

# Metropolitan Police Service Business Plan progress update

## 2018-19, Quarter 2 (July to September 2018)

|                                                |    |
|------------------------------------------------|----|
| 1- INTRODUCTION                                | 2  |
| Quarter 2 overview                             | 2  |
| 2- FOCUSING ON WHAT MATTERS MOST FOR LONDONERS | 3  |
| Tackling serious violence                      | 3  |
| Knife crime and gun crime                      | 3  |
| Terrorism                                      | 5  |
| Safeguarding                                   | 5  |
| Child sexual exploitation and abuse            | 5  |
| Serious sexual offences                        | 7  |
| Domestic Abuse                                 | 8  |
| Hate crime                                     | 9  |
| Modern slavery and human trafficking           | 9  |
| Acquisitive crime                              | 9  |
| Moped crime                                    | 9  |
| 3- ACHIEVING THE BEST OUTCOMES                 | 12 |
| Responding to the public                       | 12 |
| Investigations                                 | 12 |
| Managing offenders                             | 13 |
| 4- DEVELOPING OUR KEY CAPABILITIES             | 15 |
| People                                         | 15 |
| Finance and Commercial                         | 16 |

# 1- Introduction

Operational policing in London is the responsibility of the Metropolitan Police Commissioner, Cressida Dick. The Met's operational priorities are to:

- **Focus on what matters most to Londoners:** violent crime tops the public's concerns and tackling it is a priority in order to protect Londoners. This includes terrorism, knife and gun crime, sexual offending, domestic abuse and safeguarding vulnerable people from predatory behaviour.
- **Achieve the best outcomes in the pursuit of justice and in the support of victims:** we have a fundamental responsibility to uphold the rule of law and to ensure that victims receive the best possible outcome. We aim to deliver this by catching offenders and by ensuring victims of crime receive both justice and the support they need from the police and from our partners.
- **Mobilise partners and the public:** safety requires action and intervention beyond the police service. We work with partners and communities to keep them safe and support them to prevent crime. We also aim to earn the trust of more young people and ethnic minority communities.

This update reports on our progress in implementing our [Business Plan](#) and the actions taken to bear down on crime and violence and to support delivery of the Mayor's Police and Crime Plan. Some of our quarterly milestones focus on the implementation of our transformation portfolio, whilst others relate to operational policing London (both "business as usual" and how we improve policies, processes and outcomes for Londoners). The update is provided here as at end of September 2018.

Milestone reporting for Quarter 2 is set against a green background.

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

Reporting for Quarter 3 is set against a grey background.

Status is assessed as follows:



delivered



on track but not fully delivered



some delay

## Quarter 2 overview

Quarter 2 was an especially busy period in terms of large scale events and public order policing. In addition to the annual fixtures of Notting Hill Carnival, Wimbledon and Pride, Met officers policed the state visit by the President of the United States, several music festivals, the RAF 100, various football World Cup operations, the Western Balkans Summit and a large number of protests.

Our efforts to reduce serious violence continue. The rises in levels of serious violence did stabilise – most notably in terms of under-25 knife injuries - and the number of homicides in Quarter 2 reduced from the first few months in 2018. However the number of knife crime offences remains at a historically high level, and we need to ensure our initial impact in bearing down on violence is sustained, given it is driven by complex and wide-ranging issues. The Violent Crime Taskforce has been driving our operational response, supplemented and supported frontline teams across the Met, from roads and transport policing to homicide and gangs. We recently further reinforced this capability: an uplift to the taskforce was put in place late September with 122 additional officers.

We are aiming to recruit more than 2,000 officers over the next year building towards a target of 30,750 police officers and Quarter 2 saw the beginning of a new phase of recruitment, featuring the voices and stories of serving officers. The campaign will run through to the end of the year, including targeted campaigns focused on young people and women.

As well as getting new people into the Met, we are looking to retain current expertise by reaching out to officers due to retire and encouraging them to stay longer. This offer also extends to officers who have retired within the last two years. The scheme is open primarily to PCs, Sergeants and Inspectors, so we can maximise the wealth of skills we have in the organisation.

## 2- Focusing on what matters most for Londoners

### Tackling serious violence

#### Knife crime and gun crime

Our new Violent Crime Taskforce (VCTF) is focused on tackling violent crime on the streets of London, using a full range of tactics to identify, target and arrest offenders. Through a mixture of covert and overt methods, it specifically targets street level offenders and those who feed criminality. The unit is also supported by borough officers, the Trident and Area Crime Command and other specialist units, as well as community partners.

