



The Met's Direction: Our Strategy 2018-2025

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A photograph of a busy outdoor market street, likely in London, with police officers in uniform walking through a crowd of people. The scene is filled with market stalls, clothing racks, and various pedestrians. The image has a blue tint overlay, and the text "What this document is and why you should read it" is superimposed in white.

What this document is and why you should read it

This strategy is for everyone



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

This strategy sets out the Met's long-term operational priorities, as well as the key areas we need to focus on internally in order to support them. It is presented in a concise way that should make you enthusiastic about the direction we are going in.

In terms of its relevance to you personally, there's no escaping the fact that it's a strategic document that deliberately doesn't focus on teams, roles or ranks. However, each section highlights what sort of difference some of the changes we're talking about should mean for you and for us. There are case studies showing where similar things have been tried elsewhere (or in the Met itself), and we've also given an indication of some key activities that we already expect to be happening over the next few years to make progress. The document is practical, relevant and easy to understand.



So what's in it exactly?

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



What will this document actually get used for?

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



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

Naturally we want you to read the whole thing for the reasons above. However, if you really don't have time then page 6 gives a useful overview of the themes discussed throughout the rest of the document.

Our mission is to Keep London Safe for everyone

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

Our mission is to Keep London Safe for everyone. To achieve this, we will focus on three operational priorities

Focus on what matters most to Londoners

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

Mobilise partners and the public

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

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

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

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

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

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

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

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

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

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

Be recognised as a responsible, exemplary and ethical organisation

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

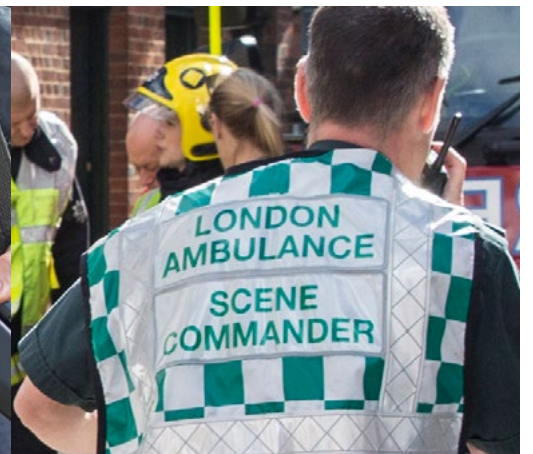
Ultimately, our vision is for the Met to be the most trusted police service in the world. We contribute to making London the safest global city, we protect its unique reputation as an open and welcoming city, and we want Londoners to be proud of their police.

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

Professionalism, Integrity, Courage and Compassion.

And together, we will achieve success by:

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





The Met's direction achievements, challenges and our vision for the future

We should take time to acknowledge our achievements

We achieved a lot in 2017



587 478

Producing 587 charges and 478 convictions for offences related to terrorism



1,003

Lethal barrelled firearms recovered; more than any other year



36%

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



750,000

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



30,000

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



£720m

The savings we have achieved since 2012



1,238 peak

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



BWV

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



+2.5m

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



£56m

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



Access

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



Safeguarding

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

We are doing even more this year



12 BCUs

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



10,000

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



Specialist crime

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



CONNECT

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



150+

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



120

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



600+

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



Pilots

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

London doesn't stand still, and neither do we

Even as we make the changes we have already agreed, our challenges and opportunities are changing too.

London's population currently stands at 8.8 million and is set to be 10 million within a decade. The city sees 56 million overnight stays each year, of which 41 million are people from outside of the UK. Population growth is not uniform either, with expansion to the east of the city reshaping London's geographic, social and cultural landscape.

London's population is not just growing, but it is also changing.

Like elsewhere, the age profile of London is changing rapidly, with the number of people over the age of 70 forecast to increase by 79% by 2041. It is also becoming increasingly diverse, with 270 nationalities represented in the capital and forecasts indicating significant increases in our BME communities. Wealth inequality and poverty in the capital are increasing and over a third of London's children now live in poverty; the highest rate of any UK region. Mental health is now acknowledged as a significant public health priority, with more than 14 Londoners taking their own lives every week and complex pressures existing for young and older Londoners alike.

Advances in technology continue to help shape social behaviour.

The use of smart phones - in particular in relation to social media - continues to increase amongst all age groups. Not only are we spending more time on our phones, but we are as a consequence spending more time alone. This is a trend which has a number of potential implications for how we empathise and engage with one another, as well as how we access different public and private services.

Technological developments will undoubtedly impact on policing in the years to come.

The exponential growth of data alongside advances in automation and machine learning provide the chance for us to develop increasingly sophisticated approaches to both strategic and tactical decision making. Meanwhile, the rate of growth and the proliferation of data sources raises questions for the police in terms of ethical and legal compliance. It also highlights the scale of the challenge when it comes to making sufficient investment to strengthen our infrastructure and to enhance the capabilities of our workforce.

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

This should provide us with opportunities to invest in our people, technology and estate. However, financial uncertainty over the longer term coupled with a rising workload means that we will still need to make difficult choices and maintain a keen focus on improving efficiency and productivity. In addition, we must continue to identify future savings to demonstrate we are delivering value for money across all of our services. Meanwhile, the Met does not exist in a vacuum. Many of our key partners continue to face profound challenges in terms of how they sustain the services they offer to the public, with local authority, health and mental health services under particularly severe pressure in London.

