

Metropolitan Police Service

Met Business Plan 2017-18, Quarter 2 update (July to September 2017)

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1- Introduction




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

The Met's 2017-18 priorities are to:

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

This update reports our progress in implementing our new [Business Plan](#) and our actions (as at Quarter 2, 2017-18) to bear down on crime and violence and to support delivery of the Mayor's Police and Crime Plan. It complements the Mayor's Office for Policing and Crime (MOPAC) quarterly data pack.

Some of our Business Plan quarterly milestones focus on the implementation of our transformation programme (the *One Met Model*), whilst others relate to operational policing London (both "business as usual" and how we improve policies, processes and outcomes for Londoners). An update is provided here on all Quarter 2 and Quarter 3 milestones.

Milestone reporting
Our Met Business Plan milestones are in blue. Our progress against them is in black.
Quarter 2 milestones are set against a green background
Interim progress on Quarter 3 milestones is on a light grey background
Status is assessed as follows:
 delivered
 on track
 some delay

Quarter 2 overview

The Grenfell Tower fire occurred at the end of the previous quarter and our investigation has continued to move forward at pace. Complexity and scale make this a demanding process. It is

critical that the evidence we gather meets a criminal standard of proof, and that the criminal investigation can work well in parallel to the Public Inquiry. We are interviewing 2,500 witnesses, investigating 330 organisations, companies and corporate bodies and analysing over 30 million documents. The areas of our operation include search and recovery inside Grenfell Tower, the process of formally identifying those who have died and the investigation into how and why the fire started. It has involved meticulously going through about 15.5 tonnes of debris on each floor to find any human remains. Through the summer, our investigation team and family liaison officers updated the families of all 67 identified victims who died, and of those missing and presumed dead. We will continue to involve families throughout the investigation, helping people who are going through the most harrowing experience.

In September, the Parsons Green bombing reminded us of the shift in terrorist threat which the country faces. People were injured although thankfully no one died. The shift in threat puts a strain not just on counter-terrorism police but also neighbourhood officers and officers and staff across the Met.

These two incidents, and our operations to protect the public and to investigate, are some of the most visible aspect of the challenges of policing today. However, the pressures we are facing go much further, and take place amongst a resurgence in violent crime, exemplified by July's moped acid attacks.

In the face of our resourcing challenges, it is important that the public understand the wider transformation which is underway within our organisation. This reports highlights some of the current aspects in our pro-active approach to tackle rising threat, growing demand and increasing crime levels against a budget which is decreasing in real terms.

Quarter 2 saw the launch of our pan-London Telephone and Digital Investigation Unit, the completed roll out of Body Worn Video cameras, the expansion of mobile devices across the force, our further testing our new Basic Command Unit (BCU) model and a public consultation, with MOPAC, on our public access and engagement strategy for the coming years. These investments and initiatives aim to allow us to maintain a good level of service to the public, and to ensure that officers are focused on serious crime and cases there is a realistic chance of solving, available to respond to emergencies and helping those members of the public that need our help the most.

2- Our focused priorities

Keeping children and young people safe

Our new internal campaign about child safeguarding launched in Quarter 2. *Spot It to Stop It* challenges police officers and staff to think about the signs that a child may be at risk of harm. The 12-month campaign supports the delivery of the recommendations made by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) into child safeguarding. Spot It to Stop It will also focus on missing children, child abuse and children who are drawn into gangs and crime and criminally exploited. We are asking all officers to 'Think Child. Think Safeguarding' at every incident they attend and during every investigation they conduct.



HMICFRS published its second update following the November 2016 report which recognised much progress has been made, but also highlighted that there are areas that need more work. Our improvement plan will continue until we, and the Inspectorate, are satisfied that all the recommendations have been delivered.

Q2 milestone: "Deliver internal communication and awareness campaign on child protection across the organisation"

The *Spot it to stop it* internal campaign is now launched. The four priority themes for the next 12 months are child sexual exploitation, gangs, missing children and child abuse. This is supported by local posters bespoke to each borough, with a



"call to action" theme, the first being ensuring officers are aware of who the high-risk registered sex offenders on their borough are, promoting the gathering of intelligence on them. Intranet activity is supporting the campaign through blogs, podcasts and special features.





