipment and resources they need to do their job. Ensuring our people are well led, well supported and well equipped is a key priority, and these three themes underpin the annual staff survey (due October 2019). Additional roll-outs to officers in the coming months include PAVA irritant sprays and Spit and Bite guards. Over the last 3 months 16% of total notifiable offences were reported online.

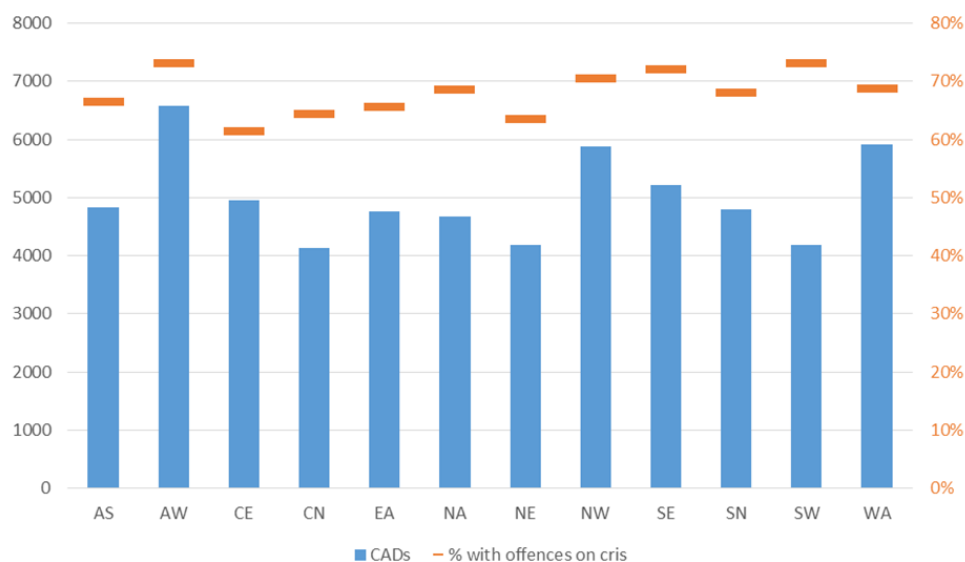
The average turnaround time for FOIAs increased from 16 days to 29 days (June 2017-June 2019), as the volume of requests received increased. Additional capacity has been brought in to address the backlogs.

4.1 Equipment and resources



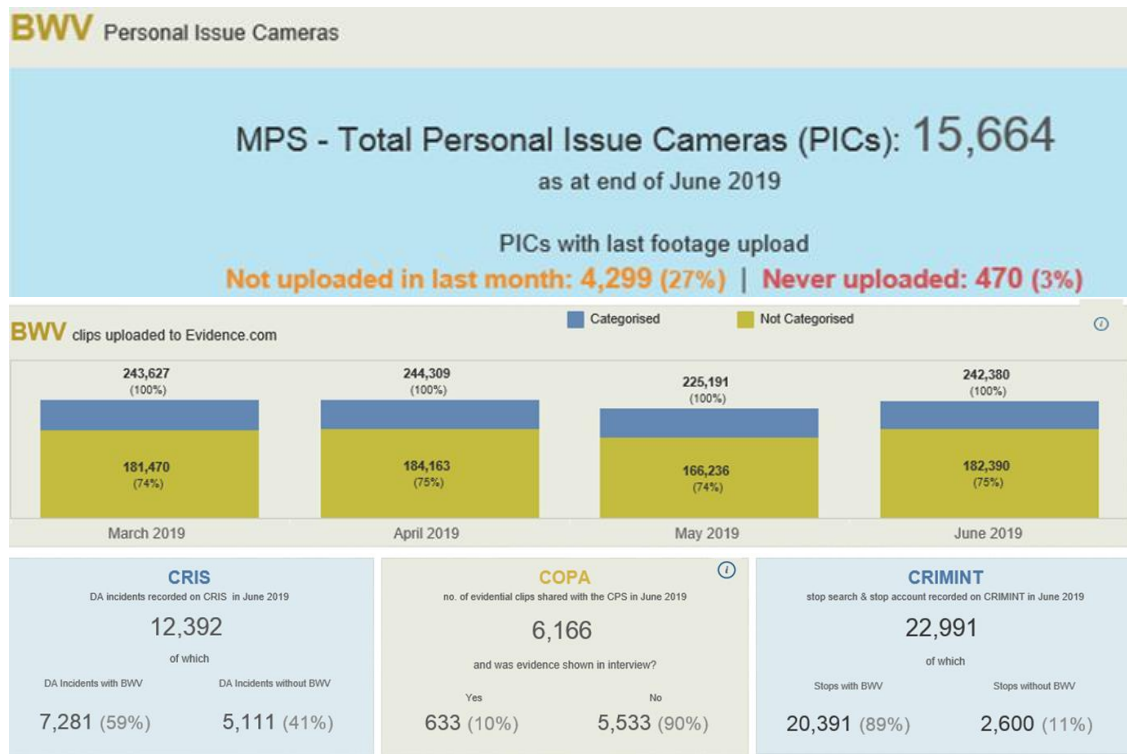
4.2 CAD to CRIS conversion (June 2019)