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

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



Policing the capital is a unique challenge

London is changing

9.39 million

London's population forecast for 2022

2 million

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

270

The number of nationalities represented in the capital

2hr 53min

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

Over ⅓

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

79%

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

We face a number of challenges

2,177,747

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

70%

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

1 in 5

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

33%

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

12.5k

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

£325m

The savings we need to make between 2018 and 2022

3,500

The number of public events and demonstrations London sees every year

Our work is becoming more complex

250,000

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

27%

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

28

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

40%

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

150%

The rise in indecent images of children offences since 2015

x2

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

Reported crime is increasing

6.4%

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

In 2017/18 Knife 21% Gun 23% Homicide 44%

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

1,061

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

1,400

Child abuse offences reported every month

x2

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

11%

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

Transformation in the Met does not end in 2020

To stay ahead we must continue to look ahead.

We must build on the work we are already doing, but also be prepared to refocus and learn the lessons (good and bad) from how we have approached, managed and delivered change in the Met so far.

Ours is one of the largest change portfolios in the UK when it comes to the public sector and it is delivering substantial benefits.

Many of our existing projects relate to significant, and arguably overdue, infrastructural and organisational changes. These benefit from centralised control and assurance. Meanwhile, cultural and behaviour change can be a slower and more complex process, and one which must rely heavily on the ownership of officers and staff at all levels of the organisation. We must therefore take a flexible and pragmatic approach to change, making sure that we make the right strategic investment decisions whilst at the same time seeking more actively to reflect the needs and wishes of our people in the changes that we make.

It would be naive to pretend that change in the Met isn't difficult and that many people aren't sceptical about changes within policing.

Yet it is all too easy to let these feelings contribute to a view of 'change' as an inherently bad thing. Something which is imposed from above, rather than being a logical response to emerging trends and pressing needs within policing. Instead, we should take time to acknowledge the many positive things we have achieved, as well as the plans we have in place to achieve even more. Many of these changes have directly improved the service we provide to the public, and we should rightly celebrate them. Yet it should also be remembered that these improvements are often made possible by other, less popular changes. These are the difficult choices that help to balance our budget and provide a financially and operationally sustainable model for policing in London.

In approaching the next phase of the Met's transformation there are some key lessons that we have learned and some key differences that our people must be able to see and feel:



Collaboration

Change must not be seen solely as a body of projects and programmes and the work of one department. We must take collective responsibility for the changes that we make, embracing ideas from across the Met and elsewhere and not seeing change as somebody else's job.



Experimentation

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



Transparency

We need to be more candid about why we are making changes. It's not always about money, but it's often a major consideration. We are often faced with difficult choices and we have to prioritise some things over others. Not everyone will agree on what those priorities should be, but everyone needs to understand the rationale behind our decisions.



Purpose

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



Accountability

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

This document is the product of conversations with some hugely talented, enthusiastic and motivated people at all levels of the organisation. It is also a reflection of the considerable information and insight gained from other forces and other organisations, and it is ultimately the outcome of the open, honest and heartfelt commitment of senior leaders within the Met.

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

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



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



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



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

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





Where we need to excel

Keeping London Safe for everyone



Focus on what matters most to Londoners

In the context of limited resources, we need to concentrate on tackling the things that people care about and the things that we know will make a difference to the public's safety.

To do so, we assess the key risks to Londoners against threat, vulnerability and harm. Guided by this approach, violent crime will be our foremost operational priority and we will tackle it with purpose and long-term solutions in mind. Our focus will include terrorism, knife and gun crime, sexual offending, hate crime, domestic violence and protecting vulnerable people from predatory behaviour.

We know that violent crime, particularly high-harm violence, is a significant and growing challenge.

Offences of wounding and grievous bodily harm are up 228% since 2011/12, murder is up 39%, and knife and gun crime are experiencing well documented increases both nationally and locally. High-profile street violence is not the only challenge. Sexual offences reported to the police continue to rise, reported cases of hate crime in London have more than doubled since 2011, reports of child abuse and child sexual exploitation are also rising significantly, and in London a case of domestic abuse is now reported every seven minutes. At the other end of the spectrum, the continuing threat to the UK and London from terrorism demands a tireless focus from the police and the security services, the necessity of which is easy to see in light of the tragic events of the last year.

A focus on violence will be matched by a focus on prevention, which is the role that Londoners want us to prioritise.

This will be achieved through the diligent tasking of resources, but also by everyone in the Met considering their own role in reducing violence and having the confidence to contribute in their own way using their own skills and experience. Every officer is, for example, in a very real sense a counter-terrorism officer by nature of their contribution to the prevention of and response to acts of terrorism in London. Similarly, those in the Met whose role is focused on early intervention and engagement at a local level are as critical to the fight against serious violence as those taking firearms off the streets of the capital. Our focus on violence must of course not mean neglecting other public priorities. These range from relatively new digital threats like online fraud and computer misuse through to enduring local concerns like residential burglary and anti-social behaviour.

It is clear that violence in London is a major issue and that it is affecting too many people's lives, in many cases repeatedly and in some cases fatally.