Ahead of the summer holidays, *Operation Sceptre* (our Met-wide operation to tackle knife crime) focused on prevention including intelligence-led stop and search at key transport hubs, weapon sweeps and engagement with students. School engagement restarted in September under the protect theme. This is supported by activity targeting habitual offenders, carrying out hot spot patrols and test purchase operations. The Sceptre taskforce has now been joined on a permanent basis by colleagues from the British Transport Police and the City of London Police.


Through Quarter 2 we organised a number of community and stakeholders events focusing on knife crime. These included a reception with the Deputy Mayor, community representatives and academics to help foster a greater understanding of the problems we face and galvanise determination to tackle them. One of our regular faith breakfasts at New Scotland Yard also focused on knife crime and the collective approach required, not least given the disproportionate impact this crime has on some communities.

Tackling violence against women and girls

The Met is encouraging better reporting and developing new ways for victims of crimes such as domestic abuse and sexual offences to report abuse. We know (through the Crime Survey for England and Wales) that violence against women

and girls is known under-reported. Increases can reflect increased confidence from victims in speaking to the police rather than an actual increase in a crime type.

<p>Q2 milestone: “Support MOPAC to review the Violence against Women and Girls (VAWG) Strategy”</p> <p>We are currently supporting MOPAC in the review of their strategy to tackle violence against women and girls (VAWG) to be published in Quarter 3. In addition to a number of strategic meetings between the Mayor, the Deputy Mayor, the Commissioner and the Deputy Commissioner, Met representatives attended a number of workshops with MOPAC and partners on focused themes such as data sharing, prostitution, harmful practices, perpetrators and prevention. A session with the Commanders of the boroughs “most at risk of VAWG” is taking place early November. A joint Met-MOPAC working group meets regularly to discuss the issues raised and how best to tackle these challenges.</p>	
<p>Q2 milestone: “Start implementing the Stalking Threat Assessment Centre if the funding bid is successful”</p> <p>The funding for the Stalking Threat Assessment Centre has now been approved and we are talking to our project partners (The Suzy Lamplugh Trust and Barnet, Enfield and Haringey Mental Healthcare Trust) in relation to the creation of the unit. This is a two-year pilot: the first six months are for creating a behavioural change programme for offenders; there will be a 12-month period where a cohort of 20 offenders will be put through the change programme; the final six months will be used to evaluate the project.</p> <p>The centre will review incoming cases on a daily basis, with referrals coming in from mental health teams in London boroughs as well as from the Suzy Lamplugh Trust. Risk assessments will be carried out, priority levels assigned (low, medium, high) and management plans put in place. Perpetrators may be referred into other community services (such as local mental health, drug and alcohol or other support services) or they may be referred for</p>	

<p>treatment at the Stalking Threat Assessment Centre. The treatment programme will be developed and overseen by a consultant forensic psychiatrist supported with nurses, a psychiatrist and a psychologist, a crown prosecution service lawyer and a probation officer. Our overall intention is to test assumptions about the best way to reduce recidivism in stalkers.</p> <p>Our objectives are to:</p> <ul style="list-style-type: none"> • reduce reoffending by improving management of stalking perpetrators and, where appropriate providing specific mental health support; • increase early intervention, thereby reducing the overall incidence of stalking and levels of fixation and obsession; • improve the response to victims of stalking, ensuring they receive consistently high quality service and improving victims' satisfaction with police and across the Criminal Justice service • improve the capabilities of police and partner agencies to manage risk in cases of stalking; • enhance communication and relationships between the police and other local services to respond effectively. 	
<p>Q3 forthcoming milestone: “Female Genital Mutilation (FGM) action plan in place with training and performance monitoring actions”</p> <p>We set up a London "honour based" Abuse (HBA) Working Group. This strategic partnership meeting of key statutory and non-statutory stakeholders, will work together to improve the collective response to HBA, forced marriage (FM) and female genital mutilation (FGM), with a particular focus on community engagement, information sharing and enhancing our joint understanding of the safeguarding issues we are responding to. The group is chaired by DCS Parm Sandhu and will complement, and feed into, existing national working groups (National Police Chiefs Council (NPCC) National Working Group on HBA, FM and FGM; NHS FGM Steering Group; Home Office FGM Stakeholders Meeting; Home Office 'Honour-based' Violence Enforcement Meeting; Home Office/Foreign and Commonwealth Office Forced Marriage Partnership Board).</p>	