CAD to CRIS conversion is currently at 68% for the Met and ranges from 62% to 73% at BCU level.



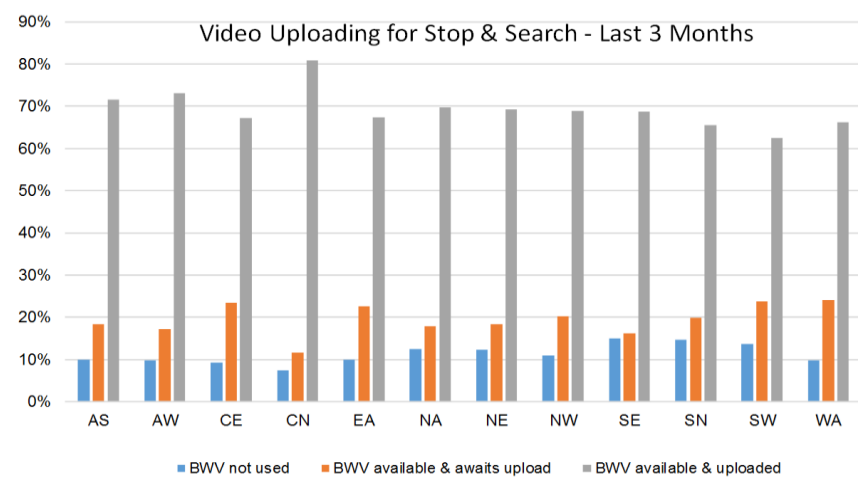
4.3 Usage of body worn video

15,664 personal issue cameras have been issued. The table below shows where BWV has been uploaded to Evidence.com the percentage that has been categorised. In June 2019 59% of DA incidents recorded on CRIS and 89% of stops on Crimint have BWV.



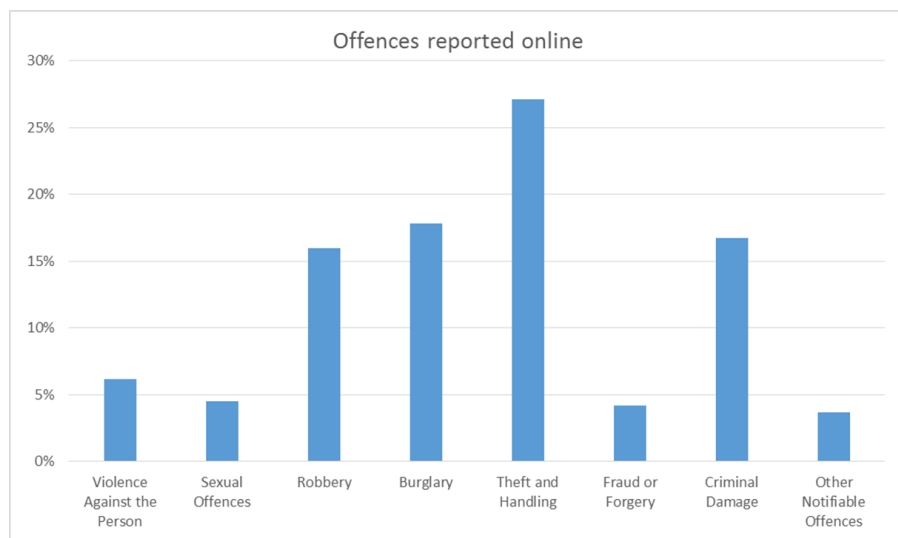
4.4 Body worn video (BWV) for stop and search