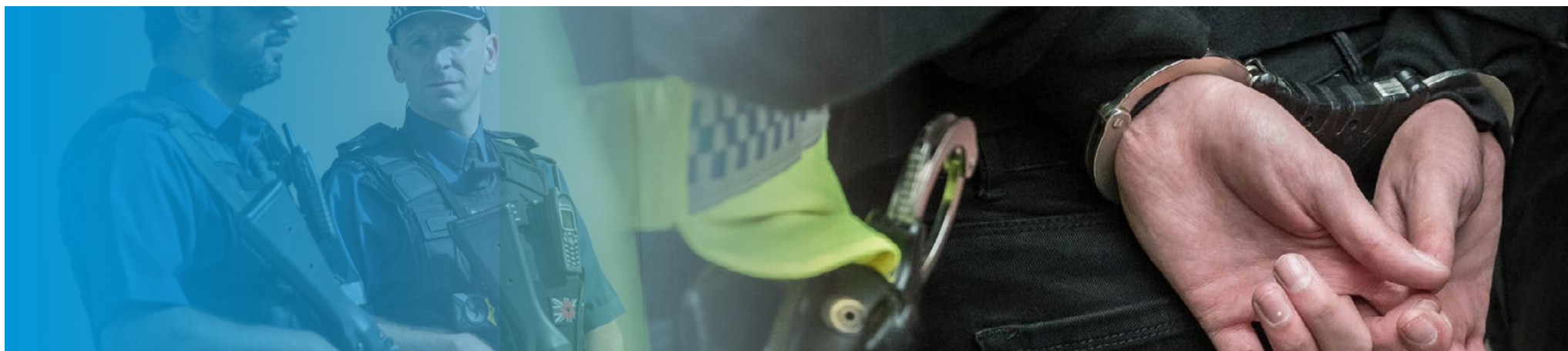
We therefore want to see high-harm offences like murder, wounding and gun and knife-enabled offences fall substantially. We acknowledge that other forms of violence are under-reported and that actively pursuing a fall in police recorded offences is not a reasonable ambition. Yet prevention will again remain at the forefront here, working in partnership to pursue a public-health approach which tackles the complex risk and protective factors associated with violence. We will also strive to reduce the public's fear of crime, especially violent crime.

Measuring what matters

Preventing high-harm offences | taking a targeted approach to work on prevention in order to reduce the volume of offences like murder, wounding, weapon-enabled violence as well as the threat from terrorism

Protection for those at greatest risk and pursuing the most dangerous | being more proactive against those individuals causing the most harm and focusing on reducing repeat victimisation, repeat offending and escalation

Reducing the public's fear of crime | demonstrating a long-term, comprehensive focus on preventing violent crime in London





Mobilise partners and the public

To make London the safest city it can be it is clear that “everyone needs to play their part in preventing crime”.

Working creatively and constructively with partners and communities is a core part of modern policing. To do this the Met must continue to play a key role in bringing together the right mix of people needed to tackle issues effectively. The Met was not established to maintain the passive consent of the public, but instead so that it could secure and nurture the “willing co-operation” of London’s communities, institutions and businesses in the fight against crime. In particular we must focus on improving levels of co-operation within those communities where trust and engagement remain low.

London is a dynamic city where people regularly demonstrate both their capacity and capability in helping to keep people safe.

We must be prepared to test the limits of what we can achieve through more informed, active citizens who are able to participate across a wider spectrum of policing activities and services. This should aim to provide new ways of reducing and tackling crime, as well as to improve the efficiency of our current services as opposed to reducing the level of service that we offer. We must remain focused on building trust and confidence in the police through a bigger role for citizens, rather than undermining it.

Alongside empowering and encouraging citizens to become more involved in public safety, the Met will also ensure that its role alongside other key stakeholders is clear and consistent.

This will be informed by an understanding of where we add the greatest value and where others are better placed, equipped or empowered to provide more direct involvement and leadership. It has been estimated that more than 80% of calls to the Met are non-crime related and we are increasingly dealing with a wide range of issues which intersect with the work of other agencies. Mental ill-health is perhaps the most current and pressing example, with mental health-related calls rising 33% in the past five years and the use of section 136 in London increasing by 18% in the last year alone. The Met records one in five of the UK’s missing person reports every year, over 3,000 incidents where child sexual exploitation is suspected and around 14,000 child abuse offences, with repeat victimisation a common thread across all three. It logically follows therefore that a commitment to tackling violence and an imperative to focus on early intervention and prevention will require a multi-agency approach. This will require greater alignment, and in places integration of services. It will need our proactivity in pursuing predatory offenders, but will also need leadership and ownership from elsewhere too.

Ownership does not end with the public sector.

The business community can, and does, play a pivotal role in the prevention of crime. This ranges from the intelligent design of products to promote safety through to the responsible governance of online platforms and the co-creation of prevention strategies to terrorism between the public and private sectors. The Met is already committed to a range of creative partnerships with businesses in London, but in the future we will do more to encourage corporate social responsibility, greater innovation and channel investment towards our key priorities, in particular prevention.

Measuring what matters

Greater public awareness and engagement | ensuring the public are well informed about local issues and more aware of their role in Keeping London Safe

More active citizens | enhancing the role played by formal and informal volunteering, particularly amongst communities where trust and engagement are low

Clearer expectations of partners | maintaining well-defined and positive relationships with public and private partners to improve safety





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

The Met has a fundamental responsibility to victims of crime:

treating them fairly and empathetically, pursuing outcomes in their best interest, and providing an accessible, supportive and professional service. This service is delivered alongside a range of partners and extends from our very first contact with victims through to their experience of the criminal justice system and beyond. We must also do everything we can to bring offenders to justice, as well as explore the different forms that this can take.

We recognise that victim satisfaction has been falling in London, with a significant decline last year.

