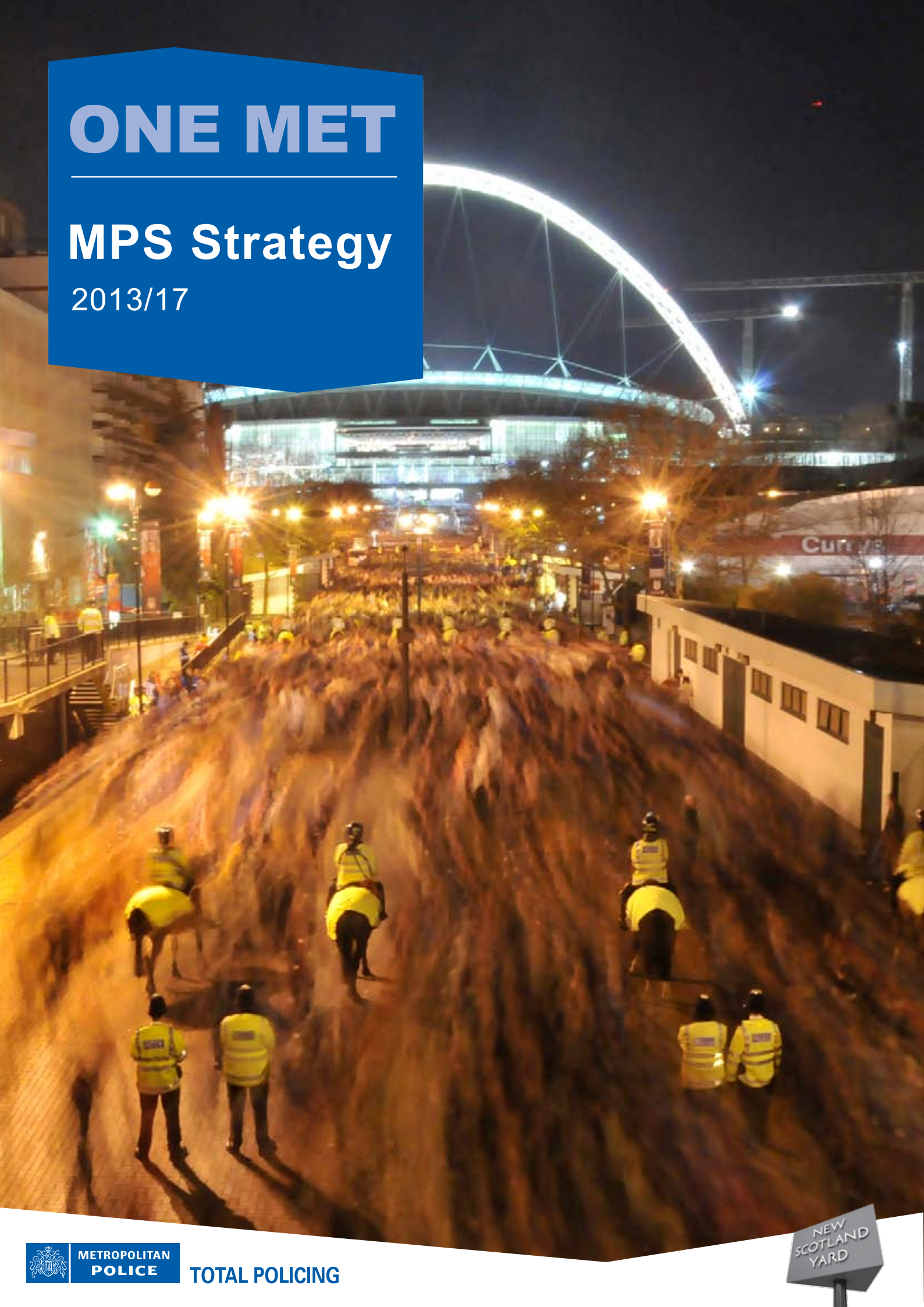


# ONE MET

## MPS Strategy

2013/17



METROPOLITAN  
POLICE

TOTAL POLICING

NEW  
SCOTLAND  
YARD





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DEDICATED TO P

PICCADILLY W1  
CITY OF WESTMINSTER

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METROPOLITAN  
POLICE

# What we want to achieve for London

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## Our ambition

*To be the **best police service in the world...***

## Introduction

We are an organisation with a proud history. The Met is recognised around the world and Scotland Yard is a symbol of excellence in policing and investigation. We know we have strengths, and on them we have built an international reputation for crime fighting - including counter terrorism, solving the most serious crimes, and keeping large scale public events like the 2012 Olympic and Paralympic Games, safe and secure.