We are working with the NPCC who are in the process of refreshing the national HBA strategy. This is expected to be agreed in the autumn and a revised Met HBA strategy will follow to reflect and support it.

Tackling hate crime

Since the terror attack in Westminster in March 2017 the Met has provided daily hate crime figures and tension indicators to the National Communities Tension Team. The aftermaths of such events can bring a spike in hate crime and specifically Islamophobic hate crime.

There was a rise in Islamophobic offences in the days immediately following the attacks in London and Manchester. There has not been a similar spike in reporting after the Parsons Green attack, perhaps related to the fact that there were no fatalities or serious injuries.

In Quarter 2, we worked to develop our support to National Hate Crime Awareness Week in October, with a Hate Crime Roadshow, and with officers and staff taking part in awareness raising activities in every London borough, to encourage victims - and anyone who knows or suspects incidents of such crime- to report them to police or a third party organisation.

Making London safer

The Commissioner delivered the Lord Mayor's Defence and Security lecture at Mansion House, assessing that the current level of threat, and the efforts needed to counter it, are unlikely to recede in the foreseeable future.

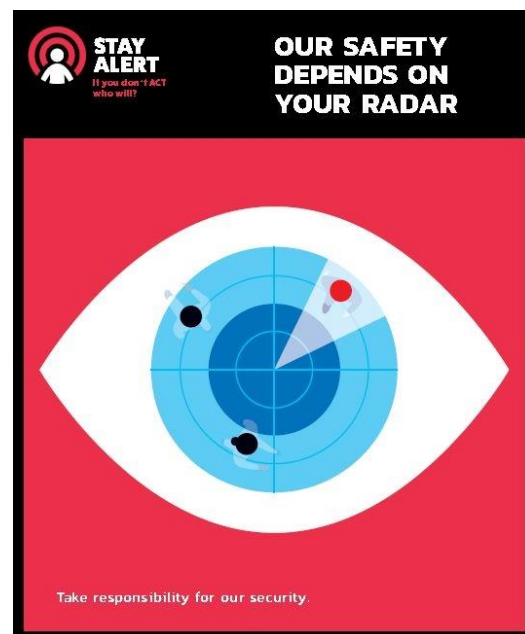
On 14th September, Home Office data on the number of arrests for terrorism offences over the 12 months to June 2017 showed an increase of 68 per cent from the previous year (379 against 226) which is a clear barometer of this shift in demand. The incident at Parsons Green on the following day is, sadly, confirmation of this shift and reinforces the need for us to continue to reach out to London's communities. Our Borough Units and BCUs have been doing just that, providing an increased visible police presence and reassuring both those who are impacted by the attack and those who are concerned.

With seven foiled plots and four attacks in the last few months compared to 13 in the previous four

years, the change in the tempo of the threat is dramatic and the cohort of potential offenders has been getting broader.

We launched a new campaign within the Met reminding everyone of the need to be vigilant in light of the threat from terrorism. The *Stay Alert* campaign will continue over the coming weeks focusing on key areas of concern: personal, building, information and online security.



Quarter 2 also saw the launch of the national *ACT for YOUTH* campaign, designed to help educate 11-16 year olds on how to stay safe in the rare event of a weapons or knife attack through the 'Run, Hide, Tell' messaging. It is a difficult message to deliver to a young audience, but recent events have resulted in some of the youngest victims of terrorism in this country. Counter Terror Policing, with the NSPCC, Childline and others, have worked hard to get the right balance in developing something age appropriate that will help children to stay safe.






