

Metropolitan Police Service

Quarter 1 2020-21

Business Plan progress report

KEEPING

LONDON

SAFE

Introduction

Operational policing in London is the responsibility of the Metropolitan Police Commissioner, Cressida Dick. Our [Business Plan](#) sets out the Met’s key operational priorities and initiatives for policing London. It shows the specific actions and initiatives we are taking to deliver our long-term strategy to 2025, the [Met Direction](#), and to the [Mayor’s Police and Crime Plan](#). This quarterly report updates on the Met’s progress in implementing the Business Plan. It monitors our progress in Quarter 1 2020/21 and performance as at June 2020.

During this reporting period the impact of the Covid-19 pandemic has continued to be felt across London. Through the crisis, our focus has been to maintain our service to the public, protect officers and staff, and to support the nationwide response to the pandemic. Our method to enforce lockdown continued to be based on a “4E” approach: engage, explain, encourage and if necessary enforce. The lockdown had the impact of reducing most crime levels. This – and the good levels of resilience in terms of staff and officer numbers - has in effect provided us with additional capacity to pursue and investigate offences, clear backlogs, and improve criminal justice outcomes. This operational resilience is evident in the activity highlighted in this report, although there has been some impact on milestone delivery (detailed within each pillar).

The reverberations of the tragic death of George Floyd in America were felt across the world, with community activism and protests within London bringing to the fore important conversations of race and diversity in our society and in police services. Addressing the gaps in confidence in policing between different communities in London and ensuring that all communities have high confidence in the Met, - whilst bearing down on violence - is a priority. The relationship between the police and the public in London is strong but there is more to do. We are actively listening to communities and looking to respond to their concerns. Every day officers and staff – many of whom come from diverse communities - are working to strengthen those relationships, to speak to, and hear from, the breadth of London’s diverse populations. Internal activity continues to embrace the diversity of thought within our workforce and ensure all feel valued. Only by working closely with our communities, can we build trust and help keep London safe for everyone.

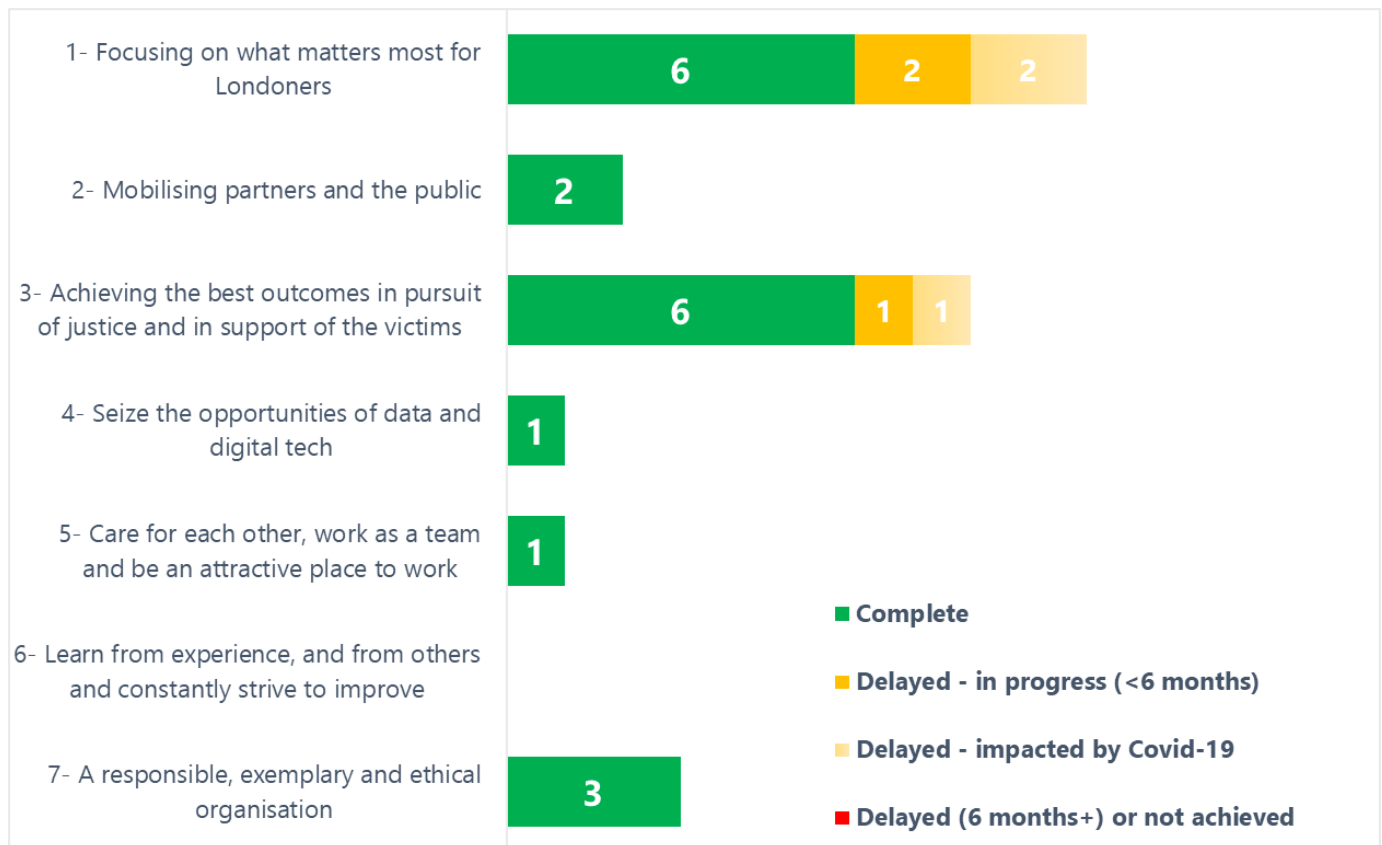
Our mission is to keep London safe for everyone.
To achieve this, we will focus on three operational priorities:
<ul style="list-style-type: none">○ Focus on what matters most to Londoners○ Mobilise partners and the public○ Achieve the best outcomes in the pursuit of justice and in support of victims
As an organisation, we want to continue to develop our internal capabilities.
We will focus on four enabling priorities:
<ul style="list-style-type: none">○ 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.

2020 Performance Framework

In April 2020, the Deputy Commissioner launched the revised performance framework to measure our progress in delivering the aims of the Met Direction. This year we have included specific aspirations of where we want to be this time next year, helping to develop plans and have a clear approach to our performance. We will report quarterly on our performance within this report against each pillar.

Milestone Progress

Our Business Plan defined 15 milestones that we aimed to deliver in Quarter 1. In addition, we are reporting here on 10 2019/20 milestones that had not been fully delivered in previous quarters. For Q1, we have delivered 19 of the Business Plan milestones (76%), with 6 still in progress (24%). Further detail can be found in each relevant section of this report.



1- Focusing on what matters most for Londoners

Performance framework indicators

Metrics	Q1 performance and progress	On track to meet aspiration?
Number of knife injury victims under 25s excluding DA <i>Reduction of 5% from baseline (baseline: 1,547)</i>	237	✓
Number of homicide victims <i>Reduction from baseline (145)</i>	28	✓
Arrest to charge rate for CT Investigations <i>45% over rolling 3 years (42%)</i>	41%	X
Percentage of national CT disruptions <i>Increase to 50% (35%)</i>	31%	X
Percentage of detections for domestic abuse <i>30% detection rate (13.4%)</i>	16.9%	X
Percentage of detections for hate crime <i>15% detection rate (11%)</i>	14.7%	X
Percentage of detections for knife crime offences <i>18% detection rate (12.8%)</i>	23.5%	✓
Percentage of detections for rape offences <i>10% detection rate (3.8%)</i>	5.4%	X
Number of burglary offences <i>Reduction of 2% from baseline (78,016)</i>	11,867	✓
Number of robbery offences <i>Reduction of 10% from baseline (40,032)</i>	4,116	✓
Percentage of detections for burglary offences <i>10% detection rate (4.8%)</i>	9.1%	X
Percentage of detections for robbery offences <i>10% detection rate (6%)</i>	15.5%	✓
How good a job do you think the police are doing? (PAS) <i>Increase from baseline (58%)</i>	59%	✓
Note: the arrest to charge rate for CT Investigations is slightly down on the baseline and aspiration but this is a 3-year rolling figure not FYTD.		