We also have challenges going forward. In many aspects of policing and crime, we have some way to go to achieve similar performance levels as other police services in England & Wales.

We want a Met that is responsive to the public; that is technology enabled and less tied to bureaucracy, so that the public feel they have a highly professional service working for them with humility and transparency, and our officers feel confident to deliver a quality service. We want a Met that embraces the diversity of London, that tailors its service to meet the needs of a changing London, including working to achieve a service that reflects the city it services.

The governance of the Met has changed and whilst being accountable to the public and government, we now report to the Mayor of London about the service we deliver to Londoners. The Mayor set out in his Police and Crime Plan what improvements he wants to see in policing and how we will work together to deliver these.

This strategy is our response to that Plan: it describes our ambition and how, despite difficult conditions, we will meet the Mayor's challenges. We are committed that by 2016, we will reduce neighbourhood crime by 20%, increase public confidence by 20% and cut costs by 20%.

Our overall approach can be summarised as:

## Total Policing

TOTAL WAR ON CRIME

TOTAL VICTIM CARE

TOTAL PROFESSIONALISM

TOTAL TECHNOLOGY



# Why we need to change

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## London is changing

London's changing landscape continuously sets us new challenges to fight crime and engage with our public

London is a global city, and benefits from a diverse mix of people, major investment by international business and millions of visitors from around the globe. The population of our capital is projected to grow further and become more diverse, the 2011 census shows us that a rapid change is already occurring. At this time, we operate in a difficult financial climate and this presents significant challenges for youth employment. Huge advances in technology, mobile products and 4G are transforming communication and public access to information.

## Crimefighting

To be the best in the world we need to adapt to changing crime trends and improve some of our performance in key areas

We have many challenges going forward. Crime is changing as digital technologies offer new opportunities to criminals, and the Met is changing to improve our performance in fighting crime and caring for victims. The threat posed by international and cyber crime is growing and our crimefighting techniques need to evolve to counter this threat. In addition, our performance trails our peer group of police services across five of the seven neighbourhood crimes - theft of motor vehicles, theft from motor vehicles, burglary, violence with injury, and robbery. Whilst our public confidence rating compares well with our peer police services, Londoners deserve to be more satisfied with the service they receive from their force.

## Budget

We must spend less, but still deliver quality policing

As with all public sector organisations, the police must spend less whilst delivering a quality service. HMIC has shown that the MPS has far higher levels of spending per head of population over all expenditure types when compared to the national average. We must be much smarter at how we spend public money. We face tough challenges: investing in more officers and better technology means that we will have to make difficult decisions elsewhere in the organisation. The MPS has embarked on a major change programme (Met Change), which will transform the organisation to focus on providing policing services in a more effective, efficient and sustainable way.

## Our Culture

To be professional we must understand Londoners and their diverse needs and concerns

The Met has a great 'can do' culture. We are at our best when policing large events and tackling crises. However, we have some areas to develop. We must increase the trust and confidence the public has in the Met through being transparent and accountable, and delivering the highest standards of service to all Londoners. We recognise that to be the best our culture must change. We must engage with and motivate our staff to ensure that as an organisation, we are in a position to meet the challenges of modern day policing. This will be delivered through our Total Professionalism programme.



# Our vision

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## ***What the Met will look like in 2017***

The Met is in the process of transforming the way it delivers policing in London. By 2017, we will be a modern, efficient, effective police service, known for excellence across the world, that has cut crime, increased Londoners' confidence and cut down on cost and inefficiency. Delivering this with a reduced budget means we face tough choices and we will be honest and transparent from the outset. The commitments we make to have more officers on the frontline and reduce our costs mean that other parts our workforce and some of the activities we carry out will need to be scaled back over the next few years.

