

Metropolitan Police Service

Met Business Plan 2017-18, Quarter 4 update (January to March 2018)

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1- Introduction

Operational policing in London is the responsibility of the Metropolitan Police Commissioner, Cressida Dick.

The Met's 2017-18 priorities were to:

- Tackle violent crime and especially knife crime which affects young people across London
- Counter terrorism and review our strategy, tactics and resources in light of the threat
- Protect children and develop a robust approach to tackling child sexual exploitation
- Transform the Met to become a modern police force using technology, data, skills and engagement to fight crime more effectively

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. It complements the Mayor's Office for Policing and Crime (MOPAC) quarterly data pack.

Some of our Business Plan quarterly milestones focus on the implementation of our transformation portfolio (the *One Met Model*), 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 March 2018.

Milestone reporting

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

Quarter 4 milestones are set against a green background

We are also using this quarter to go back to Q1, 2 or 3 milestones that were experiencing delay at the time of reporting. Boxes in blue provide an update on these.

Status is assessed as follows:



delivered



on track



some delay

Quarter 4 overview

At the beginning of last year, the incoming Commissioner set four priorities for the Met in 2017-18. These are set out in the contiguous column. Substantial progress has been made on all four priorities – as set within this report and in previous quarters – but this has not diminished the size of the continuing challenge.

In 2017-18, we invested and deployed significant additional resources to tackle the serious violence that affects young people. We intensified Operation Sceptre, seizing record numbers of knives and guns and arresting people for possession of knives.

There have been some initial signs of impact: scooter-enabled crime, which rose steeply since 2014, is starting to abate; knife crime injuries among the under 25s have levelled off. However, these provide no reason for letting up: on an average week, still, 40 young people are stabbed in London, and we are seeing a rise in group attacks and fights. The number of homicides, 46 in Quarter 4, is a huge concern. We are upping our enforcement activity with more presence of uniformed officers on the street. We are multiplying pro-active operations. And of course, our homicide investigators are working hard, with arrests in 39 investigations and charges in 30 (as at end March).

But to tackle the roots of the issue requires a whole community response. In Quarter 4 we've worked with social media companies to take down gang videos. We supported community weapon sweeps, such as across Croydon town centre with local churches and volunteers. We have worked with analysts from the Home Office, ONS, MOPAC and London boroughs to delve into millions of records and data for additional insight into the drivers of violence and its prevention. The Home Office Serious Violence Strategy renewed focus onto the drugs market and on County Lines. The Mayor launched the Young Londoners Fund investing £15million a year to help young Londoners at risk of getting caught up in crime, and he is providing us further funding towards a new Violent Crime Taskforce focusing on hotspots.

Tackling violence will remain our number one priority in the coming year, but if we are to reverse, rather than stem, the trend, we need all Londoners to make it their priority too, in their communities, families, schools, and in their neighbourhoods. And our impact will be strengthened by continued pro-activity from boroughs, media, health services, youth services, public and private sector partners.

2- Our focused priorities

Keeping children and young people safe

In March, we co-hosted the annual London Child Sexual Exploitation (CSE) conference with Barnardo's as part of a week of activity to raise awareness of the issue, coinciding with National CSE Awareness Day on 18 March. The key themes covered included online abuse, understanding children's risk of harm outside of their families, and the importance of early intervention and partnership working between the police, the public and private sector and the wider community. Key attendees included Met borough commanders, local authority members and sector professionals.

Earlier in February, HMICFRS published its final national child protection report following up on its December 2016 recommendations. The report recognises the improvements that have taken place over the past 12 months – some are captured in the milestone below - but it also highlights the work that is still necessary to ensure consistence of approach from our frontline officers. We accept this, and will continue to focus on improvements, establishing joint teams within the BCU model, identifying and spreading best practice amongst safeguarding boards and at officer level.

In response to a large increase of knives found in schools, we are increasing the number of schools officers, broadening pupils' awareness and increasing the use of technology (wands. arches) with the support of the Mayor.

Q4 milestone: "Demonstrate robust progress on Child Protection processes, performance management and through cases audit based on HMICFRS methodology"

We have demonstrated a robust progress but more improvements are required. The Dedicated Inspection Team (DIT) continues to support the work of the Child Protection and Vulnerability Board, where it presents its findings. Persistent main challenges (such as front line supervision) affecting the delivery of service improvement are identified in monthly audits. These are reviewed by the board and shared with the Lead Responsible Officers so they can be addressed.

The size of the team means its capacity is limited: in order to achieve more and expand our audit and inspection process a proposal has been to developed which at the time of writing being discussed with MOPAC and others.