Commentary

Serious Violence

All metrics related to serious violence have shown positive improvements – but it is clear that a large proportion is attributable to the Covid-19 lockdown measures in place through the majority of the quarter (indeed we recorded decreases across many other offences). Activity to tackle violence however was intensified: in May 2020, we launched new BCU Violence Suppression Units (VSUs) to identify and target the most serious offenders, hotspot areas and tackle the key drivers of violence. The VSUs bring together local proactivity and visible surge capability to provide flexibility to deliver a range of policing tactics. As well as the permanent officers based within each VSU, new probationary constables join the units for a four-week rotation, gaining the necessary skills and insight required to combat violence whilst being supervised by experienced colleagues. The new VSUs complement the Violent Crime Taskforce (VCTF): the VCTF is tasked centrally and deployed pan-London, the VSUs are tasked and led locally by the BCUs and work with existing local teams such as the neighbourhood policing teams and CID. The new VSUs also work alongside the 100 officers from across the Met currently attached to BCU Violence Suppression Teams (VSTs).

In June 2020, officers from the Roads and Transport Policing Command (RTPC) ran its biggest operation to date with 750 officers out on London's streets as part of Operation Spartan, targeting speeding and

violent offenders on the roads. The operation was supported by officers from the Violent Crime Taskforce (VCTF), Territorial Support Group (TSG), local borough officers, colleagues from the Special Constabulary, and the Dog Unit. The main element focused on tackling violence at four 'stop sites' at strategic locations on the road network targeting high harm violent offenders on the capital's roads. The operation was largely supported by the use of Automatic Number Plate Recognition (ANPR) technology, which assisted officers in locating and safely stopping vehicles that activated the cameras. The operation resulted in 33 arrests for offences including possession of offensive weapons, supplying controlled drugs, possession of Class A drugs, and drink and drug driving; recovery of 20,000 capsules of nitrous oxide, four offensive weapons and one knife seized; and 33 vehicle seizures.

Drugs & County Lines

There has been a sustained focus to tackle county lines and wider drug issues. In May 2020, the Home Office announced an additional £5m of funding to further support our work on County Lines (Operation Orochi). Under Orochi, officers have closed 87 County Lines and achieved 183 charges for drug trafficking. Of the 18 cases which have gone to court so far, all defendants have pleaded guilty and received a total of more than 50 years imprisonment. Of those arrested 61% had previous convictions for violence and 64% had previous convictions for weapons. Between 16th March 2020 – 20th May 2020, drug trafficking arrests were up 55% (1,431 to 2,232) and charges were up 143% (346 to 841).

Also in June 2020, due to the clear link between drug trafficking offences and those involved in violent crime across London, officers from the Violent Crime Taskforce (VCTF) and the Central Drugs team have been testing a drugs focus approach with officers in North East and Central North BCUs. Drug Advisors were deployed on the BCUs for a two-week period to provide dedicated support to officers bringing in prisoners for suspected drug trafficking offences. This included bespoke guidance on how to prove intent to supply from existing evidence; providing guidance on how to obtain further evidence of intent to supply; phone downloads and drugs expert evidence. Over the course of the two weeks the drug advisors were involved in the cases of 35 drugs trafficking prisoners, of which: 21 drugs traffickers charged and remanded (64%), 11 drugs traffickers bailed (33%) and 3 drugs traffickers Released Under Investigation (RUI) (3%). The pilot also saw £20,000 of cash seized.

Domestic Abuse

One negative impact of the lockdown measures has been to create potential situations whereby victims of domestic abuse and child abuse are trapped at home with violent perpetrators. In Quarter 1, there has been an increase in DA offences (+9% when compared to the same period last year) and third-party reporting for DA incidents. The sanction detection rate over this reporting period is however above the baseline. In June 2020 the Met launched 'DA on the Day'. This is a new focused approach for tackling domestic abuse, where all officers adopt the concept of timely investigation to progress domestic abuse investigations as effectively as possible. The evidence base suggests that if an arrest at the scene or soon after, and timely initial investigation occurs, this will achieve the best results. Therefore it is critical that: arrests are made within the first 24 hours of an allegation being received and case disposals need to be achieved in the first custody period (including gathering evidence, for example through body worn video, disclose this in interview and then to the Crown Prosecution Service).

Milestones implementation

Business Plan milestone	Update	Status
VIOLENT CRIME		
<i>We will set up Violence Suppression Teams on BCUs, providing us enhanced local capability and capacity.</i>	Launched in May 2020, Violence Suppression Units have been implemented in all 12 BCUs. These teams tackle the local violence priorities and are developing to the final established model of 52 FTE per BCU.	
PROTECTING PEOPLE		
<i>We will put a new public protection dashboard in place, providing detailed and timely analysis of demand, outcomes and other areas of scrutiny.</i>	The Data Office have been working closely with Technical Data Engineers alongside Lead Responsible Officers to establish a Public Protection suite of dashboards. Several have already become available (for example: domestic abuse and rape & serious sexual offences) with more in the pipeline under development. These dashboard will be used to underpin the 2020/21 Public Protection Plan (PPP) introduced by the Commander Safeguarding and will assist LROs and front line practitioners with rapid fast-time self-service data and performance narrative.	
<i>We will trial and implement electronic 124Ds to improve efficiency and service delivery on domestic abuse incidents.</i>	E-124Ds have been implemented on the East Area BCU as a pilot site, trialling the anticipated efficiencies and service deliveries. Review of the testing is underway, with further analysis required on the supervisory mechanism of the new process. SN BCU have expressed an interest in trialling the new digitised process as a second pilot site.	
<i>We will reduce the number of outstanding live cases over 180 days old across the Met.</i>	The number of cases across the Met which are over a 180 days old, continues to reduce. This is measured on the RASSO dashboard and has targets in the PPP. Reduction in named suspects is now 481 (92% Haven and SO flags completed) and rape allegations has dropped over the last 12 months (626 from 682). A significant factor which undermines our reach is that cases involving the lab are averaging 5 months at the lab. The latter is on the risk register.	
<i>We will put in place a digital survey for victims, so that their feedback can inform the areas to improve. Currently there is no victim survey for serious sexual offences. We will run this quarterly looking for key thematic issues and qualitative insight. <i>Delayed 2019/20 Q4 milestone</i></i>	With public protection under a new Commander, the digital survey has paused, in order to consider further engagement with partners, so that we are all content that the correct platforms are being used to gather feedback from victim-survivors. This issue is on the agenda for the Rape Reference Group which is attended by a cross-section of partners.	

<p>We will pilot the transfer of standard domestic abuse investigation to emergency response teams on the NW BCU. This aims to add capacity and resources in Safeguarding.</p> <p><i>Delayed 2019/20 Q4 milestone</i></p>	<p>In progress; this pilot remains paused due to the impact of Covid-19. When the impact of has lessened, this project can be revisited.</p> <p>Also delayed is the DA Matters Training; whilst not an absolute pre-requisite of standard domestic abuse transfer, it would support the project via upskilling officer confidence and competence. Discussions are taking place with L&D to allocate DA Matters to Q1 Professional Development Days (PDD) 2021/22, which will further inform this pilot.</p>	<p><i>Impacted by Covid-19</i></p>
<p>We will set up a bespoke hate crime risk assessment tool for completion at every hate crime incident that police attend.</p> <p><i>Delayed 2019/20 Q4 milestone</i></p>	<p>The development work is now completed and the changes are currently going through the necessary system testing to ensure that it all works properly and doesn't impact any other part of the CRIS application. There has been a delay in receiving the updated 'build' from the developer and this has impacted the UAT (user acceptance testing) of devices and testing by the LRO/TPA/Central Hate Crime Team to ensure the content is suitably reflected. Anticipated timescales for completion in Q3.</p>	<p><i>Impacted by Covid-19</i></p>
<p>TERRORISM</p>		
<p>We will test our capability to deploy armed resources to deal with marauding terrorist attacks. This will include a large-scale, multi-agency exercise where business stakeholders have provided us with access to their high-profile buildings so that our testing is as realistic as possible (Firearms). This work with blue-light partners and other agencies will test the effectiveness of our response in light of the most recent threat assessments, so that we maximise our preparedness for any future attack.</p>	<p>Operation Hermes Falling was a multi-agency marauding terrorist attack (MTA) exercise due to be coordinated by the Specialist Firearms Command in the Canary Wharf complex. It was scheduled for March 2020 but did not go ahead due to the Covid-19 pandemic. Testing and exercising in the public domain using high profile buildings will depend on the appetite from stakeholders. As an alternative, partners were invited to come and observe ARV officers and CTSFOs as part of their annual refresher training, and the network to facilitate this exists both internally and externally.</p>	
<p>PUBLIC ORDER AND CAPITAL CITY CHALLENGES</p>		
<p>We will adopt the CLIO system to allow the Met to record strategic and operational information for a public order event/operation in a single location.</p> <p><i>Delayed 2019/20 milestone (Q3)</i></p>	<p>The Public Order (PO) CLIO training schedule has been phased due to Covid-19. At present, we have trained 183 in total and socially distant courses are ongoing (we are currently training approx. 36/50 people a month). This makes us CLIO operationally effective for our PO Cadre. Currently CLIO is being utilised for Op Pima/Minorca (Covid-19), Notting Hill Carnival and XR in September. November 2020 is the expected full CLIO public order delivery date.</p>	