Corrosive-based attacks made the headlines in July following a barbaric series of five attacks that took place in the space of 90 minutes in east London. In 2016, there were 455 corrosive based crimes in London (including cases of injury or damage as well as cases of threats or possession), a significant increase on the two previous years (also mirrored in the rest of the UK). Although high harm occurrences remain rare relative to other types of crimes, they can leave a life-long injury to the victim, both visibly and psychologically. They are also challenging to tackle. Every Met response vehicle is being issued with a box containing five litres of water, approved

gauntlets and goggles. We are also working with the NPCC, the Home Office, CPS, MOPAC, the NHS, British Retailers Consortium and other partners to develop a wider response, including education programmes for schools, regulating sale, testing kits and joint response with the London Fire Brigade.



<p>Q2 milestone: “Finalise the Business Case for Skills House (on Firearms training)” (One Met Model transformation programme 5: Strengthening our armed policing capability)</p> <p>The Outline Business Case is being finalised, as part of which we have been looking thoroughly at the best options: there are now opportunities to work within the wider National Firearms Uplift Programme for a South East skills house facility. This would provide better costs and usage rates.</p>	
<p>Q3 forthcoming milestone: “Subject to BCU model rollout, embed organised crime officers within all local commands”</p> <p>This is completed in advance of the planned roll-out. Local Organised Crime advisors are already embedded in the Central North and East BCU regions and in Lewisham. A further nine have already been recruited and will be present on each of the 12 planned BCU this quarter. These officers link centrally with SCO7 and locally cover issues linked to gangs, human trafficking, money laundering and cybercrime amongst others.</p> <p>Q3 forthcoming milestone: “Mainstream the Mental Health pilot to increase detection and management</p>	

<p>of individuals that may be vulnerable to radicalisation”</p> <p>This programme is now running in full operation and has successfully handled around 500 cases.</p> <p>Q3 forthcoming milestone: “Consolidate further the wider Met contribution to counter Terrorism”</p> <p>As part of the National security Capability Review, we are evidencing how wider-policing supports Counter Terrorism. Where counter terrorism funding is provided to other Met business groups, we are better articulating the level of service required for this investment.</p> <p>Q3 forthcoming milestone: “Complete the increase of 600 more firearms officers” (One Met Model transformation programme 5: Strengthening our armed policing capability)</p> <p>The increase of officers is on target for completion. The uplift has ensured our ability to respond is considerably enhanced, which meant when tested this quarter, the response has been almost immediate.</p>	  
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3- A safer city for everyone

A visible presence

More than any other force in the country, the Met polices a large number of large scale events and celebrations.

In July, *Pride in London* held its annual parade in central London. This is a unique event which the Met has proudly supported for many years. We worked closely with Pride, putting in place a detailed policing plan. In addition, 150 officers and staff from the Met took part in the parade this year.

Our biggest annual operation is the Notting Hill Carnival which takes place on the August Bank Holiday. This requires more than 15,000 officer “tours of duty” which can only be done by drawing

officers from all London boroughs and working with the British Transport Police and the City of London Police. Some 6,000 officers were out on the streets on Sunday and 7,500 officers on Monday, which is one of the Met's biggest annual commitments, people-wise and financially.

Our pre-carnival activity aimed to address some of the potential risks, focusing on specific individuals who we had reason to believe posed a threat to the safety of the event. This year, 27 guns and more than 300 knives were recovered as a result of these operations which included more than 1,000 weapon sweeps. The event itself recorded fewer incidents and acts of violence than the previous year, although 31 officers were injured which is not an acceptable outcome.

Our presence can also be effective when hidden: in July, we launched the *Space for Cyclists* campaign, with the London Cycling Campaign, aimed at persuading drivers to ensure they leave sufficient room for their fellow road users. Cycle Safety Team officers from the Met's Roads and Transport Policing Command will be working in plain clothes, wearing video cameras and riding unmarked bicycles to any location, at any time, on any borough, based on intelligence and complaints, to identify and respond to unsafe car driving.

