

The Mayor's Office for Policing and Crime and Metropolitan Police Service

Public Access and Engagement Strategy

**Draft Strategy for Consultation
July 2017**

MAYOR OF LONDON

OFFICE FOR POLICING AND CRIME



**METROPOLITAN
POLICE**

TOTAL POLICING

Foreword

Our first priority is keeping Londoners safe. That means tackling the things that matter most to communities - terrorism, knife and gun crime, hate crime, sexual offending, domestic violence and protecting vulnerable people from predatory behaviour.

We can have more impact on keeping people safe if we mobilise communities and involve local people in improving public safety and preventing crime. That means improving the way we engage with London's communities and changing the ways people can access our services to meet changes in the public's expectations.

The backdrop to these ambitions is a prolonged period of reductions in funding for policing in London. On top of the £600 million already saved from the MPS budget, London's police now need to deliver a further £400 million of savings over the next four years. £200 million of these have been identified, but a further £200 million still need to be found. Tackling this financial challenge forces us to make some tough choices, some of which are set out in this document.

We are determined that choices made to deliver savings will, wherever possible, protect the front line and improve our response to the public, and that is the intention behind the plans set out in this document. In fact, in many cases, we believe we can replace a current offer which does not meet Londoners' needs with a new one which is more suited to the way they want to engage with their public services.

Our investment in front line policing, and the equipment needed for a 21st century police force, is made possible by selling expensive to run buildings – many of which only support back-office activity – which are underused or no longer needed.

But as well as this specific pressure to make savings, we will always have a duty to direct resources to those things that matter most to Londoners. With new emerging crime types to respond to, such as cyber-crime; vulnerable victims of child sexual exploitation, rape and domestic abuse to protect; and violent crime, particularly involving knives, rising, we must target our resources where they can do the most good. Only by diverting resources from places where they are no longer needed or used can we protect the front line in this way and deliver the greatest bang for Londoners' buck.

While the direction of travel is broadly settled, this document asks a number of questions, particularly about how we should improve public engagement, and we look forward to hearing from Londoners in the coming weeks and months.

Sophie Linden, Deputy Mayor for Policing and Crime
Cressida Dick, Commissioner of the Metropolitan Police Service

Introduction

The way that the public want to access services is changing. From shopping to banking through to booking NHS appointments or engaging with council services, people expect convenience and choice. Yet, as society has digitised, policing has continued to rely heavily on analogue ways to access services and engage with the officers who keep us safe.

The police have a long history of embracing new technology to improve the service they provide. From the telephone to the handheld radio, from cars to the latest body worn video technology, policing has innovated effectively to take advantage of new technology and respond to the changes in the society they serve, but the pace of that innovation needs to increase so that we are offering the best service to Londoners in the fast-moving digital age.

This draft strategy sets out the current state of public access and engagement and where we want to get to. Our public access offer to Londoners brings together new online ways of reporting, more Dedicated Ward Officers in every community, based closer to their wards and equipped to work and engage with the public on the go and at notified times and places, and one 24/7 front counter in every borough.

It is because we know from recent surveys that Londoners value and prioritise local neighbourhood policing that we are diverting resources from poorly used and expensive to run facilities to support the front line. In the context of increasing demand and reducing budgets, choices like these are inevitable, but we are committed to delivering a high-quality, responsive service for Londoners. At the same time, the changes to the digital service mean a better, more convenient victim-focused service will be offered.

The changes we make to increase the range of opportunities to access the police will allow us to reinvigorate how we do community engagement. Central to this is the role of Dedicated Ward Officers, who will have a specific responsibility to engage with the community they police. The number of Dedicated Ward Officers is being increased, and new technology will make them more efficient and effective as well as - crucially - more accessible.

The local connection that new Dedicated Ward Officers will give us will allow us to close the failed Contact Points, and expensive to run safer neighbourhood bases which will be replaced with hubs much closer to the communities they police.

Our approach to community engagement will be built around our commitment to every community that we will inform them about policing activity and issue in their area, reassure them when they are worried about things or in response to specific events, and empower them to get involved in making decision about policing in their local community.

The introduction of new online systems, individual ward webpages and social media for officers means that people will be able to follow and engage with MPS activity in an unprecedented way. And for those who are not online the traditional engagement through Ward Panels, Safer Neighbourhood Boards and other formal structures will continue and be improved.

No change is entirely easy, or universally popular, but the totality of the offer to the public in this document represents a necessary and positive change for London. We are collectively committed to delivering policing where and when Londoners need it, engaging with Londoners in effective and convenient ways and giving people the opportunity to access policing services in a wide range of methods. We will always prioritise better equipped, mobile front line officers over expensive, underused buildings.

This draft strategy asks a series of questions for local people and partners to consider. Anyone wishing to respond to the questions in this document, or any other issue relating to public access and engagement should do so by visiting www.London.gov.uk/public-access or emailing consultation@mopac.london.gov.uk or in writing to:

Public Access Consultation

MOPAC
City Hall
The Queen's Walk
London
SE1 2AA

Responses will be received until 5.30pm on 6 October 2017.

The Metropolitan Police Service will be holding public briefing sessions in every London Borough so that local people can learn about the changes contained in this document and can give their views. The principle questions we would like Londoners to engage with are:

1. Do you agree that it is right that the MPS improves its online offer to the public?
2. Do any partners or other community members have suggestions for possible suitable locations for new Dedicated Ward Officer hubs?
3. Is it right to replace Contact Points with more flexible Community Contact Sessions designed to free up officer time and meet the needs of individual communities across London? How could they best be run in your area to meet the needs of your community?
4. Do you agree that it is right that the Metropolitan Police Service prioritise police officers over poorly-used front counters?
5. In the five cases set out in this document, do you agree that it is right to swap which front counter will remain open in order to maximise savings and receipts?
6. Are there any front counters which should be retained, on the basis of demand, where the impact on budgets, savings and receipts can be limited?
7. Should we consider low-cost alternatives to front counters for communities over 45 minutes from their nearest front counter? What options should we consider?
8. How can we ensure that hard to reach communities are identified and their voices actively sought on London-wide and Borough-level policing issues?
9. How can MOPAC better enable local communities to be more aware of, and involved, in the work of the local Independent Advisory Groups, Safer Neighbourhood Boards, Independent Custody Visiting and Community Monitoring Groups?
10. How can the Metropolitan Police's community engagement complement and work more closely with the public engagement by local authorities?
11. What type of information should be shared by the police to help communities feel informed about policing and crime in their area?

12. What type of information should be shared by the police to help communities protect themselves from crime and anti-social behavior?
13. By what delivery method should this information be shared? Are there new digital or innovative methods that should be trialled?
14. How should the police reassure the public about crime trends and be a trusted source of facts, particularly on social media?
15. How can communities be reassured about real-time events or trends in their area?
16. How can we empower local citizens to influence Borough and Ward-level policing? How can this be achieved digitally or through other virtual means, so it is not just through physical attendance at Community Contact Sessions?
17. What tools or training do local citizens need to feel empowered to assist and work with the police to reduce crime or anti-social behaviour in their area?

Once we have considered the responses, a final version of the strategy will be published.

In order to provide certainty, and to ensure where we are making savings that they are as great as possible, we will move quickly following the publication of the final strategy to implement changes across London.

A draft Equality Impact Assessment is being published alongside this document. We will consider responses to this consultation before publishing a final EIA alongside the final document. This will ensure that we meet our obligations under Section 149 of the Equality Act 2010.

The outcome of this consultation will support the final decisions taken about front counter closures, building disposals, investment in IT and DWO services and any additional measures put in place.

Contacting the Police

The principle reason Londoners need to contact the police is to report a crime, and the way Londoners choose to do this has changed considerably over recent years. While the 999 number – which marked 80 years of service this year – is the primary means of contact in an emergency, the ability to report other crimes and discuss issues on the phone has dramatically reduced the number of contacts taking place face to face. Regardless of the provision of different contact options, we know that people would prefer to talk to the police on the phone, or contact them online.

Over the past three years the proportions of people choosing to report crime through different methods has remained broadly static, with around 70% of crime reported on the phone, around 8% at front counters with very little reported online.

When Londoners are asked what their preferred current method of contacting the police is, well over two thirds say that they would prefer to use the telephone, followed by 15% who would prefer to contact in person. Just 10% say they would currently use the website or other digital methods. [Chart 1](#) in [Annex 1](#) provides more detail. This reflects that the limited options for digital contact that the MPS has historically provided.

However, when Londoners are asked to consider the future, and how they would ideally contact the police, the proportion wanting to use online reporting methods increases significantly to 37% across the website, social media and other digital methods (set out in [chart 2](#)). This shift comes as a consequence of both some people who would currently report over the phone and some who would prefer face to face access shifting to online methods.

The direction of travel has, in recent years, responded to the changes Londoners have made and has seen the police diverting investment to telephone reporting from more traditional forms of contact and reducing the number of front counters in London – from 149 in 2008 to 73 currently. At the same time as this change has taken place, the public's satisfaction with the ease of contacting the police has increased, to 94% satisfaction, showing that services can change to reflect the choices Londoners have already made, and that the service can be improved. [Chart 3](#) shows the trend in satisfaction.

The rest of this document sets out the current public access arrangements and the plans we have to deliver improvements whilst making savings we need to make.

On the phone

The main route for contacting police, particularly in an emergency, has long been the telephone, with the MPS receiving from four and a half to five million calls a year from the public. Most people still see the phone as their preferred channel for contacting police and other 999 services when they have an emergency.

The commitment to respond quickly in an emergency is part of the fundamental contract between the police and the public – to be there when they are needed and to be easily accessible on the telephone in an emergency.

999 calls

The current situation

In an emergency, the best way to contact the police will always be to dial 999. These calls are taken by both police staff and police officers within the First Contact team, based at a number of central locations. The MPS Contact Centre (MetCC) is staffed 24hrs a day, 365 days a year by over 1,700 members of staff, with First Contact taking the initial calls from the public and Despatch allocating the calls to officers on patrol to attend these calls.

The MPS receives on average 6,500 emergency calls per day and the current response for answering emergency calls is within 10 seconds 70% of the time. Calls are graded on a scale of how urgent they are, with targets across the MPS for how quickly they should be responded to. The MPS are keeping this commitment to meeting these response times and have plans in place to make improvements where response times have reduced in recent months.

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Grade	Deployment target	Performance
‘Immediate’ grade	Attend within 15 minutes	84.8% (June 16-June17)
‘Significant’ grade	Attend within 1 hour	75.4% (June 16-June17)
‘Refer’ grade	No deployment target	N/A

So far in 2017 the demand on 999 has increased by 12%, which has had an impact on performance. Measures are in place to address this, including training more staff to take calls and better management of incoming demand.

There is little relationship between the location of deployment bases or police stations and the MPS' ability to respond to crimes and patrol effectively. The MPS currently has 33 bases where response officers start their shift, with officers quickly heading out on patrol and responding to incidents.

Our future plans

As part of the plans to reduce the size of the MPS estate, allowing us to release surplus property and invest savings in front line policing, the number of response bases will be reduced. We will ensure that we provide sufficient places for officers to start their shift, before deploying out to patrol hotspots, while allowing us to dispose of property we do not need. As officers generally respond to incidents while out patrolling in vehicles in the community, rather than directly from response bases, there should be no impact on response times from these changes.

In order to ensure that officers are able to deploy in a more intelligent way, so that they are out and about in the areas where they will be most needed, we will make use of developments in predictive policing technology, which makes use of large amounts of existing MPS data to direct patrolling into the capital's crime hotspots.

101 calls

The current situation

The non-emergency 101 number was introduced in London in July 2011 and now makes up about two-thirds of the MPS' total call volume – approximately 8,500 a day. A small number of these calls are escalated to emergencies by the MPS' 1,700 call-handlers, and the rest contain a huge variety of requests for service, not all of which are police matters. With call-handlers available 24/7, 101 can sometimes be a service of last resort for people with a problem to solve. According to surveys of people accessing policing services, public satisfaction with first contact with the MPS is generally high.

