



Metropolitan Police Service Information Pack

CT Policing Portfolio Reporting Officer

**Counter Terrorism Policing –
Working to keep people safe from terrorism**

**NEW
SCOTLAND
YARD**

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INTRODUCTION FROM THE COMMISSIONER

I am looking for someone outstanding to join my team who can help us manage the daily challenges London poses, and who can also drive the change necessary for the Met to keep pace with this vibrant city. London is a fantastic place and I have always been incredibly proud to serve the capital. It is a diverse, growing and ever-changing city with national impact and international reach.

How the Met operates has changed significantly in recent years, achieving a step change in effectiveness, efficiency and confidence. But the scale of our ambition for the future is even greater. It has to be.

There are many challenges facing policing. I have no doubt the Met can meet them all – to transform, to exploit the opportunities of the digital age, to get the best from our people and most importantly to make London the safest it can be.

The Mayor has set out his priorities in his Police and Crime Plan – a bold and challenging agenda with a focus on priorities. My particular focus is to bear down on violence in all its forms, protecting the vulnerable and the security of our city. I want us to become even closer to our communities, building confidence and trust.

One of my central aims for the Met is that we are a modern police service, but with the best of policing's traditional values at our core. To do that we need every single part of the force to be well led, every officer and staff member to feel supported and to have the right equipment to help them serve London.


I want all our people to believe in the Met and the tangible difference they make every day across the city so that we can become even better at keeping London safe. I want the public to believe in us too and so I want us to be more transparent about what we do on their behalf.

INTRODUCTION FROM THE COMMISSIONER

Our values of courage, compassion, integrity and professionalism remain at the heart of everything we do. My commitment to you is to lead the Met in a way that respects and nurtures these very traditional values but which also puts us at the forefront of modern policing and maintains Scotland Yard's well-earned international reputation.

This information pack will give you further insight into the role, and the qualities and experience we are looking for.

I very much hope you will be inspired by this opportunity to serve with the Met.



Cressida Dick



Counter Terrorism Policing:

Counter Terrorism Policing is a collaboration of UK police forces working with the UK intelligence community to help protect the public and our national security by preventing, deterring and investigating terrorist activity.

We do this by working in local to global partnerships, from policing teams on the beat and on the streets; supported by a national network of specialist officers and staff across the UK, to our investigators and expert advisors in every corner of the world.

Sadly, as we have seen terrorist attacks can happen at any time or place without warning. And as the threat continues to evolve, then so must we. The challenges we face are not only in person, they are also online and in the shadows. We are dedicated to making the best of our resources, and often unique skills, working with technical experts, digital innovators and world renowned investigators.

Most of what we achieve may never see the light of day but be assured that we have the very best and brightest working around the clock in an effort to keep us all safe. These ordinary men and women do extraordinary things in an effort to thwart terrorist planning; to safeguard those who are at risk of radicalisation; to protect our critical national infrastructure, institutions and crowded places, and to pursue and bring terrorists to justice.

Counter Terrorism Policing - National Headquarters (NCTPHQ)

Uniquely the police service, and specifically the Counter Terrorism network contributes to all four Pillars of the governments National Counter Terrorism (CONTEST) strategy.

The Counter Terrorism Policing Headquarters, on behalf of government and the National Police Chiefs' Council (NPCC), ensures that the CT network has the funding, capabilities and resources it needs to deliver CONTEST effectively and to keep people safe from terrorism.

It does this through the provision of corporate services, as well as national operational tasking and coordination. It houses a number of unique national CT capabilities that support the entire network, as well as overseeing delivery of CT policing across the regions to ensure that it operates in a way that is both effective and efficient.

Crucially NCTPHQ represents CT policing's interest within government and with wider stakeholders, ensuring that the policing contribution to CONTEST is both understood and appreciated. Hosted by the Metropolitan Police, Counter Terrorism Policing oversees the UK's National Counter Terrorism Policing Network.