The 150-strong taskforce is currently operating with an additional 122 officers from the Met's Roads and Transport Policing Command (RTPC). The extra capacity has increased our ability to bear down on violence through a range of tactics focused on gang members, violent offenders and habitual knife carriers.

Quarter 2 has seen some levels of serious violence reduce, including the key indicator of "knife injury victims under the age of 25". As at end September 2018, victims of knife injury under the age of 25 had reduced by 9.8 per cent when compared to the previous 12 month period, 208 fewer offences.



However, violence remains a deep concern, with unacceptably high level of offences, and an impact felt disproportionately across some communities. Knives were used in 88 of the 141 homicides recorded in the 12 months to September 2018, with more than a third recorded as gang related.

Our teams operate across the city and around the clock, reducing violence but also building relationships and providing reassurance to local communities.

This summer we introduced #together events, a new initiative to promote community cohesion. The five events were attended by over 3,000 people of all ages.

Protecting and educating young people is an essential of our work as we look to prevent young people from becoming drawn into criminality and violence. Over the summer our Schools and Youth Officers were involved in a range of activities, including summer camps, test purchase operations and Duke of Edinburgh award expeditions.

#### JOIN US AT #TOGETHER

Come along to #Together to meet Emergency Services including police horse, Armed Forces & police cadets, face painting, a vintage police car, magician & much more.

DATE  
Friday 07 September  
TIME  
11am - 3pm  
PLACE  
Queen's Park Gardens,  
Ilbert Street,  
W10



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <p><b>Quarter 2, 2018-19: Full recruitment of uplift officers into the Violent Crime Taskforce (VCTF) complete and operational from four bases across north south east and west London.</b></p> <p>The full uplift of 150 officers was completed on 3<sup>rd</sup> September when the last of the new permanent VCTF officers joined the command.</p> <p>The taskforce is operating from four bases located in Barking, Tooting, Southall and Lewisham. Each contains two teams of officers which perform pro-active and disruptive tactics targeting known offenders and violent crime hotspots.</p> <p>In three months, the VCTF have carried out over 3,000 weapons sweeps, nearly 6,000 Stop &amp; Searches, 5,500 Stop and Accounts, made 1,400 arrests and seized 59 firearms and 450 knives.</p> <p>An uplift to the taskforce was put in place late September with 122 additional officers on attachment for three months.</p> |                                                                                               | <p><b>Quarter 2 and 3, 2018-19: We will conduct overt armed operations with cross-Met resources in boroughs impacted by higher gun crime levels, to coincide with historical and predicted gun crime spikes, e.g. Notting Hill Carnival and Halloween. This will supplement our coordinated response to violent crime.</b></p> <p>Co-ordinated firearms operations took place in the run-up to Notting Hill Carnival, leading to a reduction in lethal barrelled firearm discharges compared with last year. These will be continued through Halloween to tie-in with local policing plans.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |    |
| <p><b>Quarter 2, 2018-19: VCTF Co-ordination Centre fully operational.</b></p> <p>The VCTF co-ordination centre became fully operational on 24<sup>th</sup> September. There are four teams operating the centre which provides co-ordination and support functions to the VCTF command team and leadership on the ground from 07.00am to 00.00 seven days a week.</p> <p><b>Quarter 2, 2018-19: BCU CSP Plans implemented and reviewed.</b></p> <p>All Basic Command Units (BCUs) have now developed bespoke Community Safety Partnership knife crime and violence plans, and these are being reviewed to ensure they are extensive and fit for purpose. The process due to be completed shortly. A dedicated VCTF Superintendent has been tasked with overseeing this.</p>                                                                                                                                                           | <br><br> | <p><b>Quarter 3, 2018-19: We begin implementing the four Specialist Crime Hubs model, supported by new Specialist Crime Tasking and Co-Ordination processes. The Specialist Crime Hubs will be geographically aligned to three BCUs, and incorporate Homicide, reactive and proactive teams, which will work flexibly and collectively to respond to the highest threats, harms and risks faced by London.</b></p> <p>The designs for the Specialist Crime (SC) Model and the specialist crime and tasking coordination centre (SCTaC) pathfinder have been completed. Detective Superintendents have been appointed to new leadership roles within the model. Expressions of Interest for roles within the new structure will take place end 2018. Full implementation of the model is expected to commence from Spring / Summer 2019.</p> <p>In November, the SCTaC pathfinder will go live. This will be the first centralised oversight of proactive syndicates in the Met's history. The centre will be overseen by a Commander and located within Met Intelligence to ensure impartiality as it seeks to demonstrate specialist crimes commitment to tackling our Control Strategy (as set out page 15 of our Business Plan). Proactive operations will be prioritised by using MORILE, the national tasking tool used by the NCA, to assess priorities based on risk, threat and harm.</p> |  |

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

Eight civilian investigators (out of the 15 posts) have now started work with the VCTF. They have already produced some excellent results in assisting in the investigation and arrest of outstanding suspects wanted for violent crime. The remaining seven have been selected and will start as soon as the vetting process is complete. We are on course to have all civilian investigators in place during Quarter 3.