The MPS has a commitment to answer 101 calls within 30 seconds 90% of the time and, as with 999 calls, the seriousness of the matter is considered before a decision is taken about how best to respond. A risk assessment framework is used to identify how best to respond. Prioritisation is based on threat, harm, risk, and vulnerability with factors such as investigative opportunities also taken into consideration.

The high increase in 999 calls this year has had a knock-on impact on 101 calls as emergency response is prioritised. This has meant that callers to 101 have waited longer than we would like them to. However, this is currently being addressed through activity to improve overall response across 999 and 101, as set out above.

101 calls cost 15p, which is a fixed price no matter how long the duration of the call or what type of device is calling. 999 calls, of course, are free and calls can be made from mobile phones which have no credit.

Our future plans

We recognise that, for many people, using the 101 non-emergency number is their preferred way of contacting the police. Evidence in [Annex 1](#) shows that 40% of people say they want to contact the police by telephone when they need to, and we know that 70% of all crimes are currently reported on the phone.

Given the importance of the 101 non-emergency number, the MPS are maintaining their commitment to it, along with the commitment to attend calls that require an immediate response within 15 minutes. As above, there is currently work taking place to deliver improvements in the speed with which calls are dealt.

Investigating crimes

The current situation

The MPS currently deal with around 20% of crime entirely on either the phone or online. There is a prescribed list of crime types that, subject to initial triage, are deemed suitable to be investigated over the phone. The victim gets called back sometimes 24 hours or more later to take full details of the crime report.

While any crime can be reported online or on the phone, current policy is that the victim will be deployed to by a police officer if the crime concerns hate, domestic abuse, victims under 18, sexual offences or other clear vulnerabilities or risk.

Our future plans

As well as reporting crimes via the telephone, we also want to allow people to engage more actively with the police during the course of an investigation on the phone. In simple cases, where the victim is happy with the approach, this is much more convenient for the victim and saves valuable officer time.

How Telephone Investigation Will Work in the Future:

1. When the Telephone & Digital Investigation Unit (TDIU), which is based in West London, launches on 4th September they will follow the same triage on the phone as they do for online crime reporting.
2. It is estimated that this will significantly increase the amount of remote investigation of MPS crime.
3. The TDIU will ensure that the victim is transferred straight into the team to have their report taken, eliminating call backs and improving the victim and customer service.

This work will be carefully supervised to ensure that cases are managed carefully and vulnerabilities are identified.

Other police forces around the country currently investigate a much higher proportion of their cases on the telephone. For example, in Merseyside they are able to deal with around 40% of their crime on the telephone. We believe that in straightforward cases where the victim is not deemed to be vulnerable or have other accessibility needs, where they are happy to be dealt with over the telephone and where solvability does not depend on a police officer or member of police staff attending, we can bring the proportion of MPS cases dealt with in this way in line with other forces.

This means that victims of crime will be able to provide statements and other information remotely, whenever it is convenient for them, without having to wait for officers to attend. Where there is evidence that is likely to support an investigation, or the victim needs an officer to attend, for example if they are vulnerable, the MPS will then be able to arrange to visit to continue with the investigation and provide additional support to the victim.

This approach will never be a blanket rule for certain crimes, rather each incident will be dealt with on a case-by-case basis. Only when it is considered appropriate will cases be dealt with over the phone. Domestic and sexual abuse and hate crime, for example, would never be within scope for this work, other than in exceptional circumstances where a victim does not want to see an officer. So, as well as being more convenient for victims, this approach allows us to focus officer time on those cases where a face-to-face visit is needed and extra support should be provided.

More officers will be moved from non-front line roles into the Telephone Reporting Unit to enable them to deal with these incidents immediately. As well as being

more efficient, we believe this extra investment in telephone investigation will also improve people's satisfaction with the service they receive. This will particularly be the case when people want quick resolutions to their cases, without repeated hand-overs to other parts of the MPS. Satisfaction will be carefully monitored as part of the existing User Satisfaction Survey carried out by MOPAC on an ongoing basis.

Online

In recent years, public expectations of the options they should have for contacting organisations have changed dramatically. The MPS conducted extensive customer research in 2015 as it developed its public access offer to Londoners. This revealed a significant appetite to use digital channels, including services accessed via a website or social media, across all demographics. Furthermore, young Londoners very rarely use their smartphones to make phone-calls, preferring to use social media or messaging.

The private sector has both led and responded to this change of behaviour by the public, offering quick and easy access to services online or through social media and smartphone apps. We know that this has been extremely popular with, for example, 4 in 5 Londoners currently now banking online. Parts of the public sector have already reacted to this change with the NHS offering advice online, HMRC supporting the easier process of online tax returns and local authorities allowing people to pay their council tax online – something which the majority of Londoners now do.

There is a higher level of risk for the emergency services in dealing with public contact. A rapid response is often required to a situation where lives may be at risk. So there has naturally been a greater degree of caution in adding the option of using a digital channel. But with the public appetite now self-evident, it is right for the Metropolitan Police to move to offer a digital service from contact, all the way through to court, in addition to the traditional channels available to the public, building and expanding on the Track my Crime work taking place in other forces. This will give victims a quicker, easier way to stay up to date on the progress of their case, providing more information directly to them than ever before.

Making policing services available online

The current situation

Prior to the soft-launch of the new MPS website in March this year, at which point all crimes could be reported online, the online offer from the MPS was extremely limited. While some crimes could be reported online, this was a cumbersome and rarely used offer.

Our future plans

At the core of the new digital offer is the ability for the public to access policing services online where they choose to do so. The MPS has set out with the ambition to make the experience of using its online service helpful, personal and reassuring. As we develop these systems we will be placing the needs and requirements of victims at the very heart of our work.

The proposition was tested further with the public through survey research in 2016. This demonstrated that that 90% of people who were already online – the vast majority of Londoners - would consider using online policing services in the right circumstances – and this figure was consistent for older citizens. [Chart 4](#) sets this out in detail and [Annex 2](#) sets out the principles of a new online offer.

The new online offer is built around a new web platform, using social media as a contact channel and a new service providing information to victims right from contact through to court. Taken separately these are all significant steps forward in the way the public can engage with the MPS, offering convenient, quality interaction to everyone who needs to contact the police. They will particularly increase the ongoing support and information for victims of crime. Taken together, they represent a step-change in the MPS offer to Londoners.

“The new and improved contact facilities provided through the MPS website have proven the demand for online reporting. During its initial phase, 1,200 crime reports a week were made online, a 350% increase, and this is continuing to rise.”

The new web platform

The MPS went live with a new website (www.met.police.uk) in March 2017. The focus is on offering help to the public who want to access non-emergency services. It means the public in London can now report any type of crime online, and provide information relating to those crimes directly to the police. In addition, a variety of other services are now available, which may not involve a crime but make up a substantial portion of the public's requests for help. These include:

- Reporting any road traffic incident, including vehicle collisions
- Reporting suspicions about possible terrorist activity
- Informing the MPS about a public event
- Book to attend a National Safety Awareness Course (following a speeding fine)
- Freedom of Information requests
- Requesting an appointment to have your fingerprints taken
- Attending a public misconduct hearing

The online platform, which is designed specifically to be easily used on mobile devices, allows the public to access services when it is convenient for them and with more control than if they were answering questions over the phone. As a result, the MPS is receiving information that is more accurate and timely, making it easier and faster to assess the citizen's needs and demands and provide an effective and appropriate response.

It has reduced the need to call back members of the public for more details or send officers purely to find out additional information. This allows the MPS to deploy officers where they can provide the greatest value to the public but more importantly provides a better service to Londoners.

The new and improved contact facilities provided through the MPS website have proven the demand for online reporting. During its initial phase, 1,200 crime reports a week were made online, a 350% increase, and this is continuing to rise.

This increase has been in spite of the process being in the testing phase and with no formal launch and publicity of the site. It is expected that the site will be formally, and publicly, launched later this year. It will be important to continue to monitor performance and satisfaction with the new service to ensure it is as effective as it possibly can be.

In addition to providing services online, the MPS has also created local pages for every neighbourhood in London. These feature crime-maps so people can see where the biggest risks are in their area, and access relevant prevention advice. These 'Local Life' pages also feature content from neighbourhood officers who now use social media to engage their local communities with information about priorities and the police response. Engaging communities boosts public confidence and attracts people to the online services available on the website, and is an important

part of the public access strategy.

Social media as a contact channel

The MPS has developed an extensive range of social media channels for engaging the public. The main Twitter feed @metpoliceuk now has more than a million followers, whilst the MPS is currently ensuring that every ward has a dedicated feed of hyper-local news and information incorporated in the Local Life pages of the website. The MPS is also present on Facebook, YouTube and Instagram.

This presence has led to requests for contact and to access services through these means. As a result, the MPS has piloted a new service using Twitter where experienced call-handlers respond to public requests for help. It is currently available from 8am to 8pm. Whilst it is positioned as a non-emergency service, in fact, the public use it for a variety of reasons including reporting crimes, providing information or intelligence or requesting information.

As well as providing another alternative means to communicate with the police – particularly one that is suited to young Londoners who use social media as a default communications tool – this tool allows the MPS to respond to concerns about crime being expressed on Twitter which might not otherwise be picked up.

The online service generally, and the @MetCC service specifically, have also proved popular among d/Deaf users and those for whom English is not their first language.

Case studies: @MetCC

Stalking

A member of public contacted the MPS via @MetCC to report Anti-Social Behaviour and to ask for advice regarding her friend who was having some trouble with a man. She said her friend was nervous and was afraid to call the police. The Digital 101 operator dealt with the ASB issue and provided relevant safety advice for her friend – i.e. if she felt she was in danger to contact 999 straight away.

A few days later police received a message from the same person – again through @MetCC. She said her friend, who was afraid to call 999, was being followed and stalked by the same man and gave police his current location. The operator took down the relevant details and passed a message for officers to attend on an immediate response. Police arrived within minutes and the suspect was dealt with. The original informant was very pleased with the service and reassurance provided.

Hate Crime

After the recent terrorist attacks, there was a rise in hate crime – more so on social media. On one occasion, after responding to a victim on social media, the MPS received several messages from other victims who had seen the original posts and the police response. As @MetCC encouraged victims of crime to contact us via social media, victims were supported, the public were reassured and the impact on the MPS' phone lines was minimal – whereas in normal circumstances a rise in calls to report hate crime would have been inevitable.

From contact to court

The complete journey from initially contacting the police to report a crime or access a service to resolving a matter can take place over many months, particularly where a case ends up at court. Policing is a complex service with investigations involving taking statements from the public, gathering and examining evidence and then preparing a case for court. The Criminal Justice Service is not yet a seamless service and this can lead to a less than satisfying experience for the public.

Introducing a digital service will allow the MPS to design an end-to-end system that is seamless and speedier from the first contact right through the conclusion of a victim's case. Enhancements planned to the digital service in the next year include an easy-to-use function for uploading digital evidence such as images and video; a live chat facility to allow the public to chat with contact centre staff and a new digital route for reporting anti-social behaviour. Public appetite to upload video is already evident in the new vehicle-collision service, where members of the public are uploading video to social media channels and alerting the MPS to its presence to bolster allegations of unsafe or poor driving.

Another improvement planned will allow the victims to track the progress of their case or issue online, from the beginning to the end of the journey. This will deliver on the Mayor's manifesto commitment to give victims information on the progress of their case through the system.

Being a victim of crime can be a terrible experience, without the additional stress of having to navigate the various process of the criminal justice service we believe these radical changes will increase the quality of interaction between the police and victims as well as satisfaction for users of the service. It will also be a more efficient way for the MPS to manage its interactions with the public. We intend to test this service across some types of crime or incident from next year.

It is our firm belief that the digital opportunities can provide benefits for the public and for the MPS. Digital services often have greater levels of public satisfaction due

to their greater convenience and reduced friction. But they are also more efficient for organisations, allowing them to focus resources in the areas where they bring the greatest value.