Within HQ, work is carried out under 11 pillars. They are:

STRATEGY, PLANNING & PERFORMANCE

Through close engagement with the CT network, SPP develops strategy and policy for Counter Terrorism (CT) and Protective Security (PS) Policing evidencing the position to government and wider stakeholders. The team co-ordinates the annual business planning cycle with the CT Network which sets the priorities and identifies areas of demand, resource and risk against the successful delivery of the CT financial grant. Leading on the development of CT performance metrics and products which evidences demand & trends against CT capabilities in support of the business planning cycle it provides evidence of our outcomes to wider government. The team has dedicated staff to develop briefings, working closely with government departments and other strategic partners and stakeholders – the team provide a vital role in responding to ‘crisis incidents’ with a 24/7 on call facility to support CT seniors and provide accurate briefings to government departments.

ICT

Comprises five key sections to ensure all Specialist Operations and National CT ICT requirements are managed, delivered and transitioned into support. These sections are: ICT Demand and Strategy, ICT Data, Architectural and Security Design Standards, ICT Portfolio and Project Delivery, ICT Change and Transition, and ICT Support Services through the Customer Service Centre.

COMPLIANCE AND ASSURANCE

This pillar, working alongside the National Units, ensures that the HQ and Protective Security strands identify and manage all areas of organisational risk and comply with all legal requirements of the statutory frameworks for information, personnel and business compliance.

FINANCE

Responsible for providing financial support to the CT Network as well as the Specialist Operations Business Group, including SO15. Key responsibilities include financial reporting, providing strategic and operational advice, supporting the production of business cases for new investment, funding bids to the Home Office and ensuring that CT Policing uses its grant as efficiently as possible.

HUMAN RESOURCES

Is responsible for providing professional advice on all people-related matters. The pillar also delivers the People Strategy which focuses on creating a more flexible, capable, and inclusive workforce. As well as covering day-to-day matters for the CTP HQ Team, the pillar also agrees a set of priorities with the SO Chief Officer Group, making sure HR are focusing on the most critical issues.

CHANGE

Manages the delivery of the CT Policing Change Portfolio in order to meet the strategic objectives of CT Policing. The pillar is broken into three sub-teams which are: The Strategic Design Authority which manages and maintains the entire network Operating Model in line with the CT strategy. Portfolio Operations, supporting projects and programmes within the portfolio, and Project and Programme Management Services responsible for delivering the portfolio's objectives.

COMMUNICATIONS

Plays a vital role in supporting national counter terrorism policing strategic priorities and objectives. The unit develops and delivers national marketing, social and digital media campaigns and strategies, and manages online platforms. It promotes, defends and explains CTP to a range of audiences and stakeholders. Working closely with colleagues and force media teams, and supports operational policing through the development of media handling plans and strategic advice.

THE OFFICE OF THE NATIONAL CO-ORDINATOR PREVENT

Has a team of delivery and strategic partnership officers who work at a national level to provide support and guidance to regional forces and other partners covered by the Prevent statutory duty. The team works to champion the Prevent agenda and manage the interface between regional partners, local authorities, regional police forces, ACPO and the CTU/CTIU staff working in this area.

LOCAL SUPPORT SERVICES

Provides support to Specialist Operations, National CTP HQ and the National Operations Centre. The types of services provided include: Procurement, fleet and CT Vehicle replacement, facilities management, events management, inventory management, building support, strategic overview of SO/CT accommodation, management of shared mailboxes and s: drive, management of residential estate, training delivery and commendations support.

CHIEF OF STAFF

Monitors the operating environment of the HQ and provides a single point of contact for review and resolution of cross-pillar challenges that may develop to ensuring the successful delivery of the HQ's aims and objectives. The pillar provides direct Board support to a wide range of National Chief Office Groups and MPS corporate level meetings in addition to supporting the wider CTP HQ Senior Leadership. The pillar also provides support to key stakeholders such as HMIC with regards to their programme of CT inspections, ensuring all UK forces are engaged.