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

DIVERT has now expanded to a further three suites taking the total number to six. DIVERT (which seeks to help offenders in police custody into employment or education) is now based at Brixton, Wood Green, Croydon, Lewisham, Bethnal Green and Hackney. In order to sustain this for the next two years, we applied to the Home Offices Early Intervention Youth Fund and are awaiting to hear.



30th October at the NEC's Euro Bus Expo in Birmingham, supported by the Department for Transport. While there is no specific intelligence to suggest bus or other companies are a target, attacks in Europe have seen vehicles hired or hijacked and then driven into pedestrians.

- CT Protect Officers are engaging with subject matter experts and large businesses, delivering ACT Awareness briefings relevant to crowded places and events, on a range of topics, including recognising and understanding the current threat, hostile reconnaissance, dealing with suspect packages and how to respond in a spontaneous Firearms Attack.

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

Laptops and docking stations have been successfully rolled out across key CT functions improving workforce mobilisation.



## Terrorism

Further initiatives have been launched in support of Action Counters Terrorism (ACT) - Counter Terrorism Policing's brand platform which brings together communications to warn, inform and reassure the public, and encourage them to take action to help save lives:

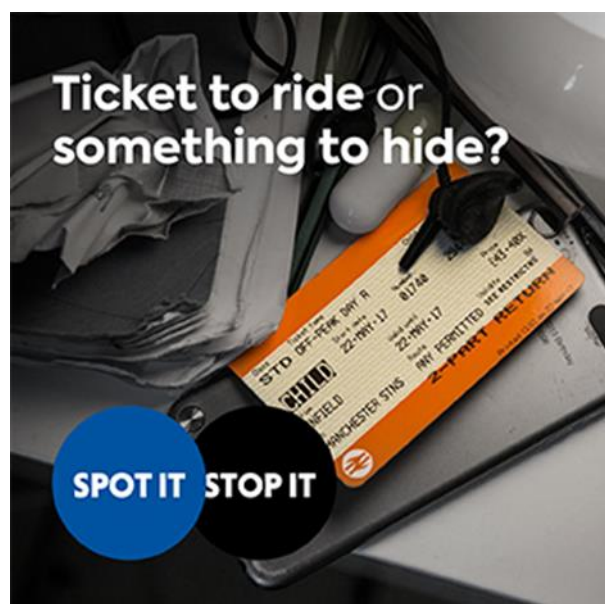
- CT Policing are working with bus and other heavy vehicle companies to offer advice on how to prevent terror attacks. The move follows a recent collaboration between Counter Terrorism Policing and football clubs which saw advice cards issued to stadium staff and stewards. The version for HGV operators details how they can help identify and report suspicious behaviour, and what actions to take if there is an attack. The emphasis is on drivers and other workers not to put themselves at risk. The project was launched

## Safeguarding

### Child sexual exploitation and abuse

Our 'Spot It to Stop It' campaign for Quarter 2 focused on children who repeatedly go missing. The aim of the campaign is to remind all officers that the first step in safeguarding children and young people is spotting the signs that a child is at risk, understanding why a young person is repeatedly going missing and finding out where they have been. Young people will not always want to speak with police officers so they need to use their skills to look at other clues that may be relevant. Many agencies are involved in safeguarding vulnerable children, but decisions are taken on the information provided by officers and small details can be important. The next phase of the campaign will focus on the tools and guidance available to support frontline officers in

Missing Persons cases, as well as partners sharing their expertise and experience to prevent children and young people going missing.



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

Internal awareness continues through our internal Safeguarding communication campaign 'Spot it Stop it' (as set out above). Recent staff survey responses indicate a high level of awareness of the campaign and increasing confidence in addressing child vulnerability.

In addition, following a trial run in Barnet, we integrated key messages on online child sexual exploitation (CSE) into our CyberApp launched across the Met mid-October.