This strategy sets out where we want to be in 2017, and what you should expect from us over the next four years. We have five clear objectives for improving our service:

- ⊖ Cut crime and bring more offenders to justice
- ⊖ Be a more visible and accessible presence across London
- ⊖ Maximise our national and international reach to make London the safest global city
- ⊖ Improve confidence in policing and satisfaction with our services
- ⊖ Cut costs and improve our policing capability

**CUT CRIME AND BRING MORE OFFENDERS TO JUSTICE.** We will meet the challenge set by the Mayor to reduce crime in the capital, by looking at people, places and problems

- ⊖ 20% reduction in seven Mayoral priority neighbourhood crimes
- ⊖ Dynamic crime fighting based on what we know works
- ⊖ Build safer communities through partnership working that collectively tackles problems in high crime areas
- ⊖ Identifying and pursuing the most harmful criminals through proactive investigations and operations
- ⊖ Solving crime – bringing offenders to justice and showing crime does not pay

**BE A MORE VISIBLE AND ACCESSIBLE PRESENCE ACROSS LONDON,** through an enhanced front line.

- ⊖ 32,000 police officers by 2016, including 26,000 constables, a record number, providing a visible presence
- ⊖ Lower manager to staff ratio as we focus on those delivering our services to the public
- ⊖ Over 2,000 additional officers in neighbourhood policing, through the implementation of the Local Policing Model
- ⊖ An enhanced public access promise supported by a modern and more efficient estate
- ⊖ A policing style that puts the public at the heart of our service delivery





**MAXIMISE OUR NATIONAL AND INTERNATIONAL REACH TO MAKE LONDON THE SAFEST GLOBAL CITY**, building on our reputation: protecting the public and businesses, and uphold the image of the capital as a vibrant, safe place to be and invest in:

- ⊖ Enabling democracy by facilitating peaceful protest and continuing to protect our Royal Family, our parliament and other iconic buildings in London
- ⊖ Working with communities to tackle violent extremism and radicalisation
- ⊖ Targeting and controlling the most prolific and dangerous offenders, including gangs, foreign national offenders and organised criminal groups
- ⊖ Working with businesses to tackle all crime, from the threat of terrorism to shoplifting.
- ⊖ Tackling terrorism at its source by ensuring the Met has sufficient national and international reach and influence in order to keep London and the UK safe
- ⊖ Continuing to play a leading role in delivering the Government's national counter-terrorist strategy (CONTEST), working closely with our security partners and through our national unified counter terrorist network

**IMPROVE CONFIDENCE IN POLICING AND SATISFACTION WITH OUR SERVICES**, securing trust through professionalism in how we serve the public

- ⊖ 20% increase in the confidence of London residents that we are doing a good or excellent job
- ⊖ Improving the quality of our care for victims by listening and responding to their needs, especially our vulnerable and repeat victims
- ⊖ Commit to an open, professional and trusting relationship with the media, and to a transparent, accountable and informative relationship with the public
- ⊖ Encourage and invest in digital and social media channels of communication to increase engagement between officers and the public
- ⊖ Commit to tackling the key policing priorities of the wide-ranging communities across London

**CUT COSTS AND IMPROVE OUR POLICING CAPABILITY**

- ⊖ 20% reduction in costs
- ⊖ Recruiting to become an organisation that reflects the city we serve
- ⊖ Innovative use of IT to design out crime, reduce bureaucracy and enable our officers to maximise the use of technology on the streets
- ⊖ Working collaboratively with partners to increase safety for Londoners at home and abroad
- ⊖ Be more transparent and open about how we are making progress

# How we will achieve it

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## Cut crime and bring more offenders to justice

The Mayor has set us a performance challenge, to reduce seven neighbourhood crimes by 20% - these include reducing violent crime, robbery, burglary, theft, motor vehicle crime and criminal damage.