In Quarter 1, 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.



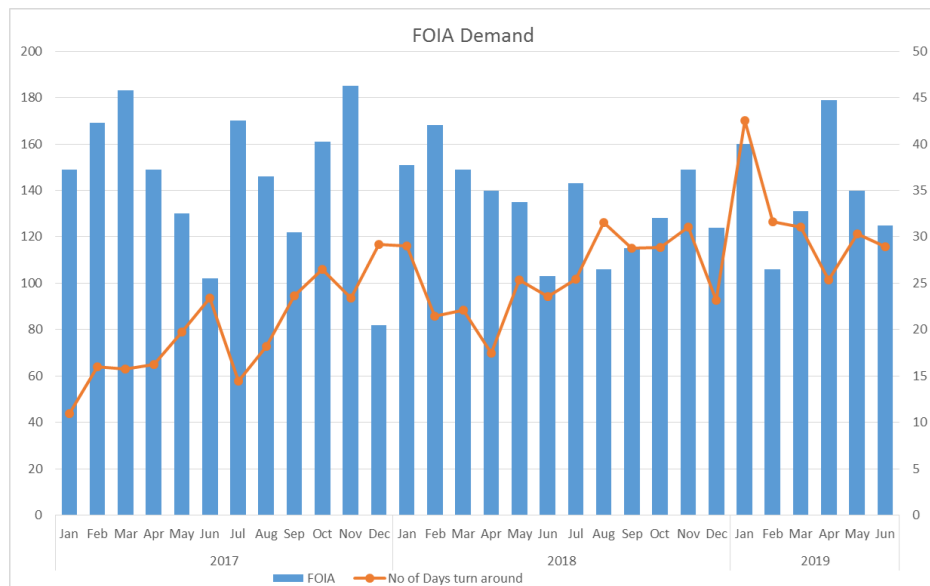
4.5 Percentage of offences reported online over the last 3 months (Q1 2019)

16% of total notifiable offences reported online: a quarter of theft offences including 44% of bicycle theft and 33% other theft.



4.6 Number of FOIAs and the average turnaround time.

The average turnaround time has increased from 16 days in early 2017 to 29 days in June 2019. This is partly due to the increased complexity of the requests that the Met receives. 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

"We must ensure that our workforce are well-led, well-equipped and well-supported, championing difference and diversity of thought to create an environment where we all 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." Met Direction 2025

Quarter 1 overview

In Quarter 1, we introduced a **part time training** opportunity for new police officers, meaning for the first time in policing across the country, new joiners can now train and start their service on a part time basis. We also launched a campaign to recruit more officers, including a pathway for existing Met Specials and civilian staff who now benefit from a fast track process that recognises their skills and experiences built up in the Met.

In May 2019, a permanent and full-time team has been set up as part of **Op Hampshire** to support officers and staff who have been assaulted, and drive improvements in how we support them as victims, and through the judicial process. Also in May, as part of **Mental Health Awareness week**, we promoted our Occupational Health services to staff and officers so they are better aware of the support that is available and how to access it. We have also opened up the **Career Development Service (CDS)** to all staff, which was initially launched to support BAME and female police staff, to sign up and benefit. This includes a mix of resources in a range of formats - from practical tips to help with managing a difficult situation to shining a spotlight on potential new career paths.