We continue to produce CSE material that can be used for external campaigns, with a focus on operational activity. Early October, Operation Makesafe was carried out London-wide to test the response to CSE of a number of hotels. This operation was featured prominently in media publications and broadcasts. The results are being evaluated and



further operations are planned. The Met and the Shiva Foundation intend to bring together other leading hotels in a summit to agree a partnership strategy.

We remain engaged in 'WAVE' (Welfare and Vulnerability Engagement) targeted at the licencing industry, ensuring it is aware of its responsibilities towards potentially vulnerable people visiting licenced premises. The learning objectives carry a strong focus on identifying vulnerability, sexual exploitation and preventing sexual violence. Alongside the NSPCC we are developing a work strand to raise awareness of CSE within the Taxi and Private Hire industry.

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

The toolkit for SROs has been completed and made available to all officers via the Intranet. It includes electronic forms and guides that provide clear and simple instructions, to ensure more effective risk management both pre- and post-application. In addition the bespoke flagging of SROs and SHPOs on CRIS enables the data to be accurately retrieved for performance measurement.

The development of the digital risk prioritisation tool with the University of Liverpool is in train. We have provided data and briefings to the university staff involved in the project. The next stage is how best the data available can be applied, depending on academic research. It is forecast that this may slip to Quarter 4.



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

The combined CAIT/Sapphire and CSU course started delivery in October 2018. This will provide training for officers whilst we progress with our trial to assess the benefits of officers working across all three disciplines (Domestic Abuse, child abuse and rape investigation). Officers have attended the 1-week Safeguarding Induction course and will go on to attend a 2-week Advanced Witness Interview course, to effectively manage interviews with child and vulnerable adult witnesses.

A further seven courses are planned by the end of this training year, ending March 2019. By this date 144 officers will have been trained in these Specialist Safeguarding roles.

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

CPD training continues to be delivered to all CSE staff. Joint CPD training is scheduled to be delivered to the sexual exploitation team, Frontline/BCU CSE staff and selected others at the end of October 2018.

There is a specific CSE input within the Safeguarding Induction Course to be delivered to all Frontline Policing Safeguarding staff. The Missing Persons course also incorporates a day training on CSE delivered by specialist officers. Content has been developed in consultation with the central CSE team to ensure alignment with our priorities.



## Serious sexual offences

We have strengthened our support to frontline officers in managing registered sex offenders: operation Beat was relaunched in Quarter 2 helping neighbourhood officers recognise the highest risk registered sex offenders (RSOs) in their area. Every day, officers are provided with photos and details of the high and very high risk offenders in their wards by the Jigsaw team, the Met's specialist team for managing sex offenders.

Dedicated Ward Officers (DWOs) are also being invited to accompany Jigsaw officers on visits to high risk RSOs who live on their ward so they can recognise them whilst out on patrol and can provide intelligence on those that pose a risk. This intelligence is essential in preventing some of our most dangerous offenders from causing harm. A DWO in Bexley recognised a high risk RSO from an Operation Beat briefing, when they later saw him during a morning school run. This information, passed to Jigsaw, helped their investigation and resulted in a charge for stalking.

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

A case management team (CMT) is in place for Rape and Serious Sexual Offences (RASSO) cases, with weekly updates and scrutiny of cases sent to the Met RASSO lead for review. Through close scrutiny we hope to bring greater compliance and file quality overtime. The team currently manage on average 30 cases per week and work closely with the CPS to ensure compliance.

The CMT will evidentially review all child abuse/sexual offences (CASO) in February 2019 once the 12 BCUs have merged. This will ensure that safeguarding cases will reach the National File Standard before submission to the CPS. The volume of work in this area will be monitored.



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

Our new Stalking Threat Assessment Centre went live in September. We are



working in a co-located multi agency partnership with Barnet, Enfield and Haringey Mental Health NHS Trust, the National Probation Service and with the Suzy Lamplugh Trust providing advocacy for victims. The CPS have provided two dedicated lawyers for specialist advice (North and South).

The centre:

- Reviews all confirmed stalking allegations, providing advice and guidance to the BCUs
- Manages a cohort of offenders through a behavioural change programme
- Acts as the focal point for an agreed approach to the emerging threat of cyber stalking
- Maintains and develops Met policy in relation to stalking and harassment
- Pioneers the use of new technology to protect victims – geo-shielding
- Pioneers the use of criminal and civil law to protect victims

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

We amended our aspiration to 85 per cent to reflect the higher than anticipated portion of officers who are unable to complete the training immediately owing to maternity leave, long-term sickness, pre-retirement leave etc. This has now been achieved: 85 per cent of officers have completed the College of Policing Disclosure Training package (against 27 per cent before Quarter 2).



illegality of the practice. Seven safeguarding referrals were made to social services.