The first three months of the 2018 inspection programme have resulted in 196 cases being audited, with Met-wide thematic reviews of Missing, CSC referrals (including domestic abuse exposure), children in detention and police protection. Findings help us assess the direction of travel.

In the final HMICFRS report, 89 per cent of their 214 cases reviewed were graded either "Requires Improvement" or "Inadequate". Of the 196 cases we reviewed in January, 72 per cent attracted the same grading. There is some evidence of a gradual improvement from the small samples inspected. But it still isn't satisfactory.



An audit of 135 cases by both DIT and HMICFRS in Quarter 3 of the 2017 re-inspection provided a baseline of 37 per cent of cases graded 'Inadequate' and referred back for immediate action.

In Quarter 4, the percentage of cases graded inadequate from the current DIT assurance process were:

- January: 52 per cent
- February: 19 per cent
- March: 11 per cent

BCU response to cases escalated for action by DIT is improving since the observations from the inspections. An average of 43 per cent of these cases receive a "Good" rated response with four per cent found "Inadequate".

Frontline supervision is a key area that needs to improve. We are making some progress which will need to be sustained: Grades 1, 2 or 3 (positive) have accounted for 67 per cent (February) and 69 per cent (March), up from 50 per cent January. Cases graded 4 or 5 (unacceptable) decreased from 14 per cent in January to 2 per cent and 6 per cent, respectively in February and March.

Q4 milestone: "Subject to BCU roll out, provide an extra 400 officers protecting vulnerable people"

We are on track and ready to deliver this. The uplift of 400 officers into Safeguarding and Offender Management will be complete at the point of full BCU implementation, currently scheduled for January 2019.

Q4 milestone: "Subject to BCU roll out, deploy 600 Safer Schools Officers, with a named officer for all schools in London"

The deployment is also linked to the roll out of the BCUs and, in line with the BCU implementation, it is on track to be delivered by the end of 2018. The deployment is made up of 600 Safer School Officers, Youth Engagement Officers and volunteer police cadet co-ordinators. As at February, 319 were already in place.

Q4 update on delayed Q2 milestone: "Review arrangements and future needs for juveniles in detention, including provision of health services and appropriate adults."

A multi-agency "Children in Detention" task-and-finish group was set up in Q2, with representation from Directors of Children's Social Care, LSCB Chairs, Health, third sector and Met Detention. The group is seeking solutions to HMICFRS observations regarding secure and appropriate local authority accommodation for juveniles, and on the provision of appropriate adults. We provide pan-London data on children and young persons in custody to support local discussions with boroughs and identify service failures or challenges that need to be addressed.

A pan-London concordat has been drafted but is yet to be agreed across all boroughs. The group is looking at establishing a Memorandum of Understanding to standardise protocol on responsibilities and ensure consistency on escalation processes.

Tackling violence against women and girls

In December, in the wake of the R v Allan case, we announced a review, with the Crown Prosecution Service, of all rape cases heading to trial. We seconded 120 officers to look into 600 rape and serious sexual offence cases. This is now complete and we are using this audit to strengthen our future processes through a joint CPS-Police disclosure improvement plan. The plan covers issues such as training, governance and digital capability. The court case brought to the fore the substantial capacity challenge created by the exponential increase of digital evidence in past decade, through social media, texts and other digital applications.

We supported MOPAC in the development of the Mayor's strategy to tackle violence against women and girls, working towards better services for victims of sexual abuse, tackling harmful practices such as FGM and using technology such as Body Worn Video to counter attrition in domestic abuse prosecutions.





In February, we campaigned as part of the national sexual abuse and sexual violence awareness week. Key messages and posts on the Met's various social media accounts focused on four points with, each day, key content and links to further information and support:

- *Police can help you if you have been sexually assaulted or abused*
- *Police are here to help all victims of sexual violence*
- *It is not ok to sexually exploit or abuse anyone*
- *Tell someone about those that are causing harm to you, or others*

Q4 update on delayed Q2 milestone: "Work with MOPAC and partners to expand women offenders diversion offer, such as, subject to a successful Transformation Fund bid, the Women Offenders Diversion Scheme through four London hubs"

Following the unsuccessful Transformation Fund bid, a new proposal for female diversion using community resolution and conditional cautions on 10 boroughs (BCUs) was approved internally in February 2018. A Project Board is in place that will flesh out the detail required for its roll-out. MOPAC are working through the resource requirements to ensure there are services that the Met can refer into as part of the conditions of an out-of-court disposal.