Case study: Contact to court

A member of public wishes to report that they have been a victim of a burglary and chooses to access the MPS website to make the report. On navigating to the site they register and create an account. They submit the report which generates a reference number and expectations of service. Relevant crime prevention information and details of support services are provided for the victim to view if they wish.

The victim is then able to log back into their account at any time to view the progress of their case. Updates to the victim will generate an alert by their preferred method of contact. Appointments for services such as forensic examinations of the crime scene can be managed and arranged via the account the victim has created. This will allow the victim to arrange appointment times that are convenient to them. This ensures relevant and real-time updates and interactions for the victim through every stage of the customer journey from their initial contact with the police through to the conclusion of their case.

Consultation question:

1. Do you agree that it is right that the MPS improves its online offer to the public?

In person

We know that many people value the opportunity to engage with the police face-to-face and are committed to ensuring a wide range of opportunities for people to do so. From increases in Dedicated Ward Officers in all London's communities to a 24 hour, 7 day a week front counter in each borough, no community will be without the ability to talk directly to an officer when they need to.

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Dedicated Ward Officers

The current situation

The previous Local Policing Model was based on all of London's 629 wards having one PC and one PCSO dedicated to policing them. When he was elected, the Mayor committed to increasing this to at least two PCs and one PCSO, and more tightly ring-fencing their activity, reducing the times when they are abstracted to respond to issues outside their ward.

Our future plans

Along with our new online offer, London's new Dedicated Ward Officers (DWO) will be at the forefront of our improvements and changes to public access and engagement.

By doubling the number of named, sworn officers in every ward, there will be 1,258 Dedicated Ward Officers working across London – two per ward – with a clear commitment that they may only be abstracted for other duties outside their ward for the two high-demand events of the year: Notting Hill Carnival and New Year's Eve and, of course, any truly exceptional circumstances London faces. As well as being protected from abstraction, DWOs will not be used to backfill response teams or

perform other functions across the borough.

The MPS is close to having all the additional Dedicated Ward Officers in place across London's wards, and certainly expect to be in a position where every ward has two DWOs before the end of the calendar year.

DWOs will provide visible policing, regularly patrol their ward on foot or bicycle, and deliver engagement and problem solving specific to the area and the community they police. They will be a source of expertise and intelligence in their community, with an understanding of hotspots, problems, prolific offenders and vulnerable victims, and any developing issues. They will be problem solvers and crime preventers, working with the community they police, and known by them, to improve their lives.

Dedicated Ward Officers will also have access to the most up to date mobile technology, allowing them to carry out the vast majority of their activity on the go, rather than having to spend time behind a desk at a police station. As the technology rolls out over the coming year they will be able to take and review crime reports, allowing them to contact victims to offer crime prevention advice and monitor trends on their wards.

They will also be able access and update reports on vulnerable adults and children, to assist with safeguarding. As well as the traditional communications work they already carry out, such as leaflets and newsletters, they will have access to email and social media accounts, allowing them to respond to enquiries from the community and partners.

At the moment, ward officers start their shifts at a police station or one of around 100 safer neighbourhood bases around London, before travelling to the wards that they police. They also have to return to these bases to carry out administrative work, reducing the time they are available on the streets.

The new technology, outlined above, will mean that they can conduct much more of their business while on patrol removing the need to regularly travel back to a well-equipped base. This means that we can replace this relatively small number of safer neighbourhood bases with many more small Dedicated Ward Officer hubs right across the capital, much closer to where the officers police. This will mean they will get out into communities much more quickly than currently, spending more time on the beat, and less time behind a desk.

We are aiming, over the next 3 years, to roll out 150 of these DWO hubs across London, working on a general rule that DWOs should begin their shift no more than 20 minutes walking time away from the ward they patrol, with many much closer. We believe we can provide around 70 of these hubs in existing police buildings which we will be retaining under our Estates Strategy, but we will be working to

identify the others by liaising with partners across other emergency services and local authorities and with local communities. This means that we need to identify around 80 partner sites across the capital for these new hubs to deliver the 150 we need.

These hubs will be places for officers, who will be expected to spend the large majority of their time out in communities, with lockers available for them to prepare for their shifts and facilities for them to dock body worn video devices and access the internet on their remote devices.

As we consult on the changes proposed in this document, we will be discussing requirements with local authorities and others to establish whether partners might be able to work with us to identify locations, including opportunities to co-locate services. These might include, for example, local authority buildings or London Fire Brigade facilities.

We expect to be able to provide these hubs at relatively low cost, meaning that we can make savings on the existing running cost of providing Safer Neighbourhood Bases at the same time as getting officers closer to the communities they police. We expect these savings to be around £5 million a year.

A full list of the Safer Neighbourhood Bases which will be replaced with new Dedicated Ward Officer Hubs can be found at [Annex 4](#). In general, and unless the lease costs are prohibitive or suitable alternative accommodation can be found without overly impacting on travel times, we expect that Safer Neighbourhood Bases will not close before the relevant DWO Hubs have opened.

Consultation question:

2. Do any partners or other community members have suggestions for possible suitable locations for new Dedicated Ward Officer hubs?

If DWOs are to be truly accessible to the communities they police then it is important that they are available at specified times and places in their communities. Every community is different, and so we will not prescribe from the centre when, where and how frequently these Community Contact Sessions should take place. But they should be in convenient locations and well-advertised, including on the new ward sections of the MPS website, to enable local residents to receive crime prevention advice or talk to officers about issues of local concern. Safer Neighbourhood Boards will be asked to take a light-touch approach to overseeing the implementation of these sessions using guidance provided by MOPAC. These Sessions will begin to take place over the Summer.

These Sessions will be much more flexible and convenient than the current system of Contact Points which are extremely poorly used. Contact Points across London were designed to be open three times a week for an hour each time. They are often in existing police buildings, such as Safer Neighbourhood Bases, which are inconvenient or poorly located. Consequently, and as a result of the shift to reporting on the phone or online, very few people either know about Contact Points or ever use them.

A review of Contact Points carried out in 2015 showed that they were extremely poorly used, with the majority having an average weekly attendance of just one visit or fewer, and 25 contact points had no visits at all. More recent dip sampling shows that this has continued to be the case.

It is extremely inefficient having police officers or PCSOs, who should be out in the community, sitting behind a desk three times a week with no visitors. In fact, in some parts of London operational police leaders have taken the decision not to staff

“A review of Contact Points carried out in 2015 showed that they were extremely poorly used, with the majority having an average weekly attendance of just one visit or fewer, and 25 contact points had no visits at all.”

Contact Points that members of the public were not using in order to bring officers out onto the streets and into communities. Across London, where this has taken place, there has been no adverse response from communities and, in fact, seems to have gone unnoticed. This shows that we can prioritise neighbourhood policing over underused buildings without impacting on the public.

By moving from Contact Points to more flexible Community Contact Sessions we will increase the number of locations people can engage with the police from a few in each borough to one per ward, while also giving the police the flexibility to make these sessions specifically tailored to each area.

Dedicated Ward Officers know their communities best, and so it will be up to them to provide the type and frequency of contact they believe their community needs, in discussion with Safer Neighbourhood Boards and Ward Panels. Where they are currently operating, we will not close any Contact Points until the relevant Contact Sessions have been established. In those areas where Contact Points have already closed, the introduction of Community Sessions will increase the opportunities for the public to access policing.

In addition to publicised Community Contact Sessions, DWOs will be out and about in their communities, regularly publicising their activities online and on social media. Because of the new technology available to them they will be able to undertake over half of the activities people can currently do at a front counter while on the move, such as report crime, report road traffic incidents, give notification of processions, etc.

The range of services available digitally will be expanding in the coming months. This opens up the opportunity for much greater, and effective, interaction between neighbourhood officers and the public as more and more policing functions are put into the palm of their hand as they work in our communities.

Closing Contact Points, many of which are in Safer Neighbourhood Bases will also support the plans set out above to close existing Bases in favour of DWO hubs which will be closer to communities.

Consultation question:

3. Is it right to replace Contact Points with more flexible Community Contact Sessions designed to free up officer time and meet the needs of individual communities across London? How could they best be run in your area to meet the needs of your community?

The public can contact DWOs through various channels that will be advertised, such as email, social media and by phone. If a follow up appointment is deemed necessary, this can be arranged with the officer.

Safer Schools Officers

Our future plans

As well as Dedicated Ward Officers providing visible policing in their communities, with opportunities to engage with the public, we are increasing the number of Safer Schools Officers. We currently have almost 300 Safer Schools Officers across London, some of whom are working in London's Pupil Referral Units. We have committed to increasing the number of Safer Schools Officers, ensuring that every school has access to one.

These officers will be important points of contact, not only for teachers, pupils and their parents, but also for those living around schools and other establishments who have concerns related to them. These local residents can expect to see Safer Schools Officers performing regular patrols in the vicinity around schools to deal with truancy, ASB and crime and will be able to talk to them as they are out and about in communities.

Their work with young people and schools will also include the investigation of crimes that are connected to schools as well as working to prevent crimes involving young people from taking place.

Front counters

The current situation

We know that front counters remain an important part of the way that some members of the public want to contact the police, although their use has continued to decline over recent years. Over the past ten years the number of crimes reported at front counters has fallen by three quarters and, as a proportion of all crimes reported, has fallen from 22% in 2006 to 8% in 2016 – even lower than the 12% when the last set of changes to front counters was made.

As is set out in [chart 5](#) in the [Annex](#), the number of crime reports at front counters has fallen across London. In addition, the number of crime reports at specific police stations retained after the round of closures in 2013 has also reduced. This shows that the reduction in reports at front counters was not caused by the closure of front counters, but rather it is a choice being made by Londoners that they would rather use alternative methods to contact the police.

We have analysed the number of crime reports made at front counters and this shows extremely low levels of reporting (details can be found in [Annex 3](#)). Twenty front counters receive one or fewer report a day, twenty five receive fewer than three reports, and only nine have five or more reports. The busiest station, Brixton, receives an average of 7 reports a day. As this is a 24/7 front counter, that is one report every 3.5 hours.

“Twenty front counters receive one or fewer report a day, twenty five receive fewer than three reports, and only nine have five or more reports. The busiest station, Brixton, receives an average of 7 reports a day. As this is a 24/7 front counter, that is one report every 3.5 hours. “

Some people visit front counters for other reasons than reporting crime. In order to reflect this, a footfall survey recently took place over a two week period. This showed that a quarter of all visits by the general public to front counters are to report a crime or a traffic collision, which can now be done online or the telephone. The majority of other reasons for visiting – asking for information or directions or handing in lost property – are not activities which need to take place at police station front counters. Full details can be found in [chart 6](#) in [Annex 1](#).

Where offenders need to report to front counters for bail or other purposes, such as when those subject to football banning orders have to surrender their passports, they will still have a 24 hour front counter in their borough to use. With the recent changes to the Bail Act currently taking hold, the number of offenders having to report for bail is reducing.

Our future plans

In order to ensure that we continue to provide front counters across London for those people who chose this method of communication with officers, or for those who need to use a front counter – for example to verify their identity, make payments, or if they have a legal obligation to attend a front counter – while at the same time prioritise spending scarce resources on front line officers, we will retain one 24-hour police station in each borough. This follows similar decisions taken by many of London’s local authorities to rationalise services into a single location for members of the public to visit.

The front counters being retained are, subject to a few exceptions set out below, generally London’s busiest front counters, with three quarters of all of the crime reports at front counters taking place at 24/7 stations. In fact, no front counter with more than four daily crime reports is being closed. The large majority of those which will shut have fewer than two reports every day.

By closing the front counters at the remaining police stations we can exit the majority of these buildings, raising around £170 million of capital to spend on improving the technology available to officers on the front line and enhancing the

£10m – the amount of running costs we would save every year by closing under-used front counters - equivalent to more than 170 police officers.

remaining estate. We will also save around £10 million on front counter running costs alone, the equivalent of over 170 police officers, allowing us to deliver the Government’s funding cuts without cutting deeper into the front line. Every pound saved by closing a poorly used front counter is a pound of savings that we do not have to find by reducing officers.