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

The proposal to roll out has been finalised, and is now awaiting funding approval.

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

Issues with the methodology and timeframe have impacted the proposal which means that alternative avenues to better understand victim experiences and capture the victims' 'voice' are being explored. We are engaged with MOPAC/ London Victims Commissioner who are commissioning a VCOP review via the Victims Board whereby thousands of victims will be contacted to engage in a feedback process. Evaluation findings and recommendations are expected by early 2019.



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

The corporate rollout of Operation Encompass is on track to launch by the end of 2018. The process will use our new cloud-based system 'The Box' which alleviates the need for schools having secure email addresses which has held up progress to date. This system will allow any school to participate, subject to their Board of Governors approval, parents informed, and a designated trained safeguarding lead is in place.



## Domestic Abuse

We are working in partnership with a number of agencies to protect girls who are vulnerable to female genital mutilation (FGM). In Quarter 2, with the Border Force, officers carried out an operation at Heathrow airport to raise awareness of FGM, 'breast ironing' and forced marriage. In excess of 650 adults travelling with young girls from targeted flights were spoken to and provided with information about the risks of FGM and the

Some areas with a secure information sharing process in place are already operating the Op Encompass scheme, however practices vary and the formal roll-out outlined above will put in place a more consistent corporate approach.

Presentations will be delivered by the Rescue & Response unit at the CSE CPD training days, as well as within the Children's Society's Disrupting Exploitation programme to support greater awareness of the partnership work on children criminal exploitation and County Lines.



## Hate crime

**Quarter 2, 2018-19: we will commence audits of BCU performance on hate crime reports, inspecting CAD-to-CRIS conversion rates as well as conduct internal inspections.**

A self-audit for BCUs has been devised as part of the wider Safeguarding audit process. This is scheduled to take place slightly later than planned during Quarter 3 under the governance of the Hate Crime Lead Responsible Officer and subject-matter expert.



## Acquisitive crime

### Moped crime

Offences have continued to reduce in Quarter 2, as we maintain our operational focus on moped related crime. Over four months (June to September) there was a reduction of 48 per cent in crime enabled by powered two-wheel vehicles (4,556 fewer offences) and a reduction of 31 per cent in the theft of powered two wheel vehicles (1,462 fewer offences) compared to the same period last year.

## Modern slavery and human trafficking

**Quarter 3, 2018-19: the National County Line Coordination Centre starts operations, increasing our joint working with the NCA and County Forces to identify, disrupt and safeguard those involved.**

The National County Lines Coordination Centre is fully operational as of 21 September 2018, with the Met contributing, in partnership with agencies across the UK.

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



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

Significant daily patrols have been taking place across London and at high crime locations. In order to maximise intelligence and prevent displacement, coordinated days of action were carried out on two days each month. These were centrally coordinated by Operation Venice, with key themes targeting the theft of powered two wheelers (P2W), P2W-enabled criminality and sale through second-hand markets. The activity has contributed to the ongoing reduction in moped related crime.



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

The 'lock chain cover' media and marketing campaign was developed on partnership between Operation Venice and our marketing team, assisted by partners such as the Motorcycle Industry Association (MCIA).



Marketing material was distributed through the media and social media. Advertising was placed on buses and on recognised routes through volume crime locations. Stencils were put on road surfaces next to bike bays.

The MCIA funded free motorcycle covers to support the campaign, handing these out at motorcycle bays within identified theft hotspots.

The Met had a stand at the Excel London Motorcycle show, showcasing tactics, successes and crime prevention material.