THE OFFICE OF THE NATIONAL CO-ORDINATOR PROJECT & PREPARE (NCPP)

Delivers strategic oversight of police P&P activity, NCPP works closely with the CT Network across the UK and government departments. Staff also have close working relationships with the private sector and other stakeholders to ensure there is thorough consultation on policy, practice and operational activity. The pillar's key function is to strengthen our protection against a terrorist attack (Protect) and mitigate the impact of a terrorist attack (Prepare). This applies both in the UK and to British interests abroad.



Job title: CT Policing Portfolio Reporting Officer

Location: Across London

Responsible to: Portfolio Office Manager

Job Summary/Key Tasks:

Working within NCTPHQ Change Pillar, the Reporting Officer will be responsible for effective reporting into governance either at a portfolio, programme or project level - across the national and London Counter Terrorism & Protective Security (CT & PS) portfolios of projects and programmes.

The purpose of this role, working within the Portfolio Management Office (PfMO), is to develop and manage effective reporting products for change governance, tracking and monitoring updates, managing escalations, managing effective change control etc. This role will report directly and be managed by the Band B Portfolio Office Manager.

The role holder will need to work flexibly in periods of high demand i.e. able to work at portfolio, programme or project level. Whilst sitting under the team structure of the Portfolio Management Office (PfMO), they could be tasked to support projects or programmes manage their own reporting processes and governance structures.

Skills:

- Able to analyse and use portfolio, programme and / or project management information / data to support effective decision making.
- Strong attention to detail, ensuring that reporting and change control products are accurate and contain the necessary information to support effective decision making.
- Good interpersonal skills with the ability to work effectively and tactfully with people at all levels.
- Good facilitation skills, with the ability to elicit information and agreement from audiences of varying backgrounds.
- Good communication skills, both verbal and written, across all levels including stakeholder engagement skills.
- Highly organised and able to meet demanding deadlines in a pressured environment.
- Ability to work unsupervised and as part of a team.
- Self-starter, confident and capable of working both independently and collaboratively to tight deadlines with plenty of initiative.
- Strong IT skills in the use of Microsoft Products.

Experience and Knowledge:

- Experience of delivering reporting in a project or programme management environment, including escalation processes.
- Experience of establishing and implementing reporting and change control mechanisms in a project and/or programme or business environment.
- Experience of strategic or change governance board minute taking.
- Knowledge of and direct experience in applying programme and project management approaches such as MSP and PRINCE2.
- Previous experience of working in (local) government, a security agency or policing is essential.

Desirable Experience & Knowledge:

- A clear understanding and knowledge of CT Policing including its London (MPS), National (UK Force wide) and international responsibilities; including a clear understanding of CT Policing relationships to Government, security and intelligence agencies and legislative process including their governance arrangements desirable.

Qualifications (Desirable):

- Project Planning & Control: Foundation
- P3O Certification (Portfolio, Programme and Project Offices): Practitioner

Key Result Area

Key Responsibilities for the Reporting Officer are:

- Produce consistently high quality, accurate and relevant portfolio level governance reporting products (e.g. delivery RAG, achievement of milestones, risks and issues, realisation of benefits, financial data, resource / workforce data etc).
- Managing national and London portfolio reporting cycles, ensuring highlight / progress reports are submitted into the Portfolio Office in accordance with reporting timelines and appropriate summary reports / dashboards are prepared to enable effective decision making.
- Ensuring consistent reporting standards are being applied across the national and London CT & PS change portfolios, working with Programme PMOs to achieve this.
- Day-to-day management of the national and London portfolio Change Control Request (CCR) template and process.