The significant investment we are making in our neighbourhood teams will improve our capability to tackle the low level crime and anti social behaviour that concerns our communities. We are extending the remit and responsibilities of our Safer Neighbourhood Teams. Alongside their reassurance role they will have additional responsibility for local enforcement and crimefighting as we tackle local priorities in neighbourhoods. They will be led by a local Inspector taking responsibility for delivery of day to day performance. Acting as a local linchpin they will provide both public facing contact and local accountability for delivery of policing services.

Crimefighting is what we do. To ensure our crimefighting services are maximised, we have defined seven principles of good crimefighting based on evidence of what works, and our crimefighting strategy explains how we will deliver them. We will be at the forefront of fighting crime by collaborating with academics and experts in the College of Policing and elsewhere. Our crimefighting principles will ensure we focus on prolific and dangerous offenders, vulnerable victims, high crime areas and develop innovative ways to solve crimes that blight local communities.

## Be a more visible and accessible presence across London

Our ambition is to fulfil the Mayor's pledge to restore police officer numbers to their peak level of 32,000. This will be achieved steadily over the next few years and we anticipate reaching this maximum strength by 2016.

We will reduce the number of supervisors in the MPS, from Sergeants right through to the most senior management levels as we bring our management structures in line with other police forces in the country. This will move us from a manager to staff ratio of 1 to 4.4 to a ratio of 1 to 6. Put simply, we aim to have fewer chiefs and more cops, increasing the number of police constables to 26,000 - the most the MPS has ever had.

Of these, there will be an additional 2,000 officers working in our Safer Neighbourhoods Teams boosting the numbers of dedicated officers working for London's communities. Fulfilling a further Mayoral ambition, we will work towards attaining a 10,000-strong cadre of volunteers, including special constables to deliver visibility and reassurance in those communities.

More police officers delivering a policing style that puts the public at the heart of our service.







## Maximise our national and international reach to make London the safest global city

London in 2017 will be a safe and secure place to live, visit and do business. The world will continue to look towards the Met as a global leader in policing, from the way we patrol our neighbourhoods to tackling international crime. Total Policing will drive a robust approach to dealing with gangs and foreign national offenders. Our Trident Gang Command will build on recent successes in removing the threat gangs pose to neighbourhoods and continue to play a leading role in the London Crime Reduction Board, working in partnership to deliver the Mayor's Anti-Gangs Strategy.

We will continue to play a leading role in counter-terrorism, fulfilling the requirements from Government and keep the public safe from harm. This will be fully outlined within our Counter Terrorism Strategy.

We will build on our strong counter terrorist capability, which forms the biggest part of a national unified counter terrorist network, and strengthen our links with security partners to ensure that those planning to attack London from anywhere in the UK or abroad are identified, disrupted and brought to justice.

By putting more police officers into our Safer Neighbourhood Teams we are enhancing our local counter terrorism capability - increasing the number of officers on the ground building community confidence, alert to signs that may suggest terrorist and other criminal activity, who then integrate at a local level with counter terrorist officers.

We will ensure businesses operating in London or considering investing in our capital city are briefed on how to protect themselves; and increase their vigilance and awareness of all forms of crime. We will continue to export our counter terrorist capability and expertise to high risk countries to help build capacity and to tackle threats at source.

We must do more to tackle violence - and in particular against women and children. In line with the Mayor's Violence against Women and Girls Strategy, we will target resources to preventing and reducing such offences and victimisation. By targeting our most prolific offenders we will transform our offender management together with our partners and reduce the victimisation of repeat and vulnerable victims.

We will work hard to manage the range of protest events that take place in the capital. We will ensure the safety of people attending high profile sporting, music and public events taking place on a daily basis across our great city. In addition, we will ensure that we have the capability in place to manage significant emergencies in London, including terrorism, public disorder and civil contingencies.

## Improve confidence in policing and satisfaction with our services

In 2017, we will be delivering an enhanced policing presence to Londoners - more of our officers on the frontline, less crime across the city and building confidence by being there when you need us. We will make sure victims and witnesses of crime receive excellent care, through a service which listens and is fair, with quicker response times, the ability to access more information through better technology, and most importantly, by increasing the number of crimes we solve.