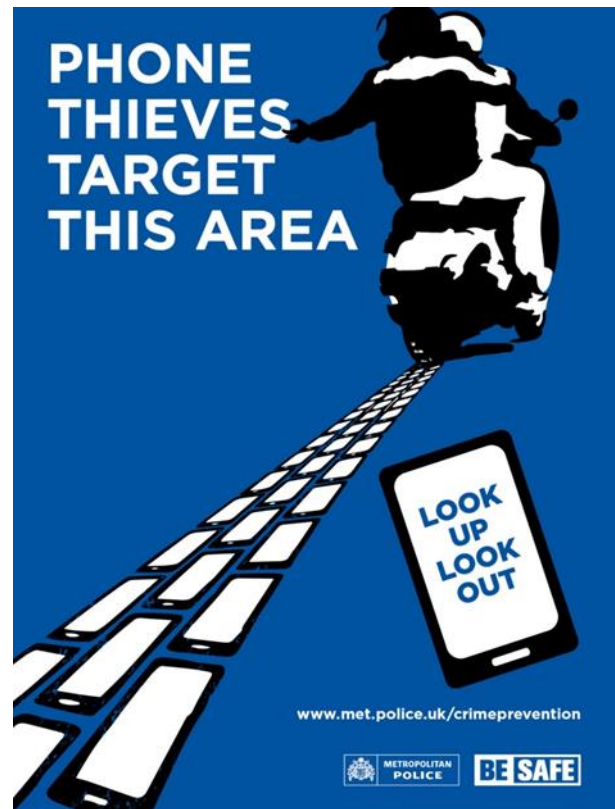
Evaluation showed the campaign has achieved a recognition rate of 63 per cent and we have now launched a 'Look up Look out' campaign to prevent associated theft of mobile phone. Working in partnership with Vodafone, customers are alerted about mobile phone security, the dangers of snatch theft and they are encouraged to reduce their vulnerability to these offences (by being aware of their surroundings, activating their phone's security features and registering it on the Immobilise database).

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

A portal was designed and trialled whereby delivery drivers could upload video footage of suspects/activity. The pilot was advertised within the delivery sector but to date, use has been limited



In order to drive continued engagement with the delivery sector, a round table event was set up at New Scotland Yard with crime prevention advice and business impact statements to capture the wider impact on the delivery sector. Another round table is in the process of being arranged for November.



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

We are in the process of entering a procurement process for an additional 10 new bikes. This has been delayed due to the current motorcycle model we have being superseded. Due to this, we have to enter a new testing phase with companies to identify a bikes which fit our business needs. Additionally, due to radio shortages, we have undergone a procurement process to purchase radios for the new bikes. These radios have now been delivered and we anticipate the motorcycle procurement process to



be complete by the end of the financial year.

PROSpike purchase has been delayed as a second generation model is due within the next six months, which could see the unit decreased in size, making it easier to store within our vehicles and handle. In the meantime a number of 'Stingers' have been purchased for BCUs.

Additional motorcycle training courses have been agreed by MET training, but we await the allocation of courses.

Operation Venice is the Met's response to moped and scooter theft and crime enabled by scooters and mopeds. We have been trialling the use of 'forensic tagging' spray to help with the identification of suspects and vehicles involved in such crime.

Forensic tagging spray is a uniquely coded water-like substance, containing a fluorescent dye that glows blue under a UV light. The spray is discharged from a hand-held canister onto the suspect, and the vehicle they are riding.

Suspects, vehicles, clothing and property found with marks on them can be analysed to determine the time, date, location and circumstances when the spray was discharged.

The spray is a corroborative tool that provides additional evidence to support existing footage from CCTV, mobiles, witness accounts or seized property. Marks found on a suspect, or scooter, will help to place them at the scene of a crime.

Forensic tagging, along with other innovative tactics, has played a significant role in achieving successful convictions for a number of offenders.



## 3- Achieving the best outcomes

We are continuing to implement our Local Policing model which brigades 32 boroughs into 12 BCUs: half of frontline policing is now operating under BCU structure and shadow leadership structures are in place across the remaining boroughs in preparation.

The model delivers increased proactive capability and preventative ward-based policing with at least 2 DWOs and 1 PCSO in every ward. It introduces a revised investigative model with most crimes being investigated by first responders to improve victim care.

### Responding to the public

In August we implemented the Interactive Voice Response system (IVR) in our first contact call centre (MetCC).

The level of calls coming into the Met has been very high. The new system enables the caller, through an options menu, to be forwarded onto the correct department within the Met, thus reducing the amount of non-emergency calls coming first into the telephony service. Early indications suggest it is helping to reduce volumes for our handlers at MetCC, with an average of 37 per cent of 101 calls directed through IVR (almost 9,000 calls up to the end of September).

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

A concerted campaign of recruitment in MetCC was initiated in October 2017. Between January and October 2018, 225 new operators have joined MetCC along with 20 external supervisors (with nearly 20 more supervisors having been promoted internally).

If attrition is taken into account (retirements, resignations, promotions and support of corporate objectives such as Police Staff to PC recruitment), MetCC will reach Budgeted Workforce Target (BWT) for operators and supervisors by the end of 2018/19.



