

Metropolitan Police Service BUSINESS PLAN 2017-18



Table of contents

1- COMMISSIONER'S FOREWORD	3
2- INTRODUCTION	5
2.1 The Met story and our vision for the future	5
2.2 Delivering the Mayor's priorities in partnership	6
2.3 Context and challenges	7
2.4 What this plan will deliver	8
3- OUR FOCUSED PRIORITIES	10
3.1 Making every community safer	10
Keeping children and young people safe	12
Tackling violence against women and girls	16
Tackling hate crime	18
3.2 Making London safer	20
Terrorism	20
Serious and organised crime	21
Cyber-crime and fraud	22
4- A SAFER CITY FOR EVERYONE	26
4.1 A visible presence	26
4.2 An accessible force	28
4.3 An effective response	30
4.4 Local and specialist investigations	33
4.5 Improving outcomes	36
Victims first	36
Managing offenders	37
5- A TRANSFORMED, MODERN AND EFFICIENT MET	41
5.1 People	41
5.2 Training and professionalism	44
5.3 Finance and commercial	46
5.4 Assets	50
6- TRACKING DELIVERY	54
6.1 Our performance framework	54
6.2 Key performance and insight indicators	54
7- EXECUTIVE STRUCTURE	56
8- LOCAL PRIORITY CRIMES 2017-18	57
9- GLOSSARY AND ACRONYMS	59

1- Commissioner's foreword

As Londoners, we are right to be proud of the Met. It is the best police service in the world and has protected London and its communities for almost two hundred years.

The Met is, and always should be, an integral part of those communities, listening, serving and working closely with Londoners. From my early career in the West End, Battersea and Peckham police stations, I have retained a firm belief that our legitimacy stems from our professionalism, the strength of our values and from our engagement with London's local communities. We must continue to reach out to established and new communities, respond to their needs and concerns. We must also break down the barriers which sometimes exist between us, especially with younger people and ethnic minorities.

Local policing is the bedrock of everything that we do. I want every citizen to feel comfortable in reaching out to their officers for help whether they've been a victim of crime or because their community feels threatened. Whilst this is, unapologetically, a very traditional approach, the Met is not standing still by any means. London is constantly changing and crime is changing, becoming more complex, more international, and also more likely to take place behind closed doors. Therefore we must change to remain effective and strengthen the public's confidence in policing.

I want to strengthen it by tackling the things that matter most to communities; violent crime is at the top of this list. This includes protecting London from the terrorist threat which, as tragically demonstrated by the recent attacks in London and in Manchester, has become all the more pressing and demanding in recent months. We have prepared for the worst and prevented it many times, however the number and volatility of the individuals who threaten us is at a level we have never seen before. Following these attacks we are reviewing our tactics, strategy and resources, and we are working tirelessly with the security services and other partners to prevent future attacks and to bear down on all forms of hate crime.

We also need to address the troubling rise in knife crime, which is seeing too many people injured and lives lost. We must get better at protecting children and the vulnerable from those seeking to exploit them. We are acutely aware of the impact of violence on communities across London and the work we all need to do to bear down on this.

However, despite what are undoubtedly increasing demands on the Met, resources are limited. In fact, on our current calculations, we need to make savings of around £400 million in the next four years just to balance our budget. This means we have to substantially alter some of the ways we operate. We must prioritise the things that matter most and find the best ways of dealing with them. We may even have to stop doing some things or find more efficient ways of doing them. We must use resources effectively, taking account of where risk, threat and harm are greatest, and developing online capability where appropriate.

The Met is on a robust modernising trajectory. Our transformation programme, the One Met Model, is a whole system approach which looks to build upon neighbourhood policing, improve our protection of vulnerable people, tackle extremism, and build strong capability to tackle new and evolving threats.

This plan sets out in detail how we will make London a safer city for everyone no matter who they are or where they live, helping deliver the Mayor's vision. It also recognises the uncertainties ahead and tries to build in the necessary adaptability and flexibility. It does so by recognising that our continuing strength is rooted in the extraordinary officers and staff who every day demonstrate integrity, professionalism, courage and compassion – our core values.

I will continue to strive for a workforce more reflective of London and I want to unlock talent and diversity of thought within the Met. We will need innovative approaches to London's challenges and we will not get them without encouraging new ideas and allowing people to put them into practice. In turn, I will ensure that police officers and staff are well led, well supported, well equipped and able to do their job.

We will gain great strength from our partnerships. None of the major issues I've described can be tackled without combining the efforts of the public, private and third sectors. I want to make sure that together we become greater than the sum of our parts.

Over the coming months you will start to notice improvements: you will see more dedicated officers in each of London's wards. They will understand their beat and work with communities to tackle local priorities. They will be equipped with mobile technology allowing them to stay working in their neighbourhoods effectively and productively. On many occasions your local officer will be your one point of contact throughout the investigation. We will bring some specialist skills to combat crimes like child sexual exploitation, closer to the communities in which those crimes happen and working alongside local officers and partners.

We will make the most of technology to develop new ways for the public to contact us and access our services. We will also be helping people better protect themselves from crime. A crime that never happens is better than one solved. Prevention also allows us to direct our finite resource to the crimes that neither we nor the public can prevent.

This plan is published at a time when many people are feeling uncertain about the future. We, in the Met, have been overwhelmed by the support of the public in recent weeks. We will continue to work as closely as we can with people of all our communities to build even greater trust and confidence in your police.

It is an ambitious plan. It will be at times difficult to deliver but I am confident that we will succeed and that it will make us an even better police service, focused on one thing – making London the safest global city.

Cressida Dick
Commissioner of Police

2- Introduction

2.1 The Met story and our vision for the future

Our vision is to make London the safest global city: a city in which people are free to be themselves, express themselves and flourish. The purpose of this plan is to help us build a Met for the future: a visible and accessible service which reflects and understands the people it serves, and an effective police force equipped for the 21st century.

The challenge and complexity of our mission cannot be understated. London's population is now larger than it has ever been: there are approximately 8.7 million Londoners. This is projected to grow to more than 10 million by 2031. Londoners tend to be younger than the rest of the UK, more than three million residents were born abroad, just under half of whom arrived in the UK less than 10 years ago. London is also the world's most popular business and travel destination receiving 31.5 million visits in 2015, 12.9 million from the UK. London's greatness comes from its openness to the world, and this in turn has helped build the world-renowned institutions which have preserved its safety, stability and leadership.

New Scotland Yard is recognised internationally for its history and skills in enforcing the law and fighting crime, and for its long standing neighbourhood policing approach built on the concept of policing by consent. Today we remain a global leader in policing, but we recognise that a changing city requires us to strive constantly to become more effective, remain adaptable and to earn, every day, the trust and confidence of Londoners.

This trust can be achieved by being the best crime-fighters by any measure and bringing offenders to justice. But it also comes from preventing crime, countering terrorism, safeguarding vulnerable people, putting victims first, ensuring they receive the best possible outcome and the support they need from our partners. In doing so, we will take pride in our values and the quality of our approach, so that people respect and are proud of the Met.

With crime patterns changing, with London changing and with a challenging budget, the Met has to transform continually and evolve to retain its position as a world-leading police force. It has always done so, but the required pace and scale

Our vision

- To make London the safest global city
- Modern policing, traditional values
- Ensuring our people are well led, well supported and well equipped

Our priorities for 2017-18

This plan emphasises, both in terms of priority and improvement, four specific areas where we want to make substantial progress over the next twelve months:

- tackling violent crime and especially knife crime which affects young people across London
- Countering terrorism and reviewing our strategy, tactics and resources in light of the threat
- protecting children and developing a robust approach to tackling child sexual exploitation
- transforming the Met to become a modern police service, using technology and data, skills and engagement to fight crime more effectively

of change is now probably bigger than at any time in our history if we are to continue to deliver:

- for the **public** - building confidence and tackling the issues that matter most to them, notably violence
- for our **people**— leading and equipping them as well as we can, freeing them to make the best decisions
- through our **transformation**— exploiting the digital potential and organising ourselves in a flexible structure that will allow us to work in an agile, collaborative fashion, and with the post impact possible on public safety

The Commissioner's commitment to increasing public confidence is demonstrated in our determination to protect children and vulnerable people from violence. Our prevention and safeguarding approach is set out in **Section 3**. We recognise that we cannot succeed in isolation: policing is part of a collective effort with partner agencies and with the public that goes beyond law enforcement. Prevention demands meaningful engagement with communities and the mobilisation of all Londoners and it also requires an end-to-end approach across public and private sectors agencies.

Over the last few years, the Met has become more efficient. But we can do more by increasing our visibility on the street, engaging with local communities, increasing the ways to access our services, working to prevent crime from happening, and when it does happen, tackling it more effectively. **Section 4** sets out the service we are delivering to all Londoners and how we are improving it. We want to build on the bonds of trust that exist between Londoners and the Met, and strengthen London's status as a safe and secure global city with an exemplary and truly digital police service.

Harnessing technology will mean real-time information and full mobile connectivity for our officers, quicker response times, faster detection and smarter tactical deployment based on the risks and threats to the public. From first contact to resolution, we will make it easier for the public to be in touch with us, electronically and locally. As an organisation of 45,000 people, we will also transform our culture (**Section 5**): delegating more of the decision making and responsibilities, promoting diversity and inclusivity even more, streamlining our policies, offering flexible careers and giving all our people the skills and training to do the job.

This business plan sets out how we invest our budget of nearly £3.3 billion, and how we will deploy officers and staff to make every community safer, London safer, and create a transformed modern efficient Met. The task is significant and often complex, and we do not have the financial resources to implement everything at once. We will require our officers and staff to continue to strive for innovative ways to drive up productivity and improve efficiency at all levels of the organisation. Where there is additional resourcing flexibility, our focus remains on knife crime, counter terrorism and safeguarding. In the coming years, some hard choices will need to be made. We want to make these choices in conversation with our partners and with the public whose support will be crucial over the next four years.

2.2 Delivering the Mayor's priorities in partnership

The Met is responsible for maintaining the peace and is accountable in law for the exercise of policing powers, and to the Mayor's Office for Policing and Crime (MOPAC) for efficient and effective policing, management of resources and

expenditure. At all times the Commissioner and her officers remain operationally independent, in the service of the public.

The Mayor is responsible for overseeing and setting the strategic direction of the Met. On his behalf, the Deputy Mayor for Policing and Crime and MOPAC hold the Met to account for delivering against the priorities of the Police and Crime Plan 2017-21. **A Safer City for All Londoners**, published in March 2017, emphasises the necessity for all partners, including MOPAC, the Met, the criminal Justice Service, local authorities and health organisations, to work together to support victims of crime - particularly vulnerable and repeat victims - and to ensure their needs are addressed. Its priorities for policing and crime are:

- 1) **A better police service for London:** delivering a police service Londoners need, in communities, online, at night and at work; increasing the protection for victims and vulnerable people; transforming the Met, making it fit for the 21st Century; and contributing to national policing
- 2) **A better criminal justice service for London:** putting victims first and tackling re-offending
- 3) **Keeping children and young people safe:** protecting and safeguarding young Londoners and supporting them when they are victims of crime; tackling knife crime; comprehensively addressing the problem of gang violence in London; preventing young people from getting involved in crime and addressing re-offending
- 4) **Tackling violence against women and girls:** better protecting women and girls; improving support for survivors of domestic or sexual violence; targeting offenders
- 5) **Standing together against hatred, intolerance and extremism:** protecting Londoners from hate crime; delivering better support for victims; preventing vulnerable people

A final section sets out how MOPAC will deliver A Safer City for All Londoners: overseeing our performance and setting our budget, working with partners, commissioning projects and engaging with the public.

We play a big part in delivering these policing and crime priorities, and this document sets out what we will do over the coming year: for example, to improve safeguarding and neighbourhood policing.

Tackling the drivers of violent crime, such as knife crime, requires a major collective effort across London, from delivery agencies of course, from local authorities to the NHS, but also from

voluntary community support organisations, parents, peers and the media. The map overleaf shows some of the main direct partners on which effective prevention (and addressing the issue of repeat offending) relies.

The Mayor is well placed to convene, lead, instigate change and collaboration in many areas and we welcome his support. We will work with him and MOPAC through forums such as the London Crime Reduction Board and the Safeguarding Children's Boards to play our part in delivering more effective solutions to the challenges outlined in the Police and Crime Plan.



- **Mental health:** An estimated 40 per cent of our work has a mental health element. The Mayor's support in bringing together health services, local authorities, the third sector and the emergency services will help tackle the underlying issues and focus on prevention.
- **Vulnerability:** People can be vulnerable because of a variety of different reasons – and indeed are vulnerable in different ways. This means a multitude of different public agencies can be involved; and a lot of time is spent bridging services - with risks around follow-ups. A coordinated public sector response, both in policy and for individual cases, can boost impact and effectiveness.
- **Crime prevention:** The GLA, TfL and local authorities can – through planning, transport projects, regeneration schemes and in our public spaces generally – design-in crime prevention. We will continue to work with local authorities to promote continued investment in safety, for example to maintain the network of CCTV cameras around the capital, or to share good practice to reduce the disparities which exist between boroughs or multi-agency safeguarding hubs.
- **Looked-after children:** In 2016, 18 London care homes each reported over 100 children either missing or absent. For many of these children, it was not the first time they had gone missing. The Mayor can lobby for stronger accountability for those agencies responsible for looking after these children and for action

to tackle the causes rather than the consequences.

- **Offender management:** MOPAC's **Justice Matters** work looks at how offender management is delivered in London by the Community Rehabilitation Company and how partners can solve issues by defining specific actions for each to deliver.
- **Emergency services joint-working:** New powers available to the Mayor through the Police and Crime Act 2017 create an opportunity for meaningful **Blue Light Collaboration** across the Met, the Fire Brigade and London Ambulance service. Work has already started across a number of areas.

2.3 Context and challenges

The changes and improvements we are making are driven by profound changes in the society we police. We need to be fit-for-purpose in a society whose needs have become more complex, and we need to be prepared in an environment that is more unpredictable.

London's success over the past two decades has brought with it sizeable challenges: a growing and increasingly young population, but also people living longer and needing more support. The rise of inequality and the interplay of density,

deprivation and vulnerability, all impact on how likely it is someone will be the victim of crime. We must engage with London's diverse communities – which for example include 270 nationalities - to better understand the city we police and to address the persistent gaps in confidence that different groups (such as white and black, Asian, and minority ethnic - BAME - groups, or young and older Londoners) have in the police.

The threat level for terrorism in the UK is currently rated as severe. We have increased our armed policing capability, but the need for specialist skills create capacity pressures which must be addressed. The terrorism threat is multi-dimensional and plots are becoming harder to detect with the increase of lone actors or low tech plots as we saw so tragically in London and Manchester. In light of these tragic events, we will continue to do all we can working together across policing and with partners to protect the city and its people. The reaction of the public demonstrated the strength and resilience of our city, and proved that London and our communities will continue to stand up to the threat of terrorism.

Volume crimes, such as burglary or vehicle theft, have generally decreased over the last few years. In contrast there have been worrying increases in high-harm and violent crimes, including knife and gun crimes, sexual offences, including rape offences, in reports of child abuse, and in youth re-offending rates. Many reported crimes are now less likely to occur in public places and more likely to be in people's homes (including online). We need to get better at preventing violence and tackling these crimes, at protecting vulnerable victims – and the unacceptable level of repeat victims. And we need to do more to improve the outcomes for victims.

We continuously review our approach, skills and capabilities to tackle new and emerging threats such as modern slavery, human trafficking and the changes in the types of crime facing Londoners, such as social media hate crime, fraud and cyber-crime. Many traditional investigations, for example missing persons or harassment, now include online and digital elements.

We build a regular assessment of the risks to London's safety, assessed against threat, vulnerability and harm. This exercise informs our operational priorities and response as set out in our current Control Strategy. The priorities highlighted for 2017 in that strategy include: child sexual exploitation, serious sex offences including rape, firearms, gangs and knife crime, serious and organised crime, and terrorism. These priorities are also reflected in Mayor's Police and Crime

Plan and the National Crime Agency (NCA) National Strategic Assessment.

Against this background, standing still is simply not an option. We need to be close to – indeed, integrated with – London and fully engaged with its communities. We need to be able to make the best use of technology and data while upholding our traditional values. This plan details our ambition to be an exemplar modern police service.

2.4 What this plan will deliver

The Mayor's Police and Crime Plan sets the strategic direction for the Met for the next four years. This business plan sets out how we, with partners, will implement these strategic priorities alongside our corporate objectives for the coming year. It articulates our key commitments and provides more detail about our investments, milestones and activities over 2017-18. Whilst the current plan covers one year only, reflecting the transition to a new Police and Crime plan and a new Commissioner and the financial uncertainties for 2018-19, we intend to move to a multi-year business plan next year, and refresh it annually.

The purpose of this plan is to:

- set out how the Met will deliver the Police and Crime Plan and Met priorities, support the Commissioner by providing strategic direction for business groups
- align and integrate budgeting and resourcing with the delivery of our priorities, as well as provide a tool to measure, report progress and inform decision-making
- provide more visibility to officers, staff, our partners and the public about our activities and our impact on the ground and to anchor our determination to open up and deepen our engagement with Londoners and communities in London
- articulate how the priorities set out in other corporate documents (such as our People Strategy, One Met Model blueprint and the Diversity and Inclusion Strategy) complement and support each other and, together, deliver a modern Met, engaged in its community and effective in tackling violent crime

The public want a police service that is accessible when they need it, responsive to their needs, fair and effective in dealing with local problems as well as international issues such as counter-terrorism. Currently, 69 per cent of Londoners think the Met

is doing a good job in their area, and 78 per cent of victims are satisfied. Confidence in the Met increased five per cent over the past four years. We want this to continue, through strengthened neighbourhood engagement and a renewed focus on supporting victims. Courage, compassion, integrity and professionalism are the values we strive to achieve in everything we do. Allegations of failings will be investigated robustly, and, where we are weaker, we will implement change and roll out training to improve our service.

In the delivery of all our services, we want to be:

- A more accessible service where the public can communicate with us in confidence, both within their communities and online
- An inclusive, capable and flexible workforce that represents the people of London
- A compassionate service that not only tackles crime but also works with others to offer vulnerable and repeat victims the support they need
- A force which has the capacity to deal with incidents rapidly and where officers are enabled to take more decisions at the local level
- An improved single end-to-end service for victims, where most reported crimes are dealt with by the same officer

Our transformation programme

We play a full part in delivering, with MOPAC and other partners, the new priorities set out in the Mayor's Police and Crime Plan. Simultaneously, and like many public bodies, we work under the constraint of decreasing resources, increasing demand and a changing environment that require us to make policing in London ever more effective. Recognising the challenges and the opportunities to improve our services, we have started to implement one of the biggest transformation programmes of any public sector organisation.

We have looked at all operations, from frontline to back-office. We have reviewed our processes and capabilities, our organisational, technological and digital strengths and weaknesses; and we have assessed future demand and current gaps to identify where change is necessary, where investments are required, and where benefits can be realised. From this, we have developed a roadmap that sets out our transformation plans to 2020.

The One Met Model 2020 (OMM 2020) aims to deliver transformation right through the organisation, across functions and departments, to

modernise the force as a whole, keep our resources focused on priority areas, whilst providing an effective service to all Londoners. The objectives and initiatives from the 12 programmes (see appendix 9) are integrated in this business plan with a particular focus on the milestones that will be achieved in 2017-18. Technology and estate transformation are some of the key enablers of that change.

Delivery structure

The business plan will be delivered jointly by our [four operational business groups](#), the Senior Responsible Owners for our twelve OMM change programmes and a headquarters function:

- **Territorial Policing (TP):** Responsible for day-to-day local policing. In broad terms, TP deals with 24-hour emergency response, local investigations, safeguarding and neighbourhood policing and will be taking the lead on sexual offences, exploitation and child abuse. Whilst mostly organised geographically in borough units, it includes some centralised teams such as the Roads Transport Policing Command, the Metropolitan Special Constabulary, Met Detention, Met Prosecutions and Volunteers.
- **Specialist Crime and Operations (SCO):** Linking in with local policing and responsible for a range of specialist policing services including gang, serious and organised crime; homicide; public order. It also includes services that support operations across the organisation such as intelligence, the central communications command MetCC, forensics, the specialist firearms command and the pan-London taskforce.
- **Specialist Operations (SO):** Responsible for the security and protection of London from terrorism, extremism and subversion. SO operations are delivered pan-London and locally, and it also works to support policing on a national and international level. SO includes the Counter Terrorism command, the Security commands (aviation, protective security operations) and the Protection commands (Royalty, Parliamentary and Diplomatic).
- **Professionalism:** Responsible for ensuring that the Met's officers and staff operate ethically and to the highest professional standards. This command also leads on strategic training provision and delivery of operational training to officers and staff.
- **Headquarters (HQ)** covers People and Change, Commercial and Finance, Strategy and Governance, Legal Services, Media and Communications and Digital Policing.

3- Our focused priorities

3.1 Making every community safer

For everyone to feel and be safer, we need to make every community safer. By community, we mean both geographic areas and groups defined by age, disability, gender, race, religion, nationality, language or sexuality. We will engage with them to help them – and the individuals that make-up each community - keep safe, whether at home, at work or out and about enjoying the city. We want Londoners to know that wherever they live in the capital, and whatever their background, they will receive a dedicated and high-quality service from officers.

In line with the Mayor's Police and Crime Plan, we will dedicate more resources and specialist skills to addressing the needs of vulnerable people. We are concerned by the increase of violence in London. By focusing closely on priorities linked to vulnerability, we will tackle the crimes that cause the most harm, such as knife crime, and, with our partners, address the risks of repeat victimisation.

Our objectives are to:

- **make local communities safer by reducing violent crime, including the use of guns and knives, through prevention, partnership working and determined interventions on gangs**
- **engage with young people, deploying 600 officers focused on protecting them, with a named officer for all schools**
- **introduce a new service to safeguard vulnerable children and adults from abuse, sexual exploitation and radicalisation, with a single point of referral for the public and our partners**
- **prevent hate crime from happening, encourage reporting and robustly investigate offences when it does**
- **encourage more victims of domestic abuse and sexual violence to come forward, improve our first response and work to reduce repeat victimisation**
- **support MOPAC and other agencies in preventing young people from being drawn into gang activity**
- **embed our new Diversity and Inclusion Strategy to ensure our systems, processes**

and policies are fair and transparent and that the Met better reflects London's diversity

- **close the gaps which exists between BAME communities and other Londoners in terms of confidence in policing and victim satisfaction**

Crime, and the impact of crime, is not evenly spread across London's communities. This plan recognises the need to address these disparities. We will safeguard vulnerable communities by extending our reach and meeting their specific needs, preventing harm by protecting the vulnerable and managing the dangerous. Our engagement needs to convey the values of care, compassion and commitment that we hold, and create meaningful opportunities for consultation, dialogue and involvement, strengthening the bonds of confidence, trust and mutual understanding between us. We will work with the Deputy Mayor for Social Integration and Community Engagement, MOPAC and others to promote stronger and more resilient communities.