Q2 milestone: "Assess and evaluate the two BCU pathfinders and consider pan-London implementation" (One Met Model transformation programme 3: Strengthening local policing)

The introduction of the BCU model in two initial "pathfinders" has allowed us to test the model in a live setting, identify any issues, fix them and improve the model to ensure that a future pan-London roll-out is robust. As part of this, we have been introducing some changes to how we respond to incidents in the Pathfinder BCUs. These include introducing separate radio channels and ways to better manage demand in sectors within the BCUs, these changes are designed to work in tandem with the introduction of the Telephone and Digital Investigation Unit. The two pathfinder sites are now showing significant improvements in response, with the Central North BCU responding to 82.7 per cent of "I Calls" (graded: Immediate) within the 15 minute target – a similar level of performance when compared to last year, and in line with the rest of the Met. For "S Calls" the



response is higher than last year, at 84.2 per cent responded to within the target time. The East Area is also making progress responding to 74.6 per cent of "I Calls" within the target time. This is consistent with performance levels of last year, and a marked improvement on recent months. For "S Calls" (graded: Significant) the East Area has again moved above the performance levels of last year, responding to 70.6 per cent within the target time of an hour.

While response times receive much of the focus, good progress has been made, on the safeguarding element of the model. We've had consistent and positive feedback on the Multi-Agency-Safeguarding-Hub/ Child Abuse Investigation Team (MASH/CAIT) joint referral process and positive comment from OFSTED on improvements to partnership working arrangements.

The importance of the leadership teams being in place well in advance of rollout has proved to be a key learning, so that business change can be effectively managed, and to ensure that the leadership team fully understand the local operating environment, to support transition and, ultimately, local performance.

The evaluation is progressing on all strands, including safeguarding. A full business case will be tabled in Quarter 3, accompanied by an overview of the evaluation.

Q3 forthcoming milestone: "Deploy two PCs as Dedicated Ward Officers (DWOs) and one PCSO in all 629 London wards" (One Met Model transformation programme 3: Strengthening local policing)

DWOs have been rolled out in the vast majority of wards, with 1,234 in place (against a target of 1,258 by the end of Quarter 3).

Q3 forthcoming milestone: "Train all DWOs in problem-solving, community engagement, tackling anti-social behaviour" (One Met Model transformation programme 3: Strengthening local policing)



Three modules out of the four will be completed across all boroughs by Quarter 3, with all modules completed by Quarter 4. Currently in discussion over adding a fifth module on specific crimes and Anti-Social Behaviour.



An accessible force

In July 2017 MOPAC launched a 12-week public consultation on a public access and engagement strategy. Advances in technology are enabling us to provide new ways of accessing our services. The ability to report crime online is proving popular, with two thirds of road traffic incidents now being reported this way. This means less people are visiting a front counter than before. Supplying officers with tablets will also mean that they will be able to spend more time in the community responding to their concerns, again cutting down the need for residents to visit a front counter. We want to make best use of these new channels, but we also remain committed to providing one 24-hour counter in each borough. Throughout the consultation, we supported MOPAC with 36 public events and meetings in each of London's boroughs. At the time of writing, MOPAC was analysing the many responses received to inform the production of the final strategy.

Q2 milestone: "Finalise outline business case for the refurbishment of Tranche 1 Estate" (One Met Model transformation programme 11: Transforming the MPS estate)

The Outline Business Case was deferred to November's Investment and Advisory Board to align with, and take account of, the conclusion and review of the public access and engagement consultation. The impact of this change will be reflected in the full review of the Estates Transformation Programme that is due to be undertaken in November 2017. An update will be provided in the next report.



An effective response

In the context of our Blue Light Collaboration with the other emergency services, we extended our deployment of defibrillators to a further nine

boroughs: Brent, Haringey, Kingston, Barnet, Hounslow, Lewisham, Bromley, Sutton and Waltham Forest. This means that trained officers can respond to cardiac emergencies in support of London Ambulance Service and, by getting to the casualties quickly, help save more lives.