JOB DESCRIPTION: CT POLICING PORTFOLIO REPORTING OFFICER

- Ensure proactive agenda planning including a clear understanding of each agenda item and the decisions required.
- Ensure effective minutes (at portfolio or programme level as appropriate) are undertaken, maintained and accessible - including consistently high quality records of discussions, actions and decisions.
- Ensuring that all change governance decisions and actions are proactively followed through effectively and audited appropriately.
- Managing effective and efficient standards, practices and processes, ensuring that all parts of the reporting framework are managed in a consistent and controlled way, so that the deliverables needed by the NCTPHQ Change Pillar are correct, timely and fit for purpose.
- Work flexibly in periods of high demand i.e. able to work at portfolio, programme or project level. Whilst sitting under the team structure of the Portfolio Management Office (PfMO), the post holder could be tasked to support projects or programmes manage their own reporting processes and governance structures in periods of high demand when requested, notably,
- Hands on support to Programme and Project Managers to produce consistently high quality, accurate and relevant programme and project level governance reporting products (e.g. delivery RAG, planning, risks and issues, benefits, financial data, resource / workforce data etc).
- Hands on support to Programme and Project Managers to establish and manage regular reporting cycles, ensuring highlight / progress reports are submitted into the PMO in accordance with reporting timelines and appropriate summary reports / dashboards are prepared to enable effective decision making.
- Hands on support to the Programme and Project Managers to manage programme and project Change Control Request (CCR) process, adhering to standards set by PfMO.
- Work closely with other roles in the PfMO, notably the Risks & Issues Officer and the Planning Officer, providing cover for the latter in times of need to ensure resilience within the team.

Vetting and STRAP

This post requires access to the most sensitive intelligence material on a daily basis. Applicants must hold or be prepared to undergo National Security Vetting (NSV) at either Security Check (enhanced) (SC(e)) willing to undergo Developed Vetting (DV) if required..

Additionally, this material is of particular sensitivity to the UK and its distribution must be restricted to UK nationals. In approved circumstances dual nationals (of which one element is British) may also be granted access. However, in the event that potential conflicts of interest cannot be managed the post holder will not be able to see the intelligence material and will not be able to perform their duties. For the purpose of safeguarding national security and in line with Cabinet Office Policy, supported by Section 82(2) to (4) of the Police Reform Act (2002), applicants who do not hold or acquire Security Check (enhanced) (SC(e)) or Developed Vetting (DV) clearance and meet the nationality requirements

cannot be offered the post.

Confidentiality Agreement

Applicants should also be aware of the need to sign a confidentiality agreement on taking up the post.



Operational Effectiveness

Delivers quality outcomes to meet objectives

Works in partnership to support the delivery of relevant objectives. Ensures a high-quality service, balancing the needs of customers and stakeholders. Manages a range of tasks, delivering to time and quality, and monitoring the performance of others where relevant. Adapts and responds to shifting priorities. Deals with challenges and generates solutions. Reviews working practices and acts to improve service delivery.

Manages work through informed and reliable judgement

Implements plans and considers contingencies. Gathers and evaluates information to inform decision-making, and minimise risk where practicable. Provides guidance and support, seeking it where appropriate. Takes responsibility to promote improvement by identifying, sharing and applying lessons learnt.

Organisational Influence

Provides strong leadership

Provides visible, approachable leadership and leads by example. Values and motivates colleagues, dealing with their concerns in a consultative way. Actively demonstrates the promotion of equality and valuing of diversity and helps others to do so. Develops from own experience and supports the development of others where relevant. Takes account of how own behaviour affects others.

Ensures professional standards are upheld and that senior decisions are acted upon. Manages performance and staff issues appropriately and fairly where relevant. Shows initiative, personal resilience and motivation to deliver a quality service, demonstrating ownership over area of responsibility. Upholds legislation, regulations and policy, acting with integrity, and challenging those who do not.

Develops effective communications and working relationships

Builds effective relationships with customers, colleagues and stakeholders. Communicates effectively and inclusively with customers, senior managers and team members. Ensures clear, two-way communication through listening and responding appropriately, learning and sharing information. Works collaboratively across and outside of the organisation where practicable, upholding organisational reputation.

Resource Management

Manages the right resources to enable effective working

Plans and prioritises work, aligning resources to achieve local objectives. Distributes work fairly according to capacity, knowledge and skills where relevant. Uses the organisation's resources ethically and appropriately, ensuring others do the same.

Ensures efficient working

Ensures and encourages efficient working. Makes sound workload and deployment judgements to maximise efficiency appropriately. Reviews working practices and strives to improve efficiency.