We will focus on what works to drive up confidence through increased engagement, understanding local priorities, dealing with them and keeping the public informed on progress. By becoming a more representative force that treats all Londoners in accordance with our values of integrity and respect, we will build trust with minority communities. Our organisational change programme - Met Change - and our staff engagement programme - Total Professionalism - will embed our commitment to diversity in all areas of the service and recognise the needs of London's rapidly changing population.

We will build confidence with the communities of London by understanding and supporting them to identify where they suspect an individual may be at risk of harm and intervene accordingly. Having a Safer Neighbourhood team in every community means we can understand the specific problems that affect that area and respond more quickly and effectively.

We will ensure our officers are trained and equipped to provide a professional service to a changing city, building trust with the people of London through skill, professionalism and courtesy. We have already begun this process: the Commissioner has made a series of commitments to all staff, fixing the things that prevent them from doing their work efficiently and effectively. Our work on developing the culture of the Met will focus on integrity, diversity and providing a compassionate and consistent service to members of the public affected by crime.

We will improve confidence in policing by 20% and raise victim satisfaction, delivering a service of which London can be proud.

## Cut costs and improve our policing capability

We will have saved 20% of the cost of running the Met by 2017, moving officers to the frontline and reducing the number of buildings we have. We will make improvements to how we engage and the public access our services combining better face-to-face access with other methods of contact, including digital media.

Our officers will be equipped with the latest technology so that they have live information at their fingertips and are one step ahead of criminals. Improved mobile technology will help maximise the time that our workforce spend on the frontline, being a visible and accessible service in our communities.

We will share services and work more creatively across the Greater London Authority family and others such as London Councils to deliver a safer and more secure London and get the most out of public money. We will work with the Mayor's Office in delivering programmes and initiatives that are shown to work and provide the best value for money for London, commissioning out services where appropriate.

We will work more collaboratively with our criminal justice partners and with the support of the voluntary and public sector organisations that provide such important care to victims of crime.

We will understand the demand for and cost of our services and consider the most effective way of delivering those services to provide the quality the public deserve and expect from their police service.

Over the next four years we will continuously monitor our performance and hold our leaders to account for the promises we make in this strategy - and be open and transparent about how we are making progress.





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COMMUNITY SUPPORT OFFICER  
GINA BUCKLEY

 METROPOLITAN  
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POLICE STAFF



# MPS Strategic Framework

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In order to support delivery of the Police and Crime Plan and the MPS Strategy 2013-17, we have produced a number of supporting strategies and action plans. This diagram shows how we see the main enabling strategies fitting together:

## METINFO TECH

Our **MetInfo Tech Strategy** will outline how we will use technology better to deliver a safer capital city. It will build on the work we have already done to identify where we should improve, and set the IT framework for ensuring flexibility is inbuilt. It will manage and support changes to MOPAC and MPS operational priorities and take advantage of new technology in support of operational policing. It's also about the MPS making better decisions about what technology we use and how it enables our future success. It will assist the MPS to maximise the value generated through the provision of IT services and investments in support of operational policing.

## ESTATES

Our **Estate Strategy** will deliver an efficient and higher quality estate which meets the operational needs of the Met and is 35% lower in running costs than 2010. It will:

- ⊖ Increase the use of the existing portfolio by 30% enabling a reduction in the amount of space within the state by one-third.
- ⊖ Sell all surplus buildings and use the capital to reinvest in enhancing the quality of a core set of buildings, including the sale of New Scotland Yard and the refurbishment of the Curtis Green Building (to be renamed Scotland Yard).
- ⊖ Maintain up to 950 modern cells in fewer, higher quality and more efficient facilities which will reduce running costs and support a reduction in the time it takes for a detainee to be processed.
- ⊖ Provide facilities to support the Public Access Strategy - whether face-to-face, by phone or through the use of technology.