All forces started collecting use-of-force data in April, to be published on a quarterly basis (and [our first release, linked here, was in August](#)). The data covers a very wide range of "use of force" including, for example, the use of handcuffs. It is too early to draw much from one set of data, but we will monitor it to assess any potential issues, such as assaults on our officers, relative use of tactics (such as spit guards) or disproportionality in the use of force against black Londoners. We have engaged experts from the College of Policing, Home Office, Exeter University and UCL to do in-depth analysis once we have a full year's worth of data.

Q2 milestone: "Finalise the strategic case for the Optimising Response programme" (One Met Model transformation programme 2: Optimising response)

The strategic case has been approved by MOPAC so we delivered this milestone ahead of schedule. The Optimising Response Programme will transform Command and Control and Duties Management (resource planning) Services for 2020. These are mission critical services which enable the Met to respond to incidents, to manage major public events and maintain our capital city policing responsibilities. The technologies which underpin these services are dated, constrain our operating model, lacks integration, are approaching end of contract and represents both operational and reputational risk, if not replaced. The Programme is due to start its detailed work on the Command and Control project with the ambition to submit an Outline Business Case by Spring 2018.



Q2 milestone: "Start the full roll out of all mobile devices (laptops and tablets) from August to April 2018" (One Met Model transformation programme 7: Smarter working)

The roll out began 18 September with a slight delay following an issue with the device build. It is not currently anticipated



that this will impact on the completion of the roll out, which is planned to be by the end of April 2018.

The roll-out is supported by a suite of business change activities to ensure that recipients adopt the smarter working practices, and working efficiencies are delivered. This includes a dedicated intranet site, an e-learning package, a Smarter Working Guide, briefings to supervisors and senior leaders and local change network champions appointed by the Deputy Commissioner.

Q2 milestone: “Set up an improved public reporting mechanism for stop and search data”

This action was completed ahead of schedule. The online ‘stop and search dashboard’ is available here:

<https://beta.met.police.uk/stats-and-data/stop-and-search-dashboard>



Q2 milestone: “Complete the roll out of the BWV equipment to 22,000 officers” (One Met Model transformation programme 4: Transforming investigation and prosecution)

Over the summer, Body Worn Video (BWV) were rolled out to officers in all boroughs with Haringey, Waltham Forest, Richmond, Kingston, Merton and Wandsworth amongst the most recent ones. Roll out also included Taskforce officers (Dogs Support Unit, Marine Policing Unit, Mounted Branch and the Automated Number Plate Recognition units). Firearms officers are receiving head-mounted cameras which are better suited to the needs of their specialist roles.

London is now the global leader in the deployment of body worn video. The Met is the only UK police force digitally sharing BWV with the Crown Prosecution Service (CPS), with officers now routinely submitting more than 4,000 clips a month, leading to speedier justice and saving on time and the cost of officers burning and safely distributing around 6,000 discs

A significant reduction in complaints against officers is already being reported along with positive evidence referring to early guilty pleas directly resulting from BWV footage and evidential submissions to CPS.

Q2 milestone: “Finalise the business case for Covert Policing Management Platform” (One Met Model transformation programme 4:



Local and specialist investigations

Providing the right response to the demands we receive becomes all the more necessary as resources decrease and as more contacts move to electronic channels.

The Telephone and Digital investigation unit was launched 4th September. The unit which will take crime reports from across London on live call transfer from Met Command and Control (MetCC) and online. It will carry out initial investigations. Only crimes identified as needing a secondary investigation will be referred to the borough or BCU, making a significant positive impact on deployments.

The target is for 42 per cent of all reported crime to be investigated by the unit. The average for the first month has been 33 per cent. This equates to over 800 investigations per day including 400 calls directly transferred from MetCC. Survey data shows that victims who have used the service show significant levels of satisfaction.

is part of the IOM Governance Board and the longer term future of London IOM is being considered in a multi-agency working group chaired by MOPAC, which we are supporting.