While the evidence shows there is no correlation between a police building and crime rates, we are aware that some people have a perception that this is the case. But because we are moving DWOs closer to communities, and ensuring that our response teams are patrolling crime hotspots, we are confident that communities can be reassured.

As well as making savings and releasing capital, by getting out of surplus buildings we will be making available sites for development in line with Mayoral and local planning guidance. We will encourage developers to focus on the potential for affordable housing on these sites and the opportunities to access affordable housing grant.

Consultation question:

4. Do you agree that it is right that the Metropolitan Police Service prioritise police officers over poorly-used front counters?

In general, the 24/7 front counter being retained in each borough is the current 24/7 front counter. However, there are five places where we propose to swap the opening hours so that the retained 24/7 front counter will move to a site which currently only offers daytime access, and the current 24/7 counter will close.

This is generally because the current 24/7 counter is in a building which we would like to dispose of in order to maximise savings and raise extra capital to reinvest in policing. We believe these changes will also enable the police to be more operationally effective, while still allowing access to residents. These changes are set out below.

Stations where we propose to change which front counter is retained

Barking and Dagenham

The existing 24/7 front counter is at Dagenham Police Station. We propose moving this to Barking Learning Centre which is currently a daytime facility. Dagenham Police Station will then be sold.

Bexley

The existing 24/7 front counter is at Bexleyheath. We propose moving this to Marlowe House which is currently a daytime facility. Bexleyheath will then be sold.

Hillingdon

The existing 24/7 front counter is at Uxbridge. We propose moving this to Hayes which is currently a daytime facility. Uxbridge will then be sold.

Kensington and Chelsea

The existing 24/7 front counter is at Notting Hill. We propose moving this to Kensington which is currently a daytime facility. Notting Hill will then be sold.

Merton

The existing 24/7 front counter is at Wimbledon. We propose moving this to Mitcham which is currently a daytime facility. Wimbledon will then be sold.

Consultation question:

- 5. Do you agree that it is right to swap these facilities in this way in order to maximise savings and receipts?**

There may be circumstances where demand at a front counter which we are currently expecting to close is sufficiently high, and where it is possible to retain the counter while limiting the impact on our expected savings and receipts. We will consider any evidence that local people can provide to us in this regard.

Consultation question:

- 6. Are there any front counters which should be retained, on the basis of demand, where the impact on budgets, savings and receipts can be limited?**

In addition, we have previously committed to moving the front counter located at Paddington Green Station to nearby Church Street. We are honouring this commitment.

Two of the 24/7 front counters which we are keeping are in buildings which are not fit for purpose – Lavender Hill and Tottenham. We are clear that we still need the front counter services these buildings provide, in these areas, and so will be locating new sites very close to the existing stations. The existing sites will not close until the new sites are open.

The changes to front counters will mean that over two thirds of Londoners will be within half an hour's travelling time by public transport to their closest 24-hour front counter, with virtually everyone able to access one within 45 minutes. Given the alternative contact opportunities on the phone, online and in person with local officers, we believe that this is an acceptable distance, which is on a par with

travelling times to local authority access points across London's 32 boroughs.

In a very small number of places around London some communities are already over 45 minutes travelling time from their nearest front counter, and because of these changes a few more areas of London will also be up to an hour away from their nearest counter, although this will only cover 3% of the population. In order to ensure that these people have good face to face access to policing services we are considering how to ensure this, while still delivering the savings required.

Consultation question:

7. Should we consider low-cost alternatives to front counters for communities over 45 minutes from their nearest front counter? What options should we consider?

A full list of the front counters to be closed, and the buildings to be exited or sold, can be found at annexes [3](#) and [4](#).

There are currently two pathfinders taking place in London to explore the potential for merging existing boroughs into Basic Command Units (BCUs) in order to deliver a better and more efficient service. No decision will be taken about whether to proceed with this work until a proper evaluation has taken place. It is, though, important to note that the commitments in this document, particularly for one 24/7 front counter in each borough, will remain regardless of the decisions made about new BCUs.

While victims of serious crimes should, and do, contact the police by telephone, allowing them to receive a service much more convenient and responsive to their individual needs, we want the remaining front counters to be welcoming and pleasant environments for visitors. Currently many of them are not pleasant places to visit and are in need of renovation.

Our plans for public access will see us reinvesting some receipts from buildings we no longer need into the remaining estate, making them better places to visit and work in. In investing in MPS property we will follow four key principles. We will:

- invest in, and improve the quality of, accommodation of the retained estate to support operational need;
- enhance and intensify the use of the retained estate through targeted investment to support smarter working – which, in turn, enables operational objectives to be met within a smaller estate.
- maximise the value of those assets released that are surplus to need in order to release capital for reinvestment to support operational need, underpinning the Capital Programme; and
- reduce the running cost of the retained estate to support the objective of reducing back office costs to a maximum of 15% of the MPS total revenue spend by 2019/20.

We are also continuing to invest in specific services for those victims of crime who need a specialist place for them to be looked after. The Mayor has made a commitment in his new Police and Crime Plan to sustain funding for the three London Sexual Assault Referral Centres (also known as the Havens) and the four London Rape Crisis Centres. In the current financial year MOPAC contributed a total of £3.5 million in funding to the two services - £1,260,000 to the Rape Crisis Centres and £2,165,000 to the London Havens. £70,000 in funding was also provided to the four Rape Crisis Centres to support the development of an interpreter service.

In 2016/17 the four London Rape Crisis Centres supported a total of 2,866 survivors of rape and sexual violence. This was through a variety of service provision including: one to one counselling support, group work, telephone helpline support and long term advocacy provision. The London Havens provided Forensic Medical Examinations to approximately 1,500 survivors of sexual assault and supported 1,300 survivors accessing the service through their urgent self-referral number.

The Mayor has also committed to continue to fund and support Independent Domestic Violence Advocate (IDVA) provision. During 2016/17 MOPAC gave £2 million to fund the pan London Domestic Violence service which supported 6,045 people across the capital. An extra 40.5 IDVAs and 16 case workers were placed across London to support high and lower risk cases of domestic violence respectively.

Custody Suites

The current situation

The MPS current delivers custody through a specialist Custody Command that was launched in January 2015. The Command is split into 7 geographically aligned clusters and consists of 1,500 officers and staff including police officers, civilian detention officers, and custody nurse practitioners. The Command and its staff are dedicated to custody provision and there is an HQ function that provides continual improvement and ensures consistency and standards.

In 2016 the MPS dealt with around 193,000 detainees, a number which has been steadily decreasing in recent years. This is for a range of reasons including falling crime, greater adherence to arrest legislation, and significantly reducing the use of custody for cases involving juveniles and those with mental health conditions.

In total the MPS currently has 32 operational custody suites and 8 contingency suites.

Our future plans

Falling detainee numbers have led to underutilisation of many suites - which have therefore become inefficient to run. This, aligned with significant challenges in recruitment and retention of civilian custody staff, has led to proposals for the custody estate to be reduced to 26 suites and 5 contingency suites.

The proposed closure of suites has been fully aligned to wider estates plans and key stakeholders have been engaged at local and Pan-London levels. Of the six suites proposed for closure, three were shut in 2016 due to operational requirements - Bexley, Uxbridge and Edmonton. A further two suites at Belgravia and Shoreditch are due for closure in July 2017 for the same reason and the final suite at Ilford will be considered for closure after the BCU pathfinder is evaluated in that area. A consideration when planning closures was the increase in travelling times to suites for arresting officers, investigating officers, and appropriate adults and any other members of the public. The remaining 26 suites can comfortably accommodate MPS needs for custody provision with cell utilisation still below optimum levels.

The MPS will continue to review its custody provision in order to improve safety standards and service. We welcome independent review via the IPCC, HMIC and Independent Custody Visitors (ICVs) and respond to recommendations or guidance from these bodies. Indications from 2017 so far, and from evidence based projections, are that detainee numbers will continue to fall in the short term.

Part of the ongoing review process will be to balance the efficiency of custody suite usage and the significant custody workforce against service delivery and the broader impact on MPS staff and partners. It is quite possible that further reductions in custody estate could be proposed with corresponding savings in workforce numbers. Should such proposals emerge then local stakeholders will again be engaged, such engagement would include local authorities, MPs, London Assembly Members, Safer Neighbourhood Boards, ICVs, and Independent Advisory Groups. The needs of legal representatives will also be considered.

Other building changes

Our future plans

As part of our drive to make the MPS more efficient and effective, we will be making the whole estate smaller. This means we can come out of expensive to run buildings and raise significant capital receipts right across London. These receipts will be reinvested to support front line operational needs, such as improving remaining buildings, better IT, the roll out of body worn video and tablets and better vehicles.

These buildings support the MPS' back office and do not have public access. They include offices, stations with no public access, industrial premises, car parks and others. We expect the running cost savings alone to be around £50m a year – equivalent to over 800 officers – which will be invested back into front line policing.

The detail about these properties can be found in [Annex 4](#).

Increasing public engagement

As one of the founders of the Metropolitan Police, Sir Robert Peel, said: “the police are the public and the public are the police”. This is as true today as it was in 1829, with the MPS maintaining law and order in London not through oppression, but through the consent of the public for police officers to enforce the law on their behalf for the good of all.

Effective public engagement by the police is still essential to building trust and confidence. When it is done well, it can increase our understanding of the communities we serve and help build positive relationships within and between different sections of the community. It gives the public the confidence to come forward and report crime and pass on intelligence to help the police catch criminals and protect the public.

It can also help to inform policy and decision-making, bringing new ideas to the fore and can give communities the opportunity to influence and shape things that matter to them and that will have an impact where they live. With the publication and provision of the right kind of data and information, public engagement can also be a means through which communities can be empowered to hold the police and other public bodies to account for matters of concern in the area and what they are doing to tackle them.

Public engagement in London can be broadly broken down into three geographical groupings:

1. **Strategic policy / London-wide practice** – through Independent Advisory Groups (IAGs), the Stop and Search Community Monitoring Groups and increased transparency;
2. **Borough level** – through Local Policing Priorities agreed with local authority leaders. Borough-level IAGs and Safer Neighborhood Boards also provide oversight and support to this tier of policing; and
3. **Ward level** – through new Dedicated Ward Officers, Ward Panels, Safer Schools Officers, Neighbourhood Watch, volunteering and active citizens.

The MPS and the Mayor’s Office for Policing and Crime (MOPAC) have developed increasingly strong and effective public engagement processes. However, there remain inconsistencies in public engagement, with some areas offering exciting opportunities for citizens to engage with local policing while other areas are simply not good enough. This must change.

Ward Panels are a key MPS engagement mechanism that operates right across London. We need a new approach to this most local, Ward-level, public engagement – one that:

- provides relevant and targeted **information**;
- actively **reassures** in response to local events; and
- **empowers** local citizens to get involved with policing in their community.

As we develop a new strategy to connect local citizens with local policing, we want to hear from communities about how they can feel engaged in the decisions that matter to them in their immediate streets and Ward.

Public engagement: the story so far

At a London-wide level, the MPS has achieved real success in bringing representatives of London's communities into the heart of decision-making about policies and procedures. Through its network of Independent Advisory Groups (IAGs) and similar groupings, the MPS is now more accountable and transparent than ever, in terms of how it runs its operations and deploys intrusive tactics. In particular, four corporate IAGs - Race, Disability, LGBT and Trident (gangs, guns, knife crime) - provide the Metropolitan Police Service with strategic advice on specific communities.

Celebrating such achievements does not make us complacent; more can and is being done to improve the London-wide engagement. For example, there is a risk that the policing debate could become dominated by the most visible persons and loudest voices, so more work is needed to identify new and hard-to-reach communities.

Consultation question:

8. How can we ensure that hard to reach communities are identified and their voices actively sought on London-wide and Borough-level policing issues?