This year also marked our celebrations to observe the milestone: **100 Years of Met Police Women**. The activities ranged from hundreds of women processing down the Mall, to a Westminster Abbey thanksgiving event and re-creation of an historic photo – it has been a packed seven months of celebrating 100 years of pioneers, role models and strong voices for the Met. Today, nearly 8,000 women officers occupy a huge range of roles across the organisation in every area of our work and we've had 'firsts' in every decade over the last 100 years. The Commissioner says, "The world has changed so much and the Met has changed so much. Women are in every role, every specialism and every rank". Further celebrating the diversity of our workforce, in May 2019, the Met held its fifth annual **Iftar** event at New Scotland Yard. The multi faith held event was attended by many Met officers, the Commissioner Cressida Dick, staff, faith leaders, charities and specially invited guests.

Milestones implementation

Area	Our Business Plan milestone	Update	Status
ESTATES	We will complete the delivery of the new 'Hendon Driving Academy'.	The work is complete and the teams are currently in the process of moving in.	

Performance framework indicators

Over 250 officer or staff are assaulted each month. Operation Hampshire (above) has been strengthened to support them and support the judicial process.

Police officers have seen an increase in the percentage of both female and BME officers. Police staff are over 55% female and 25% BAME.

The number of working days lost due to sickness is on the increase.

53% of the workforce agree that they are treated with fairness and respect and 61% of the workforce agree that the Met respects individual differences. Senior Leadership teams and heads of commands and units received detailed team results and, in collaboration with their staff have put in place local action plans and 'survey champions' to act on the feedback.

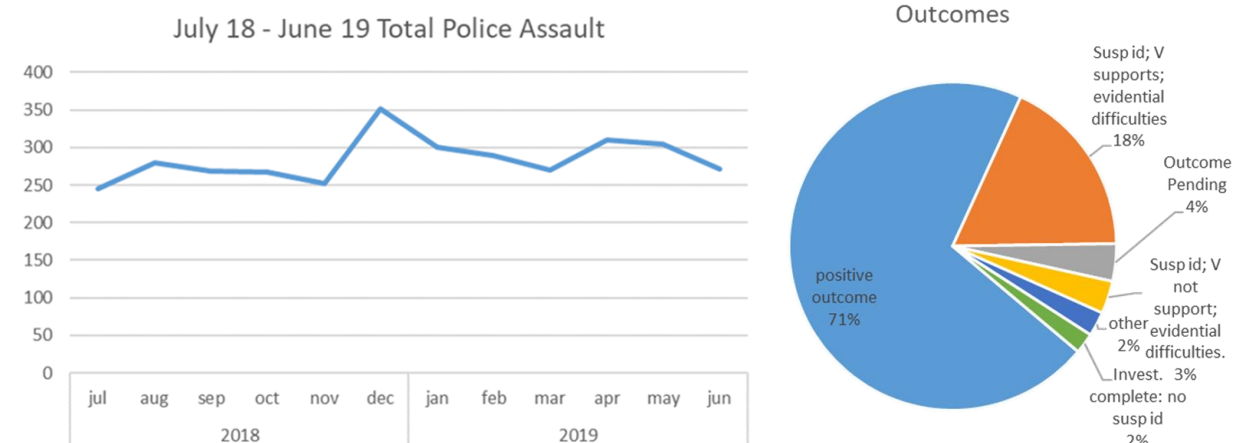
5.1 Female and BAME Officers and Staff

These charts show the percentage of female and BAME officers and staff. The bottom charts show data for March 2019 by rank. Police officers have seen an increase in the percentage of both female and BAME officers. Police staff are over 55% female and 25% BAME, but at the proportion is lower in the more senior ranks.