<p><i>We will implement a workable IT solution to improve the planning and resource process, including improvement to CARM (our Computer Aided Resource Management system), working with Digital Policing.</i></p> <p><i>Delayed 2019/20 milestone (Q4)</i></p>	<p>This has been delayed. Discussions have taken place to include this with the Resource Management Programme (being led by Transformation), although this solution has an 18 month to 2 year implementation timescale. Therefore, it has been agreed that the skills on CARM 24/7 access and mobile CARMS (for specialist teams to book on/off) will continue to be developed. Funding options are being pursued to address resourcing risks highlighted by XR1, XR2 and Operation Minorca. Once agreed, it is anticipated the solution will be in place over the next 3-6 months.</p>	
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2- Mobilising partners and the public

Performance framework indicators

Metrics		Q1 performance and progress	On track to meet aspiration?
How well informed do you feel about the police? (PAS) <i>Increase by 5% on baseline (35%)</i>		48%	✓
How well informed do you feel about the police? (PAS) <i>Reduce the equality gap to within ±5% (-1%)</i>	<i>Gap</i>	-8%	X
	<i>White</i>	51%	
	<i>Black, Asian and minority ethnic</i>	43%	
Dealing with things that matter in this community? (PAS) <i>Increase by 5% on baseline (64%)</i>		72%	✓
Dealing with things that matter in this community? (PAS) <i>Reduce the equality gap to within ±5% (+3)</i>	<i>Gap</i>	-5%	✓
	<i>White</i>	74%	
	<i>Black, Asian and minority ethnic</i>	69%	
No. of Virtual Ward Panels <i>All wards to have a Virtual Ward Panel (198 / 31%)</i>		276 (44%)	✓
No. of people engaged through Virtual Ward Panels <i>Increase from baseline (11,921)</i>		7,008	✓
No. of ACT Awareness Events delivered <i>Monitor to ensure performance stays in line with current year (baseline) or does not fall by more than 5% (732)</i>		67	X
Number of specials / cadets / volunteers <i>42,000 volunteers by 2025. 25,000 by 2020/21 (19,806)</i>		20,945	✓
No. of School Watch implemented <i>All priority schools to be running programme (80)</i>		80	X
The diversity representation of volunteers (ethnicity and gender) to match London pop, within 5 years <i>Increase to 40% Black, Asian and minority ethnic and 50% Female within 5 years.</i>	<i>Black, Asian and minority ethnic MSC</i>	31.3%	✓
	<i>Female MSC</i>	29.1%	
	<i>Black, Asian and minority ethnic Cadet</i>	43%	
	<i>Female Cadet</i>	49%	
Reoffending rate and harm score of those on diversion programmes (DIVERT and Concern Hub) <i>Establish baseline of reoffending rate and harm score</i>		Establishing baselines	
No. of ACT awareness e-learning courses completed <i>Increase by 5% from baseline (927,108)</i>		323,660	✓
Note: Covid-19 has impacted the number of ACT awareness events and the number of School Watch programmes implemented, due to the restrictions in place around events and schools being closed.			

Commentary

Volunteers

To reach our ambitious target for the numbers of volunteers (currently above the baseline and on track), in June 2020, during National Volunteers' Week, the Met increased activity to encourage citizens and businesses to support their staff to [become special constables](#) to help their communities and gain new experiences with the campaign 'Same Uniform – Same Goal'. Special constables play a vital role in making London a safer place, contributing at least 16 hours a month of their spare time to be on the frontline of fighting crime. They work alongside regular police officers, wear the same uniform, have the same powers and responsibilities. This contribution was magnified during the lockdown period. During March and April 2020, MSC gave more than 100,000 hours to help with the coordinated response to the Covid-19 pandemic. MSC doubled their hours in April compared with the same month a year ago – they worked 61,779 combined hours compared with 29,645 in April 2019. The Met is encouraging businesses to join the Employee Supported Policing (ESP) which currently has 26 companies that have committed to the scheme and as a result, over 170 people have joined the Met as specials through this scheme.

Also during this period, Met Volunteers took to the streets (whilst social distancing) to deliver crime prevention booklets to tackle online fraud and scams. The volunteers delivered hundreds of the Met's 'Little Book of Phone Scams' – a document produced by the Met's Cyber Crime and Fraud Unit to help protect those who may be vulnerable to falling victim to criminals using Covid-19 to their advantage. They also spoke to people (from two metres away) to talk about the content of the booklet and why it had been delivered. In addition, appropriately vetted volunteers worked hard to engage with other victims of crime to check on their welfare and to also provide further crime prevention advice.

Youth Engagement

In May 2020, Specialist Operations observed the National Bring Your Child to Work Day. The usual format was cancelled because of Covid-19, however the teams created an IT platform to facilitate online activities for children and young people during lockdown. This offered a unique opportunity for the wider policing family to explore the challenging world we operate in. A series of live sessions with guest speakers were hosted including career stories from the Military, MI5, National Crime Agency and a host of police units and other external organisations. As well as the guest speakers there were numerous fun activities including art competitions, cybercrime games, 360 degree footage of our police helicopters, videos of Mounted Branch and quizzes with prizes to be won. Once children had taken part, they were able to receive an educational policing certificate.

In June 2020, the CN Youth Engagement Team (YET) launched two different projects to help support the Covid-19 response in the community. When the outbreak started, conventional youth engagement work couldn't take place due to lockdown measures, however the team used some of that time to fix up unwanted bicycles which provided key workers with a safer method of getting to work, and giving cyclists in the area crime prevention advice to protect their bikes and reduce the chance of theft. In addition, the team coordinated a local tech appeal – where old laptops and tablets were repurposed to help vulnerable people stay connected. Working with partners and Camden council, the process involved wiping data of the laptops and prepping them for new owners giving isolated people a lifeline to connect with others. As of the 12th June 2020 we had received 57 laptops, 2 Apple Macs, 2 iPads and a printer, with more expected.

Protecting Vulnerable People

In April 2020, a new process was implemented as a result of joint working between the Met and the Department of Health and Social Care looking at a coordinated response to the issues faced by thousands of child/youth carers. Our internal system (Merlin) was updated in order for these children to

be flagged to the relevant agencies – to allow for an assessment to take place and appropriate resources and support provided, as previously many of these children have not been known to Children’s services or any support agency. While there may not be cause for any further police action at an address (i.e. no evidence of neglect), this quick referral process will not only afford the family additional support but also aid the Met and local authorities to capture the scale of children/youth carers within London.

Also in April 2020, over a four-day period officers from Aviation Policing worked with partners including Hillingdon Council, to help and engage with over 160 homeless individuals who required extra assistance because of Covid-19. They were assessed by a medical team and outreach workers, with those 160 being offered accommodation for 12 weeks. This was alongside food, medical care and support to help them change their lifestyle on a long-term basis, helping them to avoid returning to the streets or terminals at Heathrow airport and potential further ill-health. In addition to this, nine other individuals who displayed symptoms of Covid-19 were placed into specialist care or suitable accommodation to ensure they received necessary treatment. Through this operation, the community around Heathrow was made safer too, with officers from Aviation Policing arresting three individuals wanted on warrant, including two who had previously committed sexual offences.