MOPAC supports the understanding of public attitudes and engagement with policing by conducting two key surveys across London, published each quarter. The Public Attitudes Survey identifies key issues that are of concern to local citizens and helps to inform the strategies and response of the police service. Similarly, a User Satisfaction Survey then seeks additional feedback on the direct experiences and views of those who have had cause to deal with the police, again informing the future direction and response of the police. In the future, we will supplement these insights with a Victims' Satisfaction Survey across the whole of the Criminal Justice Service, so that we can identify where there are problems and develop partnership plans to fix them.

At Borough-level, the Mayor has greatly increased the accountability of local police Boroughs through new Local Policing Priorities. The new Local Policing Priorities replaced the 'MOPAC 7 targets of specified crime types. A report by Her Majesty's Inspectorate of Constabulary into child protection at the Met indicated that the pressure to achieve the MOPAC 7 targets meant that some of the most serious crimes against vulnerable people were not given the attention they needed. The Local Policing Priorities are now set annually between the local authority and Met police, to reflect better the particular circumstances and requirements of each of London's 32 Boroughs. This has already brought much needed democratic accountability through the experience of local Councillors who know their streets and Borough.

Every borough has an IAG made up of citizens from the local communities, advising on local issues. Borough-level IAGs are best described as a "critical friend in time of need" – a group of non-police people who can provide advice and guidance to the police to help prevent critical incidents escalating (these may be external or internal incidents). The IAGs can also provide a sounding board for the police to understand the potential impact on communities of police practices and operations.

MOPAC's key engagement mechanisms are Safer Neighbourhood Boards (SNBs) and Stop, Independent Custody Visitors (ICVs) and Stop and Search Community Monitoring Groups (CMGs).

Borough-wide Safer Neighbourhood Boards are made up of local community volunteers, Councillors, and representatives of young people and victims. The SNBs are funded by MOPAC. Meeting several times each year, and with a dedicated pot of funding for local causes, the SNBs can also ensure that neighbourhood policing at a Borough-level is held to account through their role working with the local police Commander. £3 million has been made available to SNBs over the last 3 years of which just over £2 million was used by SNBs to fund local projects.

Case Study: Safer Neighbourhood Board Local Projects

As part of its community engagement Camden SNB hosts a series of Community Conversations focused on specific issues raised by the community and identified as concerns by the Community Safety Partnership. Using its extensive network of partners and community contacts, and trailed on social media, the conversations take place in community centres and attract many residents who have never engaged with the police before.

A conversation about night time economy issues led to Camden police adopting a new approach which better addressed the concerns of residents. The police had treated the problems associated with the night time economy as primarily public order concerns and aimed to disperse the large numbers of people speedily and safely.

For residents however, the concerns were more around anti-social behaviour – noise, petty drug-dealing, litter and public urination. Following the conversation, police officers were assigned to patrol specific residential areas on foot, and community safety partners engaged with the venues and arranged for their door staff to undertake patrols in the surrounding streets, making residents feel safer.

The five key aims of SNBs are to:

1. To ensure communities are more closely involved in problem solving and crime prevention;
2. To have a broad remit to reflect MOPAC's broader responsibilities, while respecting the view that local people know best what is needed at the local level;
3. To have greater reach and ensure a more frequent refresh of ideas and views;
4. To achieve greater coherence between different engagement mechanisms, e.g. ward panels, Independent Advisory Groups (IAGs), Neighbourhood Watch and Stop and Search Community Monitoring Groups, so as to provide greater public accountability in policing and crime reduction; and
5. To make more efficient use of resources to deliver value for money and target funds at tackling issues of local concern and crime prevention.

ICVs are members of the local community who volunteer to visit police stations unannounced to check on the treatment and welfare of people held in police custody. ICV recommendations can require the police to make improvements for the welfare of detainees. Working as part of a local panel, they play a valuable role in maintaining public confidence in this important area of policing by making sure that detainees are treated well.

Stop and Search Community Monitoring Groups (CMGs) are made up of members of the local community and are established in every borough. Their role is to hold the MPS to account for the properly targeted and effective use of stop and search powers so individuals being stopped and searched are always treated with dignity and respect.

MOPAC has worked closely with those involved in these mechanisms to develop their roles and functions. However, to continue to be effective they will need to be ever more adaptable and flexible in their efforts to include and seek the views of our changing communities.

Consultation question:

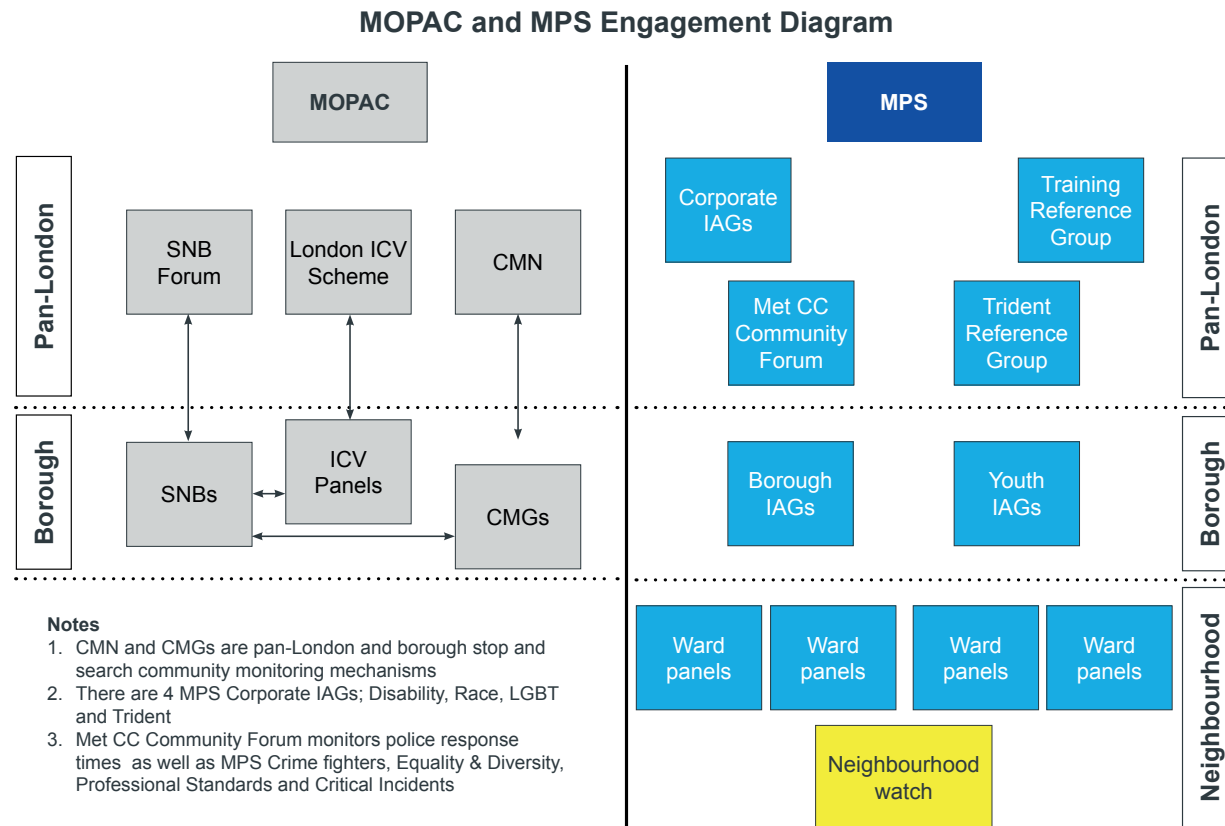
9. How can MOPAC better enable local communities to be more aware of, and involved, in the work of the local Independent Advisory Groups, Safer Neighbourhood Boards, Independent Custody Visiting and Community Monitoring Groups?

One of the benefits of creating Local Policing Priorities at the Borough level is that local authorities already have established mechanisms and channels for engaging with their communities. All public engagement by the police should complement and supplement the good work that local authorities undertake in this area, not duplicate it. As local authorities' communications and engagement plans evolve, we should continue to work together to identify opportunities to add value to each other's engagement, as well as learn from what works well.

Consultation question:

10. How can the Metropolitan Police's community engagement complement and work more closely with the public engagement by local authorities?

MOPAC and MPS Engagement Structures:



The next step on the journey: Realising the potential of Dedicated Ward Officers

As part of his Police and Crime Plan, the Mayor worked with the MPS to agree the roll out of new Dedicated Ward Officers. Unlike the previous system of neighbourhood policing, such officers will only be abstracted from the Ward into other policing work for the most rare and demanding events (such as New Year's Eve or Notting Hill Carnival). In this respect, they will be neighbourhood police officers in reality and not just on paper. In addition, the expansion of Safer Schools Officers, ensuring that every school in London has access to one, means that we have dedicated, local officers building stronger bonds of trust and confidence with future generations of Londoners.

These new officers build on existing work in many parts of the capital, where local citizens have come together to engage with policing through Neighbourhood Ward Panels, Neighbourhood Watch and other forms of volunteering such as Special Constables and Police Cadets. In addition, each local area has teams of police officers and staff dedicated to partnership work and reducing crime in the area, for example response officers, licensing teams and CID. Any public engagement strategy needs to take account of the wider numbers and skills of the officers and staff involved in local policing, not just the new DWOs and SSOs.

As described earlier in this draft Strategy, we know that the public is moving away from accessing the police service by attending in person at front counters. The new Community Contact Sessions will provide some of the physical presence that some citizens need. However, others wish to engage with the police in a virtual form and online presence is an opportunity to continue the conversation. Young people, in particular, may want to engage the police through non-traditional methods. All of this points to the need for a flexible approach to the mechanisms of engagement. Taken as a whole, we want to create a local policing response that we can genuinely describe as 21st Century Neighbourhood Policing.

The combination of this huge investment in local policing and the new commitment that DWOs will only police within their specified ward, offer a real opportunity to reinvent public engagement at the most local level. It may look slightly different in each area, and that is exactly as it should be – shaped by what local people want and need - but the underlying approach would be the same.

The Mayor and the MPS want the views of communities on how best to engage with them, using the same strategy of **inform, reassure and empower** described earlier in this document:

Consultation question:

11. What type of **information** should be shared by the police to help communities feel informed about policing and crime in their area?
12. What type of **information** should be shared by the police to help communities protect themselves from crime and anti-social behavior?
13. By what delivery method should this **information** be shared? Are there new digital or innovative methods that should be trialled?
14. How should the police **reassure** the public about crime trends and be a trusted source of facts, particularly on social media?
15. How can communities be **reassured** about real-time events or trends in their area?
16. How can we **empower** local citizens to influence Borough and Ward-level policing? How can this be achieved digitally or through other virtual means, so it is not just through physical attendance at Community Contact Sessions?
17. What tools or training do local citizens need to feel **empowered** to assist and work with the police to reduce crime or anti-social behaviour in their area?

We are seeking the public's views on the best way to access and influence the information, reassurance and empowerment that will make public engagement a reality in all areas of London, not just in patches. This consultation will run through the Summer of 2017 and then a new Public Engagement Action Plan will be published in the Autumn.

Send responses to the questions in this document, or any other issue relating to public access and engagement by visiting www.London.gov.uk/public-access or emailing consultation@mopac.london.gov.uk or in writing to:

Public Access Consultation

MOPAC
City Hall
The Queen's Walk
London
SE1 2AA

Responses will be received until 5.30pm on 6 October 2017.