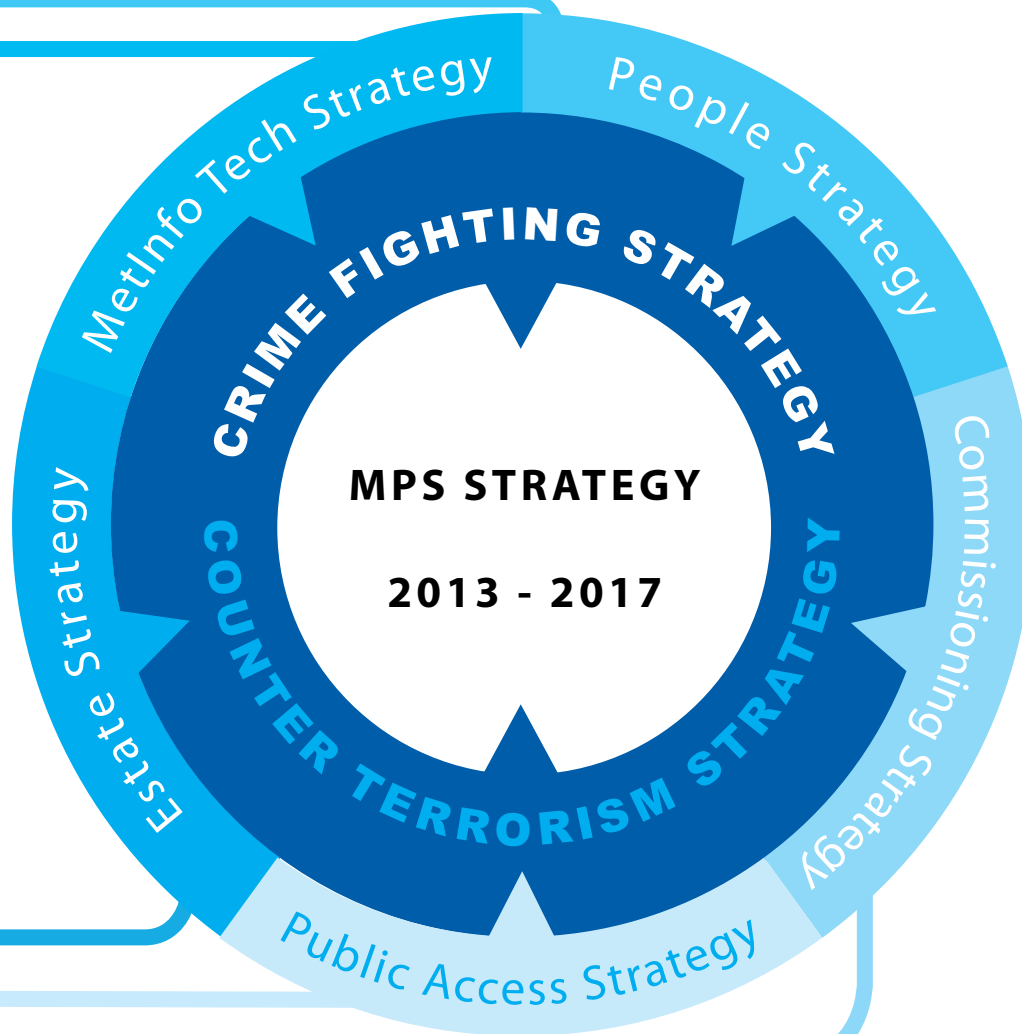
## PUBLIC ACCESS

Our **Public Access Strategy** will describe how the Met will make our services more accessible to the public, supported by a modern estate. The methods by which people access public services have been transformed in recent years through developments in the internet and mobile telecommunications, amongst other technologies. The Met aims to make it easier for the public to contact the police in ways that best suit their needs, using a variety of different channels - whether in person, by phone (emergency and non-emergency), by email or through the internet and via digital media.



## PEOPLE

Our **People Strategy** will create a Met where our people have the right skills and are motivated and proud to deliver a quality service. In order to cut crime by 20%, we need a range of different but professional people to deliver our services and to be reflective of the London population. We need 32,000 police officers, together with our PCSOs and Special Constables to lead our crimefighting, we need support staff to enable our officers to do their job efficiently and effectively, and we need to build on the volunteering legacy of 2012 to make our capital city safer. Our strategy will outline our approach to targeted training and strategic focus on enabling everyone to perform to their highest potential.