YOUR REWARDS

By joining the Metropolitan Police Service, you will be helping to protect the lives of London's communities. There's nothing more rewarding than knowing that your efforts are having an impact on such a large and diverse community.

In return, you will receive a starting salary of £35,859 - £43,329 gross per annum and a London Location Allowance of £2,623. Annual incremental spine points will achieve progression from minimum to maximum of the pay scale.

As a member of our team, you will also have access to a generous annual leave allowance starting at 28 days and rising to 33 days after five years' service, Civil Service pension arrangements, interest free season ticket loans, flexible working conditions and many more. 'My Lifestyle' is an external website, offering Met employees (staff and officers) guaranteed savings at major high street stores and retail outlets nationwide. You can save money on everything from food, clothes, furniture, electrical and DIY products to hotels, restaurants, cinemas and theatre tickets.

When you start as a member of Police Staff, you'll have a choice of joining one of the **Civil Service Pension schemes** i.e.

- The **Alpha** pension scheme is a CARE (Career Average Revalued Earnings) pension scheme which offers a guaranteed pension with an optional lump sum, based on the earnings you receive during your career. The Met and you will contribute and you will receive tax relief on the contributions you make.
- The **Partnership** pension scheme, the value of the pension pot when you retire will depend on the contributions paid in and the returns on your investments. You can use the resulting pot to fund your retirement. The Met will make contributions on your behalf and you will receive tax relief on any contributions you make.

If you already have a pension it may be possible to transfer it into the Civil Service pension arrangements.

All staff are also eligible to join the Metropolitan Police Athletic Association (MPAA) and the Metropolitan Police Sports and Social Association (known as the 'Comets') and enjoy taking part in sporting and social events. The MPS has four well-equipped Sports clubs at Bushey, Chigwell, Hayes and Imber Court, available to all staff as well as family and friends.

For further information regarding the terms and conditions offered by the MPS and assistance in completing your application, please visit the MPS Careers website.

ELIGIBILITY CRITERIA

For further information regarding the eligibility criteria for joining the Met, please visit the Met Careers website or the information contained in the application.

The Met is committed to safeguarding the welfare of children and vulnerable adults. As part of these safeguards, the MPS adopts a consistent and thorough process of safe recruitment in order to ensure that all MPS staff and volunteers are suitable.

Posts that involve a high level of contact with children and vulnerable adults will additionally require a Criminal Record Bureau (CRB) check.

Applicants with previous MPS service

Please note that individuals with previous MPS service who left the MPS as a result of a corporate Early Departure Scheme [where compensation was awarded e.g. redundancy] are not eligible to submit an application to re-join the MPS in any police staff role for a period of 2 years from their date of leaving the organisation. Any applications received that do not comply with this will be automatically rejected.

- Your application form will be initially sifted against MPS criteria such as convictions and residency.
- Following the initial sift your application will be assessed against the role criteria.
- If successful at this stage we will contact you regarding an interview date. You will receive a minimum of 7 days' notice. If you are unsuccessful at this stage we will also write to you and advise you of this.
- The interview will be a competency-based interview and questions will be posed around the criteria for the role in question, as set out in the advert and information pack.
- If successful at interview we will send you an initial offer of employment which sets out what happens next.
- If unsuccessful we will also advise you in writing but will be unable to offer feedback.

Please note any correspondence received from us will be via e-mail and sent to the address you provide on your application form.

WHAT TO DO NEXT

Please submit your completed online application, CV and Personal Statement by the advert closing date.

For general enquiries please visit www.metpolicecareers.co.uk, which includes an 'Answering Your Questions' section or contact the Recruitment Team on 01633 632500.

- The recruitment process is thorough and consequently can be quite lengthy.
- Shortlisting and interviews will be based on the criteria listed.
- Until an offer of appointment is confirmed in writing, you should not assume your application has been successful.



ABOUT THE MET

Founded by Sir Robert Peel in 1829, the Metropolitan Police Service (the Met) is one of the oldest police services in the world. From the beginning, the purpose of the Met has been to serve and protect the people of London by providing a professional police service. This remains our purpose.

