

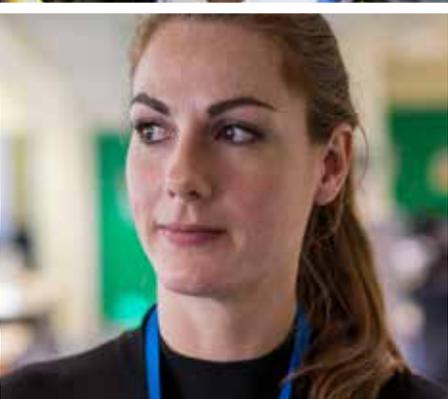


**METROPOLITAN  
POLICE**



# **The Met's Direction: Our Strategy 2018-2025**

Executive summary



# This strategy is for everyone



## What is this document and what does it have to do with me?

This strategy sets out the Met's long-term operational priorities, as well as the key areas we need to focus on internally in order to support them. It is presented in a concise way that should make you enthusiastic about the direction we are going in. In terms of its relevance to you personally, there's no escaping the fact that it's a strategic document that deliberately doesn't focus on teams, roles or ranks. However, each section highlights what sort of difference some of the changes we're talking about should mean for you and for us. The document is practical, relevant and easy to understand.



## So what's in it exactly?

First and foremost the document provides a vision of the Met in terms of the key features, capabilities and behaviours that we want, and will need, over the next seven years. It talks about what we want to excel in operationally, but also considers how the Met should look and feel in order to give us the best chance of delivering a quality service to the public. It covers seven key areas and highlights some of the challenges we face and ambitions we have in relation to each.



## What will this document actually get used for?

Firstly, the document helps everyone who works in and with the Met to understand our vision, as well as the strategic areas that we are focused on as a result. Secondly, it establishes some key ambitions and objectives for the organisation that will need to be translated into operational reality, through transformational activity and day to day policing. Finally, the document is a way of encouraging you to play a genuinely active part. We have provided an outline but need you to help shape the detail.



## Isn't there just a single page that I can read to get the gist?

Naturally we want you to read the whole thing for the reasons above. Besides which this is a 20 page document and you're already two pages in. However, if you really don't have time then page 4 gives a useful overview of the themes discussed throughout the rest of the document.

There is also a full version available which contains more detail on the themes and includes case studies and key activities to give an indication of what we expect to be happening over the next few years to make progress.

# Our mission is to Keep London Safe for everyone

The strategy builds on the Met's mission and vision articulated by the Commissioner and Management Board

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

### Focus on what matters most to Londoners

Violent crime is a key concern and tackling it is a priority in order to protect Londoners.

### Mobilise partners and the public

We know that safety requires action beyond the police service. We will continue to work with partners and communities to help keep them safe and support them in preventing crime.

### Achieve the best outcomes in the pursuit of justice and in support of victims

We have a fundamental responsibility to bring offenders to justice and ensure that victims of crime receive the support they need from us and from others.

## As an organisation we want to continue to develop our internal capabilities. To achieve this, we will focus on four enabling priorities

### Seize the opportunities of data and digital tech to become a world leader in policing

We want to harness data and use technology to our advantage in the pursuit of criminals, rising to the challenge of a fast-moving data-driven digital age.

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

We must ensure that our people are well-led, well-equipped and well-supported, championing difference and diversity of thought to create an environment where we all thrive.

### Learn from experience, from others, and constantly strive to improve

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

### Be recognised as a responsible, exemplary and ethical organisation

We need to be effective, efficient and offer value for money. We also want to play our part in the city's sustainability, being recognised for our integrity, transparency and professionalism.

## Ultimately, our vision is for the Met to be the most trusted police service in the world. We contribute to making London the safest global city, we protect its unique reputation as an open and welcoming city, and we want Londoners to be proud of their police.

### As individuals, we will earn this trust by being true to our values:

Professionalism, Integrity, Courage and Compassion.

### And together, we will achieve success by:

Reducing crime, building public confidence, increasing victim satisfaction and strengthening the pride and engagement of our officers and staff.