Q4 update on delayed Q3 milestone: "Female Genital Mutilation (FGM) action plan in place with training and performance monitoring actions"

The London "honour based" abuse Action Plan is in place. A business case for training was

unsuccessful as a result of competing demands in Met Training. The team is pursuing alternative means to raise awareness and support officers. This will include training of the national cohort of Police Now recruits in Summer 2018 and developing a "hydra" exercise (immersive learning) on FGM for the Inspectors' promotion course.

Tackling hate crime

The Commissioner gave an interview to the BBC for a programme marking the 25th Anniversary of the murder of Stephen Lawrence in April 1993. Through the determination of his family to build something positive from the tragedy they endured, this murder was a catalyst for huge and positive change throughout British policing. Indeed, the Met of today is not the Met of 25 years ago. The Commissioner highlighted the need to continue building on Stephen's legacy, with stronger relationships with communities; and the importance to champion the most professional investigations; compassionately support those who need us and, through our recruitment, grow even more representative of London's diversity. *"Each and every person we serve must feel we are compassionate; professional and listen, that we act on behalf of everyone"*.

Q4 milestone: "Review the Online Hate Crime Hub in light of the first year evaluation and agree next steps"

The Hub has undergone formal evaluation by MOPAC and has met its objectives. The project has had considerable success in forming relationships with social media providers, third sector and civil society groups. Of specific note, the relationship with Stop Hate UK and its function as an independent referral agency for hate incidents, has led to considerable success in having sub-criminal offensive material removed swiftly.

The next steps for the project are dependent on ongoing funding for the non-police aspects of the Hub, supported by MOPAC and, up to Quarter 4 by the Home Office Police Innovation Fund.



Making London safer

March saw the publication of Max Hill QC's report into the Westminster attack, which described the investigation by the Met's Counter Terrorism Command as "impressive, flexible and fast moving" and commended officers on their use of their statutory powers. A year on, our thoughts remain with the victims, their families and the many people who were injured during this attack.

In March, we launched the latest phase of the ACT "Action counters Terrorism" campaign to help raise public awareness of the importance to be vigilant, signposting people to report any suspicious activity through online channels. This is a national campaign, supported by partners across the business sectors, and with a particular focus on those providing security or working in the vehicle-hire industry.



March 2018: Launch of ACT Action Counters Terrorism

Q4 milestone: "Develop business engagement to raise awareness and improve protective security capability"

We developed business engagement throughout the year. In Quarter 4 we continued to deliver counter-terrorism awareness to the private sector through "Project Griffin" and "Argus". A new tool to support businesses delivering this awareness themselves has been undergoing development and user testing. It will be launched nationally in Q1 18-19, enabling CT awareness to be delivered to a significantly larger pool of private sector employees.

In February we held the second "Step Change" summit at the London Stadium. Together we identified six priority areas



for further collaboration (crowded places; security and resilience; transport; cyber; tourism and finance) which are being delivered through a national action plan.

In Quarter 4, the national REMOVE campaign was refreshed. Working in partnership with Public Health England, a training package was delivered to blue-light services on how to respond to an incident involving hazardous substances. To ensure consistency in operational responses, the training material has been cascaded to the voluntary sector (St Johns Ambulance and British Red Cross), the NHS and the security sector. We are now working with the Department for Transport to adapt it to their staff and wider audience.

Q4 milestone: "Develop a toolkit for frontline staff and investigators dealing with modern slavery, identify opportunities for sustained training for first responders (within local authorities and key private or public organisations) to ensure that victims are appropriately identified and referred through the National Referral Mechanism (NRM)"

The toolkits are now accessible through the intranet to all Met officers and staff. They provide guidance on the initial steps to be taken to safeguard a victim of modern slavery, as well as the referral processes. The Modern Slavery and Kidnap Unit also provides 24/7 advice and support.



The Modern Slavery and Kidnap Unit, Safer Transport teams and Integrated Offender Management are currently in consultation with MOPAC to look for support to extend the 'Train the Trainer' initiative. If additional funding can be secured, boroughs and agencies will have another opportunity to access this training (there was a small number of local authorities that were not represented during the initial phase).

Additionally, with the introduction of the BCUs, there is a real opportunity to provide awareness events in a multi-agency setting to encourage closer collaboration.