Q2 milestone: “Review arrangements and future needs for juveniles in detention, including provision of health services and appropriate adults”

The review is on track: the multi-agency “Children in Detention” task and finish group has sat on two occasions, with representation from Directors of Children’s Social Care, local Safeguarding Children Boards chairs, health, third sector and Metropolitan Police. It is chaired by the Director of Children Social Care in Camden. The group is seeking solutions to HMICFRS observations regarding secure and appropriate local authority accommodation for juveniles and the provision of appropriate adults. Representatives have already agreed to create a pan-London protocol and have agreed the data requirement to ensure the group have current information. Work to further address HMICFRS points is continuing.

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

Unfortunately the funding bid was not successful. In order to find another way forward, a task and finish group was set up by MOPAC and options are being developed seeking a final model for female diversion to be rolled out to ten boroughs over the next two years. Met Prosecutions sits on this group which feeds into the reducing re-offending board. Funding is not finalised yet as there are several opportunities for supporting different aspects and objectives.

Q3 forthcoming milestone: “Roll out officer training and use of Community Resolutions across London” (One Met Model transformation Programme 4 Transforming Investigation and Prosecution)



Community Resolution (CR) roll-out continues with 2,400 officers trained to date and plans are in place to widen the scope and use. All officers will have completed the mandatory training by January 2018. The use of CR will be monitored, so learning and feedback can then be disseminated across the Met.



4- A transformed, modern, efficient Met

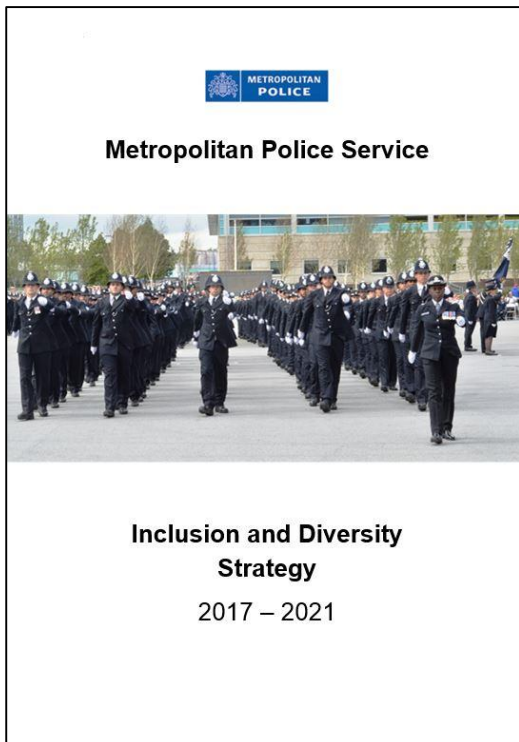
In a number of public engagements and interviews this summer, such as with the BBC Asian Network, the Commissioner spoke about the need to improve the public’s confidence in the Met and in particular to close the gap between Black, Asian and Minority Ethnic (BAME) communities’ levels of confidence and that of the rest of London. We hope our completed roll-out of body-worn video will be a key factor in continuing to improve public confidence in our use of stop and search.


The Commissioner visited the Islamic Cultural Centre in Regent’s Park to meet some of its members. The centre is very active in supporting the community - including helping to tackle radicalisation and criminality. Fostering good relations is essential to ensure that our approach addresses their concerns after the last few months of heightened tensions.





Good progress is being made in terms of the diversity of our recruitment: the latest intake of 227 police students comprised 28 per cent from BAME backgrounds and 29 per cent women, in both cases a higher proportion than our current make-up.

MOPAC published research into our misconduct processes which has identified that BAME officers are twice as likely to be subject to misconduct allegations and that these are more likely to be substantiated. The research also shows that this is not an issue unique to the Met and that causes are not clear. There is some reassurance in the finding that sanctions are likely to be the same regardless of ethnicity but we clearly need to do all we can to address the disproportionality elsewhere in the system and there is a robust action plan in place to address the issues raised by the research.

In September, Government announced a pay increase of one per cent and a one per cent non-consolidated uplift - an additional bonus for one year, for officers of all ranks. Whilst the uplift above the one per cent cap was welcome, there is concern that the government has implemented the award differently from the recommendations made by the independent pay review body, and that any increase without extra funding will inevitably lead to even more difficult choices regarding forces strength.