Recruitment will continue into 2019/20 taking into account ongoing natural attrition, support of the BAU to Despatch programme and also improved service levels afforded by the implementation of technical advances such as IVR and Single Queue.

The effects of all these combined efforts has seen the average answering time for non-urgent 101 calls to the MPS fall to below 100 seconds. The comparable time for non-urgent calls to HMRC is 227 seconds (Feb 2018) and 573 seconds for British Gas (October 2017).

It is also noted that recent internal research shows that 57 per cent of calls to 999 were of a non-urgent nature and nearly 17 per cent of the calls to the MPS are not a police matter at all.

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

All full time MetCC staff and officers have now been trained in THRIVE+, and training is continuing for officers as BCUs go live. Implementation within MetCC started in August with a soft launch, and is continuing alongside a thorough evaluation of how the change is landing, and its effect on staff and demand. After a stabilisation period at MetCC, and a full evaluation, a case for a Met-wide roll-out will be considered later in 2019.



### Investigations

The Met has become the first British police force to develop its own mobile fingerprint device, known as INK (Identity Not Known).

Mobile fingerprint devices have been in operation since 2012 using a third party supplier, but this is the first time a force has developed and trialled our own. 600 devices will be rolled out over the next six months to frontline officers, Roads and Transport Policing and other units including the Territorial Support Group. INK scans suspects' fingerprints to confirm their identity within 60

seconds and flags if they are known to the Criminal Records Office and Immigration Enforcement databases. Evaluation has shown the device saves time and money by doing checks on suspects in the street, rather than having to take them into custody.

A state-of-the-art DNA profiling facility opened in Lambeth providing end-to-end forensic examination process. The new laboratory has been designed to service the needs of the Met using a combination of small extraction robots and innovative liquid-handling robots. It allows for urgent DNA samples to be analysed quickly, significantly reducing the time taken for DNA profiling.

The facility will process urgent and high priority cases initially, with an expansion of this service scheduled later this year. This will assist front line policing with real time results to aid investigations, and forms part of the strategic ten-year DNA innovation roadmap.

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

A second campaign to recruit up to 300 direct entry detectives was launched Summer 2018. This offers opportunities for people without previous police experience to join the Met as Trainee Detective Constables. This is part of our strategy to welcome a more diverse workforce, and to ensure we have officers with the skills, tools and approach necessary to police a London.



**Quarter 2, 2018-19: (as part of our streamlining of policies) remove the need for Inspector authority for circulation of wanted suspects on PNC and for arrest CADs – transferring it to the Officer in Charge.**

Both changes have been authorised by the Internal Demand Reduction Board. Following toolkit and website updates, it is expected that the revised processes will go live in December 2018.



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

The Met introduced a digital asset management solution, Box, in Quarter 1 in order to improve how digital information is accessed, stored and shared. Throughout the course of Quarter 2, Box has been rolled out to all users within the Met and we are now in a process of embedding the capability within the BCUs and other departments. The project team has briefed access controllers and assisted with the set-up of file structures on most BCUs, with only South East BCU to bring on-board.



Work continues with the Crown Prosecution Service to support the sharing of digital evidence between the Met and the CPS. We anticipate this will be ready during the early part of 2019.

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

The Remote Search and Review project mobilised late July 2018 with a Met project team working with the software supplier Magnet. Internal governance and reporting are now in place, the technical design is approved, used cases and scenarios have been produced. The project is moving to a Build and Test phase and will be working with the supplier to validate the products capabilities. The team will then start to utilise real life cases.



## Managing offenders

**Quarter 2, 2018-19: We will conduct a peer review process for Youth Offending Teams in BCUs.**

The peer review is now complete, with the findings being collated into an evaluation report, anticipated to be finalised by end of 2018.



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

Guidance for officers carrying out voluntary interviews of suspects was published to all staff in September 2018. This reflects changes in law that require investigators to assess the vulnerability of suspects prior to interview and, where appropriate, arrange for the provision of an Appropriate Adult. Voluntary interview suspects are also to be allowed to access services that previously were unavailable to them such as Diversion projects. The team have built on the existing framework to support investigators with easy to use guidance. We are currently carrying out a dip sample of cases started since the launch of VA and will report back findings.



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

A randomised controlled trial (RCT) (Out of Court Disposal (OCD) pilot) is now live in Barnet. The long term aim of the pilot is to ascertain whether a person has a better chance at rehabilitation and deterrence from reoffending by being dealt with through OCD with interventions / diversions or through going through the Court process.