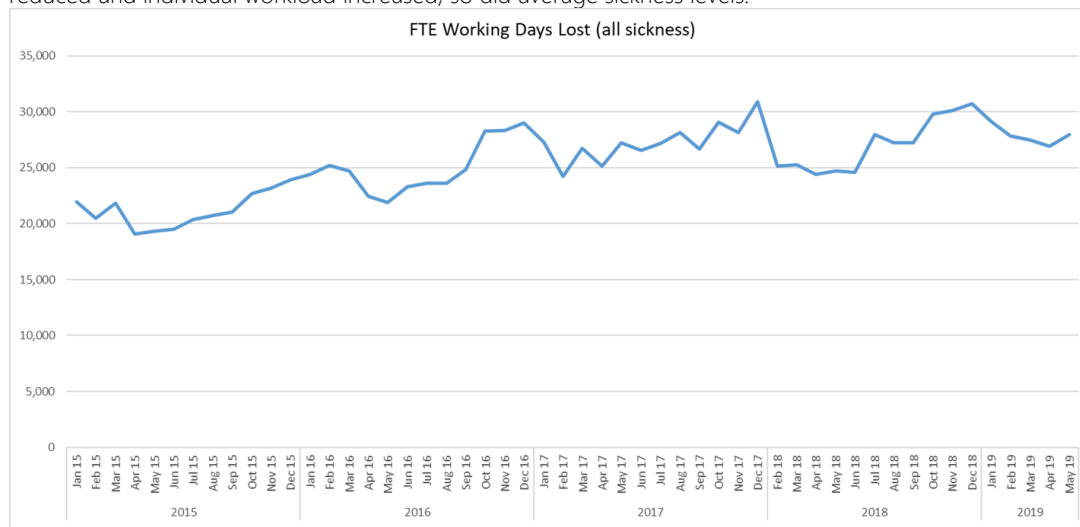
5.2 Assaults on police and outcomes

The chart on the right shows the number of assaults on officers and staff over the last year. 55% of these assaults involved some form of injury, 16% of these were GBH or GBH with intent and 1% involved serious injury. The pie chart below shows the outcomes for assaults on officers and staff. The positive outcome rate is 71% of which 94% of are charges.



5.3 Police office working days lost

The chart shows working days lost for police officers over the last 4.5 years. In 2015 the Met lost on average 21,166 days every month, the average today is 27,866. During the same period officer numbers fell from 32,000 to 30,000. As officer numbers reduced and individual workload increased, so did average sickness levels.



5.4 Staff survey and engagement – 2018/19 results

More than 22,000 people completed the staff survey and shared their views.

53% of the workforce agree that they are treated with fairness and respect, 21% disagree.

61% of the workforce agree that the Met respects individual differences, 15% disagree.

39% of the workforce agree that “there are opportunities for me to develop my career at the Met.”

40% of the workforce agree that the local senior leadership team are sufficiently visible, this is down 6 percentage points from last year.

Heads of units and senior leadership teams received detailed team reports and are implementing local action plans and ‘survey champions’ to act on the feedback. For example:

- MetCC has increased opportunities and development by allowing staff at Inspector and Band C rank to rotate through a number of different roles in the team. MetCC Academy supports this by providing staff with a framework so they can achieve professional qualifications. The command has also taken a consultative approach to problem-solving that is supporting a culture of innovation and inclusivity.
- North West BCU has introduced processes to ensure that good work is recognised, celebrated and awarded. They have also encouraged and invited innovation from staff on the BCU, leading to 18 nominations at the Commissioner's Excellence Awards.

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR		% POSITIVE	VARIANCE FROM PREVIOUS SURVEY
.1	Q43. I would recommend the Met as a great place to work	27%	+2
.3	Q45. I am proud to work for the Met	62%	-1
.4	Q46. I feel a strong sense of belonging to the Met	48%	+2
.5	Q47. Working here makes me want to do the best work I can	61%	0

Our next staff survey will launch in October 2019.