The National Crime Agency has recently published the 2017 data from the National Referral Mechanism: the Met submitted 178 referrals in the last calendar year compared to 93 the year before. The increase demonstrates an improving understanding of modern slavery amongst frontline officers. <i>Q4 milestone: “Identify and work with more faith groups, NGOs and charity organisations which provide post 45-day NRM support for victims of modern slavery and build on effective collaborative partnerships such as Medaille Trust and Salvation Army (for initial care and assessment of potential victims of trafficking), Bakhita House or Allola House to ensure effective support and further capacity for victims of modern slavery”</i> Our NGO network continues to mature and expand. Through the support of Bakhita House, 45 women have had the confidence to formally report modern slavery allegations to the police or work with us to progress investigations. Six prosecutions have already taken place with a further three soon to start at court. During the next quarter, we will build on work with the Diocese of Westminster to further extend our network to include other faith groups and encourage active participation in our established projects. <i>Q4 milestone: “Respond to the emerging and increasing threats of fraud and cyber-crime, maintaining focus on pursuing those involved in this criminality, as well as developing prevent and protect measures to reduce the numbers of London victims of fraud and cyber-crime.”</i> Operation Falcon focuses on fraud and cyber-crime, significantly contributing to bear down on the economic impact of cyber-crime in the UK with several significant arrests. One suspect was arrested whilst carrying out multiple continuous cyber-attacks against UK businesses to harvest their customer data. Examination of one SD	✓ ✓	(storage device) card revealed 134 million email addresses and passwords, and the details of 60,000 credit cards - the potential for harm to London residents was significant. Online shopping is a significant area for fraud: the National Fraud Intelligence Bureau published 2017-18 data showing 6,879 London victims reporting losses of £29,344,662. Operation Arad focused on one particular organised criminal network committing online shopping fraud, with 4,000 victims having reported a £14.5 million loss. To date 56 suspects have been charged and sentenced to a total of 90 years in prison. A pilot is also being undertaken with some auction sites to provide messaging at the point of payment to reduce the instances of fraud. While Falcon “Pursue” units dealing with National Fraud Intelligence Bureau referrals might support victims from anywhere in the country, our “Prevent”, “Protect” and “Prepare” strands focus solely on London residents and businesses: • reducing the risk of them becoming victims of fraud and cyber crime • diverting potential future fraudsters/cyber criminals • educating people on minimising impact if they do find themselves a victim We are working with the banking sector to put a process in place to stop mandate fraud (whereby fraudsters obtain details of direct debits, standing orders or account transfer details and amend them to transfer monies to other accounts). In 2017-18, Action Fraud received 1,659 such reports totalling a value of over £33 million. The team have created a cyber app providing officers with advice on criminality, search and seizure as well as protection advice for the public. This app was rolled-out to the first mobile devices in March 2018 as part of an initial trial. Officers seized more than £500,000 worth of crypto-currency Bitcoin. The main suspect and an accomplice were convicted of selling illegally obtained
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financial data on the dark web. This is the first time the Met has seized a form of cryptocurrency, with only one other seizure reported in the UK.

Q4 update on delayed Q2 milestone: Finalise the Business case for Skills House (on Firearms training)

The business case is in the process of being finalised and will be complete in Q1 of 2018-19.

During Quarter 4, the Met supported Wiltshire Police on the Salisbury investigation, putting at its disposal the skills and resources of our CT network, and giving it wider assistance through mutual aid. The 380 exhibits seized help give some sense of the size of the enquiry.



AC Neil Basu briefing media on Salisbury incident.

3- A safer city for everyone

A visible presence

Bearing down on violence has been the Commissioner's top priority since taking post in April 2017, and fighting knife crime has been a central focus of our operational activity.

During the two months of Operation Winter Nights, we made over 900 arrests and took more than 350 weapons off the streets. In February, a week of Sceptre activity resulted in a further 250 arrests. We intensified Stop and Search, and carried out numerous weapon sweeps. Territorial Support Group and Dogs Unit assisted with the execution of warrants and the patrolling of crime hotspots and transport hubs across London.

Whilst we are committed to doing all we can from an enforcement perspective, partners have an intrinsic role to play in London's response. In Quarter 4, we met with the National Crime Agency to deepen our collaborative practices, we carried out joint operations with BTP and the City of London Police, and supported the Home Office and MOPAC in their strategic work. Of critical importance is community engagement, support, and community confidence.

The rollout of body worn video helps with this in the context of our increased use of Stop and Search, whilst local residents' involvement in activities such as weapons sweeps has been extremely positive.



In February, a joint knife arch operation in Stratford run with BTP, City of London Police and our Project Servator team resulted in five arrests.



The Commissioner taking part in a weapon sweep.

Q4 milestone: “Review performance against the local priorities of each borough and agree the 2018-19 crime priorities with each of them.”