We want to strengthen input from communities across London on issues such as knife crime where our action alone is not enough - or even sometimes not the best way- to reach those concerned. Community integration and cohesion is essential if we are to root out extremism or violence. By developing close links with local members, parents and groups, we can reach the whole community more effectively. When mainstream members of that community speak out and challenge extremism or violence, it has more impact.

Increasing the number of DWOs will help us deliver solutions to local problems. We will work with the ward panels to increase diversity of representation, enhance participation and promote partnership working. We will strengthen relationships with charities as well as the public sector. On mental health for example, we work closely with the Alzheimer's Society to improve safeguarding and raise awareness. In 2017-18 we will be launching the Herbert Protocol, a national scheme whereby carers, family members or friends of a vulnerable person provide information, such as medication required, a photograph and contact numbers in the event of that person going missing.

Independent Advisory Groups (IAGs) were created almost 20 years ago in an effort to build a genuine partnership with all sections of the community, encouraging the active involvement of people from diverse groups. Today they continue to be a cornerstone of our approach and facilitate this

engagement. Four IAGs - Race, Disability, LGBT and Trident (gangs, guns, knife crime) - act as a 'critical friend' to the Met and provide strategic advice from specific communities on aspects of police policy, practice, procedure, strategy and service delivery as they affect communities. In addition every borough has its own IAG made up of citizens from the local communities that advise us on local issues. The groups serve to challenge conventional thinking, providing an independent perspective on issues and advice on how policing services may be, or are being, perceived by communities. We also contact them in the event of an incident likely to generate significant community concerns.

Our safeguarding model

The Care Act 2014 reinforced the fact that the police play a critical role in safeguarding adults. Since then, a growth in demand on police services from domestic abuse, sexual offences, child protection, mental health and hate crime - together with a critical assessment of some areas of our delivery - has led us to review how we best protect vulnerable people. This plan aims to strengthen our safeguarding approach further.

In 2017-18 we are putting in place a safeguarding framework and board, developing better insight on safeguarding.

We now have a lead for safeguarding at Management Board and a new Commander Safeguarding post who brings all these areas together.

Our new Basic Command Unit (BCU) model, further described on page 31, is changing how we approach the protection of vulnerable people and increasing our capability with more officers dedicated to prevention. The model aims to:

- create a single point of contact with families, with local authorities and internally for a child or adult at risk
- join-up our safeguarding service with neighbourhood officers and PCSOs who are on the frontline for protecting vulnerable people
- increase the number of officers working in schools and with young people
- strengthen leadership in this area of policing

The structure aims to improve problem solving, early intervention, appropriate referrals and the targeting of the most high-harm offenders.

Responding to identified risks around a lack of coordination, internally and with external agencies, we will provide a single point of referral for victims into police services for investigating domestic abuse, child abuse and sexual offences and to work with local authorities.

In each BCU, a superintendent, with responsibility for the professionalism, performance and quality of the specialist services delivered, will manage all safeguarding activities and provide strategic leadership.

The BCU Safeguarding model will bring together safeguarding hubs and child referrals units, and implement a 'single front door' for the referrals of vulnerable persons to all safeguarding services, as tested in Lambeth. We will integrate officers dealing with domestic, with sexual abuse and with vulnerable victims (Sapphire, CAIT and Community Safety Units) and bring in the specialist child abuse investigation teams (SCO17) locally. Together, they will form a highly competent specialist team which can deal with connected investigations in one place, locally and quickly.

We will also promote professional curiosity and problem-solving as a core responsibility for every single police officer: this means for example, proactively looking for potential safeguarding issues when attending or investigating a seemingly unrelated crime such as burglary.

Multi-Agency Safeguarding Hubs (MASH), adult referrals and child abuse referrals will be integrated where possible, with MASH remaining aligned to, and housed by, local authorities.

We will intensify working relationships and improve information sharing practices with local authorities, community safety teams, courts and probation services, the NHS and the third sector. Caseloads will be fed through multi-agency problem solving panels such as the Community MARAC (see glossary), Early Intervention and Assertive Diversion Panels. This will maximise expertise around the table, increase our joint ability to respond to, for example, mental health demand, and address the underlying issues of vulnerability. We will collaborate with them on early intervention and diversionary activity on specific cases in order to reduce harm, reoffending and repeat demand.

From quarter 1, 2017-18 we are implementing the BCU safeguarding changes in two pathfinders. We anticipate that decisions on the further roll-out of this model will take place in the autumn following evaluation of the Pathfinders. If the BCU model is applied to the rest of London it will provide an extra 400 officers protecting vulnerable people.

Keeping children and young people safe

Child sexual exploitation and missing children

Child protection is one of our top four priorities for the coming year: it is a focus of the Mayor's Police and Crime Plan and an area in which we have acknowledged we need to improve. The Met is managing an increasing workload: at any one time, more than 8,000 children are on a protection plan in London, at risk of violence or abuse. Last year alone, we investigated over 17,000 child abuse cases. In 2016, 25,000 children went missing, over 63,000 children were victims of crime and more than 72,000 were suspected of a crime.

Working with MOPAC, we have put in place a detailed and wide-ranging action plan to address the failings identified by the HMIC Child Protection report published in November 2016 and implement its recommendations. In 2017-18, we will be driving through a number of actions to embed improvements across the organisation.

In March 2017 we conducted our first ever Child Safeguarding staff survey to build a meaningful picture of the challenges police officers and staff face when dealing with vulnerable children. More than 4,000 officers and staff completed it and we will turn the feedback into practical actions that address the gaps identified, better training and communication about child safeguarding issues.

We are concentrating on three areas:

- Improving training to ensure officers and staff in borough units - and not just specialist units - have a clear understanding of the complexities in areas like missing children, child sexual exploitation (CSE) and indecent images, and are very clear about our standards of service and response. To date, over 10,000 officers have attended a Professional Development Day on these subjects - as part of a completely overhauled training programme. Our objective is that by the end of quarter 1 all local police officers will have received child safeguarding training, designed by child protection specialists with support from leading children's charities and academics.
- Changing culture with regards to safeguarding: the new Police and Crime Plan refocuses priorities away from numerical targets for volume crime, towards a stronger prevention approach of high harm crimes. To help

disseminate this message and support a step change, an internal communications campaign will take place in quarter 2.

- Reviewing how cases are assessed and referred to ensure our processes are robust and provide the right response to individual cases.



Immediately after the HMIC review, we established a number of structures to take forward the recommendations:

- A Child Safeguarding Audit Team is undertaking audit across all boroughs in the areas of CSE, missing children investigations, online child abuse images and investigations under S47 of the Children Act (1989). A sample of audit cases are then considered by the Child Safeguarding Scrutiny Panel, with representatives from children's social care, children's charities and the Crown Prosecution Service so that learning can be identified and the themes fed into training products and policy.
- A Child Safeguarding Delivery Team has been established to implement HMIC's recommendations through a detailed action plan. Their progress is scrutinised by external partners through a Child Safeguarding Advisory Panel and by MOPAC as part of the London Child Protection Policing Improvement Oversight Group.

The Police and Crime Plan supports our commitment to better protect vulnerable children and young adults. Policing is part of a collaborative effort to protect children, social services, schools, the health service and the probation service also play an important role. This year, we are working closely with MOPAC, the NHS and other partners

to pilot two new Child Houses, which will improve our response to child victims of sexual assaults. We need to be more pro-active in developing partnerships and sharing information. Every day we identify four children in London at risk of CSE, yet referrals from other agencies - which make up 40 per cent of the cases - are very unequal across London: the proportion of our local cases referred by social services can vary between 5 and 50 per cent. There is a need to make the performance of MASH more consistent across London boroughs. We are supporting a multi-agency review of MASH, to be led by the London Safeguarding Children Board to identify and share best practice across all boroughs, building from the Ofsted inspections.

We will deliver training so staff who undertake policing activities that brings them into contact with children are aware of the importance of safeguarding. We will make full use of the tablet roll out to ensure officers have convenient access to the right up-to-date guidance.

There are clear links between CSE, criminal exploitation and missing children. Of the 25,000 cases of missing children last year, 21 per cent were missing for more than two days and these are the most at risk to be involved in criminality as either a victim or an offender. And a small number of children account for an outsized proportion of instances: for example 16 children went missing more than 60 times each in one year, and more than 2,500 missing reports originated from only 19 addresses in London. This underlines how important it is we work with local authorities and partners to tackle the underlying causes. Through our Missing Person coordinator, we are adopting a problem-solving and partnership approach to tackle the issues that cause the repeats, including an analysis to identify care homes where there may be concerns, rather than just respond to individual occurrences. We have delivered

briefings to all MetCC staff to improve the quality of the missing person risk assessments and will continue to raise awareness and share intelligence with first responders and neighbourhood officers.

Safeguarding vulnerable children and young people at risk also reduces the chance of them offending when they become adults. We will develop and implement a joint strategy with MOPAC, youth offending teams and children's social services to prevent crime - thereby reducing the arrest and charge rate of looked-after children in children's homes and foster placements.

Engaging with young people

We focus on three delivery areas: Safer Schools Partnerships, Volunteer Police Cadets and wider youth engagement. In each, we are investing resources and effort to build lasting relationships with young people, helping to keep them safe and changing the negative perceptions of policing that younger people are more likely to hold than other age groups.

In April 2016, there were 282 Safer Schools Officers. We will dedicate additional resources taking that number to 600 so our officers can work more effectively in secondary schools and have more of a presence in primary schools. Every educational establishment will have an identified officer responsible for working with that institution. Indeed we want all young people to be able to turn to a named police officer for help and assistance. There will also be an increased focus on supporting young people in more challenging environments such as Pupil Referral Units, children's homes and other youth projects not within educational establishments.

The uplift in officer numbers will allow us to strengthen trust and engagement with the wider school community, enhancing safeguarding



through Safer Schools Protocols (including awareness training, advice and guidance, access/egress plans), and developing School Diversion/Engagement approaches such as **Your Life You Choose** and **Choose a Different Ending** with Trident Community Engagement.

We will develop Safer School Partnerships with Head Teachers and teaching staff to cultivate strong working relationships to address issues that affect the school and wider community. We will focus on delivering early intervention, preventative education and diversion using restorative approaches where appropriate to educate and steer children and young people away from crime.

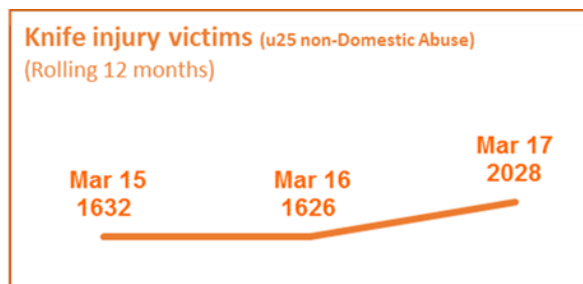
We will build on the success of our Volunteer Police Cadets scheme, our primary engagement and diversion programme for children and young people within the Met. Currently there are 5,000 cadets across London volunteering regularly to support operational policing, crime prevention and community safety. In 2015 cadets contributed over 200,000 volunteer hours in London to an estimated value of £7 million.

The cadet programme provides a cadre of young people (10 to 24 years old) who are enthusiastic and knowledgeable about the police service. The programme is richly diverse: 54 per cent of participants are from BAME backgrounds and 29 per cent come from vulnerable backgrounds, including a significant proportion of cadets from extremely disadvantaged and poor socio-economic backgrounds.

Working in partnership to tackle knife crime

Knife crime is another of our four top priorities in this plan, which we must work together with all London partners and communities to address. In 2016 there were 11,067 knife crime offences in London, of which 38 per cent were related to personal robbery. A third resulted in knife injury. Numbers have increased over the previous year, nationally and in 22 of London's 32 boroughs. While gang members are responsible for a disproportionately high number of stabbings (24 per cent of the 1,841 cases where victims are under 25), only seven per cent of total knife offences are related to gangs. In recognition of this, knife crime leadership has been brought under Territorial Policing.

Knife crime is already central to our current Control Strategy with multi-pronged actions to tackle it including hotspots patrols with targeted intelligence-led stop and search as well as



diversion and intervention activities delivered with MOPAC and partners (such as **Gang Exit**) and a tagging initiative to reduce re-offending and wider offender management. **Operation Sceptre**, initiated in 2015, is designed to reduce knife crime across London. Activities include:

- intelligence-led weapon sweeps
- focused targeting of 'habitual knife carriers'
- hotspots patrols with intelligence-led stop and search
- test-purchases of knives at retailers
- undertaking operations to tackle offenders wanted in connection with knife-related and violent crime
- promoting knife surrender scheme (such as knife bin)

In May 2017 Sceptre comprised in excess of 1,800 such activities and seized 380 knives, 17 firearms and 75 offensive weapons. We made 500 arrests including 112 knife related arrests of whom 33 were Habitual Knife Carriers. In 2017-18, we are significantly increasing knife crime activity from a limited number of annual operations to a continuous model running every month.

From May, we are also deploying 80 officers, both in uniform and plain clothing, within two support units into high knife crime borough hotspots, including super recognisers to aid the identification of key offenders. All borough commands have been required to prepare local knife crime plans that will drive activity and resources and ensure that focused work is undertaken with partners and communities. Progress will be monitored centrally. We will work with communities and the GLA to enhance the longer term prevention work.

The Mayor is planning to publish a knife crime strategy in June 2017 and we are working with him and other partners to develop and implement it. This will include a pan-London agreement on stricter enforcement of licensing laws for sales of knives in London boroughs and crack-down on retailers selling knives to children.

Our core messages are that **carrying a knife does not make you safer** - and reporting those who do, can help save lives.

The majority of victims and offenders are young people under 25 and the Met is not always the right organisation to deliver anti-knife carrying messages to them. The key to addressing the issues effectively is partnership work. The response to knife crime must be considered in a wider context than policing: communities need to be further involved in the prevention work, and schools and education providers also need to play a full role. Therefore we will strongly encourage these collaborations to enhance the preventing and protecting elements of our approach.

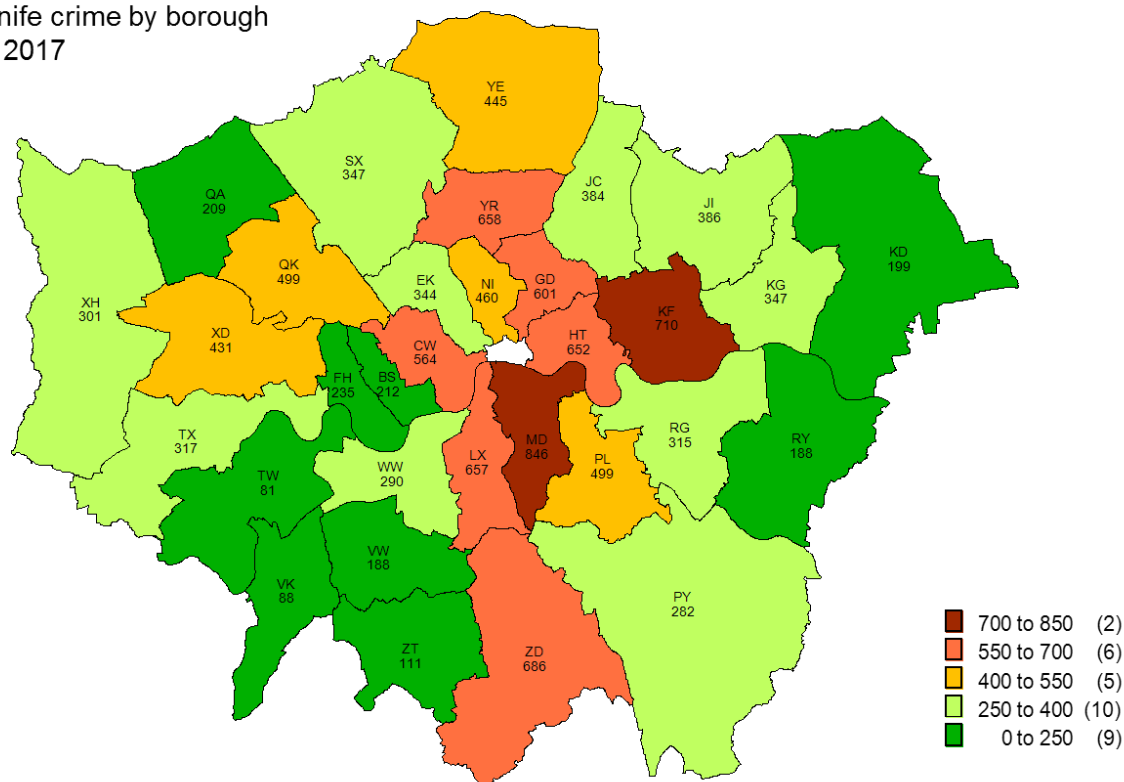
Taking a multi-agency approach will help us address the non-licensed venues that are hotspots for knife crime or at risk of being so. We will focus officers on high-harm wards with hotspot evening patrols, but also tackle 'problem venues' with law enforcement on health and safety, trading standards, licensing planning enforcement, fire safety and anti-social behaviour. We will continue to engage with retailers to ensure their staff are trained and make the necessary verification checks for knife sales, complemented where necessary with test purchase operations and enforcement actions.

Overlaying local authority, NHS or Youth Offending Teams information with our own violence data can help identify risk areas and vulnerability, and prioritise patrols or focused interventions. We will also work to improve information sharing by NHS hospitals through **Information Sharing to Tackle Violence** so that A&E departments alert us about attendees injured by violent crime. We will step up harm reduction collaboration with NHS trusts, looking at causes such as mental health issues and substance misuse.

We will also make greater use of 'community assets' and pursue a collaborative model to engage communities where knife crime is a particular issue. Local stakeholders and community champions can effectively drive change within communities, as well as enhance our intelligence of the issues.

We will work with councils, Business Improvement Districts and Safer Neighbourhood partnerships to reduce alcohol and drug-related crime in locally identified areas, for example by using 'section 92' officers in MetPatrol Plus schemes. In Brent for example, this will provide an additional six officers in 2017-18 focused on knife crime, gang and youth related violence and diversion, delivering the Safer Brent priorities.

Victims of knife crime by borough
year to Feb 2017



We will develop a strong evidence base of the public spaces where young Londoners are least safe, informing the neighbourhood policing model and ensuring that police are on hand at places and times of highest risk for young people, such as school closing time and key transport hubs. We will protect vulnerable locations for example by supporting the CitySafe Havens (led by London Citizens) which bring the Met, schools, TfL and the community together with local shops and businesses which offer their premises as a safe haven for any young person feeling in danger.

This multi-pronged approach will also help us develop a deterrence model with strong focus on prevention and we will look to bid to the Police Transformation Fund for additional resources to support deterrence and mediation, employment and counselling services. Interventions not only need to tackle the group dynamic of street gangs through sustained and direct engagement, but should also seek to promote meaningful alternatives for the persons involved, such as employment, sustained mentoring, housing or debt advice, tailored to their particular needs.

Tackling gangs

We will tackle gangs, serious youth violence and safeguarding, building on achievements to date and the reduction, by 10 per cent over the past four years, in gang-related violence. We are working with MOPAC to review our approach to gang crime including the Gangs Matrix (a database of known individuals associated with gangs, scored on the risk of harm and the risk of offending). We will ensure our work is as impactful as it can be by making better use of partnership data to inform the Matrix scoring.

The Trident and Area Crime Command aims to tackle gang criminality in London through effective enforcement, suppression, proactive policing and working with partners to prevent offending and build safer communities. Work covers the reactive investigation of all non-fatal shootings and of certain other serious crimes where the victim or suspect is a Gang Matrix nominal and the crime is believed to be associated with a gang, as well as proactive, intelligence-led operations targeting those who possess, supply, convert, reactivate and manufacture illegal firearms. Trident coordinates action to reduce gang crime in target boroughs through the Trident Central Gangs Unit, and tackles the most harmful and prolific Organised Criminal Networks through the London Crime Squad.

Work is also preventative: the Trident Community Engagement team works in partnership to safeguard young people from being drawn into gang criminality, visiting schools and liaising with our dedicated schools officers, offering support for those wishing to exit from gangs, or delivering a conflict resolution programme. Additional work is underway to identify and address issues of particular vulnerability amongst young Londoners, including pioneering operational work on [County Lines drug dealing](#), where children, women or vulnerable people are exploited to deliver drugs.

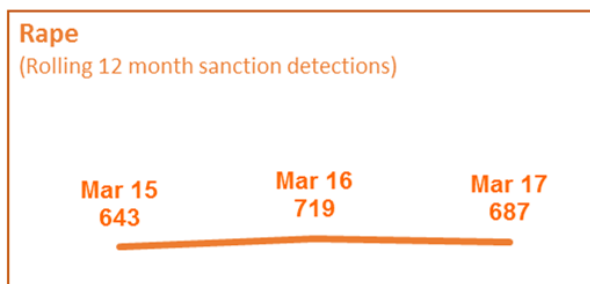
We are working to identify better young people at risk of serious violence, focusing with partners in our local Gangs Multi Agency Panel meetings on diverting those under-25 who are potential victims of knife-enabled offences as well as past offenders. The London Gang Exit programme and initiatives such as Divert are examples of this approach to preventing gang and serious youth violence.

Operation Teal leads on pre-empting and responding dynamically to serious gang, gun and knife violence, and has now been consolidated as a permanent part of Trident. It maintains a constant presence in the MetCC suite, monitoring intelligence and incidents in live time and co-ordinating and tasking police assets in response. Under Teal, Trident officers regularly flex resources from across the Met, including Armed Response Vehicles, police search teams and other units to mitigate or respond to incidents.

Tackling violence against women and girls

Rape and serious sexual offences

The Crime Survey for England and Wales (CSEW) indicates that each year about 24,000 adults in London experience serious sexual assault and/or rape. The vast majority of victims are women (85 per cent). Almost all offenders are reported as male, and the majority are the partner or ex-partner of the victim or someone they know (47 per cent and 33 per cent respectively). Only 16 per cent reported the offender as a stranger. The likelihood of sexual assault has remained broadly constant over the past three years. However, there has been an increase in reporting which can in part be attributed to increased confidence in police handling of such cases. Our data indicates the number of rapes has increased from 5,420 (year to November 2015) to 6,116 (year to November 2016) - doubling since 2012. All other sexual



offences rose from 10,243 to 11,204 over the same period.