# We should take time to acknowledge our achievements

## We achieved a lot in 2017



**587 478**

Producing 587 charges and 478 convictions for offences related to terrorism



**1,003**

Lethal barrelled firearms recovered; more than any other year



**36%**

Launching a new Telephone and Digital Investigation Unit which now investigates 36% of all reported crime, reducing demand on our response teams



**750,000**

The number of homes now covered by MetTrace after completing a third year of rolling out the initiative to prevent burglary in London



**30,000**

Rolling out over 30,000 tablets / laptops to front line officers and staff, enabling them to work more flexibly in the community



**£720m**

The savings we have achieved since 2012



**1,238 peak**

Achieving a significant reduction in moped and motorcycle-enabled robberies following a peak of 1,238 offences in April 2017



**BWV**

Rolling out Body Worn Video to all frontline officers, improving transparency and public confidence



**+2.5m**

Launching a new website, which has already been used by more than 2.5 million people



**£56m**

Annual saving target on property running costs which will provide better quality workspaces and more revenue for policing



**Access**

Implementing local forensics kiosks to give investigators ready access to key digital evidence



**Safeguarding**

Working to publicise and address safeguarding issues in London, particularly through the #ITSNOTOK and SPOT IT. STOP IT campaigns

## We are doing even more this year



### 12 BCUS

Organising local policing into 12 BCUS, reallocating 1,500 officers, doubling the number of dedicated school officers, changing our investigative model and bringing together all those involved in safeguarding services



### 10,000

Continue the rollout of the Leading for London development programme, a major investment to build the leadership skills of all 10,000 Met managers



### Specialist crime

Implementing a new operating model for specialist crime investigation, fully integrated with the new BCU model



### CONNECT

CONNECT is an integrated IT platform which will replace the functionality of seven of our outdated core policing IT systems, AIRSPACE, COPA, CRIMINT (non-covert intelligence), CRIS, EWMS, MERLIN, NSPIS, TOAST and CO34



### 150+

More than 150 officers dedicated to tackling violent crime as part of our frontline policing response



### 120

Selecting 120 experienced officers to become detectives every quarter, alongside those through the new direct entry recruitment route



### 600+

The number of active cases of serious sexual assault being reviewed, with action plans put in place in the context of a broader strategy to address the issues of disclosure



### Pilots

Encouraging creative pilots and tests, from the SIM model for mental health policing to advanced analytics tools and the use of deferred prosecutions for young offenders

# London doesn't stand still, and neither do we

## **The challenges and opportunities facing the Met are always changing.**

London's population currently stands at 8.8 million and is set to be 10 million within a decade. Population growth is not uniform, with more growth forecast in the east of the city, and amongst BAME communities and also as a consequence of an ageing population. The number of people over the age of 70 in London is forecast to increase by 79% by 2041. Wealth inequality and poverty in the capital are increasing and over a third of London's children now live in poverty; the highest rate of any UK region.

## **Advances in technology continue to help shape social behaviour.**

The use of smart phones - in particular in relation to social media - continues to increase amongst all age groups. Meanwhile, the exponential growth of data alongside advances in automation and machine learning provide a range of exciting opportunities for policing. They also pose challenges in terms of ethical and legal compliance, as well as the scale of the challenge when it comes to making sufficient investment to strengthen our infrastructure and to enhance the capabilities of our workforce.

## **In terms of external constraints, the Met now has a more stable short-term financial position than we had been used to in recent years.**

This should allow us the opportunity to invest in our people, technology and estate. However, financial uncertainty over the longer-term coupled with increases in workload will still require us to make difficult choices. We will need to focus on improving efficiency and productivity whilst continuing to identify future savings to demonstrate we are delivering value for money. Meanwhile, the Met does not exist in a vacuum and many of our key partners are facing profound challenges in terms of how they sustain the services they offer to the public. As we all appreciate, these challenges affect the Met in a variety of ways.

## **The Met continues to play a fundamental role in protecting the health and prosperity of the city.**

Yet demands on the Met are growing in number, size and complexity. In particular, reported offences of violence are increasing, as are sexual offences, child abuse, harassment, hate crime, and various forms of cyber-enabled and dependent crime. These forms of crime have a digital footprint that is increasingly sizeable and complex. They also provide additional evidential challenges and require sensitive and thorough victim care, often taking place in conjunction with a range of partners. This comes at a time when public expectations remain high and our duty to the public in relation to investigating serious and violent crime is under even greater scrutiny.