Performance against local priorities is reported quarterly through MOPAC's published performance report. MOPAC and the Met are finalising discussions with London Boroughs with regards to the setting of next year's local priorities.



Q4 milestone: “Ensure the safety of major events in London including Notting Hill Carnival and New Year's Eve.”

Against an increasing number of events and heightened risk, the major events were safely delivered in 2017-18. In Quarter 4, reaction to international issues predominated, notably in the Kurdish and Palestinian communities. Public concern at events following the terrorist attacks remains high, and the outcome of the Osbourne trial continues to influence the expectations of policing on some events.



Q1 will see further challenges including Commonwealth Heads of Government meeting, significant ceremonial events and international visits.

An accessible force

In Quarter 4 we started to introduce Community Contact Sessions to provide communities face-to-

face access to our services locally. These take place at least once a week, for at least an hour in every ward across London. Certain wards in Barnet, Croydon, Enfield, Harrow and Hillingdon will offer enhanced sessions twice a week to enable the public furthest from a front counter to have access to our services at a fixed time and place.

Q4 milestone: “Roll out e-reporting forms and tools for most crimes through the new website.”

These were successfully rolled out, and further advances are now being implemented: the Live Chat “proof of concept” went live on 12 March – Operators in MetCC are now able to assist the public over Live Chat on our Road Traffic Incident website page and on the “Contact Us” forms. The service will be expanded to all online services following a 3-month pilot. So far, 268 Live Chats have been instigated. 85 per cent of people surveyed would re-use the service. 75 per cent of people surveyed have said they found it very helpful.



A Business Change plan and interim design are being developed for the delivery of new online forms and services (including anti-social behaviour), MetCC automation and THRIVE (framework to assess policing response). Implementation will start in May and run until October. Work has also commenced on the design of the Contact and Resolution Service to transform how the Met responds to the public, so that up to 80 per cent of demand can be resolved at first contact.

Q4 milestone: “Develop our Twitter and other social media channels to support information and non-emergency reporting.”

This has been delivered. Each ward has a Twitter account linked to its local page on the Met website and this content is gradually establishing itself. Non-emergency online reporting (crime and non-crime) went live in March 2017 and is now attracting up to 10,000 reports per



month. By Quarter 4, 80 per cent of road traffic collisions were reported online.

Q4 milestone: “Guarantee 24 hours a day seven days a week police stations across London and in every borough, and consult on other access changes.”

The MOPAC Public Access and Engagement Strategy published in November confirms this. The full strategy is published [here](#).

Q4 milestone: “Develop a final business case for the proposed changes to front counters.”

Following agreement of the revised approach to front counter transformation, security and building inspections were undertaken to the front counter at both Wembley and Mitcham Police Stations to help determine the new front counter requirements.

The findings from this are under review and the development of the initial outline business case for the proposed changes has commenced. A cost plan for the proposed works will be developed.

The approach to develop initial concept designs whilst introducing a slight delay to the final business case, will provide more detailed information to inform the value for money position.



Police in Haringey carried out a proactive policing operation in response to the recent increase in youth violence. Operation Surge took place 23 March, and saw almost 100 uniformed and plain clothes officers conducting patrols.

Q4 milestone: “Implement all Basic Command Units (BCUs) depending on decision made on roll out in Q2.”

The BCU model was approved by the Commissioner in Quarter 4. The two Pathfinder sites have stabilised and are now performing well. We incorporated learning from these pilots into the main programme, which is scheduled in three “waves” concluding in Quarter 4, 2018-19.

Q4 milestone: “Complete the roll out of the In-Vehicle Mobile Application (IVMA).”

This has been largely delivered. There are now 1,103 vehicles completed. Overall the feedback from officers has been positive.

The only exception to this is ANPR vehicles (Automatic Number Plate Recognition) which were originally out of scope and were later brought into scope. ANPR vehicles have now commenced roll out, with 10 gone live since the beginning of April 2018. The plan is to complete by end May 2018.

Q4 milestone: “Have in place BCU Professional Standards Champions under the new pathfinder model.”

Appropriate Authorities (or professional standards champions) are now in place across operational command units.



An effective response

Building on the roll-out of laptops and tablets to officers and staff, we are making the most of this mobility by developing apps for the devices: CRIS (the Met Crime Reporting Information System which allows officers to create, update and view crime reports) is now available. An “eForms” app is currently in evaluation in Harrow and Brent which allows to save and store statements, get them signed, attach photos from the device camera and upload them to the file without officers having to go back to the station with hard copies.

Local and specialist investigations

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

Q4 milestone: "Monitor the impact of the wider use of Body Worn Videos (BWV) on complaints, misconduct and officer welfare."