<p>Q2 milestone: “Establish the new grievance service and underpinning governance framework, roll out new training to all senior single points of contact and local resolution champions across the Met”</p> <p>The new grievance procedure is now in place. Informal Resolution Champions (IRCs) and Single Points of Contact (SPOCs, responsible for overseeing grievances at a local level and to work with their IRCs to manage and resolve local concerns) have been trained.</p> <p>We are now planning action learning sets for the SPOCs. There is also a pool of 50 trained mediators in the Met who the IRCs can call on to help resolve local grievances. The Met Mediators will</p>	
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<p>receive post-support training in a workshop in late November.</p> <p>We will continue to monitor progress to ensure people feel that they will be heard and treated fairly when they raise a concern. We will commission ACAS to carry out a second employee survey on the new grievance procedure next year.</p> <p>Q2 milestone: “Publish our Diversity and Inclusion Strategy”</p> <p>The strategy is published and can be accessed here: https://www.met.police.uk/about-the-met/inclusion-strategy-2017-2021/. It sets out key priorities for the Met including: continuing improvement in the recruitment of a more representative workforce; further improving progression of officers from underrepresented groups; improving fairness and respect; reducing inequalities in satisfaction and confidence; and increasing victim satisfaction for all victims with a particular focus on hate crimes.</p>	
<p>Q3 forthcoming milestone: “Pilot a new police recruit assessment process (SEARCH) in partnership with the College of Policing”</p> <p>The pilot is complete ahead of schedule. It identified some process changes which are currently being developed with partners. A full launch date is now planned for April 2018.</p> <p>Q3 forthcoming milestone: “Commence Leading for London Programme roll out across the Met”</p> <p>This is on track. The business identification of staff to be part of the leadership faculty is currently taking place. Senior leadership events are scheduled for November to start the Leading for London roll out.</p> <p>Q3 forthcoming milestone: “Design and launch an online HR Portal (where officers access HR advice and guidance) including the streamlining and simplification of HR policies”</p> <p>The review and simplification of the policy framework is complete. New and easy to use guidance will be uploaded to</p>	  

the Portal ready for go-live. The Portal is currently being tested, with a launch alongside the Police Standard Operating Platform (PSOP the new integrated finance and HR system) slightly later than planned in early 2018.

Q3 forthcoming milestone: “Finalise a Met skills strategy”

Following the submission of the Outline Business case in March 2017 a storyboard pack was commissioned by the board, to aid discussion on the various components of our future skill strategy. The first draft of the pack was produced and socialised with board members and their feedback incorporated. The pack is to be presented to the People and Training Board and a meeting is scheduled in November to progress the strategy.

Q3 forthcoming milestone: “Create of a Performance Management Framework that articulates the support work delivered 24/7 to front line Policing”

The existing Key Performance Indicators for Operational Support Services (OSS) have been reviewed. A performance pack is now produced which better articulates the support delivered to the front line and the pack continues to be refined following feedback. The operational performance for OSS is presented and reviewed at the Professionalism Senior Leadership Team (SLT) meeting and OSS SLT.

Q3 forthcoming milestone: “Start the exit of Safer Neighbourhood Bases subject to consultation and BCU roll out.” (One Met Model transformation programme 3: Strengthening local policing)

This milestone is linked to the roll out of the BCUs. Learning from the Pathfinders, a phasing to the BCU roll out plan is now proposed which means this would not be completed until early next year.

Q3 forthcoming milestone: “Implement information management policies to ensure effective recording, review, and retention arrangements”



This is on track. The records management policy is currently being reviewed by the Policy Review Team. Once that review is complete, the policy will be published.



And finally

In delivering our core responsibilities, we also aim to support other Mayoral priorities – and indeed where possible to minimise our environmental impact as an organisation. In Quarter 2, we launched a trial of hydrogen-powered scooters as part of our programme to reduce emissions. Over the next 18 months we will be testing seven Suzuki Fuel Cell zero emission scooters to see how they can support our operational capability. The scooters will be used by Police Community Support Officers within the Roads and Transport Policing Command and will be based at Alperton Deployment Centre.