We are focusing extra resources on the most vulnerable and those at risk of sexual exploitation and abuse. Whilst support services are available to all victims and survivors of violence against women and girls, we need to make sure everyone affected knows how to access these services. For example, our work is complemented by support services commissioned by MOPAC which include four rape crisis centres, alongside direct funding through the Victims Fund and indirect funding to support victims and witnesses through Victim Support. Services co-commissioned by MOPAC with NHS England include the Havens with three sexual assault referral centres.

Over the course of 2017-18, MOPAC and NHS England will work to design a new integrated service model to start in April 2018. We will engage in this so the commissioned services reflect our understanding of what is needed and what works. We will also use our insight and understanding of the issues to help MOPAC develop and implement a new **Violence Against Women and Girls Strategy 2017-21**.

With BTP and TfL, our Roads and Transport Policing command is prioritising tackling sexual offences and hate crime on public transport with greater police presence at peak times.

Domestic abuse

Across England and Wales, the CSEW survey reports that 6.2 per cent of adults aged 16 to 59 had experienced domestic abuse in the 12 months prior to interview (7.7 per cent for women and 4.4 per cent for men). London has the lowest prevalence rate of any region, at 4.6 per cent and this has remained fairly stable since 2009. The number of such crimes reported to the police has however increased significantly. In 2011-12 there were 116,487 reported crimes and incidents. Last year there were 159,907. This indicates that victims have increased confidence in reporting

domestic abuse to the police. This growing confidence is encouraging, but we cannot be complacent. So we will continue to look for new ways for victims to report abuse to us and make it easier for them to get the help they need.

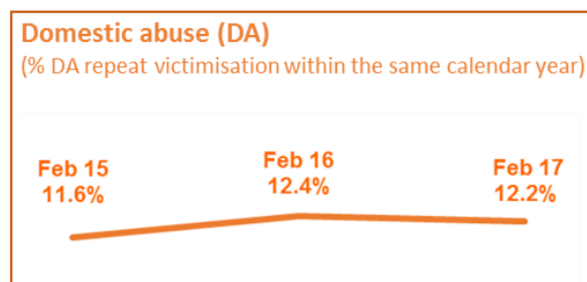
We are developing a more effective approach to tackling perpetrators of domestic abuse whilst ensuring the right punitive actions are taken to reduce ongoing harm to victims and providing more effective interventions to break the cycle of abuse.

Through **Operation Dauntless** we identify repeat victims and repeat offenders (assessed by looking at 'recency', frequency and gravity) and continue to broaden our tactical options for tackling offenders, pioneering the use of Criminal Behaviour Orders and Anti-Social Behaviour Injunctions. We will be increasing the use of Domestic Violence Protection Notices and Orders.

As part of **Dauntless Plus**, a further cohort of over 400 offenders has been identified by looking at repeat data (three or more separate victims across three or more boroughs within the last three years). These individuals appear to be deliberately transient in nature and target many different victims. We will flag and track these individuals and bring additional resources to bear to reduce the harm they cause.

We will build upon the dedicated domestic abuse training for our staff that was delivered to 11,000 frontline officers in 2016. The training will enhance our staff's understanding of risk assessments, multi-agency working and the evidential requirements for unsupported prosecutions to secure more convictions. Evidence gathering will also be supported by the use of BWV rolled out to officers this year.

In this way we are hoping to decrease the rate of attrition which is higher in London than other parts of the country: almost a quarter of cases are unsuccessful as a result of victim-side changes, for example retraction of statements. For those cases where there is also domestic violence the



likelihood of retraction doubles. The Kingston Crown Court pilot which allows pre-recorded cross-examinations of vulnerable and intimidated victims and witnesses will be rolled out across London by December 2017.

'Honour based' abuse, forced marriage and female genital mutilation

We will intensify partnership work with communities to tackle illegal practices such as FGM, 'honour based' abuse and forced marriage. We conduct proactive operations at international airports under **Operation Limelight**, a high profile multi-agency action tackling FGM, breast-ironing and forced marriage. The biggest challenges are under-reporting and engaging with communities on these practices. Therefore media engagement, information sharing between professionals (particularly health), and cooperation with the third sector including campaign groups form essential aspects of our work under the umbrella of **Project Azure**. A dedicated multi-agency working group is in place to provide a co-ordinated response, to develop an action plan to include training and awareness raising and to monitor performance. It will also drive implementation of the National Police Chiefs' Council (NPCC) strategy **Eradicating 'honour based' abuse, forced marriage and female genital mutilation**.

Stalking and harassment

Nationally, an estimated 700,000 women are stalked each year, although the real number may be significantly higher (including the significant rise of those affected by cyber stalking). Violence has been estimated to occur in 30 per cent of reported stalking cases, and five per cent of stalkers physically attack third parties. It is also a high risk factor in domestic homicides: 75 per cent of victims having reported being stalked or harassed prior to their murder. Incidents of harassment in London have fallen year on year since 2012-13. But reported instances of stalking have increased significantly, from 181 in 2013 to 619 in 2016. Crime data research indicates that over half the offenders had clear or underlying mental health issues. We have been working with the Suzy Lamplugh Trust and health partners to develop a Police Transformation Fund bid to create a dedicated Stalking Threat Assessment Centre in London. Subject to funding, this initiative should significantly improve our services to address stalking, with more effective interventions, risk assessment and victim care.

Tackling hate crime

In 2016, there was a 20 per cent rise in reported hate crime, with a spike following last year's EU referendum. We also recognise that increases in hate crime follow terrorist incidents and monitor this closely. We take action to both prevent this and tackle offenders. This is a crime we know is underreported. According to surveys, many victims tend to normalise this abuse and may not report it to the police as they do not want to 'waste officer's time' or do not think they will be taken seriously. Our message to Londoners is that all reported cases of hate crime are taken seriously and will be investigated thoroughly. We will place a priority on increasing people's confidence to report hate crime, working with all communities to support cohesion and cracking down on offenders.

We have over 900 specially trained investigators who deal with hate crime and support victims and witnesses through the investigation. In 2016 we introduced hate crime liaison officers to every borough, broadening engagement with affected communities, providing additional support to victims and working with MOPAC to apply the Police and Crime Plan zero-tolerance approach. With input from community organisations, briefing and training sessions are being put in place with Community Safety Unit Detective Inspectors, so our officers are clear on the priority and on the good practices in tackling specific hate crimes (Islamophobia, disability and LGBT hate crimes are covered in the first sessions). The specific increase in recorded disability hate crime reflects the impact of the **Disability Hate Crime Matters** campaign that ran from February 2016 to raise awareness of disability hate crime reporting with both officers and the public, and on which we will need to continue work to embed good practice.

Offences by hate crime type	2015	2016	Change
Total (categories below are not mutually exclusive so one crime may be flagged in two categories)	16,056	19,283	+20%
Race	13,431	15,832	+18%
Faith	1,695	2,034	+20%
Homophobia	1,781	2,013	+13%
Islamophobia	1,052	1,221	+16%
Disability	254	758	+198%
Anti-Semitic	460	513	+12%
Transgender	151	191	+26%

We will work with MOPAC, local authorities, educators and schools to increase young people's awareness and understanding of hate crime with a

structured approach to engagement and preventative educational programmes.

It is important to ensure victims get the right outcome as it encourages more people to come to the police when they encounter hate crime. Currently sanction detections stand stable at about 4,000 cases a year. So whilst reported offences have increased, the detection rate itself has been decreasing. We will seek to increase reporting by encouraging more victims to come forward and to raise the rate of sanction detection. Early reporting from victims and timely response from officers will result in better quality evidence, such as witness statements or CCTV, and ultimately increase chances of arresting the suspect.

The Online Hate Crime Hub is a multi-agency partnership launched in April 2017 (supported by Home Office Police Innovation funding). A 'proof of concept' project, it involves a dedicated police team, with the technological capacity and expertise to identify perpetrators of online hate crimes, complemented by a MOPAC-led network of community volunteers to report and challenge hate material. This provides Community Safety Units and neighbourhood teams the support to

pursue these crimes. It will also improve our knowledge and evidence-base on the extent, nature and impact of online hate crime in London. We will evaluate the project throughout the next 12 months and assess how it enhances the quality and consistency of investigations. From this, we will devise a sustainable model which provides the right outcomes for victims of online hate.

In support of our work, MOPAC is currently piloting a Hate Crime Victims' Advocates (HCVA) scheme in Hackney and Westminster, which has already been referenced as good practice in the Government's hate crime action plan. The scheme is designed to reduce repeat victimisation, increase feelings of safety, improve the accessibility of services and reduce the likelihood of victims discontinuing their case before it gets to court, and will be rolled out through London in 2017-18.

We will continue to provide transparency by publishing information on hate crime and outcomes, including police action and the criminal justice service response, particularly when perpetrators are successfully convicted and receive enhanced sentences.

Key milestones:

In 2017-18 we will:	Lead	Int. or ext. partners	By
Put in place our new safeguarding approach in the two pathfinder BCUs	OMM	TP, SCO	Q1
Subject to BCU roll out, provide an extra 400 officers protecting vulnerable people	OMM	TP, SCO	Q4
Subject to BCU roll out, deploy 600 Safer Schools Officers, with a named officer for all schools in London	OMM	TP	Q4
Deliver our new child safeguarding training to all local officers across the boroughs	TP	SCO	Q1
Deliver internal communication and awareness campaign on child protection across the organisation	DMC	TP, SCO	Q2
Demonstrate robust progress on processes, performance management and through cases audit based on HMIC methodology	TP, SCO	S&G	Q4
Launch the Online Hate Crime Hub	TP	MOPAC	Q1
Review the Online Hate Crime Hub in light of the first year evaluation and agree next steps	TP	MOPAC	Q4
Support MOPAC to review the Violence against women and girls strategy	TP	SCO, MOPAC	Q2
Support MOPAC to publish a Knife Crime strategy	TP	SCO, MOPAC	Q1
FGM action plan in place with training and performance monitoring actions	TP		Q3
Start implementing the Stalking Threat Assessment Centre if the funding bid is successful	TP	Suzy Lamplugh Trust, MOPAC	Q2
Launch and pan-London rollout of the Herbert Protocol with Alzheimer's Society	TP		Q1
Publish our Diversity and Inclusion Strategy	S&G	HR	Q2

3.2 Making London safer

Crime is becoming increasingly international and complex and it is presenting new investigative challenges. From preventing terrorism, tackling organised crime and modern slavery and investigating some of the most serious and high-profile crimes, the Met has the biggest responsibility in British policing. Countering and preventing terrorism is one of our top current priorities and requires a combination of effective local community intelligence and highly specialist skills to ensure that the threats are tackled effectively. We are continuing to make significant investments to ensure our specialist services continue to protect London and make it the safest global city. In 2016, we delivered 2,605 armed operations (a quarter were pre-planned and the others reactive to incidents).

Our objectives are to:

- **complete the increase of highly-trained firearms officers by 600 to allow us to respond to potential terrorist attacks more rapidly, and protect London whilst minimising the use of lethal force**
- **work with communities to counter terrorism and extremism, and further integrate our work with national and local partners, to gather intelligence and tackle extremism in and beyond London**
- **increase our international reach to reflect the transnational nature of terrorism and the increase in threat to UK interests overseas**
- **maintain effective capabilities and powers, to meet the exponential growth in digital media and the complex challenges it poses**
- **be flexible and resilient so we can respond proactively and reactively to the unpredictable nature of terrorism, including through enhanced 24/7 operations**
- **make London's residents and businesses feel safer from the threat of cyber-crime by supporting them to protect themselves and investigating when crime happens**
- **provide effective guidance and advice to young and vulnerable people to protect them against online threats**
- **continue to increase the judicial outcome rate in the pursuit of cyber-crime, fraud and online offences, while safeguarding young people from being drawn into hacking and cyber-crime**

Terrorism

London remains a prime target for terrorism and domestic extremism due to its iconic landmarks, economic significance and roles as both a popular tourist destination and the centre of UK Government. Coupled with a complex landscape of diverse communities, state visits, sporting events, VIP movements, and key economic and travel infrastructure, London is a dynamic environment where we need to keep pace with a rapid evolving threat picture. Given this, Counter Terrorism (CT) policing in London has strong capabilities, resilience and preparedness.

The threat from terrorism in the UK remains a high priority for Government and for London, following the recent attacks in Westminster, Manchester, London Bridge and Finsbury Park. The reaction of the public demonstrates the strength and resilience of our city, and proves that London, its communities and the country will continue to stand up to the threat of terrorism. Whilst we were prepared for such attacks, we must constantly develop and improve our counter-terrorism capabilities to remain on the front foot.

To address the challenges faced by terrorism we remain committed to our mission to **keep people safe from terrorism in London by protecting the public and stopping attacks**. In doing so, we will support the four strands of the Government's Counter-Terrorism Strategy (CONTEST).

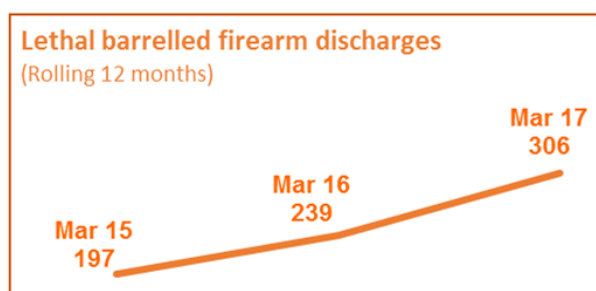
We will continue to build and enhance the trust and confidence of the public by providing front line community engagement and protecting vulnerable people. The British model of community policing and our positive relationship with the people we serve is critical to terrorism as we all need to be work collectively to identify and support those vulnerable to radicalisation and suspicious behaviour. We will promote the national campaign Action Counters Terrorism (ACT) to encourage the public to report suspicious behaviour. In London, we will deliver the four CONTEST strands as follows:

- **Prevent:** we will bring greater consistency and coordination across police and partners, to ensure that we effectively safeguard those vulnerable to radicalisation, as well as right wing extremism. This will include Prevent policing working even more closely with mental health practitioners to ensure vulnerable individuals receive the most appropriate support and can access mainstream services.

- **Pursue:** we will enhance our intelligence collection, management and digital exploitation capabilities in order to understand, investigate and disrupt priority threats. Key here will be deeper collaboration with partners to understand the links between organised crime and terrorism, in areas that include accessibility of firearms.
- **Protect:** we will enhance our ability to protect the public against current and emerging threats. This will include deploying police resources to protect designated protected persons and events and providing security advice to industry. We will extend Hostile Vehicle Mitigation (HVM) to bridges and across the ceremonial footprint and increase **Operation Servator** teams across London to detect and disrupt suspicious activity that could be criminal or terrorist in nature.
- **Prepare:** we will enhance our ability to respond to the full range of threats outlined in the National Risk Assessment. We will improve our ability to contribute to the response to an attack through regular testing and exercising against identified risks. We will engage with multi-agency partners to ensure effectiveness and interoperability in response to an incident. We will continue to implement recommendations of the Lord Harris Review (London's preparedness to respond to a terrorist incident) including uplifting London's armed policing capability and mandatory training for front line officers to deal with serious injuries that could result from a terrorist attack.

Serious and organised crime

Local policing is vitally important in identifying and acting on organised crime. But serious organised criminal groups also operate regionally, nationally and internationally. SCO officers are currently providing expert advice and support on gangs, organised crime strategies and tactics to frontline



officers. They have an important role in preventing terror, for example taking guns out of circulation, and they also support a reactive response to an incident when needed.

Drugs are believed to be a driver in the majority of acquisitive and serious and organised crime. Reporting has also suggested that vulnerable people such as missing persons and drug users, are more susceptible to being exploited by gangs in order to commit drugs activity for them. Drugs criminality is resource intensive for the Met and causes significant harm to communities. Working with the NCA, we tackle the organised crime groups responsible for harming individuals and communities (e.g. drug trafficking, violence, weapon smuggling and CSE) and will take further action to address the recent increase in incidents where a potentially lethal firearm has been fired (see chart).

We continue to work to take the financial incentives out of crime, using powers under the Proceeds of Crime Act 2002 (POCA) and re-investing the money in policing and other services to keep communities safe.

In June 2016, we launched **Operation Viper** to tackle gun crime. With 50 officers, we:

- deploy to priority boroughs (such as Hackney, Lambeth, Southwark, Newham and Waltham Forest) where most gun discharges occur, to work alongside borough colleagues to tackle the issue of gun crime, through high-visibility armed patrols, pro-active ANPR operations or weapon sweeps
- support and advise other boroughs impacted by gun crime (such as Brent, Tower Hamlets, Ealing and Havering)
- target prolific firearms offenders, making arrests and executing search warrants, and
- work alongside borough colleagues to help educate young people about the dangers of carrying firearms

Modern slavery

In the past two years there has been significant activity within the UK to improve awareness and understanding of modern slavery. In 2015 the Government introduced the Modern Slavery Act, bringing a number of exploitation offences under one statute and increasing the maximum punishment to life imprisonment. Improved awareness within the community, police and organisations involved in safeguarding has led to a significant increase in the number of potential victims in the National Referral Mechanism. This in

turn has seen a rise in cases reported to the Met from 270 in 2015 to 1,013 in 2016.

Modern slavery is an offence that crosses many crime types. As well as stand-alone, it can also be present in other offences including serious sexual offences, CSE, and gang related crime. Organised Criminal Networks recognise the opportunity of making huge profit from exploiting extremely vulnerable individuals.

Targeting these networks often requires collaboration, not just with other UK agencies, but also with international colleagues. Through [Eurojust](#), the Met currently leads on ten Joint Investigation Teams (JITs) involving three different EU countries.

Although many modern slavery crimes have an international element, there are some real opportunities to disrupt and dismantle criminal activity at a local level. There is an increased risk of exploitation for those living or working in premises such as brothels or multi-occupancy homes. Accessing and acting on community intelligence is vital to identifying potential victims and effectively targeting suspects.

To improve our local understanding, the Met introduced single points of contact for modern slavery in each borough in January 2017. In addition, officers in key areas, such as neighbourhoods, Missing Persons Units and Community Safety teams, have received enhanced awareness training, providing them with the skills to support colleagues investigating modern slavery cases. These points of contact also link into specialist support from the Modern Slavery and Kidnap unit. The sharing of local intelligence in turn effectively informs our London-wide proactive response to this serious and damaging crime.

Cyber-crime and fraud

London has the highest proportion of internet users in the UK. Those we protect need us to interact with them and make sure they are safe online and feel as protected as they do in their offline communities. The incidence of cyber-crime and fraud has increased year-on-year, at an estimated cost to the UK economy of £11 billion, and is the [most prevalent crime in the UK](#). Cyber-crime is a top threat in the Government Strategic Threat Assessment for Serious and Organised Crime.

Fraud and cyber-crimes are [reported through Action Fraud](#) which is a national reporting process. The reports are aggregated by the National Fraud Intelligence Bureau before being allocated to the most appropriate police force for investigation with perceived viable lines of enquiry.

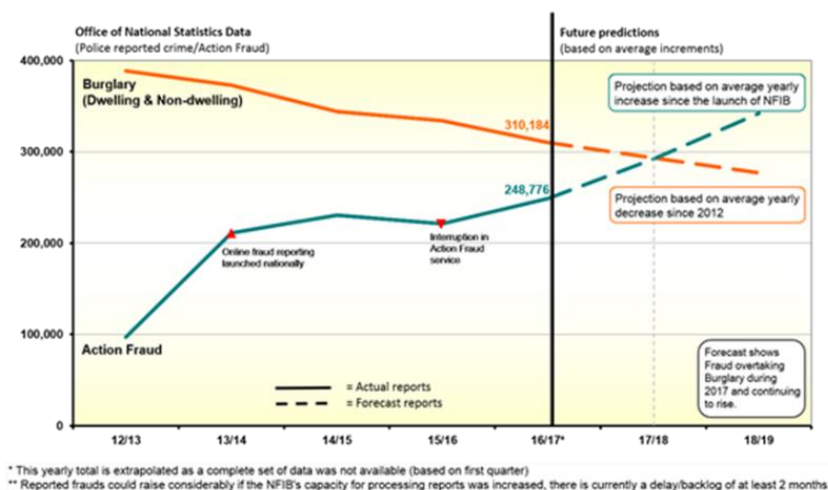
Two years ago, we established **Operation Falcon**. Today, it has an establishment of about 270 officers and staff working both locally (in four localised hubs) and also centrally investigating all levels of cyber dependent crime and fraud including cyber enabled fraud. The unit includes detectives, specialists in fraud, cyber, antiquity crime, identity offences and fraud prevention. Action Fraud data shows that in the 15 months to October 2016, 35 per cent of the national cyber-crime and fraud cases were allocated to the Met for investigations. Such cases go to the force where the viable line of enquiry sits (i.e. suspect location and not the victim's location). As a result Falcon responds to victims nationally and within London.

Victims of this criminality include members of the public and businesses ranging in size from SMEs (small and medium sized) to large multi-nationals. Our original model for Falcon was designed for 12,000 investigations a year, a figure surpassed in the first five months. We investigate 26,000 cases per year and numbers are expected to increase, creating pressures on capacity. Since 2014, our judicial outcome rate has risen from 0.45 per cent to 21 per cent.

A large number of fraud reports were not disseminated to any force due to a lack of viable intelligence to investigate. Experimental data from the ONS (2015-16) indicates that there were nearly 5.6 million fraud and cyber offences committed in England and Wales, suggesting under-reporting of 90 per cent. Clearly, we are just at the beginning of understanding the scale of the problem.

The threat is international, national, local, personal and automated. We see highly sophisticated and capable international Organised Crime Networks on the one side and local criminals with low levels of capability committing high volumes of crime against victims on the other. The barriers to entry into the criminal market place are lowering as these attacks become easier to learn and launch.

It is difficult to put a figure on the impact and scale – across individuals, small businesses and corporations – of cyber and online fraud. Analysis



of Home Office recorded national crime data does, however, show that while burglary and traditional acquisitive crimes are decreasing, reports for online acquisitive crime affecting business and individuals nationally show a year-on-year increase. If trends continue, the two will cross in 2017-18.

Online crime is borderless. Data thefts from large businesses ultimately affects citizens whose personal details, including financial, may then be sold on to fraudsters. Falcon investigates these crimes at all levels and targets the perpetrators, whether hackers linked to organised crime groups or enabling code writers.