Collaboration and partnership

In May 2020, a new pilot scheme was launched across four BCUs, enabling colleagues from London’s Fire Brigade (LFB) to assist the London Ambulance Service (LAS) for ‘collapsed behind locked doors’ premises entry calls instead of police being deployed. The pilot is part of the emergency services ‘Blue Light Collaboration (BLC)’ programme, which is a commitment to providing a better service to the public and is expected to save officers 130 hours in deployments a year. BLC schemes aim to improve our service to Londoners by ensuring the most appropriate service responds to incidents, this is the first and others are planned. As part of this pilot it is hoped that this will improve the time taken to gain access to a patient.

In April 2020, the outbreak of Covid-19 in the UK led to an increased demand across the country for hygiene products such as hand sanitiser. Hand sanitiser is a crucial item for officers and staff, especially those on the frontline who are patrolling the streets of London, dealing with prisoners in custody and attending crime scenes. Planning ahead to ensure we continued to have a sufficient supply of hand sanitiser, staff in Commercial Services started to pursue alternative sources for the product and identified the alcohol industry as being a source for the provision of hand sanitisers. They began talks with a range of gin distilleries and breweries, several being based in London, with many offering to supply hand sanitiser to the force. After ensuring health and safety guidelines were met, and reaching an agreement with different Government bodies, the proposal was given the green light. All potential suppliers are producing and selling the hand sanitisers using the formulation provided by the World Health Organisation (WHO), allowing the product to be made in a timely manner. All of the analysis, research and exploratory discussions were carried out in under 72 hours.

Counter Terrorism Awareness

In April 2020, Counter Terrorism officers made the internationally renowned, online training for the public easier to access from home. As the ACT (Action Counters Terrorism) Awareness e-Learning course marked its second anniversary, CTPHQ launched an updated version containing the latest advice from security experts and a simplified registration system to make it easier for those who wish to take part. Over 400,000 people have taken part in the award-winning programme since its launch in April 2018, together completing nearly 2.5 million modules. Nine out of ten participants said they would recommend the package, which contains six modules and can be completed in 45 minutes on a computer, laptop or tablet, either all in one session or individual modules at a time. Version 2 of ACT

Awareness e-Learning, which is a collaboration between police and security experts from Marks & Spencer and e-learning specialist Highfield, is [available to organisations](#), to keep the public aware and vigilant to the ever-present threat.

As a result of schools and other statutory agencies closing during the nationwide lockdown, Counter Terrorism Policing saw a decline in the number of people referred to the Prevent programme for support. The national Counter Terrorism network is resilient and adapted in key areas to ensure they were still able to provide vital service through revised methods such as virtual interventions and working with school safeguarding leads, who continued to provide their services throughout this period. The public were also reminded of the support available and urged to make contact if they had any concerns, in order to protect our most vulnerable. The following websites contain information and guidance [Let's Talk About It](#) and [Action Counter Terrorism](#). Referrals had increased back to normal levels by June 2020.

Milestones implementation

Business Plan milestone	Update	Status
NEIGHBOURHOOD POLICING AND COMMUNITY ENGAGEMENT		
<i>We will review our ASB Policy, strategy and compliance. We will roll out a structured ASB warning scheme to educate and divert those on the cusp of criminality. This will help reduce ASB and improve partnership working and data sharing.</i>	<p>The new ASB Early Intervention scheme (ASBEIS) enables a partnership approach to reducing crime/ASB through early identification of offenders, engagement and intervention prior to any enforcement. Police share offender data with partners included in the data sharing agreement which allows a joined up approach to problem solving. The scheme also allows us to target behaviours of individuals who are committing crime without the necessity of proving the criminal offence such as violence.</p> <p>Through Quarter 1, the Crime Prevention, Inclusion & Engagement (CPIE) team successfully piloted the scheme and it has now rolled out across the Met in two phases - the first six BCUs went live on the 18th May 2020 and the last six on the 6th July 2020. CPIE have briefed all 32 local authorities, neighbourhood/response superintendents and BCU Partnership & Prevention hubs. In the future, possibility of including repeat callers and diversions is being considered.</p>	
<i>We will have rolled out SIM London pan-London. Currently this is live in 16 London boroughs, with the remainder to go live in a phased approach by the end of March 2020.</i> <i>Delayed 2019/20 Q4 milestone</i>	<p>SIM London is now live in all 12 BCUs, encompassing coverage across 23 boroughs with three more in the process of setting up. For all but one of the remaining boroughs awaiting go-live, a police officer has been trained and delays sit with the NHS, primarily as the result of challenges experienced during the Covid-19 pandemic. Funding issues also threaten the future of SIM across some Trust areas. SIM was previously funded through the NHS Innovator funding, however this has been removed, leaving SIM as not-for-profit subscription service, which all 9 London MH Trusts are being asked to pay. Some Trusts have shown a reluctance to meet these costs and negotiations are ongoing.</p>	

Where service users are engaged the most recent evaluation, published in March 2020, demonstrates significant savings in cost and demand for both the NHS and the police service. The report reviewed 70 high intensity, high frequency service users allocated to the programme of which 54 have been engaged. With different boroughs at different levels of maturity, it is difficult to define the exact period the data covers but cost savings for the police linked to police calls, deployments and use of s.136 were estimated to amount to £147,450. Overall savings between January 2019 and 2020 for the police and the NHS amounted to £580,560. The July 2020 Pan-London S.136 Report produced for the MT Trust Chief Executives, The Cavendish Square Group showed that use of s.136 in London fell from 4,996 in 2018/19 to 4,125 in 2019/20.

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

Performance framework indicators

Metrics		Q1 performance and progress	On track to meet aspiration?
Overall Victim Satisfaction rate (USS) <i>Increase to 70%</i>		71% (FYTD)	✓
Inequalities for race and disabilities in Victim Satisfaction <i>Equality of victim satisfaction rates for victims by race and disability to within ±5% (Black, Asian and minority ethnic: -8% / Disabled: -6%)</i>	<i>Black, Asian and minority ethnic</i>	-7%	X
	<i>Disabled</i>	-13%	
Average length of investigations <i>78% of all persons charged/summonsed to be proceeded against within 60 days of the crime being recorded (69%)</i>		71%	X
No. of cases with outcome code 14 and 16 for DA, RASSO and VAP <i>Reduction to 32% (37%)</i>		39%	X
Positive outcome rate for TNO <i>Increase the positive outcome rate for TNO to 12% (13%)</i>		12%	✓
Total number of wanted offenders on EWMS and CRIS <i>Reduce by 10% from the baseline (22,564)</i>		21,176 (-6%)	✓
National File Quality Standards <i>Reduce case failure rate to 30% (43%)</i>		April 40% May 37% June 59%	X
Charge to conviction rate for CT related investigations <i>85% over rolling 3 years (83%)</i>		82%	X
<p>Note: Victim satisfaction is reported as rolling 12 month data. The User Satisfaction Survey (USS) underwent significant methodology changes for FY 2020-21. The percentage increase over this reporting period can be attributed to these changes (namely the TDIU responses which are now reported on separately) and thus are not comparable to the previous figure (64%).</p> <p>The charge to conviction rate for CT Investigations is slightly down on the baseline and aspiration but this is a 3 year rolling figure not FYTD.</p>			

Commentary

Legislation & Process Changes

Since October 2019, the Operation Larimar team have made significant progress regarding embedding the recommendations of Sir Richard Henriques investigations into non-recent sexual offences against a number of persons of public prominence. In June 2020, we made changes to our General Investigation Policy around 'belief' specifically whether we automatically 'believe' a victim of crime. Following consultation with the College of Policing and the National Police Chiefs' Council (NPCC), the Metropolitan Police's definition of belief has been established as follows: 'We will believe a victim such that we record the crime allegation. From that point we will investigate impartially, and with an open mind to establish the facts'. This policy seeks to ensure that those reporting crimes to us are treated with empathy and their allegations are taken seriously. Any investigation which follows is taken forward with

an open mind to establish the facts. We have also provided training and guidance to officers to support these changes. This was supported by the release of a non-recent child abuse investigation toolkit.