We also know that, regrettably, there are significant and unwanted variations in the levels of victim satisfaction experienced across London, which is part of a bigger picture of inequality experienced throughout the criminal justice system. To respond to this challenge our approach will need to be shaped by the unique needs of victims, taking into account an individual's circumstances, their previous history with the police and our partners, as well as the nature of the crime committed. This means that in some cases a victim's desire for clarity and relative brevity in our response will necessarily guide our actions. For others the psychological and emotional impact of the crime committed will require a different approach. In both cases our priority is victim need, balanced against our basic requirement to bring offenders to justice and to prevent further offences. This will require not only consistently high standards, but also a wider appreciation of the role of partners and a deep commitment to active listening and emotional intelligence in how we engage with victims.

A key part of providing excellent victim care is our ability to bring offenders to justice. It is also integral to how well we are performing our role in keeping the wider public safe from crime.

The number of investigations which result in a detection has been falling for a number of years and we know that for many victims this remains a critical part of what they expect from us. We also recognise that the growing volume of offences we deal with which are linked to interpersonal violence and exploitation brings with it additional complexity and sensitivity, particularly in terms of how best we secure positive outcomes for victims. We must therefore continue to prioritise achieving the very highest standards of professionalism in the investigative process. It also means that we must employ the full range of tactics at our disposal to catch offenders and prevent re-offending. This will naturally require us to continue to prioritise on the basis of threat, risk and harm, directing our limited resources to those cases where we can and should make the greatest impact.

Ultimately, everyone wants to see more crime solved and resolved.

This will be achieved through a proportionate use of resources and a victim-centred approach which acknowledges unique needs and expectations. It will also be achieved by helping investigators to manage the growing volume and complexity of digital intelligence and evidence so that they can continue to provide a professional and objective assessment of available evidence. Lastly it will require us to explore and test new forms of justice and different ways of resolving incidents of crime. These must complement existing criminal justice processes, whilst at the same time being critically assessed in terms of their role in reducing offending and victimisation. The extent to which they secure the trust and confidence of individuals, communities and the wider public must also be considered.

Measuring what matters

More victims satisfied with our service | increasing levels of overall victim satisfaction through a professional and compassionate approach to victim care

Fair treatment of all victims | reducing inequalities in victim satisfaction between communities by offering a tailored service

More crime solved and resolved | securing more positive outcomes from reported offences and testing new approaches to justice





A blue and white police car, likely a BMW i3, is shown from a side profile. It features high-visibility yellow-green reflective stripes and the word 'POLICE' in large blue letters on the side. The rear window has 'ZERO EMISSION VEHICLE' written on it. The car is parked in front of a brick building. A blue charging cable is plugged into the rear of the car. The image has a blue tint overlay.

How we will structure our approach traditional values and modern policing

The type of Met we need to be to Keep London Safe for everyone

So far we have focused on the operational priorities through which we will demonstrate our commitment to building trust:

tackling what matters most to Londoners with a focus on violence in all its forms; working as part of an inclusive and sustainable network of public and private partners to prevent crime and harm; and by making our unique contribution one that is centred on the pursuit of justice, the needs of victims and the protection of the public.

In order to support that work and to deliver the best possible service to the public, the Met needs to develop its capabilities in a number of key areas.



We need to embrace the opportunities of a digital age, making more data-driven decisions and utilising new and emerging technologies to be at the forefront of modern policing.



We need to do more to get the best from our people, caring for one another, working as a team and making the Met an attractive place to work and to develop.



We need to develop a culture that manages operational risk whilst encouraging new approaches to experimentation, learning and continuous improvement.



We need to be an example to others when it comes to responsibility and sustainability, providing value for money, an ethical approach to policing and looking out for the future of the city.

The Met's values and the code of ethics remain central to our approach. Courage, compassion, integrity and professionalism

will always underpin how we approach our work. These values provide the foundation for the sort of behaviours we will need to transform the Met. They will ultimately help enable the types of changes we are going to discuss in the next four chapters.

For each chapter we will:

- Highlight the challenges that we face
- Outline the key areas we will focus on and the principles of our approach
- Detail some case studies of how other forces and organisations have tackled the challenge
- Set out a small selection of indicative ambitions to help guide progress



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

Every minute up to 300 hours of video are uploaded to YouTube alone and by 2025 there will be over 75 billion smart connected devices in the world. In contrast, estimates suggest that just 0.5% of all data is ever analysed and used.

Data and information are the lifeblood of policing and our ability to use them effectively and efficiently is critical for all and public safety.

Yet the Met has a number of short-term and long-term challenges with data. Many people in the Met do not think that they have the information they need to do their job, and there is a recognition that we are in need of more intuitive ICT and a culture which makes and defends more data-driven and evidenced-based decisions. The Met has outdated systems and infrastructure, which are neither easy to use nor cost-effective to run. This also makes it difficult to achieve compliance with existing and emerging regulations, such as MOPI and GDPR. In addition to this we have a growing skills gap when it comes to digital investigation, forensics, intelligence and insight. This gap is made more critical by the increased self-service expectations now placed on officers. It is clear that the adept use of data and modern scientific techniques is no longer a capability which we should expect to remain the preserve of specialist teams and departments.

Rising to the challenges and opportunities of a digital age will require investment and commitment.