# We must continue to look ahead, beyond 2020

We must also learn from past experiences; building on our successes, but also being prepared to refocus and learn the lessons (good and bad) from how we have managed and delivered change so far. In approaching the next phase of the Met's transformation there are some key lessons that we have learned and some key differences that our people must therefore be able to see and to feel:



## Collaboration

Change must not be seen solely as a body of projects and programmes. We must take collective responsibility for the changes that we make and not see change as somebody else's job.



## Experimentation

We need to be more prepared to try things out, test them, learn from them, support people when things don't go to plan and help them to scale them up if they are working well.



## Transparency

We need to be more candid about why we are making changes. We are often faced with difficult choices and we need to be open about having to prioritise some things over others.



## Purpose

We need a vision for the Met which is easy to understand, measurable and relatable to people's own work. It will be a statement of what sort of an organisation we want to be and what services we want to excel in.



## Accountability

The success of our transformation must in part be measured by our peoples' understanding of, support for, and involvement in that transformation.

# Policing the capital is a unique challenge

## London is changing

### **9.39 million**

London's population forecast for 2022

### **2 million**

The number of Londoners who experience mental ill-health every year, with serious cases increasing nationally

### **270**

The number of nationalities represented in the capital

### **2hr 53min**

The amount of time the average British adult spends using social media each day, increasing each year

### **Over 1/3**

Children in London living in poverty, higher than any other region in the UK

### **79%**

The projected increase in London's over 70s population by 2041

## We face a number of challenges

### **2,177,747**

The number of 999 calls received by the Met in 2017/18, an 8% increase on the year before

### **70%**

Overall victim satisfaction in FY 2017/08, falling 7 percentage points from last year

### **1 in 5**

London accounts for 20% of all missing persons reports nationally, with reports rising 74% over the last decade

### **33%**

The percentage reduction in sanctioned detections between 2012/13 and 2017/18

### **12.5k**

The current number of MAPPA and IOM subjects supervised by the Met

### **£325m**

The savings we need to make between 2018 and 2022

### **3,500**

The number of public events and demonstrations London sees every year

## Our work is becoming more complex

**250,000**

Number of investigation submissions made in one year, with the amount of data dealt with doubling every 18 months

**27%**

The percentage of reported sexual offences classed as 'non-recent' nationally, often providing greater investigative challenges

**28**

The number of other UK police forces impacted by county lines drugs operations based in London

**40%**

The percentage of the organised crime threat to the UK which is linked to London

**150%**

The rise in indecent images of children offences since 2015

**x2**

The volume of terrorism related arrests has doubled in the past 3 years

## Reported crime is increasing

**6.4%**

The increase in total notifiable offences comparing 2017/18 with last year

**Knife 21% Gun 23% Homicide 44%**

Serious violence is a particular challenge, with knife crime offences and firearms discharges both increasing as well as homicides

**1,061**

The number of stalking offences in 2017/18, increasing year on year since the offence was introduced in 2012

**1,400**

Child abuse offences reported every month

**x2**

Sexual offences have more than doubled in the five years since 2012-13

**11%**

The increase in reports made to Action Fraud from London residents over the last two years

# We aspire to be the most trusted police service in the world

**Our vision is a challenging, long-term statement of what we want to be, which we should all share. Trust is a “firm belief in the reliability, truth, or ability of someone or something.” For us that is the ability to keep people safe and to do so in a way which is consistent, honest and fair. In short, it’s about what we do, but also about how we do it.**

 **The trust of the public** | building and maintaining the trust and confidence of the public is our fundamental goal. Policing by consent is the foundation upon which policing in the United Kingdom is based and building trust in the police is our unique contribution to making London a safe and thriving global city. The key drivers of public trust and confidence in the police are relatively well understood; reflecting our effectiveness at tackling crime and disorder, the quality of our engagement with the public and the extent to which we treat people with fairness and respect. We will remain focussed on these building blocks, whether it be through our day-to-day service to Londoners or through our national role in preventing and countering terrorism within the UK. We will also work to make sure that public confidence is felt consistently and comprehensively within London’s many communities, be those communities defined by geography, identity or socio-economic status.