Considering volumes through custody and length of process, we anticipate that it will take longer than 2 years to the point of follow-up evaluation.

This RCT has now been adopted by MOPAC for their part of a Ministry of Justice pilot that will start next year (2019).

## 4- Developing our key capabilities

The Met is committed to transforming how it operates and has an ambitious transformation programme as we look to build confidence and tackle the issues that matter to the public; lead and equip our people; create a flexible and agile organisation; and exploit digital technology.

A new senior leadership structure had been embedding in Quarter 2, as we look to ensure we are configured in the best possible way to meet the operational and transformational challenges of the future. Following the introduction of new operational policing commands for Frontline Policing, Met Operations and Professionalism, the Met's corporate functions have been drawn together under a Chief of Corporate Services, coordinating delivery across Commercial, Finance, Estates, Human Resources, Media and Communications, Strategy and Governance, Legal and Transformation.

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

The Met's Direction, the Met Strategy to 2025 has been finalised and was published in the Intranet. In Quarter 3 it will be cascaded through the organisation, so everyone is clear about corporate priorities and their role in supporting implementation.



## People

The Leading for London leadership programme has engaged 10,000 officers and staff over Quarter 2, with integrated activities including digital learning, face-to-face workshops, individual coaching and personality analysis to equip them to lead in a modern police service.

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

Activity has slipped into Quarter 3. There are currently over 3,200 users signed up to the CDS of which 69.9 per cent are females and 44.7 per cent are BAME.



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

The Leading Constable pilot went live in Central North in July 2018 and will run to December. The pilot provides opportunities for Police Constables to develop their career and gain a financial reward, by coaching and mentoring less experienced colleagues. 82 constables are taking part.



It is anticipated that the scheme will positively impact team morale, operational effectiveness and leadership. The initial period of the pilot focused on implementation and support, leading up to the first additional payment application at the end of September. The focus is now on capturing evidence and learning, through focus groups, surveys, and interviews.

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

We are on target to launch our targeted women's campaign in November 2018. We aim to create an inspirational, empowering and brave campaign to showcase and celebrate the role of women in the police, challenge stereotypes and recruit more females than ever before.



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

There is a slight delay: following invitation to tender, activity in the next quarter will be focused on bidder evaluation, with preferred bidder status in December. The contract award is anticipated for Quarter 1, 2019-20.



### Quarter 3, 2018-19: flexible BCU survey and focus groups to be

**completed, to set up a tailored flexible working best practice.**

Following the flexible working survey in the summer, the Survey Report was published on 20 September 2018. A meeting was held with the BCU Commanders to discuss the survey report and next steps. Focus groups have been arranged to take place with the two BCUs in November. It is anticipated that recommendations from the focus groups will be implemented in 2019.

**Quarter 3, 2018-19: development of our Health and Wellbeing 2018-20 Strategy, using the Health Needs Survey to understand the issues that impact our workforce and consider what more we can do to improve workplace health and wellbeing.**

Our Health and Wellbeing Strategy will be presented in October setting out the organisation's commitment to improving the health and wellbeing of the workforce over the next two years.



- **Complete initial capital prioritisation exercise to inform the 2019-23 budget submission.**
- **Finalise budget scrutiny outcomes for Management Board consideration.**

- Complete: system changes made on PSOP with effect from 17 September
- Complete: accounts published by statutory deadline of 31 July 2018
- Complete: the revised capital programme was discussed at Management Board on 12 September. Further revisions have been made following consultation with Property, Digital Policing, Fleet and Transformation. The revised capital programme will be discussed at Management Board in November.
- The final budget paper will also be presented in November.



**Quarter 3, 2018-19:**

- **Draft revenue and capital budget submission to the Mayor.**
- **First cohort completing "Finance Business Partnering Diploma" in line with objectives to professionalise service and support our staff.**
- **Update our Corporate Financial Governance Framework - including scheme of delegation, financial instructions and the scheme of devolved financial management.**
- **Publish draft financial assurance framework.**
- On track: to be discussed with the Mayor, Deputy Mayor and MOPAC in November.
- Complete: 22 Finance staff attended the course.
- Report produced on Assurance Framework, now being taken forward by our Chief Accountant. A first draft of Action Plan due at the end of November.
- Update of Corporate Finance Governance documentation will follow but likely to move to Quarter 4.



## Finance and Commercial

**Quarter 2, 2018-19:**

- **Major change to organisational ERP to reflect organisational Executive Redesign.**
- **Publication of annual accounts.**