The impact of BWV is being monitored. They have not been in place in a long enough context across the entire Met to provide a fully accurate picture, but they are undoubtedly helping to reduce and address complaints including through the timeliness of the conclusion of investigations.

Separately, Professionalism are implementing a series of measures that are achieving a reduction (a trend which incidentally is experienced nationally), including the Complaint Recovery Scheme developed and implemented by in partnership with the Independent Office for Police Conduct. In the year to Q3 the Complaints Service Team (CST) reduced public complaints by approximately 1,800 cases through robust use of service recovery (a process whereby low level failures in service delivery are resolved in a timely manner and to the satisfaction of the complainant, on matters such as failures to restore personal property or a failure to update a victim on a crime report, both are of the type which are easily resolved). The emphasis is on early engagement, acknowledgement and resolution. All service recovery matters are recorded for accountability and scrutiny. Where resolution is not attainable, the matter is recorded as a public complaint within the statutory timeline of 10 working days.



Q4 milestone: "Fill the majority of the current detective shortfall in numbers."

Generally, the numbers of Detectives across the Met have remained level and therefore the vacancies are circa 500. We are mitigating the risk through the use of civilian investigators, which bring the gap down to circa 300 vacancies.

The Detective Career Pathway launched in Quarter 4 but intake was not to the number anticipated. We nevertheless have a healthy candidate pipeline and plans are in place to rectify this, but it will be Q2 of 2018-19 before we see an improvement of intake numbers.



Q4 update on delayed Q2 milestone: "Finalise the business case for Covert Policing Management platform"

The business case has been approved by MOPAC. Commercial elements are ongoing before we deliver an integrated plan with the successful bidder. Work will commence summer 2018 and the first tranche is scheduled to be delivered winter 2018

Q4 update on delayed Q3 milestone: "Finalise the Business case for Next Generation Forensic Infrastructure (Labnet 1/3)"

The Full Business Case is being finalised and subject to approval the infrastructure will be rolled out the autumn. It will allow the workforce to utilise self-service capability, supplanting antiquated tools, processes and travelling time.

Q4 update on delayed Q3 milestone: "Implement the Forensics Case Management Systems ForSITE"

We are working with the chosen supplier to test and scale up a case management system for forensic teams, moving them away from ad-hoc spreadsheet systems. Test on fingerprint teams within the Met will go live Summer 2018.

Improving outcomes

Quarter 4 saw the announcement by the Ministry of Justice of a new memorandum of understanding with MOPAC and London Councils to reduce reoffending and provide a more integrated approach to victims of crime. This can be accessed through [this link](#).

Q4 milestone: “Work with the City of London Police and British Transport Police (BTP) to deliver a truly pan London offender management programme across the entire capital.”

We made good progress and are working to constantly improve Integrated Offender Management (IOM) across London. We have created a pan-London Offender Management Meeting comprising of the British Transport Police (BTP), City of London Integrated Offender Management (IOM) and the Met's Central Offender Management Unit. This forum has started to scope how best to share information, understand each other's processes and integrate those to mutual benefit. There is drive and enthusiasm from all participants to make it work. BTP will attend the next Waltham Forest IOM panel meeting in April, to understand how IOM works at borough level.

Q4 milestone: “Ensure we provide updates for complainants in line with the Code of Practice for Victims of Crime.”

Significant performance gains have been achieved in respect of the key Professionalism performance areas which are subject of continue review through monthly Senior Leadership Team meetings as well as oversight via the governance structure. In particular:

- Public complaint recording/handling: the target of “90 per cent recording within 10 days timescale” was exceeded in the last six months
- Complainant/officer care measures – 28 day requirement 89 per cent and 94 per cent compliance

Some challenges remain in relation to the management and accountability of local performance.

4- A transformed, modern, efficient Met

In Quarter 4, we published a [Gender Pay Report](#) and, for the first time, an [Ethnicity Pay report](#).

It's important to note that the pay of police officers and staff in the Met is determined by role, with no reference to ethnicity or gender. Individuals of different background who undertake the same role, have the same length of service and work the same hours will receive the same pay.

However, when the average pay of officers and staff is compared, female police staff receive 10.9 per cent less than their male counterpart (down from 12.5 per cent in last year's report) and female officers 3.4 per cent less (down from 7.3 per cent). For BAME officers and staff, the gap is respectively 7.2 per cent and 8.8 per cent.