Our vision is to make London the safest global city, a city in which people are free to be themselves, express themselves and flourish. We strive to earn the trust and confidence of every community and take pride in the quality of our service so that people love, respect and are proud of London's Metropolitan Police.

The Met is responsible for maintaining the peace and is accountable in law for the exercise of policing powers, and to the Mayor's Office for Policing and Crime (MOPAC) for the delivery of efficient and effective policing, management of resources and expenditure. At all times the Commissioner and her officers remain operationally independent, in the service of the public.

The Met 'New Scotland Yard' is internationally recognised for its history, law enforcement and skills in fighting crime, however a constantly changing city needs an accessible police service which reflects and understands the people it serves. It needs an effective police service equipped for the 21st century with a visible service which every day continues to earn the trust and confidence of Londoners.

Today, the Met is made up of more than 39,000 officers and staff, plus thousands of volunteers; we are one of the largest employers in London and the South East of England. The territory we serve covers 620 square miles and is home to over 8.6 million people. The Met is the UK's largest police service and has 25% of the total police budget for England and Wales.

We're proud that the Met is seen as a world leader in policing. The 'Scotland Yard' brand is known around the world as a symbol of quality investigation and traditional values of policing. Thanks to this reputation, our services are highly sought after, either through using our officers and staff in operational matters or by training others and giving them the opportunity to learn from our experiences.

LONDON: THE AMAZING GLOBAL CITY WE POLICE

London is unique: 'the world under one roof'.

Its ever-changing population is set to grow towards 9.2 million by 2020 and exceed 10 million the following decade. It is probably one of the most diverse cities in the world. The complexities of policing a city on this scale are huge. A seat of Parliamentary, Royal and Diplomatic power, London is a centre for protest, for criminality, for transport.

Londoners tend to be younger than the rest of the UK, more than three million of us were born abroad, just under half of which arrived in the UK less than 10 years ago.

London is also the world's most popular business and travel destination, receiving 31.5 million Visits in 2015, 12.9 million from the UK. It is a global city, recognised around the world, economically, politically, financially and creatively. London's greatness comes from its openness to the world, and this in turn has helped build world-renowned institutions which have preserved its safety and stability.

There are over 200 languages spoken in London, and around 40% of the population is Black or Minority Ethnic (BAME). These numbers are predicted to grow further as the city expands and develops as an international centre.

Of the six largest world faiths, almost four million Christians and one million Muslims live in London, and Buddhism, Hinduism, Judaism and Sikhism each have more than 80,000 followers in the capital.

London's population swells due to an influx of commuters during the day and tourists throughout the year - in greater volumes than anywhere else in the UK.

London is one of the safest global cities in the world already. Nevertheless, criminality within London is on a more prevalent and serious level than other cities and communities across England & Wales. Crime in the capital is often connected to organised criminality and national and international networks of offending. London has, throughout our lifetime, been a place that terrorists want to attack.

This creates a unique policing environment. Everyone joining us needs the ability to deliver outstanding policing to the communities of London.

WE HAVE A HIGHLY AMBITIOUS TRANSFORMATION AGENDA

Our transformation programme

Like many public bodies, we work with constrained resources, increasing demand and a changing environment that require us to make policing in London ever more effective. Recognising the challenges and the opportunities to improve our services, we are currently in the midst of one of the biggest transformation programmes of any public sector organisation.

Our **Transformation Portfolio** aims to deliver transformation right across our functions and departments, to modernise the force as a whole, and keep our resources focused on priority areas, providing an effective and efficient service to all Londoners.