Cyber-crime (enabled and dependent) and fraud are now clearly acknowledged as being on the same spectrum of criminality. Cyber threat has become ubiquitous across all crimes. Many 'traditional' crimes have taken a new turn with the advent of the internet – with crimes against children, financial crimes and terrorism becoming cyber-enabled. Harassment and malicious communications (trolling or cyber bullying) are investigated by local officers who provide local knowledge and are closer to victims.

Falcon is structured along the **Prevent, Protect, Prepare, Pursue** themes. Like counter terrorism, it is a policing area where regional resources are nationally tasked. Falcon is strongly plugged into the national response and partners such as the City of London Police, the Home Office, the NCA and Regional Organised Crime Units which strengthen our operations.

National Cyber Security Programme (NCSP) funding from the Cabinet Office fully funds our 'protect' and 'prepare' work, and partially funds our specialist cyber-crime response, recognising the

growing threat of both cyber-dependant and cyber-enabled acquisitive crime. The grant is expected to increase by £500,000 to £2.8 million in 2017-18 as a direct result of the Met's commitment to develop such capabilities in what government views as a model for other forces. NCSP currently funds 27 officers and staff to respond to cyber-threat as well as a team of 13 cyber 'protect and prepare' officers, technical equipment, software and external cyber-crime training. Additional funding has been approved for a further seven officers. Funding is, however, then expected to taper in the four year after 2017-18, which will create budget pressures as demand is bound to continue to rise.

A team increasing to nine officers advise small and medium-size enterprises (SMEs) on effective cyber-crime prevention, through public events, general cyber security guidance and bespoke consultancy advice. In excess of 8,000 companies benefitted from our advice last year and 76 per cent changed their processes and practices as a result. We work closely with the [London Digital Security Centre](#) (LDSC), a private, academic and public sector partnership delivering advice and business services to SMEs. The **Cyber to the High Street** project will upskill borough Command Units officers and work with neighbourhood teams to engage local businesses through surgery events staffed by the LDSC and Falcon to help them better protect themselves. This new approach is being piloted with Ealing, Islington and Camden. In 2017-18, four Cyber Prepare officers are developing projects to increase the knowledge base of Met officers to support the public and work with businesses, based on actual threat.

The Mayor is appointing a Chief Digital Officer for London, and we will work closely with him or her to develop a cyber security strategy to better protect London's digital infrastructure and ensure that Londoners and businesses have the information and resources they need to stay safe online.

We have developed a cyber-crime advice app for officers to advise them on managing digital scenes and give the right crime prevention advice. We have produced the [Little Book of Cyber Scams](#) an easy to read guide on how not to fall victim, delivered to over 10,000 businesses and shared with forces across the country.

Our work also includes horizon scanning to



understand emerging threats and to encourage businesses to consider security when developing new technology. For example, we are linked to the University of Surrey and their development of 5G and the Internet of Things with telecoms providers. We support academic research funding bids in return for cyber security being better supported at development phase.

Falcon is developing a strategy focusing on safeguarding young people being drawn into cyber-crime. We have developed a Prevent Intervention Panel model with key private sector partners to provide a menu of effective intervention tactics for young people. A draft plan has been agreed with the NCA, and private and third sector

partners will shortly be invited to participate in a pilot.

The Met in collaboration with [Financial Fraud Action UK](#) and Trading Standards is running a project called the Banking Protocol to protect those vulnerable victims to fraud and train bank frontline staff to identify customers at risk of being the victims of fraud - and call the police for immediate response. This has been particularly successful as the average age of the victims subject to this type of offending is 75 and our response is ensuring the protection of some of the most vulnerable members of the community.

Key milestones:

In 2017-18 we will:	Lead	Int. or ext. partners	By
Complete the increase of 600 more firearms officers with all in place by quarter 3	OMM	SCO, SO	Q3
Subject to BCU model rollout, embed organised crime officers within all local commands	SCO		Q3
Mainstream the Mental Health pilot to increase detection and management of individuals that may be vulnerable to radicalisation	SO		Q3
Develop business engagement to raise awareness and improve protective security capability	SO		Q4
Consolidate further the wider Met contribution to counter Terrorism	SO		Q3
Finalise the Business Case for Skills House (on Firearms training)	OMM		Q2
Establish effective information sharing arrangements with all partner agencies on Modern Slavery including non-government organisations	SCO	Home Office, NPCC National	Q1

(NGOs), and a consistent approach through engagement with Home Office, NPCC National Lead; NCA; and other partners		Lead, NGOs, NCA	
Joint Modern Slavery summit with MOPAC involving key partners across the capital and continue to raise public awareness	SCO	MOPAC	Q1
Develop a toolkit for frontline staff and investigators dealing with modern slavery (Q1), 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)	SCO		Q4
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	SCO		Q4
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.	SCO		Q4

4- A safer city for everyone

4.1 A visible presence

The core responsibility of the Met is to ensure every Londoner's safety locally and across the city. To do so we must engage with, win and retain the trust of, local communities. We are putting in place initiatives that will strengthen our local presence and knowledge, tighten our focus on priorities identified at a local level and increase confidence across communities.

Our objectives are to:

- **meet Londoners' demands for more visible, localised and effective policing that is personal and responsive, by deploying more officers at ward level**
- **work with MOPAC and local authorities to identify their local policing priorities and work with neighbourhoods, local communities and partners to address them**
- **improve local prevention, working in partnership with Londoners and encouraging them to take action to protect themselves, their homes and their property**
- **maintain London's reputation as a safe place to visit and a leading business capital, protecting critical infrastructure, significant buildings and individuals**
- **facilitate peaceful democratic protests whilst ensuring the safety of all is considered when policing public order events**

Strengthening local policing

We are strengthening our neighbourhood presence by ring-fencing about 1,700 dedicated officers whose sole focus will be to respond to the issues that matter to local communities. We are committing to providing two police constables (PCs) as Dedicated Ward Officers (DWOs), and one Police Community Support Officer (PCSO) in all 629 London wards. These officers will tackle the defined local priorities and anti-social behaviour, identify people vulnerable to or at risk of becoming involved in crime, and solve local issues. They will be visible, speak to residents, listen to their concerns and support them. They will work from both police and local partners' buildings and they will only be extracted for other

commitments in the most exceptional circumstances (such as a major emergency or a major policing event such as Notting Hill Carnival and New Year's Eve).

Delivery is well underway with 496 more DWOs in place in March 2017. The remaining 134 will be in place by December 2017. The busiest neighbourhoods will benefit from more than two PCs. All ward officers will complete a new four-day training package in 2017-18, which will cover problem solving, tackling anti-social behaviour, community engagement and embed the principles of our 'prevention first' approach.

We will make sure residents, communities and local leaders know who to contact locally, and where and when these officers are in place. We will also consult ward panels and Safer Neighbourhood Boards on where and when they should hold sessions (such as community centres, transport nodes, local supermarkets or council buildings) to discuss local issues face-to-face with the public. So Londoners can check we are meeting this commitment, we will regularly publish information on how and where these officers are allocated.

With the Deputy Mayor for Policing and Crime, we have met all 32 London local authorities to discuss policing and what matters to each borough. They highlighted the types of crime that affected their residents most and which they see as a [priority for their area](#). We will work with local authorities, partners and communities to tackle these crimes - such as theft, robbery, burglary or common assault - and to deliver year on year improvements. In addition, we will also focus, in each borough, on the anti-social behaviour that can blight the quality of life of local residents and disrupt businesses.

We are starting to make better use of crime mapping including predictive mapping to help us understand local hotspots and trends to ensure we deploy our resources in a way which maximises impact. This will continue to guide our discussions with boroughs and local communities in defining their annual priorities, but also help all of us be more proactive in taking preventive actions.

Each ward now has a new [webpage](#) with useful information and contact details. It displays the most recent crime statistics and provides advice on the main local concerns. For example, if there is an increase in mobile phone thefts in a particular ward, the site will automatically highlight how people can keep their phones safe rather than just generic advice on crime prevention. We will make sure Londoners are provided with clear advice to take more responsibility for individual and

collective safety and their wellbeing. But these pages are not just about providing information. They are also another way for the public to tell us about their priorities and what we need to tackle.

Having greater local capacity will allow us to engage more meaningfully with community groups and local places. We will promote closer engagement of all sections of local communities and listen to ward panels and Safer Neighbourhood Boards. We will work with Neighbourhood Watch schemes, hospitals, health centres, GP surgeries, major faith centres, hospices and children's homes to support vulnerable people. We will draw on public, voluntary and business resources and energy, and coordinate action to problem-solve local issues.

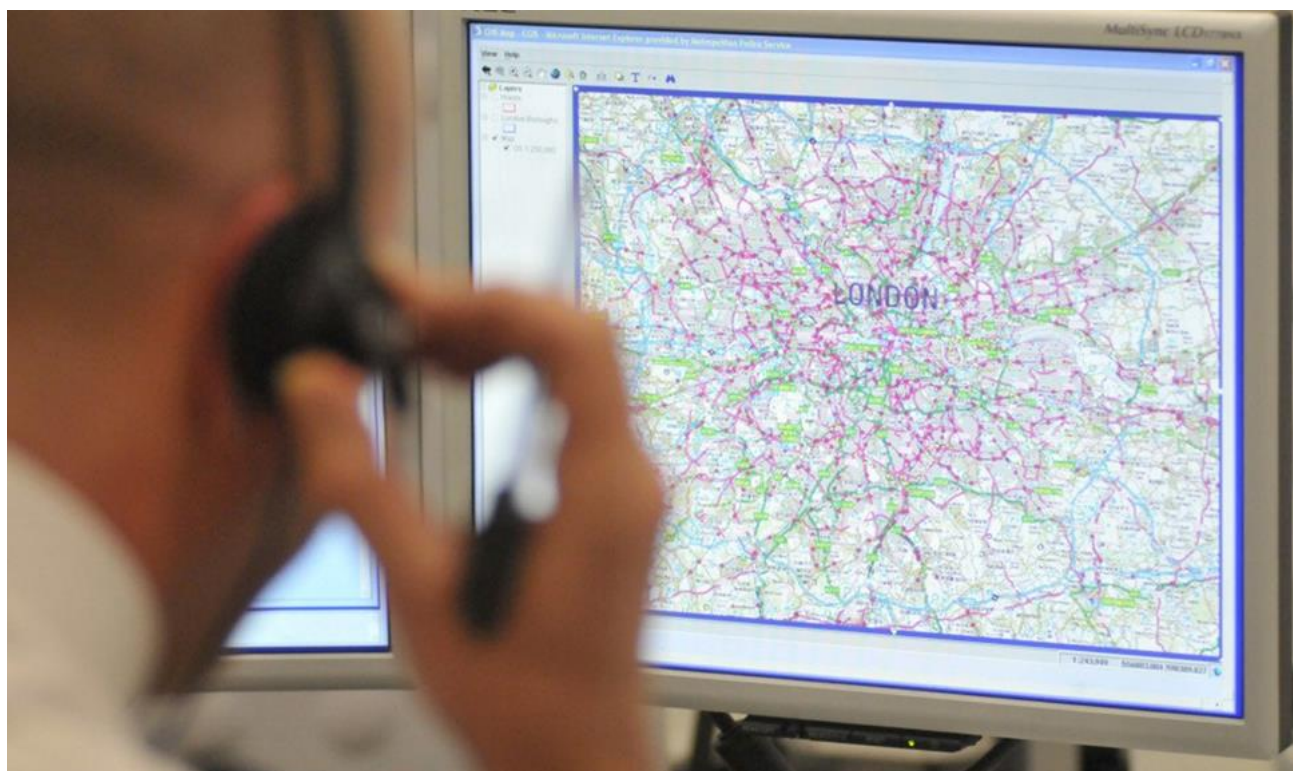
We will also engage businesses, local business associations, Business Improvement Districts and crime reduction partnerships to help protect them from crime (both local and online), champion prevention and make London a safer, better place for them, their employees and customers.

By April 2018, all neighbourhood officers will have access to mobile devices such as tablets, increasing the amount of time they can spend out in the community and giving them immediate access to good practice, guidance and crime prevention advice.

Prevention will be at the forefront of our approach, with a focus on reducing offending, victimisation and harm. The BCU structure we propose to move towards will include new local partnership and prevention hubs that will coordinate neighbourhood activity, supporting DWOs and schools and youth officers with crime prevention and long-term problem-solving. Their composition will vary depending on actual local needs, but all will include specialist officers in licensing and anti-social behaviour. They will work with partners to reduce overall pressure on our joint services. We will evaluate the effectiveness and impact of the changes in the two pathfinder BCUs already in place. Based on the evidence of what works, we will roll out this approach more widely.

Pan-London policing, intelligence and prevention

Policing public events and protests is a significant part of London's policing: over 3,500 public events required policing oversight in 2016. Our job is to keep these events secure and safe from crime, disorder and terrorism. Operations vary in complexity and nature, but the current terrorist threat adds to the requirement. There is a packed sporting calendar to police: Premiership football, the London Stadium, Wembley National Stadium, two major cricket clubs, the Wimbledon Tennis Championship as well as the London Marathon



and Ride London events. Every year, London also hosts one-off world-class events, such as the IPC and IAAF World Athletics Championships in 2017. As a capital city, London hosts numerous annual and one-off ceremonial events. State visits and memorial services as well as unique large scale celebrations and cultural festivals showcase the United Kingdom. But all demand significant policing operations to ensure public safety. Both New Year's Eve celebrations and Notting Hill Carnival require thousands of officers on the streets. The latter continues to generate some safety concerns, although big strides have been taken to ensure organisers and partners play their full role.

London's nightlife is second to none. Over the coming year we will continue to work with the Mayor's Night Czar to deliver the night-time economy strategy, focusing on Londoners' safety and taking account of policing resources. We will also work with the Deputy Mayor for Policing and Crime to improve consistency in licensing across London and the safety of licensed premises.

As the seat of the UK's government and the location of 164 embassies and High Commissions, London experiences regular and often large protest events. Global events can also quickly play out on our streets. We continually review our plans to ensure we make the best use of intelligence and resources and can respond accordingly.

The Met is a key member of the London Resilience Partnership working to fulfil obligations under civil contingencies legislation. With our strategic partners, we test, exercise and improve our capabilities and inter-operability to ensure that London is prepared for any emergency both in terms of critical activities and with the business continuity required. We will continue to analyse information to identify the risk, generators and enablers linked to crime, organised criminal groups, terrorist groups and extremists that reach into the heart of our communities. We use intelligence to provide an effective and efficient response to threats, putting prevention first, sharing with specialist and neighbourhood police officers so they have as complete a picture as possible at the earliest stage.

Key milestones:

In 2017-18 we will:	Lead	Int. or ext. partners	By
Deploy two PCs as Dedicated Ward Officers (DWOs) and one PCSO in all 629 London wards	OMM	TP	Q3
Train all DWOs in problem-solving, community engagement, tackling anti-social behaviour	OMM	TP, Training	Q3
Review performance against the local priorities of each borough and agree the 2018-19 crime priorities with each of them by Quarter 4.	TP	MOPAC	Q4
Ensure the safety of major events in London including Notting Hill Carnival and New Year's Eve	TP	SCO, SO, MOPAC, Events organisers	Q4

4.2 An accessible force

As technology changes, so the ways in which people are choosing to engage with us. For example, only 8.5 per cent of crimes are now reported at front counters, down from 22 per cent in 2006; and of all the visits to a front counter, only 11 per cent are reporting a crime. The majority are about lost property, general information or directions. In short, people now expect to be able to access the police via a website and social media – just as they do other public and commercial services.

We have already started to redesign our public access model and over the coming months, the first building blocks of a new approach will be in place: a new website, digital 101 and online forms.



Our aim is to create a 'digital police station' enabling Londoners to do online just about anything they would normally do at a station or with a police officer. Our ambition: making the experience of connecting with police online as helpful, personal and reassuring as approaching an officer on the street.

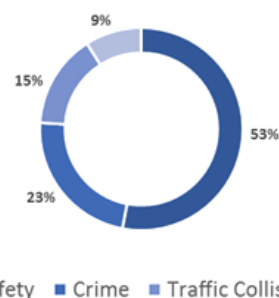
To ensure we get this right, the Mayor will consult on a public access strategy in the coming months to ensure our changes respond to the public's needs and facilitate its engagement.

Our objectives are to:

- **invest in more ways for people to access the Met, including a new website making it more convenient for them to find out about what's happening and to post information**
- **make better use of digital channels, such as Twitter, for non-emergency contacts and queries**
- **make available online the majority of services that currently require a visit to a police station, allowing people to upload information or digital evidence**
- **guarantee 24 hours a day seven days a week police stations across London and in every borough, and consult on other access changes**
- **ultimately, improve satisfaction for those who use our services**

The changes we are making in technology are about providing a choice as to how people access us and making reporting easier and more efficient. But we are also keeping the traditional ways of accessing our services.

Nature of calls to the MPS



A 999 call remains the appropriate way to contact us for any emergency. Through Met Central Communications Command (MetCC), we handle large volumes of calls: an average of 6,000 emergency calls every day and over 8,000 non-emergency calls. On busy days, MetCC can receive up to 10,000 emergency calls. Three communication centres (in Bow, Lambeth and Hendon) with over 1,700 officers and staff handle this vast number of calls and provide the command and control for the officers we deploy on the ground.

Every borough will continue to have a front counter in a police station, open to the public 24 hours a day, seven days a week. The design of the front counter will be modernised, and made more welcoming and easy to use. Our neighbourhood teams will increase their online presence, making greater use of Twitter and Facebook to provide updates and highlight upcoming opportunities for residents to meet their local officers.

We are developing the Met website to give the public better access to non-emergency services

Twitter

With more than one million followers, we use Twitter [to inform](#) the public of Police related news, events, online facilities and major incidents. There are also more than 700 official Met Twitter accounts from a variety of neighbourhoods and specialist units across the Met.

In turn, people Tweet us questions, share information and use it to report crimes to us currently as many as 200 times a day. This trend is increasing, so we are currently enhancing our ability to have conversations on social media: complementing our news account, we set-up [@MetCC](#) in July 2016 to respond to non-emergency enquiries between 8 am and 8 pm. This trial stage - part of the Digital 101 - aims to help us better understand demand and how best to manage such enquiries effectively.

Our early analysis shows that @MetCC has supported an increase in deaf and hard of hearing communities accessing our services; that over half the people using @MetCC would otherwise have called us via phone, and that 88 per cent of those using the account were satisfied with the service received. We expect both efficiency and public satisfaction to increase further as we develop and expand this function.

online, easy to find information including prevention advice and online signposting to further support. A [beta site](#) went live in March 2017 with online reporting forms for road traffic incidents, fraud and anti-social behaviour. More functionality and content will be added over time to give the public more options and more control over how they use our services. We are also piloting a 'digital 101', an online reporting system for non-emergency crime to complement the 101 telephone service.

These changes have the potential to help resolve many queries at the first point of contact, speed up processes, increase the quality of evidence, and free police resources – which in turn can be focused on investigation. Take road traffic incidents as an example. We receive 38,000 reports each year. These are printed, completed by hand, taken to a police station and then entered manually into a system. Now the form can be completed and submitted online and is received by the Met immediately.

Key milestones:

In 2017-18 we will:	Lead	Int. or ext. partners	By
Implement a new website which allows information to flow to and from the public	OMM	DP, DMC	Q1
Put in place ward internet pages with updated and locally relevant prevention advice	OMM	DMC, TP	Q1
Roll out e-reporting forms and tools for most volume crimes through the new website	OMM	DP, DMC	Q4
Develop our twitter and other social media channels to support information and non-emergency reporting	DMC		Q4
Develop a final business case for the proposed changes to front counters	OMM	TP	Q4
Guarantee 24 hours a day seven days a week police stations across London and in every borough, and consult on other access changes	OMM	DMC, TP, MOPAC	Q4

4.3 An effective response

We want to help officers do their job more effectively, giving them the technology to access information quickly and on the move, and bringing specialist skills to the frontline. Technology can also help us locate expertise and assets when responding to an incident, and task, and dispatch the closest available resources. Using data to understand demand and predictive policing, we can deploy the most appropriately skilled and experienced person to any given situation.

Our objectives are to:

- **reach emergencies within 15 minutes and dispatch the right resources to all incidents**
- **equip our officers with a networked tablet to enable them to deal with matters there and then without the need to return to police stations, providing a more efficient service to Londoners**
- **better integrate specialist safeguarding skills and officers across local policing**

- teams to ensure that the needs of vulnerable people are properly addressed**
- **devolve more decision-making powers to our officers so they can solve local issues more efficiently**
 - **be accountable for our fair and reasonable use of 'stop and search', facilitating oversight by the Community Monitoring Network**

Improving response through better technology and standards, and closer partnerships

Our job is not only to investigate crime but also to ensure the safety and wellbeing of the public, and for our officers to be able to do their job as safely as possible. We aim to dispatch officers and resources faster, more effectively, with improved resilience and give ourselves the ability to operate at a lower cost and more effectively.

A majority of calls that the Met responds to relate to public safety (concerns for safety or domestic abuse, missing people and alarms), 23 per cent

relate to crime, 15 per cent traffic collisions and 9 per cent anti-social behaviour.

So there are two aspects to improving our response: getting the right dispatch to each incident, and providing reliable support and equipment to officers.

Dispatching the right type of response and using the right level of resources means taking account of the threat, risk and harm of any particular incident. We will apply this risk-based, ICT-enabled prioritisation model to manage public and protective demand effectively, making sure it is based on consistent and robust decision making.

We are working with the London Ambulance Service and the London Fire Brigade to deliver a more coordinated emergency service for London. In advance of the Policing and Crime Act 2017 being enacted this summer, we have already identified potential collaborations in five areas: control rooms, prevention, response, support services, and inclusion and diversity. To date across four pilot boroughs there have been over 1,600 joint responses where a combination of the three partners have dealt with an incident in the most efficient way. Through our Joint Emergency Service Interoperability Programme (JESIP) we are training officers and staff to enhance our ability to deal, in a coordinated way, with major or large-scale response scenarios.

Secondly, we need to have fit-for-purpose equipment that officers can rely on. In 2017-18, we are rolling out the In-Vehicle Mobile Application (which will replace the old in-car computers). This will give easy access to applications such as Computer Aided Dispatch and the Police National Computer (PNC) as well as an improved satellite navigation. The system will be compatible with future improvements of the Automatic Number Plate recognition (ANPR) technology, a critical tool in tackling organised and violent crime.