It will also need us to be pragmatic about what we can afford and where we should be most ambitious in order to deliver the greatest benefits. If we are to use data and emerging technologies to make life easier for us and harder for criminals then we will need to focus on increasing levels of trust in our data, as well as making data and information more central to our decision-making and evaluation processes. We will also need to make data more accessible and meaningful to the public and our people. This will be as much about behavioural change as it will be about infrastructure, developing new routines and habits when it comes to how we use data, as well as ensuring that we measure the right things and use those measures to inspire professional curiosity rather than personal blame.

We must do more to exploit the operational benefits of advances in technology, forensics and analytics.

This will be achieved by raising the general levels of digital awareness in the Met, but also through new capabilities and ways of working. Including better understanding where emerging technologies can work alongside our people to generate better decisions. It will also necessitate greater collaboration with academia and industry, with the Met taking a flexible approach to research and development, as well as how we ultimately confront and solve policing challenges. And finally, it will mean using data and new technologies to constantly improve the quality of the dialogue we have with the public and the relationship we have with partners.

Dancing with new partners / An app has been developed which provides a way for volunteers with first aid training to be alerted to suspected cardiac arrests in their vicinity and can be linked to command and control.

Turning machine learning into human action / Durham Police are using a machine-learning tool called HARMS in their custody suites to offer advanced insight to officers making decisions about offending risk and suitability for diversion.

Our priorities and approach

The Met will harness data and new technologies by:

PRIORITIES	1 Developing a culture that makes and defends data-driven decisions Improving trust in our data by continuously improving its quality, security and accessibility. Ensuring that it is pushed to people in a way that supports timely, informed decisions.	2 Enhancing digital skills and capabilities across the board Using emerging technologies and techniques to inform strategic and tactical decision-making. Achieving this at the same time as enhancing the digital skillset of our entire workforce.	3 Building better partnerships through our use of data Using digital channels and data to strengthen the relationships between us and our partners, as well as increasing the involvement of citizens in public safety and increasing third party innovation.
OUR AMBITIONS	■ We will put a strategy in place to improve our capacity and capability to use data and intelligence to drive better operational efficiency and effectiveness ■ We will test a range of visualisation and self-service tools for analytics ■ We will adopt a mobile-first, cloud-first approach to ICT, providing secure and easy access to the data that we need on a range of platforms ■ We will deliver major change to how we deliver intelligence, investigation, custody and prosecution, all enabled by a new integrated technology platform (CONNECT) ■ We will ultimately increase the number of operational decisions made with the right data available and used	■ A Strategic Insight Unit based in MethQ will begin to demonstrate a new approach to utilising analysis and insight to inform strategic decision-making ■ We will integrate the use of automation and machine learning techniques into a range of services in the Met, improving decision-making and saving time ■ We will have a new strategy towards developing data and analysis professionals in the Met ■ Digital investigation and forensic awareness will be at the heart of training in the Met ■ We will have an internationally recognised, outstanding capability in relation to data science and the use of modern methods for extracting insight from complex and unstructured data	■ We will test a range of data-led ways of encouraging greater public participation in policing ■ We will actively promote OpenData principles and benefit from a range of third party applications which use Met data ■ We will test the use of interactive voice response to provide a user-friendly, automated service to the public which reduces the workload on people in first contact and response policing ■ We will further transform how we engage with Londoners across all channels and how we deploy our resources, enabled by a new despatch model and a new command and control system ■ We will pursue more progressive partnerships with industry, academia and other public-sector partners to develop approaches to research and analysis
FOOD FOR THOUGHT	The Behavioural Insights Team have successfully worked with a number of government departments to increase compliance and response rates. Including using personalised communications to increase responses to important messages for job seekers, as well as using ‘priming’ strategies in relation to tax returns, which ask people to attest to the accuracy of their return at the start, rather than the end of the form.	The Met, Home Office and MOPAC have begun to work together on structured datathons, bringing a mix of talents together to provide data-driven insight against key organisational priorities.	The Dutch police are trialling ‘Automon’ and ‘Search Together’, police-created apps which allow the public to help in the search for stolen vehicles and missing persons through gamification.



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

People are at the heart of our organisation. Day-to-day officers and staff operate in a range of extremely challenging environments. Our drive is simple: working together to make London safer.

The nature of policing places strain on all of us, physically and mentally.

Over 40% of officers are threatened with physical violence at least once a month and almost a third have previously sought help for work-related stress, mood or anxiety concerns. Between 20% and 30% of occupational health referrals relate to mental ill-health. More troubling is the perception that the police service does not encourage people to talk about mental health and that the experiences of large numbers of our people remain hidden. Either through them continuing to work without support or by using annual leave as a form of respite.

Our people not only need protection from harm, but to have the opportunities to thrive as part of strong, supportive teams. Currently more than 50% of people in the Met do not believe they have the tools and equipment required for their roles and fewer than one in five people believe that career development is fair. Recognition of good performance, how we manage poor performance and the methods by which we meaningfully discuss and facilitate continuous professional development, are inconsistent across the organisation.

Improving the attractiveness of policing as a profession is a complex task, with many factors outside of the Met's direct control.

Yet we have the ability to do many things to improve the experience of our workforce. We will continue to develop the right tools and infrastructure to help managers lead by example. As well as providing the mechanisms and confidence we all need to safeguard the health of ourselves and our colleagues. We must also ensure that fair and flexible career pathways are available. Alongside a greater focus on coaching, mentoring and providing people with the right capabilities, powers and experience to excel in their roles. Empowering people to make decisions and make a difference must also be accompanied by high standards of accountability. With us all taking personal responsibility for our actions, as well as our wider role in driving individual and collective performance. Our approach must seek to make a positive difference to everyone in the Met, whilst at the same time helping to build the specific capabilities we will need more of in the future, such as new digital skills and greater emotional intelligence.