In the past twelve months we have delivered:

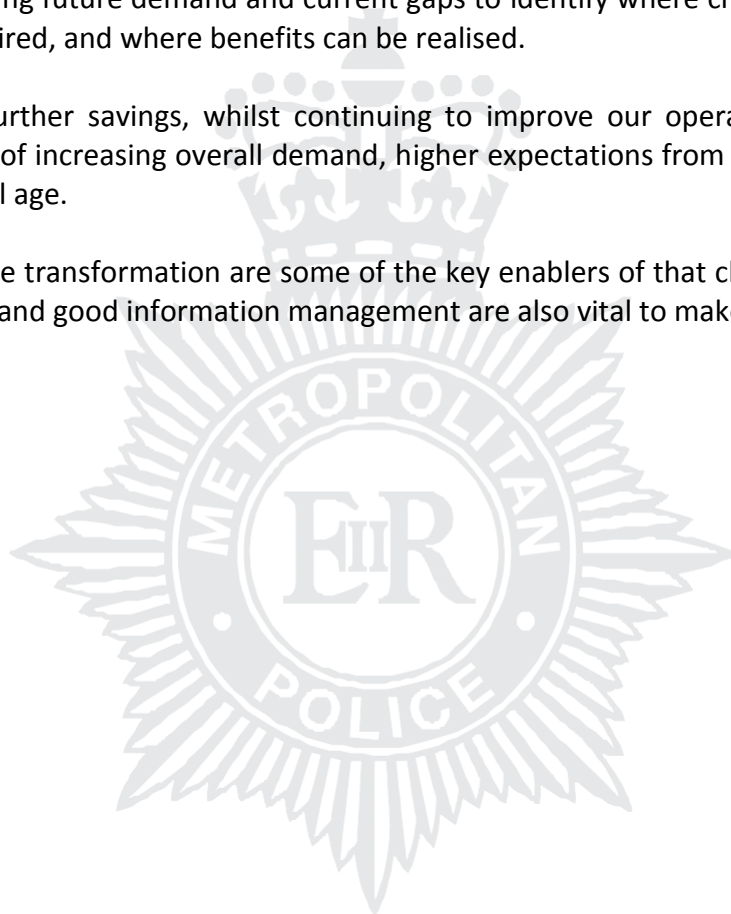
- **A more visible neighbourhood presence**, with about 1,700 dedicated officers whose sole focus is to respond to the issues that matter to local communities (two police constables (PCs) as Dedicated Ward Officers (DWOs), and one Police Community Support Officer (PCSO) in all 629 London wards). These officers are tackling local priorities and anti-social behaviour, identifying people vulnerable to, or at risk of becoming involved in crime, and solving local issues.
- **A strengthened local police**. By regrouping a small number of boroughs to deliver core local policing functions (neighbourhoods, safeguarding, response and investigation) across borough boundaries, we can integrate and enhance our capability, and improve the safeguarding of vulnerable people with more officers dedicated to prevention. Management costs will reduce, which means we can maximise the availability of officers on the frontline. People, buildings, technology and fleet currently in one borough will be shared across a Basic Command Unit (BCU), making it easier to provide resources in line with each local area's peaks in demand. In addition, we have opened up access to a police career through direct entry superintendents, inspectors and detectives, attracting a diverse pool of applicants who may not have otherwise considered a career in policing.
- **Significant enhancements to our service**. Our new website offers relevant local information and prevention advice. It includes online crime reporting capability: 11 per cent of crimes are now reported online. A new Telephone and Digital Investigation Unit compliments this, reducing demand on our response teams, allowing them to focus their efforts more effectively. Body Worn Video (BWV) cameras were rolled out to over 22,000 officers, more than any other police service in the world. By being the first British police service to share footage digitally with the criminal justice service, we have improved security, reduced the demand on officer time and saved £3.5 million per year in operating costs. Complaints and investigations can become more evidence-based with supporting BWV material.

- **Smarter Working** bringing a significant range of savings and qualitative benefits, including improved morale, officer visibility and service effectiveness and efficiency. As a result of the rollout of 30,000 tablet and mobile devices, we have the ability over time to support our officers with better applications so they spend more time visibly assisting the public and less time in our buildings; we also expect to be able to better serve the public, with our officers having access to the right information at the time when they need it.

We have a clear roadmap that sets out our transformation plans to 2020. We have reviewed our processes and capabilities, our organisational, technological and digital strengths and weaknesses; and are constantly assessing future demand and current gaps to identify where change is necessary, where investments are required, and where benefits can be realised.