By April 2018, 17,500 tablets and 14,500 laptops will be rolled out to enable officers to work on the move without having to return to the station to input information, increasing the time spent on operational policing.

The Met has, over recent years, deployed increased numbers of Taser-equipped officers to ensure that this tactical option is available as quickly as possible to protect the public and officers themselves, from violent and often armed offenders. This option also reduces the need for firearms interventions or other more harmful tactics and therefore also helps protect offenders. The success of the roll out combined with the recent rise in violent crime makes it a sensible time to increase the operational deployment of a tool that has proven to be both safe and effective, in order to ensure that there is sufficient availability right across London. The move will see a further 1,867 officers carry it on the front line, bringing the total

Stop and Search

Stop and search can be an important tool in tackling issues such as knife crime. The Met has in place an internal programme board, which oversees the implementation of key recommendations relating to 'stop and search' and helps develop best practice.

Our primary objective is to improve the quality of the interaction that takes place during a stop and search. Training for student officers has been re-designed to focus on delivering a quality and procedurally just encounter rather than solely legal compliance. For operational officers and their supervisors, we are introducing new training which includes an input on unconscious bias. This will complement established training modules such as behavioural detection, delivered to operational officers and supervisors. Improving the quality of interactions during stops is now also included in the leadership training package.

Our policy toolkit guidance was revised in May 2016 and the stop/search recording form updated to include the definition of 'fair and effective', how to deliver a quality encounter, and updated guidance to the public on how to make a complaint or give feedback.

Over 31 per cent of all our searches result in a positive outcome, up from 13 per cent in 2012: illegal objects are found in 27 per cent of searches, over 3,000 arrests are made for weapons each year from stop and search alone. The Met publishes monthly data on stop and search which the Community Monitoring Network and local Community Monitoring Groups can review such as volumes, arrest rates, proportionality and complaints. We have just introduced a Stops Dashboard which provides more localised and detailed reports for community scrutiny. Stop and search encounters are now recorded on body worn video and sharing of the footage will form part of the comprehensive scrutiny strategy.

number trained and deploying Taser to over 6,400 officers.

We need to ensure that the public and our partners understand and accept the rationale for the use of new tools or specific methods. That means having conversations about what we are changing and why. In consultation with MOPAC, we are working to ensure that when such elements are introduced, their use is justified, fair and effective, and that our officers are appropriately trained.

Strengthening our response capability through the Basic Command Units (BCU) pathfinders

We want to improve how we deliver local services to make them more efficient, responsive and sustainable. In January 2017, we started to implement a new structure in two parts of London: one 'pathfinder' covering Havering, Redbridge and Barking and Dagenham, the other one covering Camden and Islington. The BCU model regroups a small number of boroughs to deliver core local policing functions (neighbourhoods, response and investigation) across borough boundaries – usually two or three – and it also integrates and reinforces the safeguarding of vulnerable people through an enhanced specialist team. We anticipate that decisions on the further roll-out of this model will take place in the autumn following evaluation of the Pathfinders.

Staff and officers will work across the BCU boroughs, led by a chief supported by superintendents who will each lead on one of the core local policing functions, with specialist investigations consolidated and restructured across four hubs.

The larger units will still provide the same focus at borough level: for each council, there will be a single senior police officer appointed as the visible and single point of contact.

Management costs will reduce, which means we can maximise the availability of officers on the frontline. People, buildings, technology and fleet currently in one borough will be shared across the BCU, making it easier to provide resources in line with each local area's peaks in demand. The BCU structure allows us to put our officers in the right place at the right time, deploying the right resources closest to the incident, ultimately improving our response to emergencies.

We want to ensure decisions are taken as close to the operational frontline as possible and where appropriate. So we are implementing a new leadership model and looking to streamline the management structure. Officers will be empowered to make decisions that work for their communities. This will provide us with faster operational functions and make us more responsive.

We will bring specialist officers into enhanced local teams, which will strengthen their capacity to investigate crimes and support victims. Crimes involving vulnerable people will be dealt with at local policing unit level except those that require a more highly trained or specialist resource. Investigators' work (proactive and reactive) will no longer be categorised by crime type; instead they will be able to work across multiple crime types and prioritise their caseload based on risk, harm and vulnerability. As described in section 3, there will also be a dedicated partnership and safeguarding function, with officers working flexibly between police and partners' buildings, or co-located with partners, so that public access can be enhanced through contact points in the heart of communities.

Key milestones:

In 2017-18 we will:	Lead	Int. or ext. partners	By
Start the full roll out of all mobile devices (laptops and tablets) from August to April 2018	OMM	DP	Q2
Set up an improved public reporting mechanism for stop and search data	TP		Q2
Complete the roll out of the In-Vehicle Mobile Application	OMM	DP	Q4
Assess and evaluate the two BCU pathfinders and consider pan-London implementation	OMM, MOPAC	TP, SCO	Q2
Implement all BCUs depending on decision made on roll out in Q2	OMM	TP	Q4
Have in place BCU Professional Standards Champions under the new pathfinder model	DPS	TP	Q4

4.4 Local and specialist investigations

All our frontline officers are initial investigators. They respond to emergency calls, are first on-site and can immediately make a first assessment. This is an advantage which we will make full use of by ensuring officers can own and investigate the simple cases they respond to. In turn, this will mean that, in a majority of cases, a member of the public will be able to talk to the same officer throughout the investigation.

Our objectives are to:

- **give local officers the skills and ability to investigate more local cases and increase specialist investigation capabilities on the frontline**
- **employ more detectives to boost our ability to investigate crime**
- **equip all our frontline officers with body-worn video cameras to provide a record of public encounters when necessary, help ensure fair and respectful interactions from all parties and assist in the capture of vital evidence**
- **integrate our IT systems and deploy digital file cases so information is more readily available internally - and externally to the courts and Crown Prosecution service**
- **deploy a new forensics management system to provide faster support**

Increasing local capabilities

With appropriate training, we will enhance local investigation skills and abilities so that officers can investigate serious crime as well as priority and volume investigations. We want them to be able to do this both in terms of reactive investigation and through higher quality local proactive policing. This would strengthen local capability to tackle crime, hand in glove with specialist central teams. Southwark successfully put this **Mi Investigation** approach to the test, with ownership of most investigations remaining with the initial officer on the case, supported by additional training, streamlined processes and a clearer ownership and accountability framework. This has now been widened to the two BCU pathfinders.

Some investigation and neighbourhood officers without dedicated ward responsibilities will be transferred to the response teams. These local investigators will be mobilised to respond to



severe and complex incidents but which do not require an emergency response.

Each BCU will have an Emergency Response team with an extended remit to investigate and retain priority and volume crime investigations (i.e. for straightforward investigations without aggravating factors). The teams will cover less complex robbery and burglary investigations, as well as general policing demands (from public order to hospital guards), prisoner processing and mutual aid requirements across BCUs. To enable this, we will increase capacity and have larger Emergency Response Policing teams providing 24 hours seven days cover.

The Criminal Investigation Department (CID) will focus on serious, complex and aggravated crimes. For such crimes, we intend to deploy specialist investigators as early as possible - so that immediate contact between the victim and the investigator maximises evidential opportunities.

Since 2000 the number of detective posts has grown by 94 per cent: the number of Met detectives currently stands at 4,726, which is 361 below its peak. The growth in detective constable posts has been fuelled by the need to provide officers to SCO17, **Operation Falcon**, Counter Terrorism and Public Inquiry teams. But nationally, there is a shortage of detectives and this is also affecting the Met – and at a time when we need more detectives due to emerging crime threats. The number of detective vacancies currently stands at around 800.

We are addressing this shortfall through the Detective Pathway project. We are introducing direct recruitment to the Criminal Investigation Department, fast-track of recruits who have the determination and capability, and enhance career progression of existing officers into the CID. We expect to have addressed the majority of the shortage by last quarter of 2017-18. We will continue to identify and address barriers to attracting CID staff and develop a detective

pathway in all ranks, providing a balance of leadership and capability within the organisation.

A two-year development programme for trainee detectives will start in June 2017, including investigative coaching and mentoring. The **Mi investigation** model also seeks to reduce the organisational reliance on detective constables so CID can focus on the most serious crimes. By making Senior Investigating Officer training available to all commands, we will enhance the Met's capability across serious and complex investigations.

Better evidence and streamlined information

Technological changes also offer us opportunities for better neighbourhood policing and smarter working.

Body Worn Video (BWV) is being rolled out to all frontline officers and specialist commands across London, an investment of about £10 million. As at May 2017, around 12,000 cameras have been issued across 19 boroughs, and our pan London

taskforce. This is more than any other police service in the world and officers have uploaded almost 400,000 recordings to date. At present the Met is the only UK police service digitally sharing BWV footage with the CPS. We chair a UK Police user group (on which nine other police forces sit), to work with our suppliers to improve further the camera and its back end support system, evidence.com, so as to continually enhance its operational capabilities for frontline officers and investigators. By November 2017 22,000 officers will have access to a camera.

Video capability will allow us to collect more robust evidence, speeding up the judicial process with earlier guilty pleas, to improve services to victims, reduce the number of complaints about police treatment and behaviour and potentially deter escalation into violent situations, all of which will increase public confidence in policing. During our pilot, officers have also found BWV a valuable tool for their own personal development with some probationary officers reporting that it improves their confidence.

Information is vital to policing. Our systems need to talk to each other to make sure that we capture and link all vital information. Modernising IT



systems, integrating systems, streamlining processes, implementing forensics self-service and digital case files will reduce the administration burden on staff, deliver savings and increase productivity.

The Met integrated Policing Solution (MiPS) will bring together information currently located on multiple legacy systems covering custody, investigation, intelligence and prosecutions (such as CRIS, CrimInt, Merlin, NSPIS, COPA, Airspace and EWMS). Through the new system, we will capture information into our systems only once; we will be able to provide real time information to those who need it, make the most of the data we receive from other organisations, draw upon a diverse set of intelligence sources, making communities in London safer. Data will be capable of being used throughout the criminal justice process, without having to be re-entered or transferred to different systems, increasing consistency, cross-referencing and reliability. The new system will be implemented in phases over the coming years, to allow input and access of information through one interface only irrespective of the officer location or device.

As noted in the Police and Crime Plan, the Crown Prosecution Service (CPS), courts, probation and prisons are also undergoing major changes, reducing capacity, increasing distances and providing added urgency for the service to become more efficient in handling cases. We will help ensure cases at the criminal justice stage are dealt with efficiently, get to court, and through court, by improving the evidence (for example with BWV evidence), file quality and by ensuring effective case handling between us and the CPS. We will work with MOPAC and criminal justice agencies to reduce the time tasks take wherever possible, for example, promoting the use of digital case files, of better systems to transfer information faster to the CPS and a consistent approach to court listings.

Enhancing forensic capability

Forensic Services are critical in the investigation of serious crime, eliminating the innocent and

bringing offenders to justice. Crime scene investigation will embrace changes in mobile technology, allowing evidence to be submitted directly and immediately to provide early investigative leads.

Consolidating forensic expertise in fingerprints, firearms, imaging, digital and science into one single site with newly refurbished laboratories will improve efficient cross-working between forensic experts and reduce operating costs against a background of increasing demand in serious sexually motivated crime, child abuse and gun crime.

We will also introduce a case management system across all forensic work, reducing bureaucracy and ensuring urgent work is prioritised; it will also include digital workflow for fingerprints and images taken from crime scenes, victims and post-mortems. These investments along with streamlined forensic reporting will contribute to efficient case management in the criminal justice system.

We have put in place new commercial contracts with science and digital partners that support the effective delivery of forensic services and give us access to cutting-edge technology like real-time devices for the analysis of DNA (subject to successful validation in line with requirements of the Forensic Science Regulator) where results could be available in 90 minutes and a new drugs testing model with significantly faster results.

The rapid recovery of data from digital devices such as smartphones is now critical to the majority of criminal investigations. A new digital forensics operating model will see the majority of data recovery undertaken by investigators through the deployment of 96 kiosks across the Met supported by eight hubs. 'Search and review' tools for investigators will support a 'right first-time' approach. Officers will be able to make quicker decisions about whether a crime has been committed and provide evidence to support a criminal charge and other digital data recovery and intelligence activities.

Key milestones:

In 2017-18 we will:	Lead	Int. or ext. partners	By
Complete the roll out of the BWV equipment to 22,000 officers	OMM	TP, SO, SCO, DP	Q2
Monitor the impact of the wider use of BWV on complaints, misconduct and officer welfare.	DPS	TP	Q4
Launch the external entry Detective Constable campaign	OMM		Q2
Fill the majority of the current detective shortfall in numbers	SCO	HR	Q4

Finalise the business case for Next Generation Forensic Infrastructure (Labnet 1/3)	OMM	SCO	Q3
Implement the Forensics Case Management Systems ForSITE	OMM		Q3
Finalise the business case for Covert Policing Management platform	OMM		Q2

4.5 Improving outcomes

Some key principles underpin our operations and steer the changes we are implementing throughout the organisation:

- We want to get better at supporting victims, providing a service, at first contact and during the investigation that produces the right outcome for them and the right outcome for society in bringing the offender to justice.
- Given decreasing resources, we need to get better at providing the right response from the start (whether from us or a partner) and managing demand in the way that is most effective.
- We want to improve offender management, so that the way we deal with offenders reduces the chances of them re-offending. By focusing on the repeat offenders responsible for a disproportionate volume of crime and, with our partners, by tackling the causes, we can have an effect on high volume demand and reduce the risks and consequences for victims and society.

Victims first

Victims come first: they are at the heart of everything we do. In terms of their treatment by the Met, HM Inspectorate of Constabulary (HMIC) [PEEL Legitimacy report 2016](#) found that 90.3 per cent of victims were satisfied over the past year. This has steadily increased since 2010-11 but it remains slightly below the national average (93.4 per cent). MOPAC also measure a number of other categories as set out in the table below.

Public Perceptions		
	% Agree	London BAME Gap
Victim Satisfaction	78%	5.7%
Know how to contact your local team	35%	0.4%
Listen to the concerns	76%	1.3%
Dealing with the things that matter	74%	1.0%
Local information provision	43%	0.5%
Police can be relied upon	78%	0.4%
Treat everyone fairly	78%	3.0%
Police do a good job	69%	4.4%

MPS results remain stable however the gap between the BAME and white population remains at nearly 6% for satisfaction and over 4% for good job.

HMIC rates the Met as good at engaging with the public and at keeping people safe and reducing crime and proportionally we receive substantially fewer complaints than other forces. However, we have identified areas where we can and must do better: improving the satisfaction of victims from black, Asian, and minority ethnic (BAME) groups, and how we follow up with all victims of crime.

Our objectives are to:

- **improve our follow-up with victims: how we liaise with and update them on the progress of the investigation**
- **understand and narrow the gap in victim satisfaction among London's communities, in particular improving the lower BAME victims' satisfaction rate**
- **in the longer term, offer an online facility people can access for up-to-date information on their own case, which officers and front counter staff can also seamlessly consult and update**

Some crime types are on the rise because victims are becoming more confident in reporting them. This is something we continue to promote. We are opening up the ways in which victims can approach us (face-to-face, by phone or online if it is not an emergency), which may facilitate reporting for some victims and for some types of crime. Better reporting also helps us build a better intelligence picture of the reality and the scale of crime, which can inform our decisions, resourcing and how we provide appropriate support to victims.

For certain crimes, we know that victims in some communities may feel uncomfortable approaching us directly. So we continue to support third party reporting opportunities where victims can approach organisations within their own community.

We also know how important it is that all frontline officers are able to provide a robust response to crime, including hate crimes and violence against women, hand in hand with a sensitive approach to victims. We will ensure our officers are well-trained and aware of the specialist support services available to these victims.

Our aim is that for at least two-thirds of crimes reported, victims deal with the same local officer from start to finish, providing clarity of responsibility to the victim, increasing confidence as well as the consistency of service.

We will also be developing capability to enable victims or witnesses to support investigations electronically (by 2019-20, for example uploading evidence, submitting statements or making appointments will be possible online).

We are working with potential providers of the forthcoming MiPS to ensure victims go online to get up-to-date information concerning the progress of their investigation.

Our traditional focus on criminal justice outcomes needs to be complemented with an approach that is genuinely focused on the victim. To do this, we will need to collaborate with a wider range of partner agencies so that the challenges and issues around vulnerability, public protection and safeguarding can be addressed effectively.

We are committed to improving victims' experience of the Criminal Justice System. In line with our Total Victim Care programme, we are working with MOPAC to make greater use of Restorative Justice (RJ). RJ can take place at any stage of the criminal justice system, including after conviction. It is not a disposal option on its own but is a victim-focused approach alongside sanctioned disposals (community resolution, caution, charge). Victim-led RJ can lead to high rates of victim satisfaction and can enable victims to achieve closure. We will work closely with our Criminal Justice partner agencies and MOPAC to ensure RJ is available to victims where appropriate.

In addition to working to improve outcomes for all victims, we will work with partners such as NHS England, Clinical Commissioning Groups, local authorities and London Safeguarding leads to identify and better support London's most vulnerable young people, focusing on preventing, problem solving and addressing the causes of repeat victimisation (see Section 3 of this plan).

Managing offenders

The Met makes 200,000 arrests a year. Every day we deal with people who are in some form of crisis. Many are mentally ill, struggling with addiction or at the lowest point in their life. The number of sexual and violent offenders subject to Multi-Agency Public Protection Arrangements

(MAPPA) has increased by a third over the past five years.

Offender Management covers arrest, detention, prosecution, conviction and rehabilitation of offenders. It relies on partners working together to manage both statutory and non-statutory offenders while in custody, and in the community.

The Police and Crime Plan highlights the need to improve the overall quality of offender management in London. This will require the full effort of all London statutory partners, and we will play our part, increasing our focus on the management of offenders, troubled families and further enhancing our approach to mental health issues. A comprehensive offender management approach which brings partners and their complementary services and expertise together is central to improving the criminal justice experience for both offenders and victims.

The overall adult re-offending rate in London is 24 per cent, similar to the national level, with an average of three re-offences for each re-offender. This comes at a cost: about £2.2 billion is spent in London as a result of re-offending, according to MOPAC.

Our objectives are to:

- **work in partnership with health, social and local services to prevent reoffending and to reduce victimisation**
- **reduce the number of young people and those with a mental illness held in custody, and work with partners so they provide more places of safety as an alternative**
- **increase borough consistency in offender management, using best practice and producing a pan-London Integrated Offenders Management guidance for officers**
- **work with partners to reduce the number of first time entrants to the Criminal Justice service**

Custody and vulnerability

Over recent years we have steadily improved both the standards and the capability of custody. A Custody Imaging System now captures facial images of all detainees in custody suites and the better quality will improve the identification of wanted individuals through cross-checking with other systems. We will continue to work with the Independent Custody Visitors who check on the welfare of detainees and oversee our arrangements.

The Mayor's Police and Crime Plan notes that when there are underlying health issues, such as drug addiction and mental health, the police service is often not best placed to respond. To address this, we aim to better integrate with public sector organisations, bringing in social and mental health services to effectively triage calls and refer people to appropriate agencies. In police custody, we will improve drug testing to identify offenders with substance misuse problems at the earliest opportunity so they can be referred into treatment and support services to try and break the link between their drug use and crime.

The pressure on our partners' budgets, particularly local authorities and social services, does affect people vulnerable to mental health, drugs and alcohol issues, because there is often less support available. There continues to be a national shortage of Mental Health inpatient and specialist bed capacity, which affects delivery, certainly in Met Detention, where people who have been assessed in custody are often waiting hours or days for a bed. Officers can still face challenges and delays in getting someone under section 136 of the Mental Health Act 1983 to a place of safety, albeit considerable progress has been made since 2013: the number of occasions where such persons were taken to a cell has reduced by 92 per cent (there were only seven in 2016). Cases are logged and escalated to NHS London and Trusts. A new NHS-Met guidance and Health Based Place of Safety (HBPoS) specification was launched by the Mayor in December 2016 to set new standards for health partners. A Mental Health Toolkit is being prepared which will offer guidance in response to a range of issues we and our partners come across.

Following successful pilots in North, East and West London of the enhanced operating model for Liaison and Diversion (L&D) services, South London will benefit from the enhanced operating model by 2018. We work closely with NHS England which commissions L&D services across all Met custody suites and magistrates courts bringing specialist mental health support, advice and a consistency of approach across the capital.

The model is focused on custody vulnerability and identifying those people with mental health problems who are in custody. The main purpose is to screen individuals and identify where mental health intervention or signposting is required. As a result, there has been an increase in the number of people being identified as having vulnerabilities - such as mental health needs, substance misuse and learning disabilities in police stations and courts – and in turn, receiving follow-up support

through referrals to other agencies such as mental health and housing services.

A strong partnership now exists between L&D services and the Met. L&D practitioners, based in police stations and courts, are able to gain access to the patient information systems used by mental health and other services, which has led to an increase in relevant and timely information being available to police, courts and partner agencies, and reduced risk to vulnerable individuals. The model is an all age model meaning services will work with both children, young people and adults in the custody and court setting.

We aim to ensure that children coming into custody receive support as early as possible from appropriate adults and that, if they are required to stay in secure accommodation, every effort is made by our staff to obtain the most appropriate local authority accommodation. We have begun work to identify opportunities to prevent children entering custody in the first place and have set up a working group with partners to explore these.

We will train all our frontline officers in the effective and consistent application of Community Resolutions (CRs) and roll them out across London (from nine existing pilot boroughs) in quarter 3, 2017-18. CRs are about the police doing the right thing both for the victims and for a speedy and effective resolution of crimes. It is an out of court disposal that can be administered dynamically outside of the custody environment at the conclusion of an investigation into a low level crime only. CRs take account of the views of those involved and provides officers the flexibility to ensure the best outcome is reached ethically given an offence's particular set of circumstances. CRs are recorded but do not criminalise the instigator (for example in the case of a low-value shoplifting offence by a child). This will allow quick effective resolutions for victims, ensure officers time is used to the best effect and allow secondary investigators to focus their time on more complex or serious matters. To ensure consistency, the roll out will be supported by a robust corporate training solution that clearly defines the parameters of application for officers.

Youth Offending Teams (YOTs)

Youth Offending Teams are constituted by local authorities, the probation service, the education sector and the Met. Together, we work to identify and divert those on the cusp of criminality, and to put together a number of interventions to deal with young offenders. Our role within these teams is centred on prevention, deterrence, intelligence

sharing and enforcement. Each borough has dedicated YOT police officers, usually co-located in the local authority building. The Mayor's Police and Crime Plan puts renewed emphasis on reducing the number of first time entrants to the criminal justice service. We will work to ensure that YOTs make a full and effective contribution to this, preventing and supporting young people, and delivering meaningful interventions to reduce reoffending.