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

"We want to develop a culture of learning, listening to feedback, sharing ideas and insight with others and empowering people to be innovative. 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." Met Direction 2025

Quarter 1 overview

In June 2019, **Metflix** was launched internally. This is a peer-to-peer online video sharing platform created by officers and staff for our workforce to share information, knowledge and professional tips with each other in videos of three minutes or less. Metflix offers a growing collection of policing "how to" skills; videos range from: managing suspects, supporting victims and the vulnerable, or getting a case file through CPS to court.

As part of a 17-week '**Real World Learning Project**' that culminated in April 2019, officers from across the Met (including Westminster and the Central Schools and Youth Team) worked together to offer six year 10 students a diverse experience of the Met. The six students from School21, a free school in Newham, were asked to consider and 'investigate' how the Met engages with young people and whether they had considered or would consider working in the service. We were keen to find out whether the students see us as an attractive employer, and how to improve this. This positive engagement has changed the student's perceptions of police, encouraging them to champion us to their peers.

In Quarter 1, the Met launched its **Academic Bursary Scheme** for 2019/20. The scheme which sponsors postgraduate and undergraduate study, has increased funding for the 2019/20 academic year. More than 200 students have been supported over the past five years in ground breaking research into violence, crime prevention, criminal justice, communities and digital forensics. The Met will also be supporting up to 10 senior officers to the Cambridge Police Executive Programme 2020/22 (MSt. in Applied Criminology and Police Management) as a Senior Leaders Masters' Degree Apprenticeship (SLMDA) commencing in spring 2020.



Milestones implementation

Area	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 is now published and expressions of interest from academic researchers are welcome. (https://www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/areas-of-research-interest/)	

Performance framework indicators

39% of the workforce agree that the Met supports great work. Increases have been noted across the metrics when compared to the previous survey, but this remains too low. We aim to increase this by embedding Smarter Working principles into the organisation and by reviewing how training is being delivered, making it more accessible and flexible. Nearly half the workforce agree they achieve a good work-life balance and that they have the information they need to do their job well.

The next staff survey is taking place in October 2019 and we are looking for an improvement in these scores, reflecting the work of the past 12 months.

6.1 Staff survey – 2018/2019 results

SUPPORTING GREAT WORK		39%				% POSITIVE	VARIANCE FROM PREVIOUS SURVEY
		RESPONSE SCALE					
Q8. I am given the equipment and resources I need to do my job		30	17	29	19	35%	+4
Q9. I achieve a good balance between my worklife and my private life		9	38	20	20	14	47% +7 ↑
Q10. I am able to access the right learning and development opportunities when I need to		28	29	26	14	32%	+7 ↑
Q11. I have the information I need to do my job well		42	29	17	7	47%	+5 ↑

7- 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 want to be recognised for our ethics, integrity, transparency and professionalism; and contribute to the sustainability of London and its communities." Met Direction 2025

Quarter 1 overview

In May 2019, the **Directorate of Professional Standards (DPS)** launched an **Independent Advisory Group**. The group brings together a wide range of community members from across London for DPS to seek their views on a range of challenging issues including: changes in legislation and the management of misconduct investigations, feedback regarding the behaviour of Met officers, and critical incident consultation. Public confidence sits at the heart of policing. The manner in which we respond to public complaints and officer misconduct directly impacts upon the trust and **confidence of our communities** (current data indicates a decline over the last two years *Figure 7.1*).

We've published our [second annual report](#) regarding the ethnicity **pay gap**, along with other Greater London Authority (GLA) organisations. The April 2019 report shows a very slight reduction in the overall median (average) gap from 16.7% in 2017 to 16.15% in 2018. The figures reveal a median pay gap of 5.24% for police officers and 3.15% for police staff. For Police Community Support Officers (PCSOs) the gap is -4.25%. Recent improvements in recruiting more BAME officers and staff have however increased the proportion in the lower pay spines, lowering the average. This will improve as recruits progress their careers and move their way to the top pay points of their bands.