Much of the difference is due the combination of our historical demographics and terms and conditions (stemming from length of service or historical allowances which have now been removed). There are fewer BAME officers in higher paid roles. It takes on average 24 years to achieve the rank of chief superintendent, and 24 years ago, our recruitment of BAME officers was far less than the more positive position we are in today.

We will continue to strive to represent more fully the community it serves, and this, at all levels of our organisation.



Q4 milestone: "Re-launch our wellbeing 'offer' to staff and increased the accessibility of services."

The Health Needs Survey was completed in Quarter 4. We are now analysing the results which will provide a good understanding of the health needs of the officers and staff. Working with our delivery partner, Optima, we have already begun increasing the range of Occupational Health interventions, and the accessibility of OH services through on-line referral, introduced the new OH platform and a dedicated 'hotline'. The survey results will further inform our priorities and wellbeing strategy for 2018-19.



Q4 milestone: "Finalise apprenticeships and Educational Qualifications Framework (EQF) business case."

The outline business case has been delivered: the full business case against the preferred option is now under development.



Q4 milestone: "Deliver the first External Entry Detective programme."

The first external entry detectives have now joined the Met with the first cohort passing out of Hendon in December. Further cohorts have joined during Q4. Work is now underway to ensure that ongoing training and support for this new recruitment pathway is in place at BCU level.



Q4 milestone: "Develop the Advanced Practitioner Pilot - having tested the AP initiative testing in Sutton, Wandsworth, Kingston and Richmond - ready for implementation in Q1, 2018-19."

This has been delivered. The Advanced Practitioner pilot concluded in the Met in October 2017. The results of the pilot are being used by the College of Policing who are undertaking a national evaluation and will be issuing recommendations on full adoption and roll out in Summer 2018.



The Leading Constable pilot is a complementary Met initiative. It will examine the benefit of having an alternative career pathway to traditional promotion. If successful it will benefit:

- The individuals, by providing additional remuneration
- The Met, by retaining key people in the roles they enjoy and excel at
- And ultimately the public, by upskilling junior and less experienced officers

The Leading Constable pilot commenced planning in November 2017 and will go live in Central North in July 2018. It will conclude in December 2018.

Q4 milestone: "Ensure timeliness of public complaint and internal misconduct investigations."

Both complaints and conduct investigations have reduced in duration since September 2015. A process mapping project is currently underway to review performance further.



Q4 milestone: "Maintain open and accessible systems for making public complaints against the police and reporting wrongdoing or corruption, internally and externally."

There are many avenues in place for the public to contact police and to lodge a complaint. These include the Met website and intranet, front counters, MOPAC's website, Crimestoppers and the Integrity Line.



Q4 milestone: "Deal with all complaints and misconduct allegations relating to areas of discrimination through our new discrimination unit."

The Discrimination Investigation Unit is up and running and takes on all discrimination related complaints. The current investigation load is around 40 cases.



Q4 milestone: "Embed and uphold learning and best practice in relation to professional standards, specifically in relation to vulnerable people."

Work continues to disseminate best practice.



The Prevent and Reduction Team (PaRT) delivered an 'Abuse of Position for Sexual Gain' presentation to Voluntary Police Cadet (VPC) leaders, schools officers and supervisors on the Leader Adult Induction Course. This included a "safeguarding and maintaining boundaries" element:

- VPC PowerPoint on Safeguarding: covering boundaries between cadet and leaders and what to do if a cadet reports a safeguarding issue.
- VPC: A Staff Guide to Leadership and Safeguarding: covering position of trust and common signs of abuse.
- VPC Induction Day PowerPoint: including role definition and boundaries.
- VPC Team: posting of new coordinators to cadet groups they have no personal interest in – this is to avoid new coordinators having responsibility for groups in which they were cadets.

Delivery continues in partnership with Crime Prevention and TP Capability and is part of the induction and training programme for VPCs and Coordinators.

Q4 milestone: "Deliver to the National Service Level Agreement for completing DBS checks."

We have made substantial progress against this objective. Based on the monthly scorecard (latest figures are from February), our performance against the key performance targets is as follows:



1. "65 per cent of cases to be closed within 15 days". Our performance has improved over the year: December: 92.6 per cent; January: 78 per cent; February: 92 per cent (against 56 per cent in September)

2. "Work in progress levels should be no more than the equivalent of 12 days'

work". Our performance exceeds target: 6.85, 8.36 and 8.28 days in respectively December, January and February.

3. "No cases of 60 or more days in the total work in progress". In December, the proportion for the Met was 1.5 per cent, January 1.3 per cent and February 0.2 per cent. (*Erratum: the target here is 0 and not 3 per cent as quoted in our Q3 report*).