Integrated Offender Management (IOM)

Unlike YOTs, IOM teams are not statutory but they are well-established and bring together partners at a local level: local authority, probation services, police officers and the London Community Rehabilitation Company (London CRC) which works alongside probation and manages the majority of offenders post-conviction. For the engagement to be successful, an offender needs the motivation to change. This is dependent on a number of individual factors (such as accommodation, attitude and behaviour, drugs and alcohol, debt, mental health) but commitment, consistency and compliance are essential for the intervention to succeed. Equally, it is important that the right service is provided at the right time for the individual offender. For some, that may be as simple as signposting services and supporting them through the process of change. There will also be offenders who will not change, where robust discussions will need to take place about the best approach to manage their offending, requiring a long-term commitment, as changing behaviour takes time.

We will support MOPAC as they develop better pathways out of crime for offenders with the GLA, boroughs and others, expand work with the families of offenders, and with businesses to provide greater employment and training opportunities for those leaving custody. The **Tackling Prolific Offenders** project has been extended for another 18 months to offer enhanced offender management in North and East London - that is, to reduce the offending behaviours of the targeted cohort. We will support MOPAC by flagging more consistently offenders who should join the cohort, using GPS tagging when needed to reduce reoffending rates and providing a heightened enforcement process focused in the offender.

About 30,000 women are arrested each year in London (roughly 14 per cent of total arrests) and

women make up a third of all offenders sentenced at court (including summary offences). There has historically been limited specific support for female offenders in the capital. Yet the need for more services has become increasingly acute as a result of the closure of HMP Holloway last year. With the Met, London CRC and others, MOPAC is bidding for Home Office transformation funding for a new £1 million Female Offender Service to expand last year's local pilot at Beth Centre in Lambeth to four London hubs, and to improve current services by bringing agencies together to tackle women's reoffending across the capital. We support the programme by running a triage service identifying the low-risk women who have committed low level offences and demonstrate a willingness to change and engage. An individual assessment of each offender takes place to ensure she receives the specialist support and advice that match her areas of need so she can better her life chances. The wider scheme will provide the opportunity to acquire meaningful evaluation data for a wider roll out in 2018-19.

Multi-Agency Public Protection Arrangements (MAPPA)

MAPPA are a set of arrangements to manage the risk posed by the most serious sexual and violent offenders, bringing together the prison service, probation and the police. A JIGSAW team within each borough manages these offenders. In London the arrangements cover approximately 6,000 offenders in the community. Of these, 1,500 are under the control of strict licence conditions where we support the probation services. We have lead responsibility for the other 4,500 who don't have licence conditions. Our activities include regular visits and notification requirements for the ex-offenders. Recently, numbers under MAPPA have increased by approximately eight per cent a year which does create some pressure to our service: we currently have 140 officers in place for a team design of 121 posts.

From April 2017, we are improving routine intelligence sharing so that information, initially on high and very high risk registered sex offenders, is shared with neighbourhood and ward officers. This will be reviewed in six months to assess whether we should further expand the scope of data. We have also introduced an enhanced JIGSAW performance management framework covering visits, officer workloads, breaches and other key indicators.

Key milestones:

In 2017-18 we will:	Lead	Int. or ext. partners	By
Develop online crime reporting for victims of volume crimes through the new website	OMM	TP	Q1
Finalise the strategic case for the Optimising Response programme	OMM		Q2
Ensure we provide 28-day updates for complainants in line with the Code of Practice for Victims of Crime	DPS	MOPAC	Q4
Launch Operation BEAT ('Briefing, Engagement, Active Tasking') and routinely share information and intelligence relating to high and very high risk registered sex offenders with local officers	TP	SCO	Q1
Effectively manage performance of JIGSAW through our new performance management framework	TP	SCO	Q2
Roll out officer training and use of Community Resolutions across London	OMM	TP	Q3
Review arrangements and future needs for juveniles in detention, including provision of health services and appropriate adults.	TP	SCO, CRC, boroughs	Q2
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	TP	MOPAC	Q2
Implement a new guidance for police IOM officers to allow for an effective and consistent implementation across London	TP		Q2
Work with the City of London Police and British Transport police to deliver a truly pan London offender management programme across the entire capital	TP	BTP, MOPAC, City Police	Q4
Publish a Mental Health Toolkit with clear operational and tactical guidance for officers and staff dealing with someone who has mental ill health, as well as for external partners.	TP		Q1



5- A transformed, modern and efficient Met

Our operational priorities can only be delivered if we provide frontline officers with the right backing: that is, equip officers and staff with the skills, capability and the technology which enables them to respond effectively to Londoners' needs. And for our investments to have a real impact, we must ensure that our workforce - and the way each of us work, is inclusive, capable and flexible.

5.1 People

This plan can only be delivered by the Met's officers and staff - working right across the organisation - and we want to enable them to do this in the best conditions. That means equipping

our people with the right skills and the right tools to do their job, as well as being clear about our goals and how each role contributes.

Our People Strategy 2017-20 sets out the changes we will make by 2020 towards an organisation that

is inclusive, capable and flexible. It is a three-year strategy: implementation will commence in 2017-18 but certain elements set below will come in beyond the timescale of this Business Plan.

There are currently 45,000 people employed by the Met including about 31,000 officers and 1,400 Police Community Support Officers, 2,600 Special Constables, 1,000 Volunteers. It is also supported by 5,000 volunteer Police Cadets. We account for 26 per cent of all police officers in England and Wales, but only for 17 per cent of police staff. We currently spend 19 per cent of our budget on business support costs (down from 24 per cent in 2014) and we want to reduce this further to 15 per cent, delivering the same back-office services with a leaner more strategic capability.

We want to better reflect London's diversity, and offer officers and staff a career where they are valued and utilised to their full potential. We are transforming how we attract, develop, reward staff to lead innovation in professional policing careers. As at April 2017 the equalities make up was as follows:

	Overall total		Black Asian and Minority Ethnic			
	Total	Female	Female	Male	Total	BAME
Police	30,960	26%	993	3,154	4,147	13%
Staff	8,709	57%	1,385	815	2,200	25%
Special Constabulary	2,602	30%	215	631	846	33%
Police Community Support Officer	1,403	36%	127	402	529	38%
Volunteer	1,037	65%	214	91	305	29%
Met Total	44,710	34%	2,934	5,093	8,028	18%

Inclusive

Our objective is to have an inclusive and representative workforce that looks and feels more like London by 2020. We have worked hard to be an organisation where diversity - whether ethnicity, sexuality, disability, age or religion - and diversity of thought are valued within the Met and we have come a long way in the last twenty years. In terms of ethnicity, the Met is the most diverse police service in the country: half of the UK's ethnic minority officers are working for us. We will promote fairness and respect as core values when dealing with the public and also amongst colleagues.

We will develop:

- **all managers to promote and deliver equality as part of their roles, through the Leading for London programme (rolled-out in 2017-18) putting inclusive leadership at the heart of delivery**
- **the diversity of the Met as fast as the law allows: by 2020, we hope that 40 per cent of all recruitment intakes will be BAME and 50 per cent female and we want representation to increase year-on-year in each ranks, through internal promotion and external specialist selection**

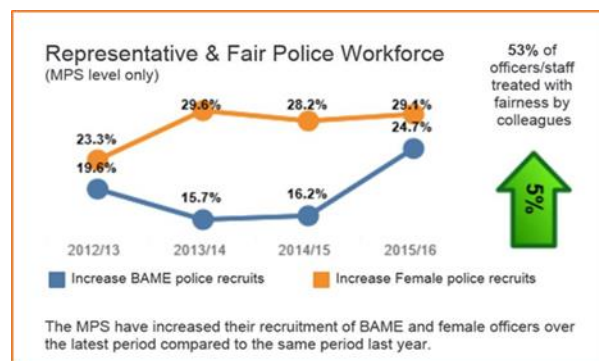
- **a new approach to managing workplace disputes so officers and staff are confident in reporting wrong-doing**

As at April 2017, 13 per cent of our police officers were from BAME backgrounds and 26 per cent were women. For police staff, 25 per cent were from BAME backgrounds and 57 per cent were women. But there is still much progress to be made: by 2020, 44 per cent of London's population is projected to be BAME, up from 40.2 per cent currently. Therefore we want to encourage more female and BAME Londoners to join the Met and build lasting, successful careers as officers or staff. Importantly this also means fostering an environment where people can flourish in confidence and give their best, all of the time.

In 2016-17 over 40 per cent of applications for police constable posts came from BAME members of the community and 32 per cent from women. In terms of recruits (past 12 months to March 2017), 28 per cent were from minority backgrounds and 31 per cent women. We are working with the College of Policing to improve our assessment process, enhance the candidate experience and decrease the attrition rate - in particular from protected characteristics groups. A 12-month pilot will be introduced in June 2017.

The Special Constabulary continues to play an integral role in both policing London and as a gateway to a career in the Met, drawing on its strength in diversity. It currently consists of 32% BAME and 29% female Specials and we are committed to developing the diverse talent within its ranks to achieve stronger representation in leadership and in supporting those who aspire to a career as a regular police officer.

The Met is developing effective training that ensures all leaders respect and embrace difference. We will be publishing our Inclusion and Diversity strategy in quarter 2, 2017-18. We are looking to embed a consistent leadership standard across the organisation through a targeted leadership development programme **Leading for London**. Rolled out in the autumn, this programme will equip all our managers with essential leadership and change skills, helping them lead effectively in the most challenging situations. All leaders will need to have completed it. Finally, we will work with MOPAC to become a 'learning organisation' by strengthening the complaints and misconduct process. Officers and staff must feel able to come forward to report concerns and trust that they will be treated with fairness and respect.



The most recent staff annual survey showed good results for how people feel about their role and their team but that there is further scope to improve their pride towards the organisation as a whole. In 2016-17, drawing from the staff survey results, some changes were implemented such as providing further training, reviewing some shift rota, regular leaders' meetings with their teams and career development opportunities. The Met will continue to listen and respond to staff feedback received through our internal surveys, consultations and meetings to be the best that we can be. We aim to increase the number of officers and staff who feel they are treated with fairness and respect by colleagues, and will measure progress through the staff survey.

Capable

We need to foster an environment that supports people, allows them to give their best at all time, and equips them to have the right behaviours and attitudes, knowledge and skills to deliver our priorities. Policing should be a profession where officers exercise individual autonomy and independence of judgment.

We will develop:

- **professionalised routes in to policing (Policing Education Qualifications Framework or PEQF) with recruits who are accountable and require less supervision**
- **stronger talent pipelines for specialist capabilities, including higher apprenticeship entry routes and Advanced Practitioners careers implemented from 2017-18 onwards**
- **a culture that values contribution and expertise in a particular role above rank, and aligns accountability and pay accordingly**

- **an approach to well-being that enables people to be the best they can be, increasing productivity**

We will build a number of career pathways to help people progress, whether they are looking to specialise (becoming a technical expert or Advanced Practitioner who can mentor others, or moving into management), or pursue a more traditional path based on functionality (community, response, investigation). The pathways will help us attract at constable level and match applicant skills, potential and aspirations to our availability and capability requirements. 'Police Now' has already created an entry route for graduates into the organisation. We are also expanding direct entry for Detectives, Inspectors and Superintendents.

We are promoting continuous career development, but the responsibility will shift to the individuals to identify and drive their own development. We are going to make it easier to access learning through online platforms, moving to online and on-the-job coaching.

We will develop professionalised entry routes into policing, using a national, standardised framework of recognised and accredited qualifications. We will also use higher apprenticeships to attract school leavers and young Londoners who may not have previously envisaged a career with the Met and support their development into specialist police staff roles or operational policing (such as specialist analysts or with MetCC).

Managers will have greater accountability for assessing the potential and performance of their team, moving to meaningful performance conversations covering expectations, career and progression.

In addition to operational effectiveness and quality of service, leaders will be held to account for workforce morale and wellbeing and this will be incorporated into performance monitoring. The Met will actively help people maximise their physical and mental health, with accessible Occupational Health support and interventions.

Flexible

In the medium term, we aim to have in place workforce plans and employment frameworks that better forecast and respond to change, so we have the ability to direct resource to areas where it will have the greatest impact, and which create more opportunities for staff to develop their career and contribute flexibly.

We will develop:

- **workforce plans that forecast on capabilities not just numbers ensuring that we take a longer term view on the specialist skills that we need to attract or develop.**
- **resource models that allow us to call on people in time of peak demand.**
- **new entry routes at various ranks and specialist career paths**
- **a flatter organisation, enabling leaders more devolved responsibilities**
- **people management processes that are easy to use and put managers at the heart of decision-making**
- **greater flexibility for staff who take short breaks in service and support for them to continue their career, in particular supporting our female workforce**

We will create a workforce planning tool that will show the people resources and capabilities available to the organisation, identify short and longer term staffing requirements using data on trends and demand forecasts, allowing for better deployment and planning. This operational leadership and insight tool will cover capacity and capability, and help prioritise resource and skills to address future threats and demands.

We will put in place a range of reservists' contracts available from 2018-19 to exiting officers - they will have contracted paid hours called upon at periods of peak demand, either allocated in advance or with appropriate notice. We will also encourage more Londoners to consider signing up as Special Constables.

There will be more opportunities for people to exit and re-enter the service, whether through secondment or career breaks, and we will improve mechanisms to retain staff taking short breaks, making the organisation friendlier to women in particular with flexible working arrangements and support in returning to work. We are devolving greater levels of authority to teams and individuals through a more agile management model and a robust decision making framework.

We will provide officers and staff with enhanced and simplified self-service and mobile capability for an increased number of transactions, such as performance reporting and online virtual workspaces. Our recognition scheme will reward contribution and competence rather than time served or rank.

Key milestones:

In 2017-18 we will:	Lead	Int. or ext. partners	By
Pilot a new police recruit assessment process (SEARCH) in partnership with the College of Policing	HR	CoP	Q3
Develop the Advanced Practitioner Pilot - having tested the AP initiative testing in Sutton, Wandsworth, Kingston and Richmond – ready for implementation in Q1, 2017-18	OMM	TP, HR	Q4
Commence Leading for London Programme roll out across the Met	HR		Q3
Design and launched an online HR Portal (where officers access HR advice and guidance) including the streamlining and simplification of HR policies	HR	SSCL	Q3
Re-launch our wellbeing 'offer' to staff and increased the accessibility of services	HR	Optima	Q4
Finalise apprenticeships and Educational Qualifications Framework (EQF) business case	HR		Q4
Deliver the 1st External Entry Detective programme	HR		Q4
Establish the new grievance service and underpinning governance framework and roll out new training to all senior 'single points of contact' and local resolution champions across the Met	HR	DPS	Q2

5.2 Training and professionalism

Met officers tackle some of the most demanding challenges and situations. To keep London safe, our organisation needs to constantly improve and learn in a world that is changing fast: from the threats we manage, to the communities we serve, to the new technology or policies and legal environment.

Training is a powerful enabler to ensure our service embodies integrity, professionalism, compassion and courage. It enables officers and staff to shoulder the exceptional personal, legal, and professional risks they manage on our behalf every day.

Training needs and provisions (such as community engagement, hate crime, stop and search, VAWG, domestic abuse) are discussed in the relevant operational sections of this document. Topics include victim care, safeguarding, to the approach to stop and search and to driving. Every year, over 400,000 training days are delivered by nearly 1,000 officers and staff, making us a major training organisation. Current arrangements involve 23 different internal training providers.

Given the complex and changing crime patterns, we need training that is not only focused on processes but also on behaviour, problem solving and that it is evidence-based. We will also strengthen our confidence in the quality and

standards of curriculum design, and that means moving to professionalised accredited training.

We want to be able to flex training provision to anticipate changes in crime and in the national skills agenda, supported by an improved training infrastructure and industry expertise, well equipped facilities and accredited trainers, working alongside occupationally and operationally competent Police Officer trainers. In 2017-18 we will review how we can improve our training capability and be more responsive to changing needs. We will develop and publish a skills strategy for the force to ensure that officers and staff have the right skills to perform their role to the highest standards, mitigating risk for them and the organisation. This strategy will define our skills requirements for now and the longer term, and articulate how we will deliver the right enabling infrastructure.

The Police Code of Ethics outlines a set of operating principles to support decision making and action in policing: Accountability, Fairness, Honesty, Integrity, Leadership, Objectivity, Openness, Respect and Selflessness. Since 2014, every police service in England and Wales has been expected to place them at the heart of everything they do.

The Directorate of Professional Standards (DPS) is responsible for investigating the most serious public complaints and misconduct allegations made against officers and staff, preventing and investigating corruption, as well as investigating allegations of discrimination. In the 12 months to 31 March 2016, the Met recorded 183 public

complaint cases per 1,000 officers, significantly lower than the England and Wales average of 268 cases per 1,000 officers. The directorate promotes best practice and supports local professional standards units and managers so that organisational learning is shared and embedded. It also implements recommendations emanating from inquiries and reports from external partners.

We are supporting a number of current external inquiries so that with partners, we can learn from past errors and continuously improve our ways of working:

- [Undercover Policing Inquiry](#): the inquiry timetable has been extended and live evidence will not begin until early 2018. The inquiry requires significant resources from the Met to meet demand but we are fully committed to supporting the inquiry.
- ongoing NCA/IPCC investigations into allegations related to Lawrence investigation, for which we are working to convert our paper archive into a searchable digital system
- [Independent Inquiry into Child Sexual Abuse \(IICSA\)](#) now chaired by Professor Alexis Jay
- [The Lammy review](#) into the disproportionality of outcomes in the justice service which the Police and Crime Plan will continue to scrutinise
- [Daniel Morgan Independent Panel](#) reviewing police handling of the investigation into his murder in 1987

Recently published inquiries include:

- HMIC (HM Inspectorate of Constabulary) [National Child Protection inspection](#);
- [Equality and Human Rights Commission \(EHRC\) investigation](#) published in September 2016, with actions already underway following Roy Lewis and ACAS review, now augmented with voluntary 'Outcome Achievement Plan' agreed with EHRC;
- [Henriques independent review](#) of Met's investigation of non-recent sexual allegations against public figures;
- [Harris Review into London's preparedness for a terrorist attack](#) published October 2016

We are working with MOPAC to agree how the relevant recommendations can best be implemented as we strive to raise our standards in the areas highlighted as weak or historically failing, and continue to consolidate those where we have been marked as strong.

The London Police Challenge Forum - a joint initiative of the Met, BTP and the City of London Police - designed to support officers and staff facing the ethical challenges that policing brings launched in December 2016. The panels will convene on a quarterly basis starting in early 2017 to debate challenging ethical issues and to provide advice and guidance to the three Forces.

Key milestones:

In 2017-18 we will:	Lead	Int. or ext. partners	By
Finalise a Met skills strategy	DPS	HR	Q3
Ensure timeliness public complaint and internal misconduct investigations	DPS	MOPAC	Q4
Maintain open and accessible systems for making public complaints against the police and reporting wrongdoing or corruption, internally and externally.	DPS	TP, IPCC, MOPAC	Q4
Deal with all complaints and misconduct allegations relating to areas of discrimination through our new discrimination unit	DPS		Q4
Embed and uphold learning and best practice in relation to professional standards, specifically in relation to vulnerable people	DPS	TP, SCO	Q4

5.3 Finance and commercial

In MOPAC's Police and Crime Plan, the Mayor warns that budgetary cuts and ongoing budget pressures make the next few years 'the most challenging time in recent history' for the Met. We continue to face real-terms budgetary reductions, another £443 million, over the next four years and at a time when London's population is continuing to grow.

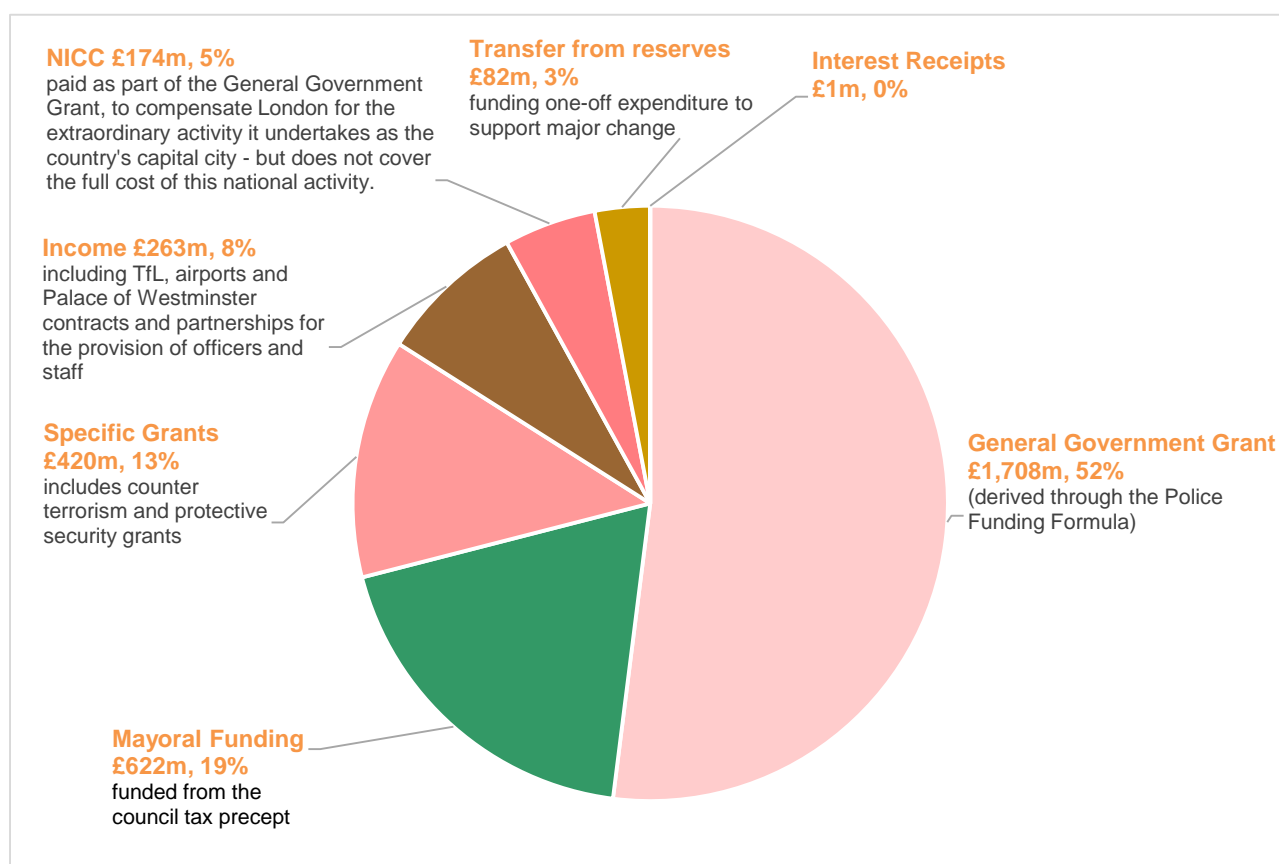
In addition the Met faces considerable financial uncertainty in the medium term due to the review of the police funding formula (the method by which funding is allocated to forces across the country), the Government's efficiency review and the ongoing National, International and Capital City (NICC) funding gap, an area in which we have to spend almost twice as much as the grant provided.