## COMMISSIONING

Our **Commissioning Strategy** will help the Met clarify which services it delivers and the cost of these services against the level of demand. The Met will become a commissioning organisation which:

- ⊖ understands its objectives and our services
- ⊖ understands how each service delivers against objectives (and is performance managed)
- ⊖ understands the cost of each service
- ⊖ understands the demand for our services
- ⊖ understands comparators and benchmarks and
- ⊖ has considered the most effective delivery options for those services.

# When we will deliver this strategy

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Change on this scale takes time. We have begun the process of redesigning our organisation with the public in mind, and we are committed to delivering the Mayor's priorities - this strategy outlines the timescales for delivering them:

## We have already:

Carried out Met-wide 'days of action' aimed at targeting specific crime types such as drug dealing, uninsured driving and metal theft. In the first year of Operation Cubo, which targets illegal motorists, the MPS seized more than 44,000 vehicles, arresting over 1,000 people for a range of offences including rape, possession of illegal firearms, money laundering and drugs. We will continue to drive these large-scale operations as we moved forward.

Introduced a rigorous CrimeFighters performance regime ensuring our leaders are held to account for what their teams deliver for the public.

Outlined plans to save significant sums of money and balanced our budget until 2016/17.

Started to review every single service we provide as we aim to reduce cost, increase efficiency and ensure Londoners get value for money. Our review of technology has led to a programme of work called MetInfoTech to drive innovation in the way we use IT.

Implemented the Commissioner's 10 commitments made to our staff, which target those things that will make a difference immediately. These included giving officers the tools to do their job: rolling out 350 mobile fingerprint units across the MPS, doubling the number of Automated Number Plate Recognition-equipped vehicles and rolling out Taser to two police cars on every borough.

Through our total professionalism programme we have engaged with 10,000 leaders to listen, have an honest conversation about our values and behaviours and get their ideas about how we can build a better Met.

Our specialist policing functions have been remodelled in an interim step whilst longer term plans are developed as part of the Met Change programme. These changes follow the Mayor's and Commissioner's priorities on issues such as reducing gang violence, tackling violence against women and girls, taking more ill-gotten assets from more criminals and collaborating with UKBA to tackle foreign national criminals. This work will put over 400 more officers in these areas through cutting senior officer numbers and reprioritising resources.

## In the next few years:

We are committed to delivering the Mayor's Police and Crime Plan, and this strategy outlines how we plan to achieve those objectives. We expect to be held to account for our performance, and a 'corporate scorecard' will ensure everyone in the MPS is focused on delivering these outcomes. At the MPS Performance Board, our leaders' performance against this strategy will be scrutinised by the Deputy Commissioner, identifying what works and challenging under-performance where necessary. As well as holding our own leaders to account, we fully expect to be scrutinised by the Mayor and his Deputy Mayor for Policing for our delivery against his priorities.





Over the next four years, you will see us change as an organisation. In particular, you should expect from us:

### Year 1:

We will immediately begin to deliver against this strategy, focusing everybody in the organisation on our key priorities to reduce crime, increase confidence and cut costs. A series of action plans will drive activity through 2013, including a new CrimeFighting Strategy introducing a new, evidence-based approach to tackling crime, and the start of a recruitment campaign to increase our number of frontline officers.

### Year 2:

Will see real delivery of the One Met Model and the associated savings; we will continue to drive performance improvements through the delivery of this strategy. Our CrimeFighting, People and MetInfoTech strategies will begin to deliver change: more officers on the streets, innovative techniques to fight crime and information at the fingertips of our frontline officers through new technology.

### Year 3:

We will be embedding change across the organisation, finalising and completing the implementation of the new organisational design, seeing changes in outcomes and achieving the improvements in performance we have planned for.

### Year 4:

You should see the outcomes in this strategy becoming a reality: a safer capital city, with crime heading for a 20% reduction and more officers on the streets, including a record 26,000 constables. You should feel more confident that we are providing an effective, crime-fighting service that is tailored to your needs.