In May 2019, we published our [Environment and Sustainability Strategy 2019-21](#) and have a series of new initiatives to improve practices over the next three years that will deliver our commitment to being a more environmentally-friendly organisation. Enhancing the efficiency of our estate will contribute towards our overall aim of a 60% reduction in climate change emissions by 2025, building on a reduction of 34% achieved in 2017/18. In addition, we continue to fully support and comply with national standards. In April 2019, the Mayor of London introduced an **Ultra-Low Emission Zone (ULEZ)** in central London. 95 per cent of the Met's existing fleet that are based in the ULEZ meet the new, tighter emission standards.

Milestones implementation

Area	Our Business Plan milestone	Update	Status
BEING RECOGNISED FOR OUR INTEGRITY AND PROFESSIONALISM	<i>We will set up a Reactive Investigation unit (RIU) in Professional Standards to reduce internal investigation timescales, provide better oversight and efficiencies.</i>	The RIU has been set up in April 2019, and functions as a cohesive investigative cell. It is supported by a new performance and grip framework, including dip sampling by the NPCC.	
	<i>An Appropriate Authority (AA) cell will be established in Professional Standards to improve consistency of decisions and to prepare evidence based challenges back to the IOPC.</i>	The AA cell has also been set up in April 2019. The quality of reports and consistency of decision making has been improving as expected.	

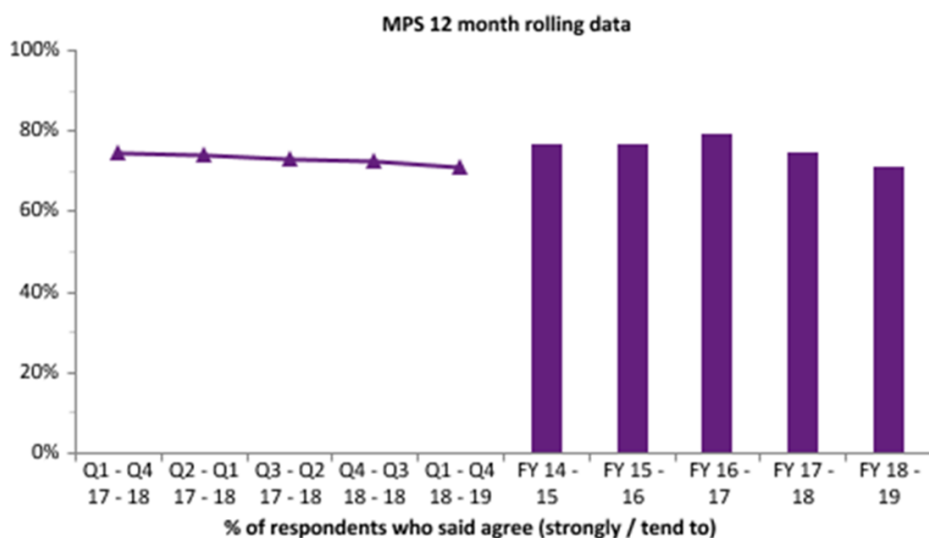
	<i>We will run an internal legal awareness programme.</i>	Within DLS we have a Legal Awareness Team – the scope of that team is to identify areas where DLS can have an input to utilise lessons learnt through the work that we undertake, trends or in collaboration with other Met units be part of seminars etc. For example at the moment DLS are working with Sexual Exploitation Team to produce a 60 min Webinar on Child Sexual Exploitation (CSE) and include Sexual Risk Orders. We are also working to establish DLS as a Legal Hub under the Met Organisational Learning initiative. It is hoped that we will be able to establish links with other Met learning hubs to share information.	
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Performance framework indicators