To further improve our service it is also important that the Met reflects and represents modern London in all its diversity.

The Met has already made significant progress and we currently employ around half of all BME officers in the country, as well as having a senior leadership team which is currently 50% female. We must go further and faster in the future however, increasing diversity at all levels of the organisation whilst creating an environment where differences of thought and outlook are not only respected, but expected.

Caring is sharing / Police forces are becoming more innovative and proactive in relation to workforce health. Humberside police supported a 100-day Global Challenge, which involved the gamification of team wellbeing goals across the organisation.

Obstacles to equality / Aviva offer men and women equal parental leave following the arrival of a new child. Parents employed by Aviva will be eligible to the same amount of paid and unpaid time off (26 weeks at full basic pay), regardless of gender, sexual orientation or how they became a parent (birth, adoption or surrogacy).

Our priorities and approach

The Met will nurture a healthier work environment by:

PRIORITIES	1 Leading progress on diversity and inclusion Championing difference and diversity of thought by developing a workforce which reflects modern London and serves it passionately and compassionately.	2 Improving health, safety and wellbeing Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people and increase levels of engagement and productivity.	3 Getting the best from all of our people Ensuring we have a workforce which is well-led, well-equipped and well-supported; where all of us have clarity on our role and are empowered to make decisions, whilst being accountable for our actions.
OUR AMBITIONS	■ We will pilot a new police recruit assessment process ■ We will build a diverse workforce in tune with London, including people from BAME communities, women, and the LGBT community ■ We will improve external perceptions of the Met as an employer of choice in London and the UK ■ We will ensure that the Met values diversity of thought and that people feel their opinions matter	■ We will fight a war on bureaucracy, simplifying processes, policies and guidance ■ We will strive to ensure that the rollout of mobility technology increases wellbeing and improves safety, as well as improving productivity ■ We will further optimise our crime assessment policies and the Telephone and Digital Investigation Unit, reducing demand on the front line ■ We will improve perceptions of how seriously the Met takes issues of workforce wellbeing and tackle the causes of mental and physical ill-health	■ The Leading for London programme will develop the leadership skills of everyone in the Met ■ The Leading Constable pilot will start to formalise new routes for progression within policing ■ We will complete our ambitious estates programme – selling under-utilised buildings and reinvesting in the quality of the estate to build modern, flexible workplaces ■ We will strive to increase workforce engagement year on year through to 2025 and beyond
FOOD FOR THOUGHT	The ‘Representative Borough’ concept offers an innovative and intelligent way of accelerating how fully the Met reflects the communities it serves. It is underpinned by academic rigour, and offers internal and external advantages, such as greater local impact and resonance.	Insurers are increasingly using wearable technologies to incentivise and reward ‘healthy’ behaviour, be it physical exercise or driving habits. Vitality offer personal health insurances where premiums are linked to a monitor of your activity. Meanwhile, Aviva use telematics to monitor driving styles and standards and inform their insurance quotes.	The 100 impact model used by PoliceNow places greater personal responsibility on officers to reflect and project on what they are doing to support the Met’s mission. Their impact library is also becoming a powerful tool in terms of transparency, accountability and organisational learning.



Learn from experience, from others and constantly strive to improve

Reviews of UK policing have consistently provided evidence of competitive and controlling behaviours. These have in turn restricted innovation, promoted compliance over creativity and emphasised individual blame over collective learning. This is perhaps at its most stark when it comes to our approach to discipline and professional standards where perceptions of a largely adversarial process often limit our ability to learn and share lessons to reduce problems in the future.

There are systemic obstacles to innovation and a culture of learning in policing.

Our workforce model provides only limited flexibility to enable those with new ideas to develop them. Similarly we have little capacity and capability to carry out the robust evaluation required to understand what works and what doesn't. Repositories for capturing and sharing knowledge are fragmented and supported by technology which is unintuitive. Satisfaction with learning and development in the Met is low, and our current approach struggles to dynamically address new operational demands or the organisation's changing capability needs. Whilst there are pockets in the Met where organisational learning is a priority, our approach to performance management still provides only minimal space for open and honest feedback to improve future delivery.

Lessons in policing are often purchased at high cost and we must learn from them and adapt.

The pursuit of learning is therefore something that we must all feel passionately about, supporting both our own personal development as well as that of policing as a profession. To do this we must empower our people to seek out lessons from other organisations, experiment and test new ideas, and more consistently use feedback from colleagues, partners and the public to improve our approach. We must feel able to do this without fear of reproach if we are acting with good intentions.

A focus on learning will require a behavioural change for everyone, with the need for less blame and more “intellectual honesty” and challenge in our performance conversations.

It will also require new tools, techniques and an approach which turns lessons identified into lessons learnt more quickly and comprehensively. Lastly, it will require a transformation in our approach to training; adopting modern approaches to delivering high-quality content. But more fundamentally by making it our collective responsibility and something which provides an impetus for a culture of learning more generally.

The Wisdom of the Crowd / Metflix is an idea born from the Commissioner's 100 group in the Met. Essentially it provides an online platform where people can post videos of operational skills, tools and tips for the benefit of current and future colleagues. It is similar to a TEDtalk-style Impact Library developed within PoliceNow to share the work of DWOs on the scheme.