Suspect Management Changes: also in June 2020, Met policy relating to the management of suspects in criminal investigations who are either on bail, released under investigation (RUI) or have been subject to a voluntary attendance interview (VA) was amended. The updated policy means that officers must now (unless exceptional circumstances apply):

- Keep suspects updated every 28 days about the progression of the investigation, and the updates should be recorded on CRIS, or where applicable, HOLMES.
- Inform suspects of the expected finish date (EFD) of the investigation. Any EFD in excess of three months should be carefully considered and extensions must be authorised by a supervising officer (detective inspector if a DA investigation).
- Inform suspects in writing if the CPS or police have made a decision to NFA an allegation, even if investigations continue into other allegations.

Criminal justice Outcomes

Operation Biarum, which commenced in March 2020 and was an investigation into county lines drug supply from an OCG based in Lambeth and Croydon, who supply drugs in and around Hastings, Sussex. The line was known as the 'P LINE', and the line holder was identified as a Lambeth gang nominal. The line was known to supply crack and heroin. As part of the investigation, numerous suspects were identified as being concerned in the supply of class A controlled drugs and modern day slavery offences. In total, 17 warrants ranging from Section 8 PACE 1984, Section 23 Misuse of drugs act 1971 and Section 46 Firearms Act 1968 were obtained for premises and vehicles concerned. Four subjects were charged with conspiracy and possession with intent to supply (PWITS) and half a kilo of heroin was recovered (£20-30k value).

Operational Initiatives & Achievements

In April 2020, prior to the Covid-19 lockdown, Forensic Services celebrated some great work at two Commendation ceremonies, held at New Scotland Yard. Commendations were awarded for a wide range of great work including activities to attain ISO 17025 Accreditation, support Counter Terrorism investigations and the Forensic contribution to the investigation of a case, which led to the first conviction for FGM in the UK. A young female attended Whipps Cross A&E with injuries that caused concern amongst the medical staff who examined her. The parents of the child gave an account where it was claimed that the child falling from a kitchen worktop onto a cupboard door caused the injuries. With the assistance of the CASO officers, the Crime Scene Examiners at Waltham Forest attended the scene on numerous occasions to gather evidence, undertaking an examination of the family home along with ensuring that all relevant areas were photographed. Of particular attention, was the kitchen cupboard door, seeking to determine if there was any evidence present that might contradict the account given by the child's parents. The cupboard door was also submitted to establish if there was any blood on the door that originated from the child. This proved negative, allowing the Mother's explanation of how her daughter's injuries occurred to be challenged. As part of the ongoing forensic support to the investigation, Forensic Practitioners undertook the painstaking task of defrosting and photographing 40 limes, which had individual notes implanted inside. The information contained on the notes subsequently provided key evidence that the person writing them believed that officers and witnesses could be 'silenced' as part of the suspect's beliefs and superstitions.

Milestones implementation

Business Plan milestone	Update	Status
INVESTIGATIONS		
<p><i>We will step up TDIU - Continual training to raise PIP level 1 investigation, quality crime recording, and to improve decision-making skill as well as victim support.</i></p>	<p>We have built in to the shift patterns set training days for the Crime Management Service (CMS) and Telephone & Digital Investigation Unit (TDIU) twice a year. This is a new development which started earlier in 2020. The second session was suspended due to Covid-19. Within the training days, we have investigative material content which has included stalking/harassment, fraud and dangerous dogs by specialist officers. We have also held a TDIU training session within our training days by a MASH sergeant, specifically to improve decision making and safeguarding around vulnerability.</p> <p>In addition, on-line training sessions have been recorded and distributed on Vehicle Crime reduction/prevention, and a training library has been created containing useful tools to assist decision making and investigative development.</p> <p>We are evaluating the effectiveness of the on-line training before further advancement. We will consider having training "away days" next year again but this will depend on a variety of factors with the health of our workforce being a priority.</p>	
<p><i>We will rollout out SAP BI – new CRIS system – which will assist officers in creating reports for victims and streamline investigation process</i></p>	<p>This has been delivered and internal training was delivered to achieve seamless transition. New searches were built to provide required data. No impact on usual business.</p>	
<p><i>We will have introduced IIOC teams on each BCU.</i></p>	<p>Milestone achieved. The BCU Online Child Sexual Abuse & Exploitation (OCSAE) teams provide a consistent operating model for the investigation of Indecent Images of Children (IIOC) across the Met. IIOC investigations held under the governance of each BCU Safeguarding strand, OCSAE Governance Board and Met Safeguarding Board.</p> <p>The new OCSAE BCU teams will streamline the response to online offending and these teams will be subject to a full evaluation process to ensure effectiveness. We will conduct an evaluation from April 2020 over a six month period to identify benefits of having made these changes as well as any improvements and learning opportunities in the approach of obtaining search warrants and production orders in the Met.</p>	
<p><i>A centralised team with single ownership will lead to reduce RUI/Biometrics stock (Biometrics applications sought to retain DNA for</i></p>	<p>Since September 2019, a team from Met Detention have been reviewing older RUI stock from 2017-2019, finding outcomes and updating/closing the corresponding custody records. Each closed record has ensured PNC and biometrics retention/destruction are updated as appropriate. An electronic form has been developed enabling Officers in</p>	

<p><i>high harm offenders who have been NFA'd).</i></p>	<p>Charge (OICs) to send their NFA/PCR results to custody suites directly, supported with guidance on the intranet and individual e-mails to every RUI OIC - providing a mechanism to prevent a future stock build-up. From 53,367 RUI Custody records on 9th September 2019 the stock has reduced by almost 51% to 26,217 on 18th July 2020.</p>	
<p>MODERN SLAVERY</p>		
<p><i>In Quarter 1, we will set up Project Enterprise to better coordinate modern slavery investigations and identification of lead investigation/ prosecution agency. This will be evaluated in Quarter 3.</i></p>	<p>Covid-19 significantly affected a number of the partners in Project Enterprise regarding the people involved and the time they could dedicate to it. Although it has been set up to a degree, there is still work to go to ensure it is embedded in everyday processes of all partners. Within the Met, all our current operations go through Project Enterprise. We have received 48 requests for either assistance, deployments or intelligence to date. Project Enterprise has recently been awarded some Home Office surge fund money so will invest this in enhancing and embedding Project Enterprise.</p>	
<p>CRIMINAL JUSTICE</p>		
<p><i>We will improve Victims Code of Practice (VCOP) service by investing in our CRIS system, so it can provide enhanced victim focus, identifying those who require a standard or enhanced service and signposting Victims Code of Practice requirements and support services. Delayed 2019/20 Q3 milestone</i></p>	<p>Progress was initially delayed due to VCOP changes from the Ministry of Justice and subsequent funding gap. The developer has provided the updated quote for the changes to our IT system. Once the board approves these changes, it is anticipated these changes will take 6-9months.</p>	
<p><i>We will work closely with criminal justice partners to improve the management of risk and the prevention of reoffending through the delivery of the National Probation Service-led rationalisation programme. Delayed 2019/20 Q4 milestone</i></p>	<p>NPS work to bring Probation Services together under a Unified Model continues, and June 2021 remains the planned implementation date. The response to Covid-19 has led to a decision to modify plans: the NPS now plan to bring the delivery of Unpaid Work and behavioural change programmes under the remit of the NPS. Through the London Criminal Justice Board, the Met continues to work closely with NPS colleagues to support implementation of their new delivery model.</p>	<p><i>Impacted by Covid-19</i></p>
<p><i>We will create a training package to improve the knowledge of youth offending teams and the understanding of the referral process. Delayed 2019/20 Q4 milestone</i></p>	<p>The training package has been developed, which now requires sign off by Senior Management and a decision made around the best process for delivery, whether it be face to face training or through an electronic training facility. Multiple electronic delivery methods are being explored: NCALT (although the time taken to authorise as a mandatory package would cause further delays) or LinkedIn Learning (however reporting and management information issues arise with this option). The intention is to circulate the package to all recruit trainers. Anticipated delivery remains in Q2.</p>	

	In addition to this, long term, there will be toolkits on the Intranet offering advice and guidance around YOT processes to ensure effective practice and consistency across the Met.	
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4- Seize the opportunities of data and digital tech

Performance framework indicators

Metrics	Q1 performance and progress	On track to meet aspiration?
Number of officers trained in PNC Lite or PNC Full 90%	Establishing data feed	
Completion of Information & You training for all staff 80% (43.5%)	47.2%	X
No. of officers and staff registered for Linked In Learning 75% (6,417)	10,074 (20.4%)	✓
Use of MetInsights by identified cohort 30% usage each month	Awaits Q1 data	
Compliance with statutory time limits for DPA 90% compliant within statutory time limits (60%)	77%	X
Compliance with statutory time limits for FOIA 90% compliant within statutory time limits (54%)	68%	X
Number of Data Sharing Agreements Establish baseline	18	
Number of data breaches Establish baseline	71	
Note: Data feeds are being established for the remaining metrics.		