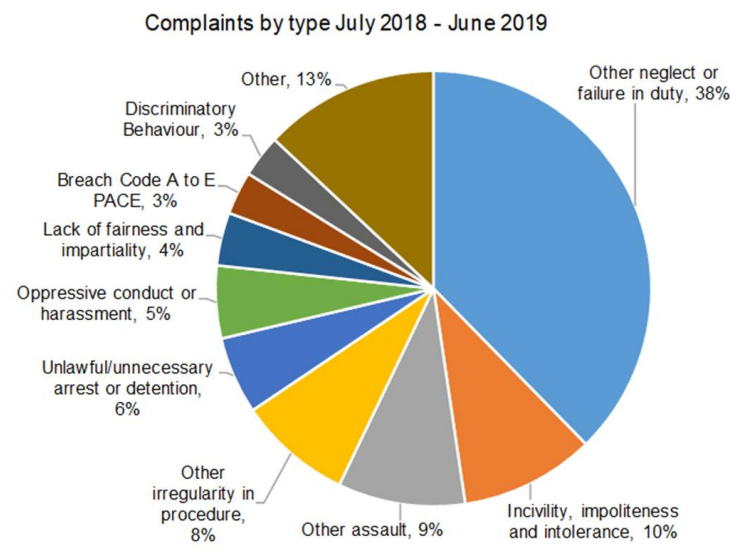
The percentage of the public that agree that “the police in their area can be relied on to be there when they need them” has **declined over the last 2 years**, but **remains at a relatively high level**.
The largest complaints category is neglect or failure in duty.
In terms of Stop and Search, **BAME people are stopped and searched at higher rates**, however once stopped, the **outcomes across ethnic groups show little variance**: 16% of all stop and search have a positive outcome (Black: 17%, White: 15%, Asian 14%).

7.1 Public attitude survey

The percentage of people who agree that the police in their area can be relied on to be there when you need them has decreased slightly over the last 2 years.

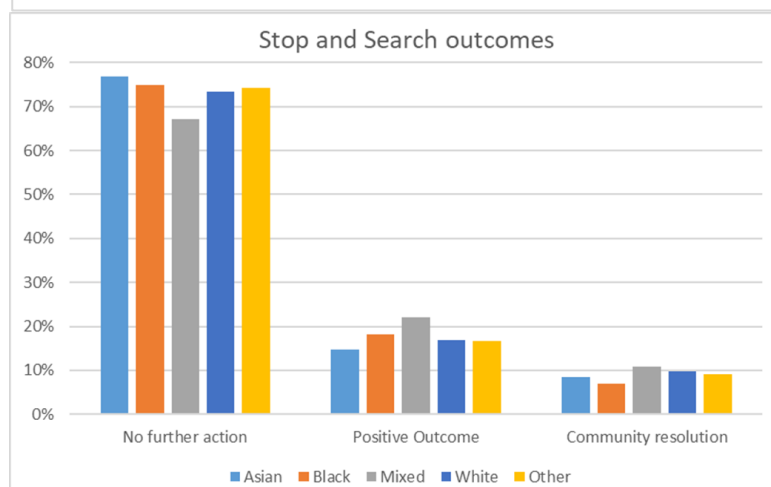
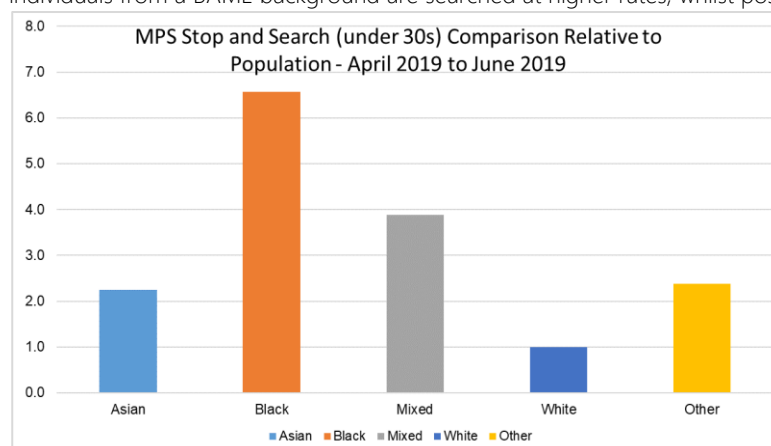


7.2 Complaints received in the past 12 months



7.3 Stop and search (under 30s) – April 2019 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; whilst positive outcomes are 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

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