The next few years will be difficult: the budgetary pressures faced by many of our partners, whether local authorities, health and community safety bodies, public or third sector organisations, have implications for crime prevention and offender management, often adding to the workload that we have to take on.

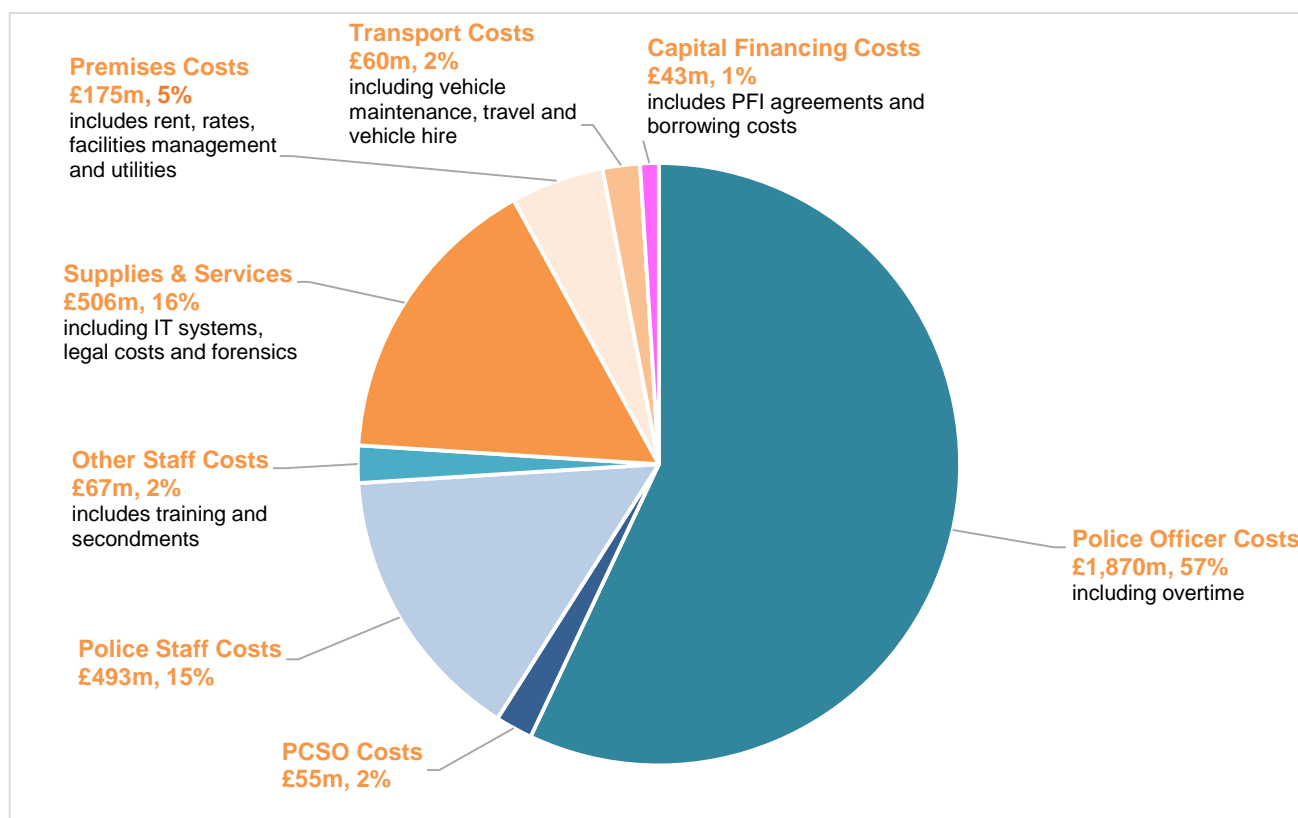
Our objectives are to:

- **deliver 3 per cent productivity savings a year across the organisation**
- **reduce the proportion of our back office costs to 15 per cent of gross expenditure by 2019-20**
- **invest our capital receipts to deliver transformation which drives further efficiencies and savings**

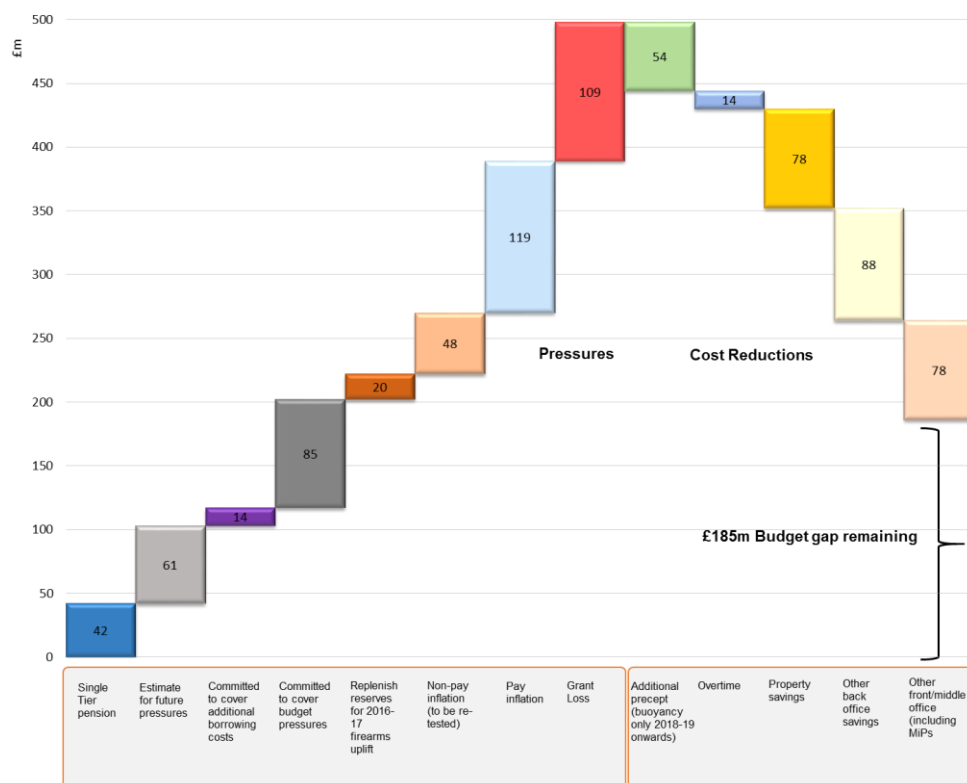
How we are funded (2017-18: £3,269 million)



How we spend our budget (2017-18: £3,269 million)



Future pressures and savings to 2020-21



While the 2017-18 budget is balanced the graph above sets out pressures and cost reductions which result in a future budget gap of £185 million by 2020-21. The challenge is to deliver the necessary cost reductions whilst controlling other costs and identifying further savings to close the gap. For 2018-19, the gap means we still need to identify an extra £94 million savings.

HMIC publish annual value for money indicators. These suggest the Met is behind most similar forces (the group is Greater Manchester, Merseyside and West Yorkshire). However, the comparison does not allow for the significant difference in London salaries and uses the resident population as a comparator, which effectively ignores about one million daily commuters and tourists –as well as the Met's policing of national events which remains underfunded (and the gap covered through our core budget). With these included there is a much more positive picture. Despite this, we reduced our back office costs by 2.2 per cent in one year, significantly more than most similar forces (an average of 0.4 per cent reduction).

Generating further revenue

Our commercial department ensures that goods and services are procured in the most cost effective way while meeting requirements and supporting the Mayor's wider agenda. We proactively manage outsourced service contracts against needs and value for money, and we aim to maximise revenues from statutory and entrepreneurial opportunities.

Our objectives are to:

- **embed strong commercial capability and culture across the Met**
- **support operations and transformation through efficient commercial operations**
- **effectively manage our key contracts and the supply chain**
- **sustain and grow commercial revenue**
- **generate and facilitate significant additional savings**

The Met can supplement the income it receives by way of the general and other specific grants. For example, the Home Office run an annual process for Transformation and Innovation Funds. For certain programmes, the Met and MOPAC bid into this process and have had some success in securing some additional funding through this. However the scope for income generation is limited as we can only undertake functions within statutory powers (i.e. those functions that are

deemed to be within the 'Office of the Commissioner') and we are unable to charge for services that are considered to be part of our core policing responsibility (i.e. activities that a police force must undertake to fulfil its public duties such as prevention and detection of crime, maintaining public order and protecting life and property). Within these constraints the Met will seek to protect and where possible increase its income.

The over-arching principles underpinning our income generation strategy are:

- optimising the income we generate and receive only through activities in the interest of the Met, MOPAC and people who live and work in London
- unless restricted by statute or agreed by the Deputy Mayor for Policing and Crime income will be received on at least a full cost recovery basis
- not compromising our operational capability and our ability to continue to police without fear or favour

We are currently exploring commercial, merchandising and entrepreneurial opportunities that could generate additional income to reinvest into frontline policing. This would be a long term programme of works that would need to establish that principles and activities were legal, ethical and did not compromise our current position of policing without fear or favour.

Capital Plan

The Met has a capital budget of £1.4 billion between 2016-17 and 2020-21. Much of this expenditure (£830 million) will be funded from capital receipts generated by the estates transformation programme. Grants and specific funding support a further £290 million. The balance of roughly £300 million will need to be either borrowed or expenditure reduced. The capital plan will support many of the changes required to deliver significant savings for the future. The table below assumed a 2016-17 outturn expenditure of £195 million (Q3 forecast) whilst the final outturn was £177 million.

We will invest £660 million from 2017-18 to 2020-21 in our estate. Some £385 million will be invested in technology, including MiPS, Command and Control, Information Management, the Emergency Services Network and Mobility (including tablets and Body Worn Video). We will also invest significantly to update our fleet (£109 million) and in counter-terrorism (NCTPHQ £141 million).

Subjective analysis MOPAC	Revised Budget 2016-17 £m	Forecast Outturn 2016-17 £m	Budget 2017-18 £m	Plan 2018-19 £m	Plan 2019-20 £m	Plan 2020-21 £m
Total pay and overtime	2,473.3	2,430.1	2,417.5	2,481.3	2,498.2	2,495.8
Total running expenses	757.8	797.5	772.7	727.6	774.8	735.1
Capital Financing costs	43.0	42.9	42.9	42.9	48.8	56.5
Total expenditure	3,274.0	3,270.6	3,233.2	3,251.8	3,321.8	3,287.4
Interest receipts	-1.3	-2.3	-1.3	-1.3	-1.3	-1.3
Other income	-272.0	-274.9	-262.3	-259.5	-261.7	-264.4
Total income	-273.3	-277.2	-263.6	-260.8	-263.0	-265.7
Discretionary pension costs	35.9	33.5	35.9	35.9	35.9	35.9
Savings to be identified	0.0	0.0	0.0	-93.7	-169.8	-184.7
Net expenditure	3,036.6	3,026.9	3,005.5	2,933.2	2,924.9	2,872.9
Transfer to/(from) reserves	-104.2	-88.9	-81.8	-21.7	-25.3	14.4
Net financing requirement	2,932.4	2,938.0	2,923.7	2,911.5	2,899.6	2,887.3
Home Office Specific grants	434.0	439.6	420.1	420.1	420.1	420.1
GLA Council tax freeze grant funding	27.1	27.1	29.6	29.1	29.1	29.1
Home Office General police grant	1,904.6	1,904.6	1,882.0	1,858.4	1,834.4	1,809.8
Council tax requirement	566.7	566.7	592.0	603.9	616.0	628.3

MOPAC's capital expenditure plan	Forecast Outturn 2016-17 £m	Budget 2017-18 £m	Plan 2018-19 £m	Plan 2019-20 £m	Plan 2020-21 £m
Strengthening Local Policing	0.0	2.0	2.0	1.0	0.3
Business Support function of the Future	0.2	0.5	2.0	0.0	0.0
CT Policing Change Portfolio	2.1	1.5	1.1	0.5	0.0
Enhance Digital Policing for 2020	27.2	20.3	17.5	10.0	10.0
Improving Public Access and first contact	4.6	4.3	7.0	7.0	0.0
Optimising Response	10.0	22.6	43.3	62.2	28.0
Reinforcing HQ, Improving Information Management	1.2	4.6	32.0	25.0	15.0
Smarter Working	19.8	58.9	0.6	2.0	1.2
Transforming Investigation and Prosecution	24.4	36.8	57.1	27.4	6.8
Delivering Maximum Commercial Efficiency - Fleet	21.5	33.5	32.8	22.1	21.2
Transforming the MPS Estate	77.5	159.4	237.1	157.7	105.5
NCTPHQ	12.7	62.0	39.7	13.1	26.3
Subtotal	201.1	406.3	472.1	328.0	214.2
Over-programming/headroom	-6.4	-40.0	-101.2	-30.6	-27.9
Total Programme Cost	194.7	366.3	370.9	297.4	186.3
<i>Funding</i>					
Capital Receipts	149.5	274.0	196.5	145.8	64.1
Capital grants & other contributions	40.1	92.3	80.4	32.7	44.8
Borrowing	0.0	0.0	94.0	118.9	77.4
Revenue Contributions	5.1	0.0	0.0	0.0	0.0
Total funding net of over-programming	194.7	366.3	370.9	297.4	186.3

5.4 Assets

Estates

This Business Plan sets out how we are widening public access through digital channels while maintaining the traditional ways for the public to contact the police, such as police stations, open 24 hours a day, 7 days a week, and the 999 and 101 services. The joint MPS-MOPAC Public Access and Engagement Strategy will outline more on this. Smarter working will result in a more efficient police service enabling our officers to be more visible and closer to the community they serve. This results in less resources needing to be invested in property and more in our frontline, helping to protect the number of officers. We are both reducing and transforming our estate. Reducing the footprint of our estate releases vital capital to invest in policing technology, modern capabilities and improve the rest of the estate. We will prioritise selling the buildings that cost us more than they benefit, and invest in others to create a modern environment for our staff and the public.

Our objectives are to:

- **reduce the running costs of the retained estate to help reduce back office costs to 15 per cent of our total revenue spend by 2019-20: current running costs are £162 million (down from £202 million in 2012-13 and £185 million last year) and we are targeting running costs of £100 million by 2022**
- **maximise the value of the assets released so that capital receipts can be re-invested to support operational needs: we currently occupy 373 buildings, totalling 624,000 square meters but aim to operate with 109 or so buildings. The disposal programme and associated receipts underpins our transformation strategy**
- **invest in the quality of the retained estate to support our operational needs**
- **intensify the use of the retained estate through investments which support smarter working**

The transformation of our estate is enabled by the One Met Model programme changes, which in turn is made possible by the capital receipts and the flexible approach that our buildings will allow. The key assumptions on which we have based the estate proposals are:

- new mobile technology that can deliver all the functionality an officer requires without having to return to a fixed terminal

- smarter working in terms of use of space and desks with an approach that encourages collaborative working and information sharing
- open access enabling all officers and staff to access any building in the estate (bar specific secure locations)

Our disposal strategy will produce capital receipts of £680 million between 2017-18 and 2021-22. And simultaneously, subject to MOPAC approval, we will invest £737 million to develop, refurbish and improve the estate across all our properties.

There are a number of underlying factors that may affect the long term strategy that relate in particular to future decisions in interdependent operational areas (such as the number of BCUs, custody centres, front counters approach), which may negatively impact on savings or receipts, as might market or disposal conditions associated with particular sites. Discussions are taking place with MOPAC and the GLA to ensure all factors are taken into account in finalising our strategy.

The New Scotland Yard building on Victoria Embankment became operational in January 2017 and provides modern, efficient and, importantly, more cost-effective facilities. Our Hendon estate has undergone major refurbishment to provide the best training development possible to enable officers to deliver policing to a high standard.

Digital and IT

The Met has historically under-invested in new technology, with 80 per cent of the IT budget traditionally spent to maintain existing systems. This is changing. We are now investing in new technology that provides more accurate and timely information to officers and is easier to maintain. We have broken up our historic monolithic IT contract and engaged instead a range of suppliers to provide flexibility in who we contract with. We have significantly reduced the number of contractors and staff from around 500 to 90 core staff. Our investments prioritise common platforms that allow for flexibility and inter-operability.

Many of the improvements we are introducing are set out in the operational sections of the business plan. Supporting the One Met Model and our transformed modern open plan estate is the delivery of new mobile technology enabling officers and staff to work in an entirely different way based from 19,000 desks (reduced from 37,500 desks), with officers connected while out in the community rather than stuck behind a desk. In addition, and across our estate, we will implement

more mobile IT solutions and are upgrading current systems to ensure compatibility.

Key developments over 2017-18 will include:

- 20,000 new computers with Windows 8.1, Office 2013 and Internet Explorer 11 being rolled out to enable remote and home-working.
- Office 365 plus a range of tools including instant messaging, file sharing and video conferencing so people can share information, connect and collaborate more easily from any location
- Wi-Fi across our buildings, with roll out starting July 2017
- A new self-service portal to give employees options to raise, track and manage their own IT issues and orders, and the ability to speak directly with the service desk via instant messaging

Our investments flow from a vision of what a truly digital policing organisation for the 21st century should look like with three key themes: digital engagement with the public and key stakeholders; enabling the police officer of the future; and impactful policing which is truly information-driven.

Operational Support

This enables effective frontline operations and aims to deliver best value in delivering this support. The services delivered include:

- Locally Delivered Support Services such as administration, typing services, volunteers, criminal exhibits and uniform services
- Centrally Delivered Support Services such as fleet, vehicle recovery and evidence (in support of CT, Serious & Organised and local investigations) service; and language and cultural services
- Referencing and Vetting which includes the Character Enquiries Centre that undertakes Disclosure and Barring Services (DBS) checks, Police National Computer Bureau (PNC) and the Overseas Visitors Registration Office

Our objectives are to:

- **focus on delivering a good quality service and continuously improve our standards, ensuring 24 hour support to front line operational delivery**
- **run services on a commercial basis where appropriate, i.e. understanding the service, costs and quality of each**

- **contribute towards the savings required for 2017-18 and develop technical solutions, where appropriate, to streamline processes and make further efficiency savings**
- **modernise our processes and resources to reduce our carbon footprint for example by reducing harmful pollutants produced by our vehicles whilst maintaining operational effectiveness**

A fleet of approximately 5,000 assets comprising of cars, vans, motorcycles, large goods vehicles, marine vessels and other specialist equipment is operated by the Met. Currently our assets are manufactured by 95 different firms and each fulfils a number of operational response and public protection needs. The alternatively fuelled vehicle sector has developed significantly over a short period of time. We will investigate the operational and financial viability of these vehicles. We will continue to innovate, identifying new environmentally sustainable non fossil fuel sources for our fleet. We are now collaborating more with other emergency services and the GLA Group, including partnerships on zero-emission and ULEV projects, and to enable site infrastructure to be shared wherever possible. We are currently in talks with the London Fire Brigade to explore the potential for locating a joint hydrogen re-fuelling hub in south London. We will tailor our procurement policy to support this initiative.

We contribute to Mayoral priorities beyond the Police and Crime Plan including air quality, electric vehicles and low carbon initiatives. We are moving our fleet from diesel to petrol, and all our new buildings and estate refurbishments are stipulated to a BREEAM (Building Research Establishment Environmental Assessment Method) score of 'very good'. We will look to the Mayor's statutory strategies as they are developed and published (such as the London Plan, health inequalities, transport) to ensure we support their aims.

The Met handles a significant proportion of DBS cases nationally because we hold the largest amount of policing information in the UK. Referencing and vetting staff make decisions about the disclosure of information that may involve a number of different police forces and agencies. An enhanced criminal record check may be sent to any number of police forces, not just those with responsibility for policing the area where the applicant lives, to carry out searches of locally held information.

All police disclosure units, including that of the Met, are funded by the national Disclosure and Barring Service which agrees a budget for each police force annually based on the expected

numbers of local checks. These decisions directly impact children and vulnerable adults and those who seek to work with them. For these reasons, staff require significant specialist training and supervision and the checks are not simple administrative work. The Met has less than 20,000 work in progress cases at present (the annual volume of checks is roughly 300,000). With the continued professionalism and commitment of staff, we aim to decrease this figure further in 2017-18.

Information management

Information is one of the Met's most important assets. Through proper and full exploitation of the millions of records that we hold, we have the power to solve crime more effectively, ensure victims and the vulnerable are protected from harm and also that potentially dangerous people are prevented from offending.

The scale and complexity of the information places a significant responsibility on us to record, retain, review and use it correctly. We are committed to being more transparent as an organisation and to use the information that we hold carefully and responsibly to protect individual freedoms and uphold the law. Our information management strategy sets out how we manage information, data quality and standardisation, publication and access.

In many cases, we are facing issues linked to the amount of information on paper, which is difficult to review or search, for example in the case of historical inquiries. Therefore we are working to improve formal record keeping across the Met and are reviewing local paper archives as part of **Operation Filesafe**. To date, over 1.5 million local records have been reviewed, recorded and stored or properly disposed of and we anticipate to have reviewed 6 million records across 290 buildings by March 2018. This will provide assurance that relevant records are correctly organised and stored in line with policy, and can be accessed more easily for historic inquiries and disclosure obligations.

With the introduction of Office 365 in 2017-18, we will implement information management policies to ensure effective recording, review, and retention arrangements are in place by quarter 3.

An Information Management Futures Programme is currently being scoped as part of our transformation programme and a key objective will be to consider how best to apply information management policies to structured and unstructured information across our current estate.

Improving information management will help us:

- disseminate prevention and crime information in real time to the officers and the public
- proactively compile intelligence to identify trends and predict future patterns through predictive analytics, self-service by the frontline and complex data analytics at the centre
- deploys resources/ information to anticipate demand through enhanced forecasting capability

Communication

The public's support for the Met, evidenced most clearly after the Westminster attack, is a significant asset. People are willing to help the police and support our professional approach to enforcement where it is going to keep them safe.