Commentary

Drone Capability

There is now a trained team of drone pilots in Protective Security Operations authorised to support Metropolitan Police operational needs. The use of drones by police officers is highly governed. The PSO Counter Terrorism Unmanned Aerial Vehicle (CTUAV) team are the only unit with the authority to proactively pilot drones for policing purposes, supported by the Drone Governance Board (chaired by the Commander for Security). The team have dual capability, enabling them not only to pilot drones but also to mitigate them. Should there be a threat to life incident or CT threat involving a suspect drone, the CTUAV Team are able to deploy and take counter measures to remove the threat, as part of both spontaneous and pre-planned operations.

Mobile Workforce

By April 2020, 4,000 new tablets had been issued to Neighbourhood and Response officers, replacing the old model. Neighbourhood and Safer Transport Teams are being provided with a 7" Toughpad that fits into the Met vest pocket, whilst Response officers, Taskforce, Aviation and Traffic have a choice of 10" or 7" device. The tablets are more powerful than existing laptops and desktops, with improved battery life. Features include: Microsoft Teams and One Drive, together with its instant messaging and video conferencing capability; video streaming, LinkedIn Learning and web-based tools; Evidential files shared with CPS via Box and future capability in the pipeline (eg CONNECT). To embed and support a mobile workforce, and enable effective remote working, the Digital Experience Team and Tech Bar colleagues put together a series of IT Tips sessions. As well as the live virtual training sessions, a number of training videos and guides were made available.

Since lockdown began, Digital Policing have accelerated several technologies to make life easier for officers and staff in our new ways of working. OneDrive has been rolled-out allowing users to share files in Teams Instant Messaging/Chats and enables users to share files and allows collaborative editing / reviewing of the same file by multiple users. In addition, Digital Policing have deployed new capabilities

in Teams: Invite external people to meetings – for partnership or supplier meetings; Online Whiteboard – for training classes and workshops; Live Captions - to help deaf and hearing-impaired colleagues to participate in meetings; and Video enabled justice – we have linked Teams to HM Courts IT to enable remote hearings and officers to give evidence remotely from their tablet or laptop. Met Detention are working with HM Courts on the rules and processes for this new capability.

Data Office

We are now in the next phase of developing our data capabilities to effectively enable the Met to access, use and handle data within an ethical and legal framework. The Data Office is already delivering, particularly with its latest Covid-19 Performance Monitoring Dashboard and Met Detention Dashboard. These dashboard are available to everyone across the Met and continue to help the Command team to understand the impact of Covid-19 on crime, demand, enforcement and workforce abstractions. It regularly supplies data and products to Management Board, the Gold and Silver Crisis teams and external partners in order to assist with our collective response to policing during the pandemic.

In addition, there has been significant improvement with regards to our data legislation compliance. Over the last year we have continued to invest in data governance, as well as streamlined processes to respond to public requests and this has resulted in a positive impact. As an illustrative example: Rights of Access Requests (ROARs) have shown a vast improvement with currently 75.5% despatched on time (average across December 2019 to July 2020), a 40.3% increase when compared with the previous year (35.2% average across December 2018 to July 2019). This was against a backdrop of increasing volumes – we despatched 42.2% more ROAR cases in the latter period compared to the former.

Milestones implementation

Business Plan milestone	Update	Status
DIGITAL AND IT		
<p><i>We will upgrade our crime recording system (CRIS) and move to Azure for better system stability.</i></p>	<p>CRIS was migrated to the Microsoft Azure Cloud in March and represents the most significant CRIS IT upgrade since its launch in 1995. The primary objective was to reduce operational risk to service by moving off ageing IT hardware and unsupported underlying software. This was achieved by upgrading the software and moving it to a modern Azure hardware platform. This has significantly reduced the risk of major outages to this business critical system. It has also helped cater for the shift in CRIS mobile usage and working patterns as a result of the Covid-19 pandemic.</p> <p>The project also delivered improved reporting functionality which has delivered a better user experience with faster searches, greater reliability and a wealth of improved reporting features. Moving to Azure has allowed Digital Policing to remove 389 legacy servers from the estate and given the flexibility to ramp down the new CRIS IT infrastructure in a flexible way when CONNECT goes live.</p>	

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

Performance framework indicators

Metrics	Q1 performance and progress	On track to meet aspiration?
Representative workforce – Ethnicity <i>Proportion of Black, Asian and minority ethnic officers to increase to 19% by March 22 (15.2%) / Proportion of Black, Asian and minority ethnic staff to increase to 27% by March 22 (26.1%)</i>	Officer 15.3% Staff 26.2%	X ✓
Representative workforce – Gender <i>Police Officers to increase to 30% female by March 22 (27.6% / Police Staff to remain over 50% female by March 22 (56.7%)</i>	Officer 27.8% Staff 56.5%	X ✓
Representative recruitment - Ethnicity <i>Black, Asian and minority ethnic recruit proportion 35% from March 20 (17.4%). Black, Asian and minority ethnic female officers 12.7% from March 20 (5.3%). Black, Asian and minority ethnic female staff 20.4% from March 20 (19.4%)</i>	15.3% 5.1% 15.6%	X
Representative recruitment – Female <i>Officer Female 45% from March 20 and 50% from March 21 (32%)</i>	33.1%	X
"I am treated with fairness and respect" (Staff Survey) <i>Year on year increase (72%)</i>	Available Q3	
"I can be myself at work" (Staff Survey) <i>Year on year increase (74%)</i>	Available Q3	
Timeliness of OH services <i>94% achievement of weighted target across all services (94%)</i>	96%	✓
No. of positive outcomes for assaults on officers & staff <i>75% positive outcomes (64%)</i>	77%	✓
No. of days lost to sickness - Average days lost (%) <i>0.5% point reduction (reducing the number of sick days by 10%) (4.1%)</i>	2.8%	✓
"My line manager takes an interest in my wellbeing" (Staff Survey) <i>Year on year increase (76%)</i>	Available Q3	
Overall engagement score (Staff Survey) <i>Year on year increase (58%)</i>	65%	✓
"I have the right equipment" (Staff Survey) <i>Year on year increase (44%)</i>	Available Q3	
"There are good career opportunities for me at the Met" (Staff Survey) <i>Year on year increase (45%)</i>	Available Q3	
Note: The baseline for the number of positive outcomes for assaults on officers & staff has been revised down following work completed by the Op Hampshire team. The overall engagement score from the Covid-19 pulse survey returned a 7 percentage point increase on the 2019 staff survey. The other 5 staff survey metrics will be reported on in autumn/winter 2020.		