 **The trust of our people** | for the public to trust us, people in the Met must be able to trust, and feel trusted by, one other. This should be based on a culture of consistency and transparency and needs to be felt across teams, across roles and across management levels. People need to have confidence in their leaders, but also confidence in their colleagues and pride in their organisation. Workforce engagement is also critical to our success, and there are direct and well-documented links between workforce engagement and levels of productivity and service to the public. Ultimately, the way that our people feel about the Met, the service it provides and the people they work with must be seen as a key indicator of our success in building trust with the public itself.

 **The trust of our peers** | keeping people safe is not something that we can, nor should, do alone and the Met must therefore be a trusted partner. We work closely with a range of partners and do so in many different ways; from the integral relationships we have with London’s local authorities through to the national counter-terrorism network that the Met is rightly proud to host. Demonstrating honesty, empathy and humility is paramount to making these trusted relationships work. We will actively look for ways to demonstrate our commitment to them, as well as better measure our success. Actively listening to how those who work with us most closely view us is a key source of learning. This will help us not only to deliver more effective policing, but also to improve how we engage with our most important partner of all, the public.

**We will build trust through our day to day actions;** achieving purposeful co-operation with the public, partners, businesses and colleagues. This will help us to excel in what we are here to do: Keeping London Safe for everyone. We will now look at our three operational priorities in more detail.



# There are three key areas where we need to excel



## Focusing on what matters most to Londoners

In the context of limited resources, we need to concentrate on tackling the things that people care about and the things that we know will make a difference to the public's safety. To do so, we assess the key risks to Londoners against threat, vulnerability and harm. Guided by that approach, violent crime will be our foremost operational priority and we will tackle it with purpose and with long-term solutions in mind. Our focus will include terrorism, knife and gun crime, sexual offending, hate crime, domestic violence and protecting vulnerable people from predatory behaviour. A focus on violence will be matched by a focus on prevention, which is the role that Londoners want us to prioritise. Successfully preventing violence will require everyone in the Met to consider their own role and having the confidence to contribute in their own way using their own skills and experience.

### Measuring what matters

- **Preventing high-harm offences** | taking a targeted approach to work on prevention in order to reduce the volume of offences like murder, wounding, weapon-enabled violence as well as the threat from terrorism
- **Protection for those at greatest risk and pursuing the most dangerous** | being more proactive against those individuals causing the most harm and focusing on reducing repeat victimisation, repeat offending and escalation
- **Reducing the public's fear of crime** | demonstrating a long-term, comprehensive focus on preventing violent crime in London



## Mobilising partners and the public

To make London the safest city it can be it is clear that everyone needs to play their part in preventing crime. Working creatively and constructively with partners and communities is a core part of modern policing. To do this the Met must continue to play a key role in bringing together the right mix of people needed to tackle issues effectively. The Met was not established to maintain the passive consent of the public, but instead so that it could secure and nurture the willing co-operation of London's communities, institutions and businesses in the fight against crime. In particular we must focus on improving levels of co-operation within those communities where trust and engagement remain low, such as young people and London's BAME communities. Alongside continued public sector collaboration, we will explore partnerships with the business community which also plays a pivotal role in the prevention of crime.

### Measuring what matters

- **Greater public awareness and engagement** | ensuring the public are well informed about local issues and more aware of their role in Keeping London Safe
- **More active citizens** | enhancing the role played by formal and informal volunteerism, particularly amongst communities where trust and engagement are low
- **Clearer expectations of partners** | maintaining well-defined and positive relationships with public and private partners to improve safety



## Achieving the best outcomes in pursuit of justice and in the support of victims

The Met has a fundamental responsibility to victims of crime: treating them fairly and empathetically, pursuing outcomes in their best interest, and providing a professional service. This service extends from our very first contact with victims through to their experience of the criminal justice system and beyond. It requires us to focus on individual, tailored care whilst also striving to achieve the very highest standards of rigour and professionalism in the investigative process. A key part of providing excellent victim care is our ability to bring offenders to justice. This means that we continue to employ the full range of tactics at our disposal in order to catch offenders and prevent re-offending. We will also explore and test new forms of justice; working with partners to critically assess the extent to which they reduce victimisation, as well as hold the trust and confidence of individuals, communities and the wider public.