We want to increase the information we share to enable people to take the right steps to prevent crime, support operational activity and be safe. We are developing the way we use digital and social media to mobilise the public to bear down on crime involving knives or violence, protect children, prevent scooter theft and burglary or respond to major incidents and crises.

We have taken part in a BBC documentary series, to be aired this quarter, as part of our commitment to transparency. It will help us engage the public in a conversation about professionalism, values and prevention.

In 2017-18, we will continue to encourage the public to change behaviour that exposes them to the risk of crime, with ongoing activity on crime prevention around the theme **Be Safe**. This will include a moped theft campaign in June.

The Commissioner has been clear on the need to re-set our relationships with the media and encourage more officers to talk to journalists in an open and transparent fashion.

Key milestones:

In 2017-18 we will:	Lead	Int. or ext. partners	By
Start Wi-fi roll out across 167 Met buildings	DP		Q4
Finalise outline business cases for the refurbishment of Tranche 1 Estate	OMM	MOPAC	Q2
Finalise detailed design for the refurbishment of Tranche 1, so we are ready to go on site in 2018-19	OMM	MOPAC	Q4
Start the exit of Safer Neighbourhood Bases subject to consultation and BCU roll out	OMM	MOPAC	Q3
Deliver to the National Service Level Agreement for completing DBS checks	OSS	Home Office, DBS	Q4
Implementation of a new Locally Delivered Support Services model aligned to Strengthening Local Policing Design	OSS	TP	Q4
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	OSS	Estates	Q4
Create of a Performance Management Framework that articulates the support work delivered 24/7 to front line Policing.	OSS	TP, SCO, SO	Q3
Collaborate with other emergency services and the GLA Group to share re-fuelling infrastructure and explore sustainable technologies for the fleet	OSS	TP, SCO, SO, GLA, MOPAC	Q4
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)	OMM		Q4
Implement information management policies to ensure effective recording, review, and retention arrangements	S&G		Q3
Develop the Information Management Futures Programme Final Business Case	OMM	S&G	Q4



6- Tracking delivery

6.1 Our performance framework

Progress against the indicators, milestones and outcomes set in this plan, will be reported to our Management Board which is responsible for setting our strategic direction, making strategic decisions and monitoring organisational performance.

Below Management Board, three boards look at further aspects of our delivery and governance:

- the Portfolio & Investment Board makes decisions on Business Cases and monitors portfolio and programme performance
- the People & Training Board - focuses on Talent Management, Staff, Inclusion and Diversity, Training, Pay and Reward
- the Risk & Assurance Board - considers Risk, Audit, Business Continuity and Assurance

Within directorates, scrutiny and decision-making forums take place on targeted areas such as safeguarding and crime fighting, where operational leads are held to account by the Assistant Commissioners for performance in their area.

The Mayor of London was given a direct mandate for policing in London, through the Police and Social Responsibility Act 2011. As such, the Mayor is responsible for setting the strategic direction of policing in London through the Police and Crime Plan and meets the Commissioner on a regular basis. The Commissioner is accountable in law for exercising police powers and overseen by MOPAC led by the Deputy Mayor for Policing and Crime. Progress on our delivery will be reported to the Oversight Board which meets quarterly.

The Home Secretary also has a specific role regarding the functions of the Met which go beyond policing London - for example, counter-terrorism policing and the national policing functions that the Met carries out.

The London Assembly also has a role in providing the formal check and balance on policing in London. The Assembly's Police and Crime Committee is charged with examining the work of MOPAC and matters of policing interest in London, and in doing so publicly scrutinises the Commissioner.

In addition, the Met is subject to rigorous scrutiny and checks by a number of bodies to ensure that that it is operating in accordance to its mandate. A number of these have statutory obligations including:

- [Her Majesty's Inspectorate of Constabulary](#) (HMIC) which makes judgments on various areas of the Met's activity, identifies required improvement and makes recommendations.
- [The Independent Police Complaints Commission](#) which oversees complaints made about the Met.

6.2 Key performance and insight indicators

The Mayor has not set fixed numerical crime reduction targets but is working with us and local authorities to define, annually, [two local priorities which are relevant at borough level along an antisocial behaviour priority](#) and on which we will seek year-on-year improvement. In addition, his Police and Crime Plan sets out high-harm crimes (sexual violence, domestic abuse, child sexual exploitation, weapon-based crime as well as hate crime) as a priority for us in every borough.

Below are a number of key indicators which we will be reporting on, where we will analyse causes and trends to provide management and MOPAC the appropriate tools for diagnostic and impact assessments. Directly, and with our partners, we will strive to achieve positive progress on the following indicators:

A better police service for London

- Victim satisfaction with our service (from MOPAC's User Satisfaction Survey)
- Public perception towards the Met (from MOPAC's Public Attitude Survey)
- Reducing inequalities in satisfaction and perception (from the two surveys above)
- A more representative police force (based on recruitment data)
- Officers and staff treated with fairness and respect by colleagues (from our staff survey)
- Increase in staff engagement score in all Operational Command Units with 10 or more respondents in the staff survey

A better Criminal Justice Service for London (with CJS partners)

- Improving service for victims (through compliance with the Code of Practice for Victims of Crime)
- Reducing offending behaviours of targeted cohorts

Keeping children and young people safe

- Reducing young people's chances of becoming victims of crime
- Reducing the number of first-time entrants to the Criminal Justice service
- Reducing the number of knife crimes - by volume and numbers of repeat victims
- Reducing the number of gun crimes (including discharges)
- Encouraging more victims of child sexual exploitation to come forward and report.

Tackling violence against women and girls

- Encouraging more victims of domestic abuse, sexual violence, and harmful practices (such as female genital mutilation, 'honour based' violence and forced marriage) to come forward
- Reducing repeat victimisation for all these crimes
- Reducing the rates of attrition in cases in cases of violence against women and girls as they progress through the criminal justice process

Hate crime

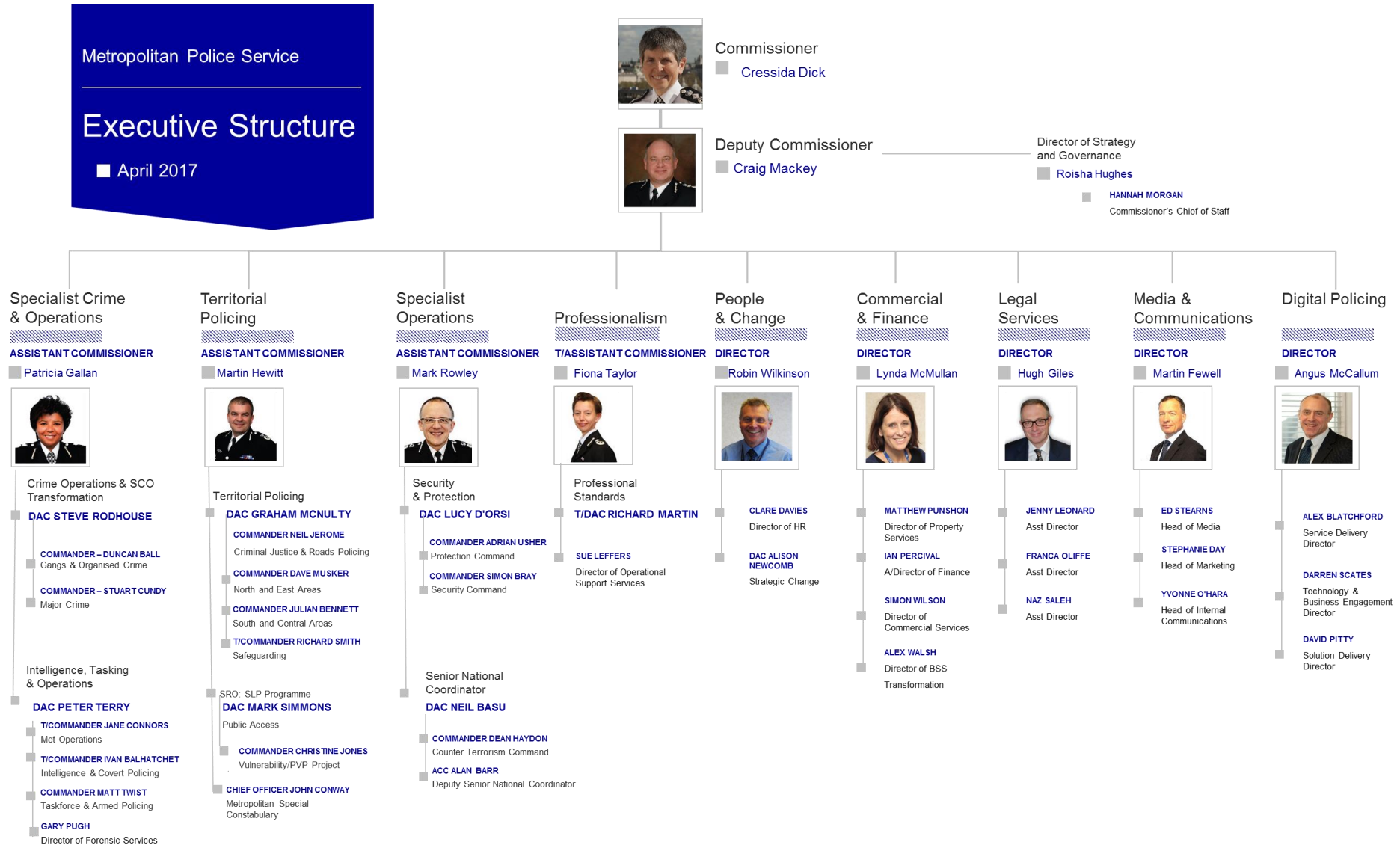
- Encouraging more victims of hate crime to come forward and report
- Reducing the level of repeat victimisation
- Reducing the rates of attrition in hate crime cases as they progress through the criminal justice process
- Improving the level of satisfaction of hate crime victims

In analysing data, we will also compare outcomes across equalities groups (ethnicity, young people and women in particular) to ensure that gaps in victimisation, satisfaction and outcomes are addressed.



Appendices

7- Executive Structure



8- Local priority crimes 2017-18

Antisocial behaviour is a local priority for all boroughs.

In addition, the following priorities have been agreed with each local authority:



Burglary offences were down by 0.3 per cent in 2016-17 compared with the previous year, continuing the long term downward trend. Recorded offences are now at the lowest level since at least 1973-74.

Burglary



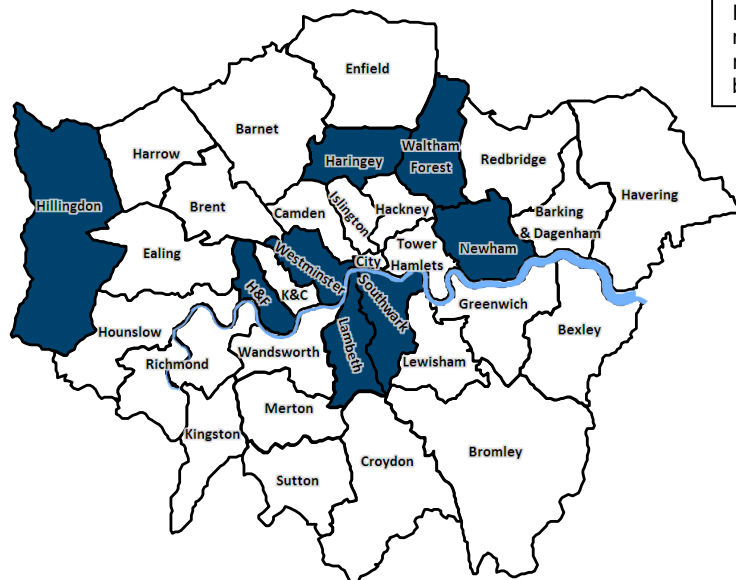
Non domestic violence WI

Violence against the person has shown increases of 3.9 per cent over last year (7,175 more offences). Violence with injury (VWI) up by 2.4 per cent (1,774 more offences) and violence without injury increasing by 4.8 per cent (5,400 more offences). It is thought that the majority of the rise in VAP is due to improvements in crime recording following the HMIC Inspection on Crime Data Integrity. Continued improvements in crime recording in the Met are the reason for the year-on-year increase in recorded violent crime, however within this there has been a genuine increase in serious offences.



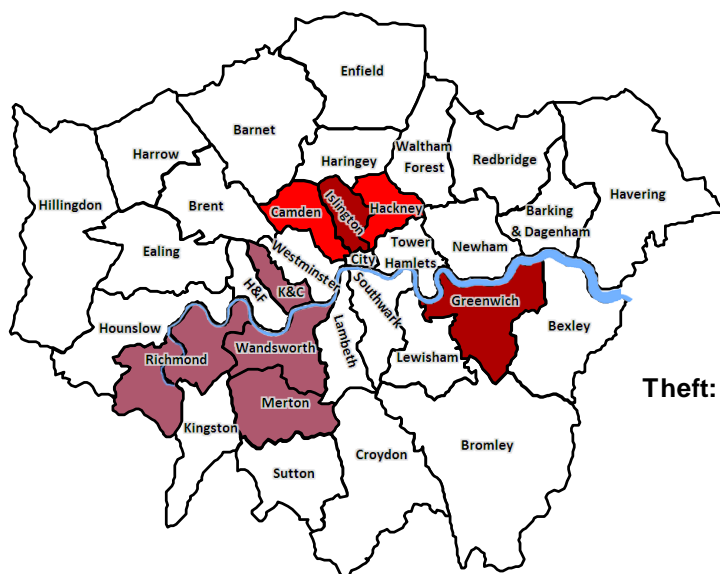
Common Assault

Robbery was up by 12.1 per cent in 2016-17 (2,618 more offences) - there were increases in personal robbery by 13.1 per cent and a smaller increase in business robbery by 0.9 per cent.

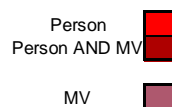


Robbery

Theft as a whole increased by 4.7 per cent in 2016-17. Theft from the person increased by 12 per cent. Thefts from of mobile phones now account for around 49 per cent of all theft person. Theft from motor vehicles increased by 7.9 per cent over the comparison period. Theft of powered two wheelers now accounts for over half of all vehicles stolen.



Theft: Person and MV



For LB Hackney, theft includes robbery, snatch and person

9- Glossary and acronyms

Reference	Description
Abbreviations from the milestones: Met lead business groups	These refer to the following Met department DMC: Directorate for Media and Communications DP: Digital Policing DPS: Directorate of Professional Standards HR: Human Resources and Workforce OMM: One Met Model SCO: Specialist Crime and Operations SO: Specialist Operations S&G: Strategy and Governance TP: Territorial Police
4 Ps	Organisation of police activities along four streams: Prevent, Pursue, Protect and Prepare (originally set out in the Government's Counter-Terrorism Strategy CONTEST)
Action Fraud	Action Fraud is the UK's national fraud and cyber-crime reporting centre
ANPR	Automatic Number Plate Recognition
BCU	Basic Command Unit
BTP	British Transport Police
BWV	Body worn video cameras
CSE	Child Sexual Exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity 1) in exchange for something the victim needs or wants, and/or 2) for the financial advantage or increased status of the perpetrator or facilitator.
CSEW	Crime Survey for England and Wales
CPS	Crown Prosecution Service
CRC or London CRC	London Community Rehabilitation Company
CT	Counter Terrorism
DMPC	Deputy Mayor for Policy and Crime
DWOs	Dedicated Ward Officers
EHRC	Equality and Human Rights Commission
Extremism	Defined in the Government 2015 Counter-Extremism Strategy as 'the vocal or active opposition to our fundamental values, including democracy, the rule of law, individual liberty and the mutual respect and tolerance of different faiths and beliefs.'
Hate crime	Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender.
HMIC	Her Majesty's Inspectorate of Constabulary
IAG	Independent Advisory Group
IPCC	Independent Police Complaints Commission
LDSC	London Digital Security Centre
MARAC	A Multi Agency Risk Assessment Conference (MARAC) is a victim focused information sharing and risk management meeting attended by all key agencies, including the police, where high risk cases are discussed. The role of the MARAC is to facilitate, monitor and evaluate effective information sharing to enable appropriate actions to be taken to increase public safety. Early identification of high risk minimises repeat victimisation. DV-MARAC address domestic abuse whereas the Community-MARAC borrow the same structure and organising principles to address vulnerability including mental health.
MASH	Multi-Agency Safeguarding Hubs. For many years, the sharing by the police with local authority social services of appropriate information about children who come to their notice has been vital in ensuring that as far as is possible the welfare of children is safeguarded. The Children Act 2004 emphasises the importance of safeguarding children by stating that relevant partner agencies must make sure that functions are discharged having regard to the need to safeguard and promote the welfare of children. The MASH model was highlighted in the Munro Report into Child Protection as an example of good practice in multi-agency partnership working. It delivers 1) Information based risk assessment and decision making (Identify children and young people who require support or intervention) 2) Victim identification and harm reduction (Identify victims and potential victims likely to experience harm and ensure partners work together to deliver interventions) 3) Co-ordination of all

	safeguarding partners (Ensure that the needs of all vulnerable people are signposted to the relevant partners). Many MASH structures also manage adult safeguarding in their borough.
The Met / MPS	Metropolitan Police Service
MET INTEGRATED POLICING SOLUTION (MiPS)	An integrated policing solution that brings together IT systems from Custody, Investigation, Intelligence and Prosecutions. It will allow access and inputting of information through one interface and provide remote access for officers and staff irrespective of location or device.
Modern Slavery	Modern slavery is a term that covers slavery; servitude and forced or compulsory labour; and human trafficking.
MOPAC	The Mayor's Office for Policing and Crime (MOPAC) is headed by the Mayor, who has exercised unique legislative powers to appoint a statutory Deputy Mayor for Policing and Crime to take on day-to-day responsibility for the office. The Mayor is directly accountable for policing performance in London.
NCA	National Crime Agency
NICC	National and International Capital Cities Grant
NPCC	National Police Chiefs' Council
OCNs	Organised criminal networks
OCU	Operational Command Units. These are located within the SCO Business Group which include: SCO1: Homicide and Major Crime SCO4: Forensic Services SCO7: Organised Crime Command SCO8: Trident Gang and Area Crime SCO12: Private Office and Business Support SCO17 (was 2 and 5): Sexual Offences, Exploitation and Child Abuse SCO19: Force Firearms SCO20: Pan London Taskforce (Air, Dogs, Marine, Mounted, Territorial Support Group etc.) SCO22: Public Order (Planning) SCO35: Covert Intelligence SCO36: Intelligence development SCO37: MetCC (Central communications command including 999, 101) SCO39: Covert Governance and Intelligence Compliance
OMM 2020	The One Met Model 2020, Met police's change and modernisation programme. OMM 2020 is currently structured around 12 programmes: 1: Improving public access and first contact. How the public contact the Met and make access our services helpful, friendly and reassuring whether online or face-to-face. It includes work to implement the new website, self-service forms, a digital 101 and front counter design 2: Optimising Response, seeks to deliver an effective command and control framework, such as the local operations room redesign and the In-vehicle Mobile Application rollout 3: Strengthening local policing, in a way which meets Londoners' needs and improve safeguarding. This will be delivered particular through the BCUs, the DWOs and schools officers, and more investigations taking place at a local level, with fewer handovers. 4: Transforming investigation and prosecution, for example with the roll out of BWV, integrated digital systems to enhance the quality and exploitation of information, and new capabilities within Forensics, Intelligence, Custody and Prosecutions 5: Strengthening armed policing capability, through the recruitment, training and deployment of qualified officers 6: Streamlined leadership to enable the Met to deliver high-quality services with new fit-for-purpose more agile structures and improved empowerment, responsiveness and decision making 7: Smarter working so our workforce can work flexibly, from anywhere on the ground, with the introduction of mobile devices in conjunction with the changes introduced through our estate strategy 8: Workforce futures to enable direct entry, behavioural and culture change so we have the right match between demand and skills, needs and capability 9: Information management futures to enhance the storage, security, access and use of information, improving our Information Management standard and the quality of data provided to our staff and to the public 10: Enhancing digital policing for 2020 to provide the underlying infrastructure supporting the above programmes 11: Transforming the MPS estate to deliver a good quality and more affordable estate which meets our new operational needs 12: Business support services (commercial) will outsource Met core support services in Finance, HR and Procurement at a reduced cost.
PCP	MOPAC's Police and Crime Plan 2017-2021

Protected characteristics	The Equality Act 2010 covers the following groups: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation
Restorative Justice / RJ	The Met and MOPAC have adopted the Ministry of Justice definition: 'Restorative Justice brings together people harmed by crime or conflict with those responsible for the harm, to find a positive way forward. RJ gives victims a chance to tell offenders the real impact of their crime, get answers to their questions and get an apology. RJ holds offenders to account for what they have done. It helps them understand the real impact, take responsibility, and make amends.'
Sanction detection	Detections: A term used for resolved cases whether it be through police-generated detections (sanction detections), or those resolved through administrative means (non-sanction detections). Sanctioned detection occurs when 1) a notifiable offence (crime) has been committed and recorded; 2) a suspect has been identified and is aware of the detection; 3) the CPS evidential test is satisfied; 4) the victim has been informed that the offence has been detected, and; 5) the suspect has been charged, reported for summons, or cautioned, been issued with a penalty notice for disorder or the offence has been taken into consideration when an offender is sentenced.
'section 92' officers	Section 92 of the Police Act 1996 gives a local authority the power to make grants to a police force either unconditionally or, with the agreement of the Chief Officer of Police, with conditions.
TfL	Transport for London
Vulnerability	<p>Children: safeguarding children and promoting their welfare including:</p> <ul style="list-style-type: none"> • Protecting children from maltreatment • Preventing impairment of children's health or development • Ensuring that children are growing up in circumstances consistent with the provision of safe and effective care • Enabling them to have optimum life chances and to enter adulthood successfully <p>Adults: considering environmental factors or an individual's circumstances or behaviour which could indicate that there may be a risk either to the individual or to others. An individual's vulnerability may be linked to their current mental health or social functioning, disability, age or a physical illness or disorder. Our priority is to safeguard:</p> <ul style="list-style-type: none"> • Those suffering from mental ill health • Missing and absent persons • Victims of rape and other serious sexual offences • Victims of domestic abuse • Children and young people affected by gang activity • Children who are being sexual exploited • Those subject to drug or alcohol misuse • Vulnerable persons in custody