Annex 1: Supplementary data

Chart 1: Current ways people would use to contact the MPS

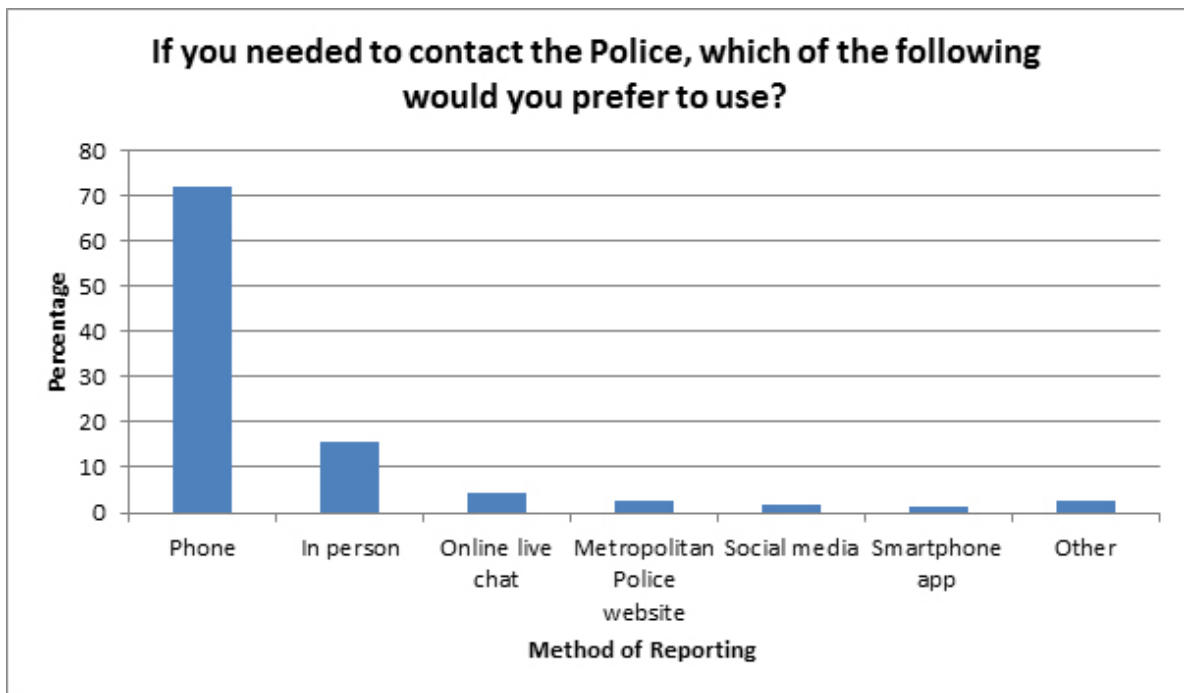


Chart 2: Ways people would like to contact the MPS in future

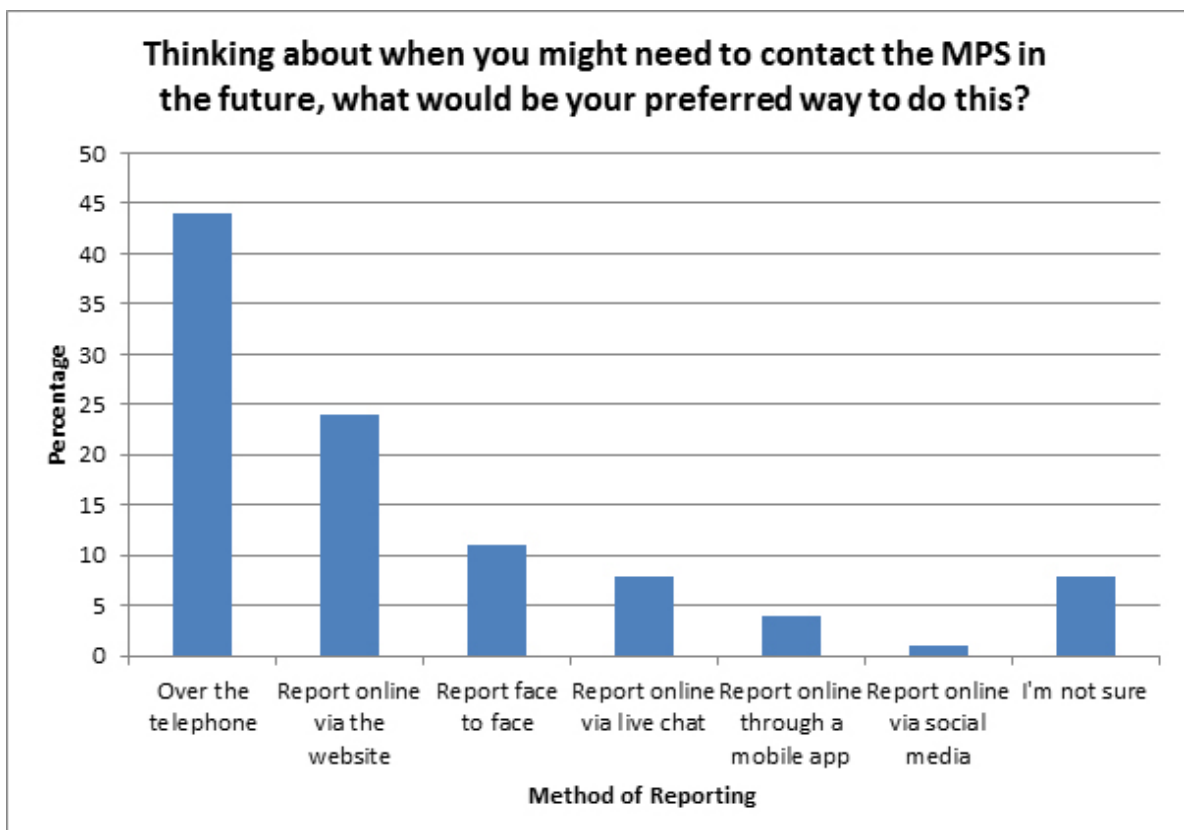


Chart 3: Satisfaction with ease of contact

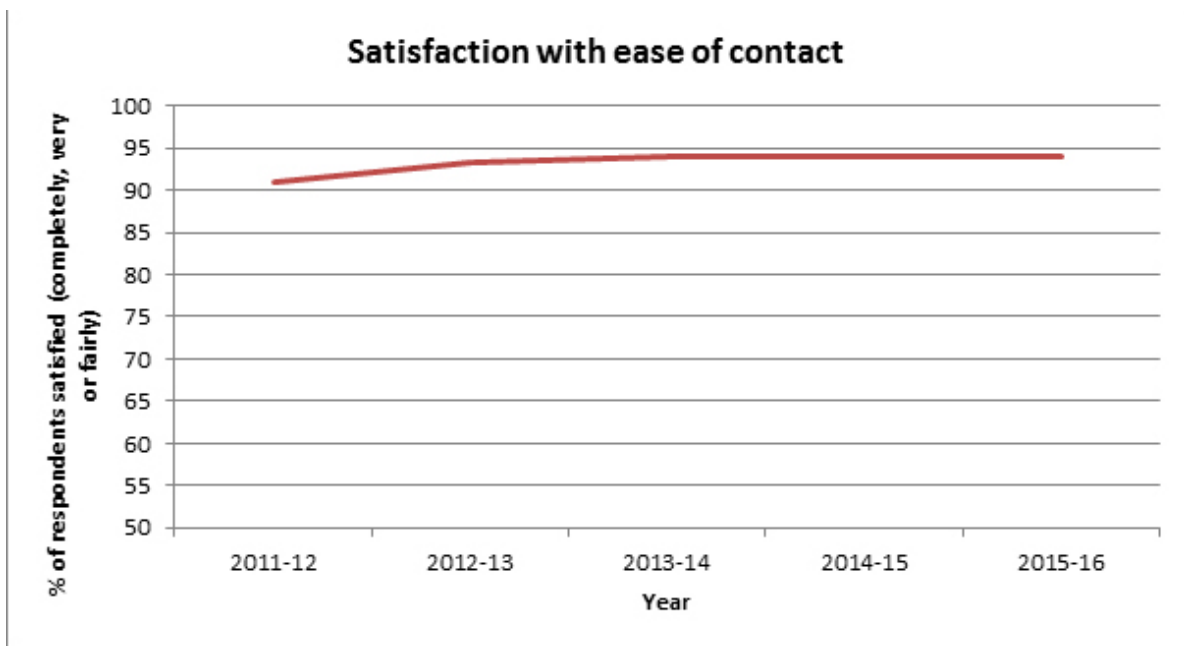
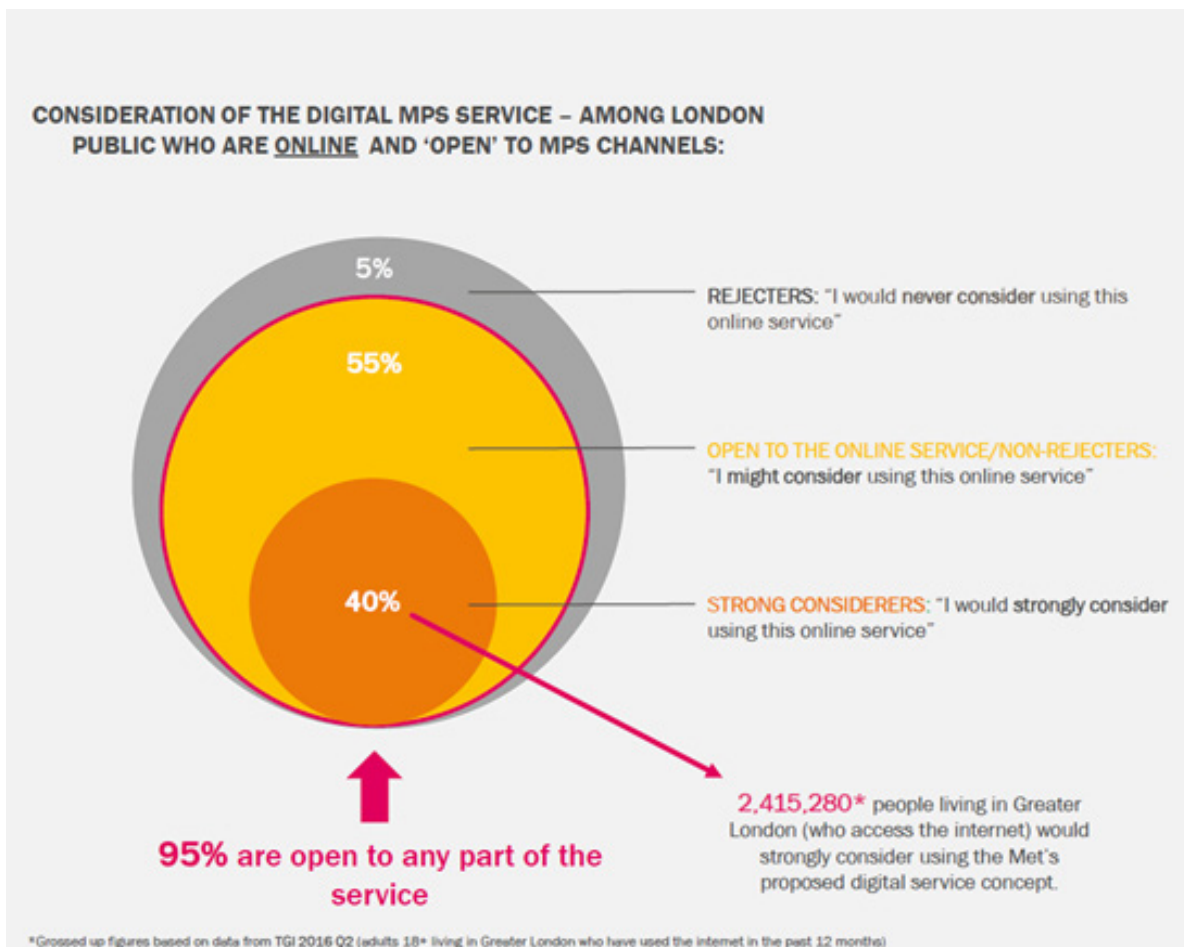