### Measuring what matters

- **More victims satisfied with our service** | increasing levels of overall victim satisfaction through a professional and compassionate approach to victim care
- **Fair treatment of all victims** | reducing inequalities in victim satisfaction between communities by offering a tailored service
- **More crime solved and resolved** | securing more positive outcomes from reported offences and testing new approaches to justice



# There are four key areas that will enable us to deliver our priorities



## Seize the opportunities of data and digital tech to become a world leader in policing

Our ability to use data and information effectively and efficiently is critical for our safety and the public's. Yet the Met has a number of challenges with data. Many people do not think that they have the information they need to do their job and we have outdated systems and infrastructure which are neither easy to use nor cost-effective to run. In addition to this there is a growing skills gap when it comes to digital investigation, forensics, intelligence and insight.

Rising to the challenges and opportunities of a digital age will require investment and commitment. It will also need us to be pragmatic about what we can afford and where we should be most ambitious in order to deliver the greatest benefit. Most importantly we will need to focus on increasing levels of trust in our data, as well as making it more accessible and meaningful to the public, our people and our partners. We must also do more to exploit the operational benefits of advances in technology, forensics and analytics. This will be achieved by raising the general levels of digital awareness in the Met, but also through new capabilities and ways of working; better understanding where emerging technologies can work alongside our people to generate better decisions. Lastly, we must use data to measure the right things and to use those measures to inspire professional curiosity rather than personal blame.

### Our priorities

The Met will harness data and new technologies by:

- **Developing a culture that makes and defends data-driven decisions** | Improving trust in our data by continuously improving its quality, security and accessibility. Ensuring that it is pushed to people in a way that supports timely, informed decisions.
- **Enhancing digital skills and capabilities across the board** | Using emerging technologies and techniques to inform our decision-making. Achieving this at the same time as enhancing the digital skillset of our entire workforce.
- **Building better partnerships through our use of data** | Using digital channels and data to strengthen the relationships between us and our partners, as well as increase the involvement of citizens in public safety and increase third party innovation.



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

People are at the heart of our organisation. Day-to-day officers and staff operate in a range of extremely challenging environments, placing physical and mental strain on all of us. Over 40% of officers are threatened with physical violence at least once a month and almost a third have previously sought help for work-related stress, mood or anxiety. There is a perception that the police service does not encourage people to talk about mental health and that the experiences of large numbers of people remain hidden.

Our people not only need protection from harm, but also need to be equipped and empowered to do their job, thrive and make a difference as part of strong, supportive teams. Whilst improving the attractiveness of policing as a profession is a complex task, we have the ability to do many things to improve the experience of our people. We must continue to develop the right tools and infrastructure to help managers lead by example, as well as ensure that fair and flexible career pathways are available, alongside a greater focus on coaching and mentoring. Empowering people to make decisions and make a difference must also be accompanied by high standards of accountability, with us all taking personal responsibility for our actions, as well as our wider role in driving individual and collective performance. We must also do more to ensure that the Met reflects and represents modern London, increasing diversity at all levels of the organisation whilst creating an environment where differences of thought and outlook are not only respected, but expected.

### Our priorities

The Met will nurture a healthier work environment by:

- **Leading progress on diversity and inclusion** | Championing difference and diversity of thought by developing an engaged workforce which reflects modern London and serves it passionately and compassionately.
- **Improving health, safety and wellbeing** | Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people and increase levels of engagement and productivity.
- **Getting the best from all of our people** | Ensuring we have a workforce which is well-led, well-equipped and well-supported; where all of us have clarity on our role, are empowered to make decisions, whilst being accountable for our actions.



## Learn from experience, from others and constantly strive to improve

Lessons in policing are often purchased at high cost and we must learn from them and adapt. Yet there are systemic obstacles to innovation and a culture of learning in policing. Our workforce model provides limited flexibility for those with new ideas to develop them. We have limited capacity, capability and incentive to carry out robust evaluation. Satisfaction with learning and development in the Met is low, and the long-term emphasis on competitive and controlling behaviours in UK policing has promoted compliance over creativity, as well as highlighted individual blame over collective learning.

**The pursuit of learning must underpin everyone’s personal development as well of that of policing as a profession.** To do this we must empower people to seek out lessons from other organisations, experiment and test new ideas, and more consistently use feedback from colleagues, partners and the public to improve our approach. This will require new tools and techniques, as well as an ability to turn lessons identified into lessons learnt more quickly and comprehensively. It will also require a transformation in our approach to training; adopting modern approaches, but more fundamentally by making it our collective responsibility and something which provides an impetus for a culture of learning more generally.