An Open Met / The Two Cities initiative is a proposal to develop a stronger relationship with the NYPD to develop cross-force mentoring, coaching and buddying (via Skype). As well as shared problem solving and an exchange programme. It could be scaled up to include other 'global cities' across the world.

Our priorities and approach

The Met will develop a culture of learning by:

PRIORITIES	1 Improving our service through innovation Balancing compliance and risk with creativity by empowering people to test new ideas and learn from them, as well as providing recognition, support and tools to innovators.	2 Promoting openness and sharing experiences Encouraging greater transparency and reflection. Sharing our learning with colleagues, other forces and other organisations and actively incorporating feedback into our decision-making.	3 Taking individual and collective responsibility for learning Generating a more dynamic link between formal training, continuous professional development and the informal spread of practitioner knowledge, whilst embracing modern tools and approaches.
OUR AMBITIONS	■ We will review the Met's approach to innovation and explore new ways of increasing experimentation ■ We will develop an agreed strategic research and development plan, linked to our vision and transformation priorities ■ HMICFRS and the Home Office will recognise the Met as doing the most of any force to incentivise and support police innovation ■ We will aim to run in excess of 100 policing experiments every year, each one guided by the Met's research plan	■ An initial cohort of officers and staff will take part in a two cities initiative with NYPD to develop close links and promote openness to new ideas and personal development ■ A strategy for team debriefing will be created to cover all BCU frontline services alongside a small scale pilot in one BCU ■ The crowdsourcing of ideas from frontline officers and staff will be regularly and explicitly used to inform tactical and strategic decision-making ■ We will explore community crowdfunding as a way of supporting and incentivising Londoners to create solutions to local policing issues	■ We will pilot a new blended learning course in place of at least one existing universal training exercise (e.g. PNC) ■ Officers and staff will be able to freely and easily upload videos of tips and lessons on to the Met's intranet ■ Training will be digital by default with online content part of every course ■ We will increase significantly the percentage of the workforce who feel they have access to the right learning and development
FOOD FOR THOUGHT	The Dutch police have embraced a modern approach to innovation by creating a separate innovation hub, semi-removed from the main body of the national force. The hub runs hundreds of experiments using a leadership programme, which itself incorporates a micro-learning platform designed by the force itself.	Kent Police are using a crowdsourcing platform, which allows ideas to be captured and voted on by a community of people. It has been used in Kent Police for a number of years, with the Chief Constable setting discrete challenges to channel innovation towards key priorities. The Met has been testing this same platform and has begun using it to improve engagement in BCU sites.	Augmented reality is already being used extensively for training in a range of professions, including policing. Gwent police are using the technology to test decision-making in relation to domestic incidents through a virtual environment called the 'cave'.



Be recognised as a responsible, exemplary and ethical organisation

The Met, along with many other public sector organisations in London, is under pressure. Workloads continue to rise, and our people are feeling the pressure more and more. Meanwhile, the public have high expectations of us and the negative consequences of not meeting those expectations are clear.

There is more that we can do to deliver a financially efficient and operationally effective service. We will maintain a purposeful focus on improving efficiency and productivity. This will be achieved by reducing bureaucracy, as well as simplifying and shortening processes, minimising wasted work and giving people the space and time to build capacity and concentrate on what matters most. It will also be done through a defensible framework for prioritising resources within policing, ensuring that we triage calls for service we receive from the public more effectively and provide a proportionate response which matches and manages public expectations. Better triage will need to be accompanied by greater flexibility and speed in terms of how we use our existing resources to deal with current workload. It will also necessitate a keener focus on forecasting, actively planning for the long-term shifts in the nature of the work we are likely to deal with in the future.

We will need to be clearer about, and more focused upon, our priorities. In doing so, we will be candid about our limitations, and highlight in a responsible way those areas where we are not best placed. As well as where we feel that service to the public could be more effectively and efficiently delivered either in partnership with others or elsewhere. A commitment to policing by consent means that we have a duty to ensure that consent is as informed as it can be.

As a major London employer we have a role to play in safeguarding the city's future and embedding sustainability across our work. We must reduce the impact that the Met has on the environment - supporting the circular economy and taking seriously the environmental impact of our decisions. London is a global city and is home to some of the world's most successful and innovative businesses. These employ Londoners and commuters, as well as generating wealth and tax revenues. Policing in a way that protects the city's economic strengths is therefore also an important part of our role. So too is the positive influence we must continue to play in promoting social development, working in the interests of London's diverse communities and in particular being alive to the responsibility that comes with increasingly sophisticated uses of public and personal data. Ultimately, we will take a balanced approach to sustainable policing, demonstrating budgetary responsibility, promoting economic, social and environmental development, but also recognising that increasing public trust and confidence is our main goal.

Managing workload and maintaining service / The Serenity Integrated Mentoring (SIM) scheme established in Hampshire provides an effective way of supporting people with complex mental health needs. This is through a multi-agency approach comprising mental health practitioners and a police officer..

A war on bureaucracy / The Met police demand reduction project is an ongoing piece of work to reduce the time spent on excessive supervision in the first instance. 100little things is a similar initiative being run by Durham police whereby seemingly innocuous things which frustrate and hinder the work of officers and staff are targeted in a dedicated and organisationally accountable way.