We need to make further savings, whilst continuing to improve our operational effectiveness and efficiency in the face of increasing overall demand, higher expectations from the public and the added complexity of a digital age.

Technology and estate transformation are some of the key enablers of that change, but organisational culture and learning, and good information management are also vital to make it a success.



For London...

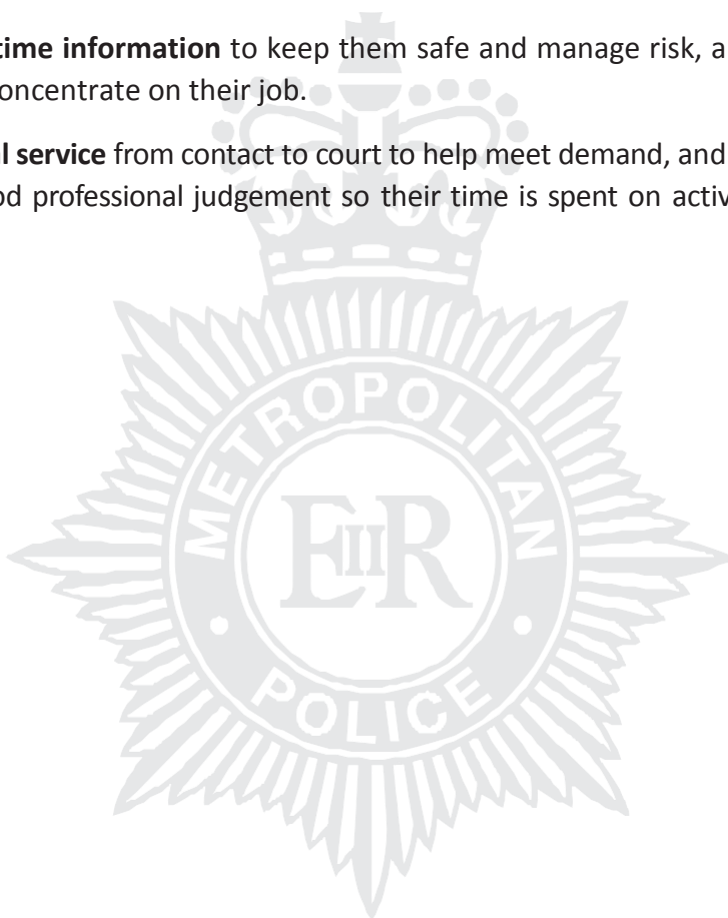
A **modern, transformed** and more **efficient Met** will **Protect London** by investing more of its time on the areas of greatest threat, risk and harm.

We will make **every community safer** through our new neighbourhood policing service and a stronger focus on safeguarding to protect the most vulnerable.

For Our People...

We will provide **real time information** to keep them safe and manage risk, and provide **professional support** so they can concentrate on their job.

We will deliver a **digital service** from contact to court to help meet demand, and trust in them to do their job well and have good professional judgement so their time is spent on activities that have the most impact.



Our mission is to keep London safe for everyone

To achieve this, we will:

Focus on what matters most to Londoners

Violent crime tops the public's concerns and tackling it is our top priority. This includes terrorism, knife and gun crime, sexual offending, domestic abuse and safeguarding vulnerable people from predatory behaviour.

Mobilise partners and the public

We know that safety requires action and intervention beyond the police service. We will work with partners and communities to help keep them safe and support them in preventing crime. We will work harder to earn the trust of more young people and ethnic minority communities.

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

We have a fundamental responsibility to uphold the rule of law and to ensure that victims receive the best possible outcome. We will do this by catching offenders and by ensuring victims of crime receive both justice and the support they need from us and our partners. As an organisation, we want to lead 21st century policing and:

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

We want to harness data and use advanced technologies to our advantage in the pursuit of criminals, rising to the challenge of a fast-moving data-driven digital age. We will make information and insight more accessible internally, and externally, to support evidence-based decisions and promote public confidence. We will strive to enhance our global reputation for excellence and expertise in policing.

The following chart shows how the MPS is structured.