### Our priorities

#### The Met will develop a culture of learning by:

- **Improving our service through innovation** | Better balancing compliance and risk with creativity by empowering people to test new ideas, learn from them, as well as by providing recognition, support and tools to innovators.
- **Promoting openness and sharing experiences** | Encouraging greater transparency and reflection; sharing our learning with colleagues, other forces and other organisations and actively incorporating feedback into our decision-making.
- **Taking individual and collective responsibility for learning** | Generating a more dynamic link between formal training, continuous professional development and the informal spread of practitioner knowledge, whilst embracing modern tools and approaches.



## Be recognised as a responsible, exemplary and ethical organisation

**The Met, along with many other organisations in London, is under significant pressure.** Workloads continue to rise, and our people are feeling that pressure more and more. Meanwhile, the public have high expectations of us and the negative consequences of not meeting those expectations are clear. There is more that we can do to deliver a financially efficient and operationally effective service. We will continue to reduce bureaucracy, as well as simplifying and shortening processes to give people more space and time to build capacity and concentrate on what matters most. It will also be done through a defensible framework for prioritising resources within policing, ensuring that we triage calls for service more effectively and provide a proportionate response which matches and manages public expectations.

**As a major London employer we must take seriously our role in safeguarding the city’s future and embedding sustainability in our work.** We will play our part by reducing the impact we have on the environment, as well as being alive to the responsibility that comes with increasingly sophisticated uses of personal data. London is a global city and is home to some of the world’s most successful and innovative businesses. These create employment, generate wealth and therefore policing in a way that protects the city’s economic strengths is also an important part of our role. Finally, we must also be candid about our limitations - highlighting in a responsible way those areas where we feel that service to the public could be better delivered in partnership with others or elsewhere.

### Our priorities

#### The Met will be a force for responsibility by:

- **Providing value for money and an efficient service** | Constantly improving levels of productivity and efficiency through better understanding, forecasting and managing the full range of activities we undertake.
- **Being recognised for our integrity and professionalism** | Taking a critical and ethical stance towards the role of modern policing; ensuring that the public receive the best possible service from those best placed to deliver it.
- **Contributing to the sustainability of the city – its environment, its economy and its communities** | Taking seriously our wider responsibility for London as part of the GLA and looking out for London’s future.

# This is how we can all help turn our strategy into reality

A Met-wide strategy over the next seven years cannot, and should not, attempt to prescribe detailed solutions down to an individual team or business group level. Instead, it has set out the Met's key priorities over this period, both in terms of the areas we want to excel in operationally and the capabilities we will need to do that. It also establishes some key measures of success in these seven areas, helping to translate the Met's mission and vision into tangible goals for the organisation.

The document is not set in stone. The measures of success are likely to be refined over time, as well as our specific ambitions as we begin to make progress. The ways in which we will achieve success across the seven themes outlined in the strategy will also become clearer. New case studies and examples across and beyond policing will also help add detail to the picture.

As the title suggests, the strategy helps to set the Met's direction for the next seven years, as well as offer some ambitions, reference points and measures to help us stay on the right track. The rest is for us to achieve together through a shared commitment and collective action. Change in the organisation is not a binary concept and is not something which is either off or on.

The three key areas that make up the core purpose of this strategy, and therefore the criteria against which it should be judged, are:



## Inspiration

The strategy is intended as a call to action for everyone in the Met. Think about what you could do to help achieve the success that it talks about, for yourself, for your team and for the wider organisation. Be an advocate for change and take as active a role as you feel you are able to.



## Prioritisation

The strategy highlights some of the strategic choices that the Met must make. Not everything can be a priority and the strategy will help shape the choices we make in terms of operational focus, current resourcing and future investment and aspiration.



## Evaluation

The strategy translates the Met's vision into a series of measures against which we can gauge how well we are doing. The strategy therefore provides the basis for robust evaluation wherever we are trying to make long-term improvements. The Met is committed to being an evidenced-based organisation and this starts with an approach to strategy and to change that is rooted in meaningful and measurable objectives for everyone.