Q4 milestone: "Implementation of a new Locally Delivered Support Services (LDSS) model aligned to Strengthening Local Policing Design."

The new LDSS model has now been launched, the recruitment/ displacement process for the new service completed, and resources have been re-balanced.



Eight out of 12 Operational Service Managers who will lead the service delivery for each BCU have been appointed. The location of teams is not yet finalised as the demands for each individual BCU are still to be confirmed.

Q4 milestone: "Reduction of storage required for Criminal Exhibits and Records (FOD & Repository) in support of the programme to reduce the number of buildings in our estate."

Significant work has taken place to reduce the number of criminal exhibits and records held by the Met (and associated storage capacity requirement). For the first time in many years, more disposals are taking place each month than new exhibits received.



The latest data confirms that we are now below the 2.1 million in numbers of criminal exhibits; a one million overall reduction to date with an additional 600,000 to be disposed of by 2020. At the current rate, this will be delivered early by 2019.

A review of the Records Management function has begun and will include the implementation of a new Review, Retention and Disposals team in 2018-19. This will help manage and drive

down the number of physical files currently stored both within our estate and at TNT facilities, reducing spend on records management.

Q4 milestone: “Collaborate with other emergency services and the GLA Group to share re-fuelling infrastructure and explore sustainable technologies for the fleet.”

Fleet services are engaging with other emergency service organisations and the GLA group to explore opportunities to share re-fuelling infrastructure and sustainable technologies. We have become members of the GLA's Hydrogen London Partnership and Group Fleet Meeting, where new sustainable technologies and options are discussed, as well as data sharing on fleet and charging points.

The Met currently has approximately 50 electric vehicles in service. We also have 7 hydrogen scooters on loan from Suzuki for testing. There are not currently refuelling sharing opportunities on these given the low volumes, albeit in the longer term the London Fire Brigade have a high level plan to add hydrogen to one of their sites.

Q4 milestone: “Develop proposals to improve how we review, proportionately retain and delete information across MiPS, enhancing policing effectiveness and maintaining legal compliance (Strategic Case March 2017, Final Business Case anticipated late 2017-early 2018).”

MiPS will replace nine unconnected information systems with one single integrated system that will allow better information management (for example in terms of data retention and deletion), deliver better outcomes for victims, and provide remote access for officers and staff, improving the quality of investigations and supporting smarter ways of working. The commercial evaluation is now complete and a successful off-the-shelf UK policing solution has been identified. The business case has been approved by



MOPAC. The initial implementation (for the custody functionality) is scheduled for spring 2019.

Q4 milestone: “Start Wi-fi roll out across 167 Met buildings.”

The roll-out has started. At Quarter 4, 29 sites are “Accepted Into Service” (AIS) and live with Corporate Wi-Fi. Of those sites, four are live with Gov Wi-Fi providing guest internet access for staff and visitors. Taking into account our estate changes, a total of 147 sites are to receive consolidated Wi-Fi (term for both corporate and Gov Wi-Fi). We are working with BT on a target completion of all sites by Autumn 2018.

Q4 milestone: “Finalise detailed design for the refurbishment of Tranche 1 (of our estate), so we are ready to go on site in 18-19.”

The decision notices for Tranche 1 Outline Business Case was received in February 2018 and for Tranche 2 in March 2018 (the delay was introduced to take account of the Public Access consultation outcome).

The development of the Architectural Detailed Design works is expected to be completed by Quarter 3, 2018-19, allowing the final business case to be submitted in Quarter 4, 2018-19. We anticipate commencing works on the first of the project sites in Quarter 1, 2019-20

Delays to Tranche 1 and 2 designs have been mitigated by aligning the design activity to BCUs based on geographical areas rather than across tranches. This approach also enables greater alignment with the BCU rollout across the boroughs.

Q4 milestone: “Develop the Information Futures Programme Final Business Case.”

The Strategic Outline case is being developed and the revised target date for approval is July 2018. The timescales for the next two stages were revised due to delays in mobilising the programme.



And finally

In March, the Met Excellence Awards recognised dedicated police work across 13 separate categories including Police Officer of the Year, Investigation of the Year and Victim Care.

For the first time, Londoners could cast their vote in two categories including Safer Neighbourhoods Team of the Year and Special Constable of the Year. Thousands took part in the public vote to choose Tooting Town Centre Safer Neighbourhoods Team and Special Police Sergeant Shane Clarke.



The Mayor of London, Sadiq Khan, and the Commissioner presenting the award to the Tooting Town Centre Safer Neighbourhoods Team.