Chart 4: Appetite for using online services



CONSIDERATION OF THE ONLINE MET POLICE SERVICE – AMONGST 65-75 YEAR OLDS

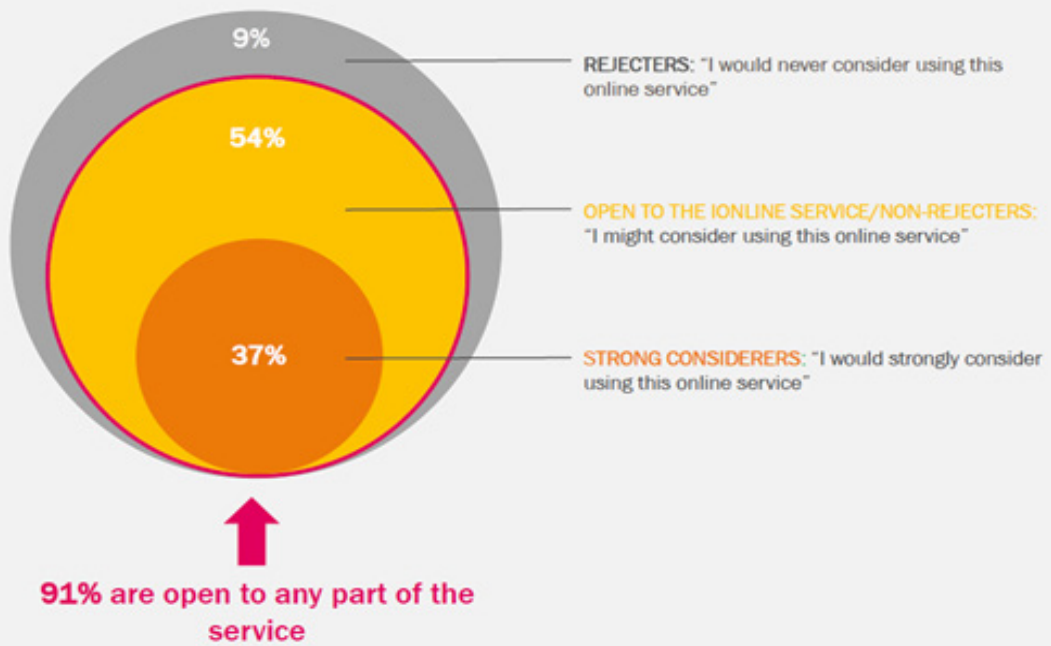


Chart 5: Changes in crime reports at front counters

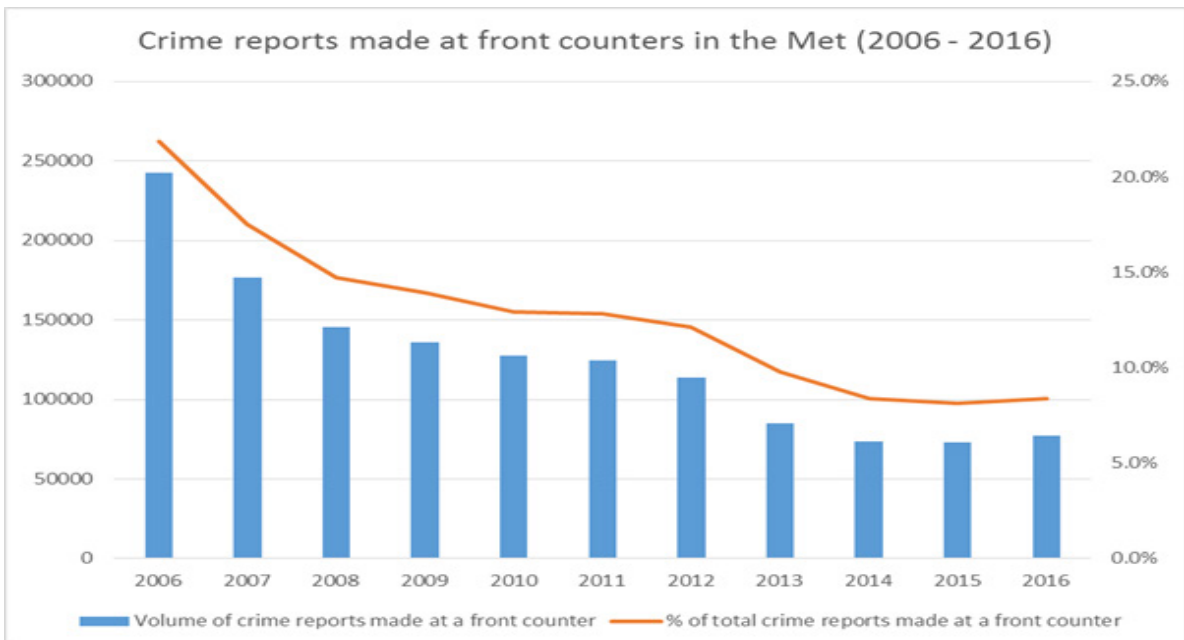
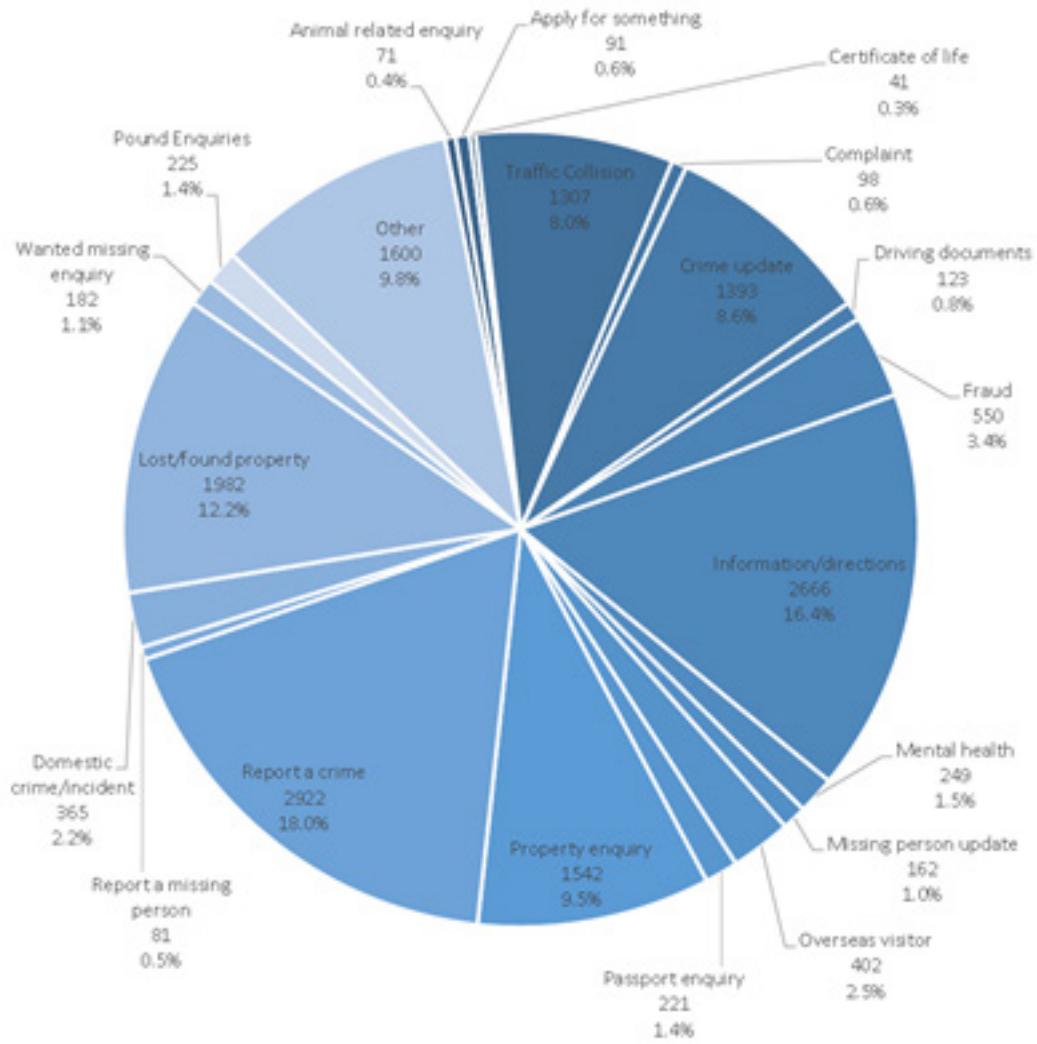


Chart 6: Reasons for visiting a front counter



Annex 2: Objectives of a new online offer

Customer research conducted in 2015 suggested three main objectives the MPS should have when offering help online to the public:

1. Inform

“I know how and when to contact the police, and I understand what will happen when I do”

- Clear guidance on contacting police, and what will happen when contact is made
- Understand what’s happening in my area
- Global crime issues made locally and personally relevant
- Easy to understand and action crime prevention tips.

2. Reassure

“I am confident the police are tackling the issues that are important to me and my community”

- A visible police presence in digital neighbourhoods
- Real-time updates & reassurance during major events
- A human, friendly point of contact for the public, open to answer questions
- Success stories and positive news.

3. Empower

“I have a valuable role to play in keeping London safe”

- People feel confident approaching the police online, and the police have a seamless process for responding to people who choose to make first contact this way.
- People feel heard by the police and understand they are valued by a police that cares about the issues that are important to them.
- People understand they have an important role to play in keeping their neighbourhoods safe and have the information they need to do so.

Annex 3: Front counters set to close and remain, with average daily crime reports

Buildings marked + will be disposed of.

Front Counter	Closure Yes / No	Crimes Recorded
		Daily at Front Counter (May 2017)
Barking & Dagenham - Barking Learning Centre	No	1.2
Barking & Dagenham - Dagenham+	Yes	4.1
Barnet - Barnet+	Yes	0.8
Barnet - Colindale	No	1.3
Bexley - Bexleyheath+	Yes	1.8
Bexley – Marlowe House	No	Not Available
Brent - Kilburn	Yes	1.4
Brent - Wembley	No	4.4
Bromley - Bromley Police Station	No	2.6
Bromley - Bromley West Wickham*+	Yes	0
Bromley - Copperfield House+	Yes	0.1
Camden - Holborn	Yes	3.3
Camden - Kentish Town	No	4.4
Croydon - Croydon	No	4.5
Croydon - Windmill Rd Custody	Yes	0.3
Ealing - Acton	No	3.2
Ealing - Ealing+	Yes	1.5
Ealing - Southall+	Yes	2.9
Enfield - Edmonton	No	6.6
Enfield - Enfield+	Yes	0.7
Greenwich - Eltham+	Yes	1
Greenwich - Plumstead	No	3.2
Hackney - Shoreditch+	Yes	1.1
Hackney - Stoke Newington	No	5

Hammersmith & Fulham - Fulham+	Yes	1.4
Hammersmith & Fulham - Hammersmith (Front Counter is currently located at Shepherd's Bush during refurbishment)	No	Not Available
Haringey - Hornsey+	Yes	1.7
Haringey - Tottenham^	No	7.1
Haringey - Wood Green / Fishmongers Arms+	Yes	1
Harrow - Harrow	No	2.7
Havering - Romford	No	3.4
Hillingdon - Hayes	No	1.3
Hillingdon - Uxbridge+	Yes	2.9
Hounslow - Chiswick+	Yes	1.2
Hounslow - Hounslow	No	5.3
Islington - Holloway	Yes	1.1
Islington - Islington	No	4.7
Kensington & Chelsea - Kensington	No	1.4
Kensington & Chelsea - Notting Hill+	Yes	4.2
Kingston - Kingston	No	3.7
Kingston - New Malden*+	Yes	0
Lambeth - Brixton	No	7.3
Lambeth - Kennington+	Yes	0.8
Lambeth - Streatham+	Yes	0.8
Lewisham - Catford+	Yes	0.3
Lewisham - Deptford	Yes	0.2
Lewisham - Lewisham	No	5.1
Merton - Mitcham	No	0.7
Merton - Wimbledon+	Yes	2.6
Newham - Forest Gate	No	4.9
Newham - Plaistow+	Yes	0.6
Newham - Stratford+	Yes	1.2
Redbridge - Barkingside+	Yes	1.1
Redbridge - Ilford	No	6.5

Richmond - Sovereign Gate+	Yes	0.3
Richmond - Teddington+	Yes	0
Richmond - Twickenham	No	2.8
Southwark - Peckham	Yes	2.1
Southwark - Southwark	Yes	1.5
Southwark - Walworth	No	3.2
Sutton – Sutton	No	3.5
Sutton - Worcester Park*+	Yes	0
Tower Hamlets - Bethnal Green	No	5.1
Tower Hamlets - Brick Lane+	Yes	0.3
Tower Hamlets - Limehouse	Yes	1.9
Waltham Forest - Chingford	No	3.2
Waltham Forest - Walthamstow Town Centre+	Yes	0
Wandsworth - Lavender Hill^	No	4.5
Wandsworth - Wandsworth	Yes	0.2
Westminster - Belgravia	Yes	2.6
Westminster - Charing Cross	No	7.1
Westminster - Paddington Green+	Being Replaced	2.3
Westminster - West End Central+	Yes	4

*front counters are staffed by volunteers.