Our priorities and approach

The Met will be a force for responsibility by:

PRIORITIES	1 Providing value for money and an efficient service Constantly improving levels of productivity and efficiency through better understanding, forecasting and managing the full range of activities we undertake.	2 Being recognised for our integrity and professionalism Taking a critical and ethical stance towards the role of modern policing, ensuring that the public receive the best possible service from those best placed to deliver it.	3 Contributing to the sustainability of the city – its environment, its economy and its communities Taking seriously our wider responsibility for London as part of the GLA family and looking out for London's future.
OUR AMBITIONS	■ We will aim to make 2% annual efficiency savings across all areas of policing in the Met ■ We will continuously identify and resolve sources of internal demand for the benefit of our people ■ We will be recognised as outstanding for efficiency by HMICFRS	■ We will continue to reduce the use of police custody for those with mental health issues ■ We will introduce Heads of Profession in order to drive continuous improvement, develop and maintain standards and improve connections with local and national groups ■ We will work with London's mental health trusts to deliver London-wide, 24/7 triage support to police assisting people in mental health crisis ■ We will explore the potential of providing first contact to the public which integrates a range of partners, including blue light partners	■ We will appoint an MPS Environment Champion at Management Board Level ■ We will deliver a fleet that is compliant with the London Low Emission Zone (LEZ) and Ultra-Low Emission Zone (ULEZ) ■ We will provide advice to businesses about police support and measures they can take to protect themselves. With the National Business Crime Centre acting as a single point of contact for the business community ■ We will reduce our carbon emissions by 60% from a baseline year of 2005/06 by 2025
FOOD FOR THOUGHT	An app has been developed which provides members of the public with the ability to live stream footage to an emergency service contact centre. This allows for calls for service to be triaged in an effective and ethical way, whilst providing reassurance and guidance to the public at the same time.	Previous work by the Behavioural Insights Team has shown the influence of making public league tables of product susceptibility to crime (mobile phone theft index). The Met has the data and reputation by which it could do more of this to shine a light on the private sector's role in crime prevention.	TfL's Liveable Neighbourhoods is a scheme designed to encourage local people to take ownership of their local area through targeting funding and support. The main aim is to encourage more active use of public space, which not only has benefits for increasing physical and mental health, but also with potential benefits for increasing 'capable guardians' in public space to reduce crime.



So what?
**How we'll use the strategy and
how you can help**

Turning our strategy into reality

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

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

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

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



Inspiration

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



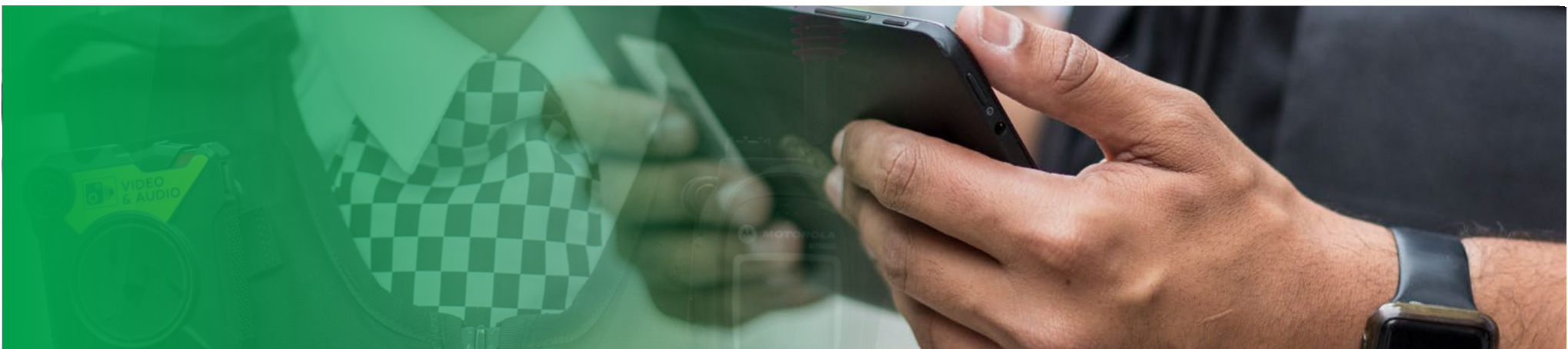
Prioritisation

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



Evaluation

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



A little light reading

Below is a list of hyperlinks to just a small selection of reports, articles and data referenced in the strategy.

The Met and MOPAC

MOPAC Borough Priority Crimes 2017/2018
MOPAC Police and Crime Plan 2017-2021
MPS Performance Dashboards and Crimefighters reports
MPS Staff Survey 2017
MPS Staff Survey 2017 Results Analysis

A selection of peers and partners

Active Citizens Fund, West Midlands Police
College of Policing Leadership review (2015)
Community Justice Scotland
Dutch police and innovation
HMICFRS PEEL Inspection (Efficiency 2017)
Home Office Modern Crime Prevention Strategy (2016)
Home Office Serious Violence Strategy (2018)
NPCC 2025 Policing Vision
Police Federation 'Officer Demand, Capacity and Welfare Survey' (2017)
Scottish Violent Crime Reduction Unit and Adverse Childhood Experiences (ACEs)
Serenity Integrated Mentoring Model
TFL Liveable Neighbourhoods
Victim Support

The bigger picture

People

Child poverty
Community and kindness
Crime
Cybercrime
Demographics
Emotional intelligence
Inequality
Mental health
Poverty
Suicide
Violent crime

Data and technology

Augmented reality
Big data
Corporate responsibility
Customers
Empathy and the internet
Future trends1
Future trends2
Future trends3
Internet of things
Machine learning
Young people