Commentary

Wellbeing and Workforce Resilience

During this quarter we rapidly reviewed and developed new approaches to ensure that officers and staff had the safety equipment and support needed in response to the pandemic. This has included:

- Specific occupational health risk assessment for Black, Asian & Minority Ethnic colleagues and vulnerable colleagues who are concerned they may be at a disproportionate risk from Covid-19
- A guide for all our line managers capturing any policy amendments and new processes to support them to best care for their teams
- The review of our mobile wellbeing service to provide support covering a range of topics including: managing stress; mental health awareness week; managing fatigue; working from home wellbeing; setting up your equipment to work safely from home; physical exercise and building your own exercise plan
- The Safety & Health Risk Management Team supporting the development of Covid-19 risk assessments and implementation of mitigating controls in the workplace
- Conducted Covid-19 building related risk assessments to support secure and assure a Covid-19 safe work environment
- Internal blog from our Chief Medical Officer to myth-bust and reassure about the facts of Covid-19 and how to protect those who you live with who are vulnerable

In May 2020, we ran a survey to understand the impacts the pandemic was having on the workforce – seeking their views on a range of important issues including if they have the information they need to do their roles; the right support for their wellbeing and if they continued to feel connected to the Met. This included a range of Covid-19 specific demographics such as the PHE vulnerability categories and if people were working remotely. With over 20,500 responses, results showed the overall engagement had increased to 65% (+7% from October 2019) and the two most positive Covid-19 specific questions: “We are adapting well as a team to changes in work conditions caused by the Covid-19 pandemic” and “I am able to access timely/helpful communications about changes in policy or operations because of Covid-19” were both at 73%.

In addition, HR and Met Blue Light Champions collaborated to host a series of inspirational webinars and virtual talks with guest speakers around mental health awareness. Each session included tips on how you can take better care of yourself with a focus on kindness, especially in these challenging times. In addition, the Wellbeing Webinar team hosted sessions covering a range of subjects: Stress Awareness, Working from Home, Managing fatigue, Temporary Working from Home, Physical Activity and exercise to mark Mental Health Awareness Week.

In June 2020, the Met’s Network of Women (NoW) launched a scheme offering coaching, mentoring and reverse mentoring support across the Met. The scheme was open to all across the organisation, whether a police officer or a member of police staff, regardless of rank/grade or gender. Coaching and mentoring within the workplace helps to improve an individual’s performance on the job. This can involve helping individuals to enhance their current skills, develop new skills and set realistic goals for the future. This launch was supported by a series of blogs from NoW members who are either mentors or coaches or have previously benefited from this support, to find out what’s involved.

Awareness Activity

The Met commemorated Windrush Day 2020, which was first introduced in June 2018 on the 70th anniversary of the Windrush migration, to pay tribute to the outstanding and ongoing contribution of the Windrush Generation and their descendants, some of whom now work for the Met Police. Many Met Police officers and staff are children of the Windrush Generation and their stories were published

describing what Windrush and Windrush Day this means to them. In addition, a series of self-education resources were signposted.

In May 2020, the Met observed the National Day for Staff Networks by recognising the great work carried out by staff networks and associations across the UK. A range of staff support associations (SSAs) are in place in the Met, representing the great breadth of our workforce, which in turn is a snapshot of the diversity of London as a whole. SSAs bring together individuals to share personal experiences and provide support to each other. They also support the Met in improving both its representation at all levels and service delivery to both employees and the communities of London. The SSAs have intensified activity during the Covid-19 pandemic and this includes:

- Disability Staff Association being active in ensuring that colleagues are supported in their needs for specialist equipment and OH support.
- Association of Muslim Police & Black Police Association being active in the issue of how Covid-19 may have a disproportionate impact on Black, Asian and minority ethnic colleagues and the wider community, and providing support and reassurance whenever possible.
- The Chinese & Southeast Asian Staff Association sitting on the NPCC Community Cohesion & Hate Crime Gold Group, and have been providing advice and guidance that will inform national decision-making.

Welfare


In April 2020, a man who coughed on a police officer and claimed to have the Coronavirus has been sent to jail for six months. The case is believed to mark the first jail sentence in London imposed for a Covid-19 related incident involving a police officer. In addition, from June 2020, Operation Hampshire has now expanded its remit to support officers and staff who are victims of all hate crime while on duty. In addition, direct wellbeing support was made available for the policing response to protests that took place in June 2020. This was implemented based on direct feedback provided by officers involved in the policing operation. During the operation there was a dedicated welfare station, where officers could get refreshments or speak to support networks, including our staff support associations and the Met Chaplain. In addition, a welfare cell was put in place to make sure that every officer is debriefed before they go off duty. We also delivered bespoke occupational health support to officers deployed on the front line of policing protests which included internal communication and signposting the support available to teams through a simple easy to use one page flyer, promoted through the operational policing command structure.

Retired Officers returning to the Met

In April 2020, just over two-weeks after the Commissioner asked former colleagues to consider returning to help build further resilience during the Covid-19 outbreak, the first intake of ten officially set out on their new Met journey – with the second intake beginning their bespoke training. In addition, over 50 former officers have applied to return as a member of the Special Constabulary where they will be committing at least 16 hours a week. Other former officers are amongst hundreds who want to volunteer.

Throughout this quarter we have continued to bring to life the support we provided our officers and the staff, and the work we are doing to make the Met an attractive place to work through first person stories on the intranet – this has included stress awareness; disability passports and the extension of our pilot exploring more flexible ways of working with the further roll out of our central job share database. In addition, to support our aspirations for a representative workforce – we have continued to actively target recruitment from within under-represented communities through the use of transformed attraction and recruitment processes with targeted marketing campaigns, new recruitment pathways, local officers as mentors, and an online information portal.

Milestones implementation

Business Plan milestone	Update	Status
PEOPLE		
<p><i>We will create an additional Taser training facility and a third team of Taser instructors to increase our capacity to deliver one third more Taser courses and refreshers per annum.</i></p>	<p>This has been delivered. A third instructional facility and team is in place at Shoreditch Taser Training. This has increased Taser training capacity by 50%, delivering an additional 864 initial course spaces and in excess of 3,400 refresher spaces per annum.</p>	

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

Performance framework indicators

Metrics	Q1 performance and progress	On track to meet aspiration?
"I am involved in developing solutions and improvements" (Staff Survey) <i>Increase by 10% on baseline (54%)</i>	Available Q3	
Proactively improving business processes and redefining policies to release officer and staff time <i>Establish baseline</i>	Establishing baseline	
"My ideas are valued" (Staff Survey) <i>10% increase on baseline (60%)</i>	Available Q3	
% Chief Officers and equivalent Directors actively contributing to a National Portfolio <i>100% by end of year</i>	Establishing baseline	
No. of (Metflix) videos created by colleagues to support peer to peer learning <i>Quarter on Quarter increase</i>	+49 in Q1	
"I have opportunities to learn and develop" (Staff Survey) <i>10% increase on baseline</i>	Available Q3	
No. of officers and staff registered for Linked In Learning <i>75% by end of year (6,417)</i>	10,074 (20.4%)	✓
No. of active users on Linked In Learning <i>75% of registered users engaging activity (872)</i>	1,599 (15.9%)	X
% completion rate for OST / ELS <i>95% of eligible officers / PCSOs / DDOs (65%)</i>	OST cancelled due to Covid-19	
Note: Of the remaining six metrics, three are from the annual staff survey due to be run in the autumn, two are establishing baselines and one (OST) currently has limited data due to the impact of Covid-19.		

Commentary

LinkedIn Learning / E-Learning

By the end of June 2020, more than 10,000 members of the workforce had signed up to LinkedIn Learning. The most popular courses during this time were:

- Met specific - Recruit training, Police Learning Pathways and Comprehensive Skill Building Learning Collections e.g. Stop and Search;
- General – Microsoft Teams Essential Training and various courses on working remotely and maintaining effective team relationships.

In addition, to support the remote delivery of Professional Development Days, the LinkedIn Learning Pathway was launched covering additional relevant topics, including safeguarding and Covid-19. In May 2020, the Met launched an e-learning package, to help officers deal with landlord and tenant disputes during the Covid-19 pandemic. The training package is designed to equip officers with knowledge and understanding needed when dealing with vulnerable tenants who may be at risk of being exploited by their landlords. It enables officers to take the correct steps both in terms of the initial investigation and in working with Local Authorities and other partners. Officers are advised to report any concerns of unlawful activity by landlords or letting agents using the *Mayor's Report a Rogue* tool for the relevant borough to investigate, and take action as appropriate.

Virtual Inductions

For the first time, the Met virtually welcomed its latest round of recruits with 320 trainees taking their first steps to becoming police officers. The intake were set to start at Hendon on Monday 30th March but due to the government restrictions instead began their seven-week Certificate in Knowledge of Policing (CKP) online, supported remotely by CKP sergeants. Replacing some classroom-based sessions with online learning, ensured less footfall at training sites and allowed the centres to remain open and recruits to attend for training in areas that are not suitable for working from home, with appropriate hygiene and social distancing measures in place.

In addition, the "Sergeant in E-box" was launched. This is a toolkit developed by the Transformation Directorate, to guide newly acting sergeants through their initial steps into first line management. The original concept was a physical box to be handed to newly acting sergeants. However, due to the Covid-19 pandemic, this has been adapted to an electronic version.

Street Duties

In May 2020, a team of new recruits in Central North (Camden-Islington) confiscated a large quantity of drugs and two knives off the street just several hours into their first tour of duty outside a police station. The officers made a decision to stop and search all three suspects, and on doing so, the adult – the first person they'd spoken to outside of a police station - immediately tried to make off on foot. The new recruits detained the man and on trying to handcuff him, found a large knife sticking out the back of his trousers. One of the tutor constables quickly removed the knife, and the new recruits searched all three suspects. They were arrested for PWITS as a result and a further search in custody turned up another concealed knife. The officers were on the new 8-week Street Duties course (rolled out across London in March), supported by dedicated Learning and Development units and the mobilisation of 200+ tutor constables.

Milestones implementation

There were no milestones in this area scheduled for delivery in the first quarter.

7- A responsible, exemplary and ethical organisation

Performance framework indicators

Metrics	Q1 performance and progress	On track to meet aspiration?
HMICFRS Efficiency and Effectiveness inspections <i>Judgement to be Good or above</i>	Annual data	
Can be relied on to be there when you need them (PAS) <i>Increase from baseline (70%)</i>	68%	X
Time to deal with public complaints & misconduct cases <i>Reduction from baseline. (Public Complaints - 137 working days / Conduct Matter - 292 working days)</i>	Public Complaints 137	X
	Conduct Matter 284	✓
How confident are you that the use their Stop and Search powers fairly? (PAS) <i>Increase from baseline (76%)</i>	73%	X
The Metropolitan Police Service is an organisation that I can trust (PAS) <i>Increase from baseline (83%)</i>	82%	X
Carbon emissions out-turn (tonnes CO ₂ e) <i>Reduction from 1990 baseline of 201,657 tonnes CO₂e (80,175 tonnes CO₂e)</i>	71,764 tonnes CO ₂ e	✓
Carbon emissions reduction from 1990 baseline (%) <i>50% at midpoint of the first carbon budget (2018-2022) (60%)</i>	64.41%	✓
Office waste arising (tonnes) <i>Year-on-year reduction (4,357 tonnes)</i>	Annual	
Office waste recycling rate (%) <i>50% by 2019/20; 65% (GLA target) by 2030 (35.6%)</i>	Annual	
Business confidence in safety of the city and its citizens <i>Increase from baseline (85.7)</i>	Annual	
Note: 4 metrics are only reported annually / bi-annually		

Commentary

Biometric Retention

As part of the work to ensure all of the workforce has an awareness of legal obligations, in April 2020, the Met provided a refresher to staff and officers with regards to biometric retention. Introduced under the Protection of Freedoms Act 2012 (PoFA) if a person who has been arrested is not charged with an offence and has no previous convictions, their fingerprints and DNA profile will be deleted from the national databases. However, in some cases, removing an individual's DNA profile or fingerprints from the databases might give rise to a risk, impacting upon the ability of the police to prevent and detect crime in the future. PoFA therefore provides a mechanism whereby in exceptional circumstances, Chief Officers can apply to the Biometrics Commissioner for the biometrics obtained from a person to be retained for a period of three years from the date on which the relevant sample or fingerprints were taken (covering the more serious offences such as murder, manslaughter, rape, wounding, grievous bodily harm etc).

IOPC arrest two officers

In June 2020, two Met officers were arrested by the Independent Office for Police Conduct (IOPC) on suspicion of misconduct in public office. This was following an independent investigation launched as a result of a referral from the Met's Department of Professional Standards, who were informed of allegations that non-official and inappropriate photographs had been taken by police at a crime scene. Both officers have been suspended from duty.

Stay Alert on Met security

In May 2020, the Met reinforced the importance of information security. The changing landscape of the working environment brings opportunities to work differently, but also challenges in how we keep the information and assets secure in our care. The focus was threefold:

- An updated METSEC Code. This manual sets out the responsibilities in managing Met information, systems, technology and estates in a secure manner. It details the key policies and legislation that guides how we access Met information and assets. The update incorporates legislative change and additional data governance requirements for personal data, in relation to GDPR, the Data Protection Act 2018 and the Law Enforcement Directive; guidance on the Government Security Classification (GSC) which replaced the Met protective marking system; and refreshed security guidance on remote working and the use of mobile technology, to reflect Smarter Working needs.
- New social media guidance. We know that social media is a great tool to help us communicate, especially during these challenging times. However, there have been situations where social media channels are being used (for both work and social purposes) in an inappropriate manner. Officers and staff have a particular responsibility to be mindful in their use of social media: an internally produced set of Social Media Guidance and a short film demonstrating the professional standards expected have been developed.
- Reporting breaches and security incidents. The Information Assurance Unit (IAU) manages the Met's Security Incident Reporting Scheme, recording incidents and co-ordinating actions to mitigate future incidents and breaches. Learning from incidents is important for the organisation and we plan incident management using a five-stage model: Prepare, Identify, Recover, Report and Lessons Learnt. The workforce was reminded to be cyber aware and tips were provided to mitigate security breaches (more prevalent due to the increase in home working arrangements as a results of the pandemic).

Milestones implementation

Business Plan milestone	Update	Status
BEING RECOGNISED FOR OUR INTEGRITY AND PROFESSIONALISM		
<i>Following a pilot and evaluation process, we will implement a Met-wide Practice Requiring Improvement approach, monitored and managed by Professional Standards Units</i>	<p>The Reflective Practice review process (RP) is now in place following the legislation enacted in February 2020. Since then RP has been instigated formally on 29 occasions for a wide range of matters. It has been recommended as an appropriate resolution by both the Met Appropriate Authority and by the IOPC in their handling of matters.</p> <p>Training delivery for RP has been created and the process is locally led and managed through the Professional Standards Units. The Met led the early adoption at a national level and our guidance and process mapping has been shared widely.</p> <p>Continuous engagement with the Federation has secured their support for this new process.</p>	

CONTRIBUTING TO THE SUSTAINABILITY OF THE CITY

We will have developed our annual Sustainability Management Plan.

The Sustainability Management Plan (SMP) 2020-21 was agreed in consultation with all business groups responsible for delivering aspects of it. Implementation started in Q1 and progress reported at the Environment & Sustainability Board chaired by the Met Senior Environment Champion. This included presentations of (a) the effect of Covid-19 on environmental performance metrics, (b) the development of the Environmental Awareness Campaign, and (c) Fleet Services' plans to trial the Jaguar I-Pace electric vehicles. 87% of activities were on target.

We will publish a charging infrastructure strategy and commence activity to support implementation of the first batch of 200 charging points across the estate by Quarter 3, 2020/21.

Delayed 2019/20 Q3 milestone

A business case has been internally approved in April 2020 and MOPAC approval was received in August 2020. A project group made up of key stakeholders has been established and analysis is underway to establish the buildings that will be surveyed as part of background work being undertaken in 2020/21. Delays have occurred due to Covid-19 (as UK Power Networks were only undertaking essential work), however installations are planned to commence in 2021/22 and then on an annual basis up to 2024/25.

Appendix

Key for Performance Metrics

The RAG status is based on a colour coding of: Red (worse than baseline) / Amber (in line with baseline) / Green (better than baseline). The Baseline is indicated in brackets.

Accompanying the RAG is a ✓ or X to show our assessment of whether we are on track or not to achieve the aspiration.

Therefore it is possible for the metric to be green (better than the baseline) but not on track to achieve the aspiration (indicated with a cross). All aspiration numbers for March 2021 unless otherwise stated.

Worse than baseline	In line with baseline	Better than baseline	X = not on track to achieve aspiration	✓ = on track to achieve aspiration
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List of the Met Police Service Basic Command Units

BCU	LONDON BOROUGHES
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