^ [see page 28](#).

Annex 4: Full list of buildings to be disposed of or exited, by type

Type of Facility	Name	Borough
Car Parking	BROADWOOD TERRACE CAR PARK	KENSINGTON
Car Parking	BLENHEIM CENTRE CAR PARK	HOUNSLOW
Car Parking	KINGSTON BT SECTOR SWITCHING CENTRE	KINGSTON
Car Parking	ST GEORGE WHARF	LAMBETH
Car Parking	MINORITIES CAR PARK	CITY
Mixed Use	EMPRESS STATE BUILDING	HAMMERSMITH
Industrial	GROVE HALL GARAGE	TOWER
Industrial	CAXTON ROAD 22-24	MERTON
Industrial	NEWLANDS PARK 40-42	BROMLEY
Industrial	TOWER BRIDGE BUSINESS PARK MANDELA WAY	SOUTHWARK
Industrial	CHADWELL HEATH TRAFFIC GARAGE	REDBRIDGE
Industrial	PONTON ROAD	WANDSWORTH
Industrial	DEER PARK ROAD 15	MERTON
Industrial	WEMBLEY FEEDING CENTRE CAREY WAY	BRENT
Industrial	THE BILTON CENTRE (Perivale Car pound)	EALING
Industrial	DEER PARK ROAD 25	MERTON
Mixed use	LIPPITTS HILL LOUGHTON	EPPING
Office	DRUMMOND GATE COMPLEX	WESTMINSTER
Office	CATFORD HILL 128	LEWISHAM
Office	BUCKINGHAM GATE 4-5	WESTMINSTER
Office	COBALT SQUARE	LAMBETH
Office	KINGS CROSS ROAD FORMER POLICE STATION	ISLINGTON

Office	EARLS COURT ROAD 74	KENSINGTON
Office	SIRDAR ROAD 58	KENSINGTON
Office	LEMAN STREET	TOWER
Office	LYMINGTON AVE THE MALL WOOD GREEN FIRST FLOOR PART	HARINGEY
Office	WESTFIELD STRATFORD CITY LOWER GRND FLOOR	NEWHAM
Office	GLENTHORNE ROAD 77	HAMMERSMITH
Office	VICTORIA STREET 10 PART	WESTMINSTER
Office	WILLOW TREE HOUSE THE HERMITAGE 4	LEWISHAM
Office	STATION LANE 74A-74B	HAVINGING
Office	PARK HEAD QUARTERS QUEEN ELIZABETH OLYMPIC PARK	NEWHAM
Office	WESTFIELD WHITE CI TY	HAMMERSMITH
Office	HARROW CIVIC CENTRE	HARROW
Other	HENDON DRIVING SCHOOL PART DISPOSAL	BARNET
Partnership	WHITE CITY TA CENTRE	HAMMERSMITH
Partnership	DULWICH LIBRARY	SOUTHWARK
Partnership	CANADA WATER LIBRARY	SOUTHWARK
Partnership	HESTON LIBRARY	HOUNSLOW
Partnership	NORTH MIDDLESEX HOSPITAL	ENFIELD
Partnership	CORNISH HOUSE	HOUNSLOW
Partnership	WHITTINGTON HOSPITAL	ISLINGTON
Partnership	ST MARY'S UNIVERSITY COLLEGE	RICHMOND
Partnership	ST JOHNS WOOD LIBRARY	WESTMINSTER
Partnership	BEETHOVEN CENTRE	WESTMINSTER

Partnership	ASDA SUPERMARKET ROEHAMPTON VALE 31	WANDSWORTH
Partnership	MORRISON SUPERMARKET PALMERS GREEN	ENFIELD
Partnership	SAINSBURYS SOUTHEND LANE	LEWISHAM
Partnership	POST OFFICE 189-193 TORRIDON ROAD	LEWISHAM
Partnership	BLACKHEATH RAIL STATION	LEWISHAM
Partnership	WANSTEAD HOUSE COMMUNITY ASSOCIATION	REDBRIDGE
Partnership	GOODMAYES COMMUNITY CENTRE	REDBRIDGE
Partnership	LEYTON LIBRARY	WALTHAM
Partnership	THE EXCHANGE SHOPPING CENTRE	REDBRIDGE
Partnership	RIVERGATE CENTRE BARKING	BARKING
Partnership	THE SPIRES SHOPPING CENTRE	BARNET
Partnership	MORRISONS SUPERMARKET WELLING	BEXLEY
Partnership	TESCO SUPERMARKET WELLING	BEXLEY
Partnership	LONDON DESIGNER CENTRE	BRENT
Partnership	ORPINGTON LIBRARY THE WALNUTS	BROMLEY
Partnership	WAC ARTS HAMPSTEAD TOWN HALL	CAMDEN
Partnership	WESTMINSTER KINGSWAY COLLEGE	CAMDEN
Partnership	MAYDAY UNIVERSITY HOSPITAL	CROYDON
Partnership	ASDA PARK ROYAL	EALING
Partnership	TESCO PONDER'S END	ENFIELD

Partnership	TESCO ISLAND VILLAGE 54-62 ISLAND CENTRE WAY	ENFIELD
Partnership	TESCO EXTRA WOOLWICH GRAND DEPOT ROAD	GREENWICH
Partnership	HACKNEY SERVICE CENTRE	HACKNEY
Partnership	LILLIE ROAD LEISURE CENTRE	HAMMERSMITH
Partnership	PLANET ORGANIC MUSWELL HILL	HARINGEY
Partnership	SAINSBURYS SUPERMARKET TOTTENHAM	HARINGEY
Partnership	WAITROSE SUPERMARKET HARROW	HARROW
Partnership	ST GEORGES CHURCH ROMFORD	HAVERING
Partnership	BOTWELL LEISURE CENTRE	HILLINGDON
Partnership	CIVIC CENTRE HOUNSLOW	HOUNSLOW
Partnership	ARCHWAY LT STATION	ISLINGTON
Partnership	TUFNELL PARK LT STATION	ISLINGTON
Partnership	CHELSEA OLD TOWN HALL LIBRARY	KENSINGTON
Partnership	KENSINGTON CENTRAL LIBRARY	KENSINGTON
Partnership	KINGSTON TOURISM INFORMATION KIOSK	KINGSTON
Partnership	COUNTY HALL RIVERSIDE BUILDING	LAMBETH
Partnership	DEPTFORD LOUNGE	LEWISHAM
Partnership	LEWISHAM HOSPITAL	LEWISHAM
Partnership	MITCHAM CLOCK TOWER	MERTON
Partnership	SAINSBURYS SUPERMARKET EAST HAM	NEWHAM

Partnership	WAITROSE SUPERMARKET TWICKENHAM	RICHMOND
Partnership	BUTTERFLY WALK SHOPPING CENTRE	SOUTHWARK
Partnership	TESCO SUPERMARKET LEYTONSTONE	WALTHAM
Partnership	YORK GARDENS LIBRARY	WANDSWORTH
Partnership	CHURCH STREET LIBRARY	WESTMINSTER
Partnership	GOODMAYES CONTACT POINT TESCOS	REDBRIDGE
Patrol Base	UPLANDS BUSINESS PARK UNITS 6B & 7	WALTHAM
Police Office/Box	GRAHAME PARK POLICE OFFICE	BARNET
Police Office/Box	CARPENTERS ROAD POLICE OFFICE	NEWHAM
Police Office/Box	NINE ELMS POLICE OFFICE	WANDSWORTH
Police Office/Box	CRAY POLICE OFFICE AND FLATS 43A	BROMLEY
Police Office/Box	BRENT CROSS POLICE OFFICE	BARNET
Police Office/Box	MORDEN POLICE OFFICE 3 CROWN PARADE	MERTON
Police Office/Box	CHALKHILL POLICE OFFICE	BRENT
Police Office/Box	GREENWICH MARKET 5B	GREENWICH
Police Office/Box	ST JAMES PARK POLICE OFFICE	WESTMINSTER
Police Office/Box	REGENTS PARK POLICE OFFICE	WESTMINSTER
Police Office/Box	BUSHY PARK POLICE OFFICE	RICHMOND
Police Office/Box	GREENWICH PARK POLICE OFFICE	GREENWICH

Police Office/Box	LOUGHBOROUGH JUNC POLICE OFFICE COLDHARBOUR LANE	LAMBETH
Police Office/Box	SAINSBURY'S CAMBRIDGE HEATH ROAD 1 PART GROUND FLR	TOWER
Police Office/Box	ST MARY'S CHURCH CA FE	WANDSWORTH
Police Station/Annex - With no Public Access	ALBANY STREET POLICE STATION	CAMDEN
Police Station/Annex - With no Public Access	SHEPHERDS BUSH POLICE STATION	HAMMERSMITH
Police Station/Annex - With no Public Access	BOW POLICE STATION	TOWER
Police Station/Annex - With no Public Access	ISLE OF DOGS POLICE STATION	TOWER
Police Station/Annex - With no Public Access	POPLAR POLICE OFFICE	TOWER
Police Station/Annex - With no Public Access	WOODFORD POLICE STATION	REDBRIDGE
Police Station/Annex - With no Public Access	MARKS GATE POLICE OFFICE	BARKING
Police Station/Annex - With no Public Access	HORNCHURCH POLICE STATION	HAVERING
Police Station/Annex - With no Public Access	CAMBERWELL POLICE STATION	SOUTHWARK
Police Station/Annex - With no Public Access	RAINHAM POLICE OFFICE	HAVERING
Police Station/Annex - With no Public Access	EDGWARE POLICE STATION	HARROW
Police Station/Annex - With no Public Access	FELTHAM POLICE STATION	HOUNSLOW
Police Station/Annex - With no Public Access	MORDEN POLICE OFFICE 4 CROWN PARADE	MERTON
Police Station/Annex - With no Public Access	CAVENDISH ROAD POLICE STATION	LAMBETH
Police Station/Annex - With no Public Access	TOOTING POLICE STATION & FORMER SECTION HOUSE	MERTON

Police Station/Annex - With no Public Access	GREENFORD POLICE STATION	EALING
Police Station/Annex - With no Public Access	HARLESDEN POLICE STATION	BRENT
Police Station/Annex - With no Public Access	NORTHWOOD POLICE OFFICE	HILLINGDON
Police Station/Annex - With no Public Access	RUISLIP POLICE STATION	HILLINGDON
Police Station/Annex - With no Public Access	PINNER POLICE STATION	HARROW
Police Station/Annex - With no Public Access	SOUTHGATE POLICE STATION	ENFIELD
Police Station/Annex - With no Public Access	ADDINGTON POLICE STATION	CROYDON
Police Station/Annex - With no Public Access	HEATHROW POLICE CAR POUND	HILLINGDON
SN Base	SEVEN ISLANDS LEISURE CENTRE - PART	SOUTHWARK
SN Base	EXCEL CENTRE CITY SIDE ROOMS 20, 21 & 22	NEWHAM
SN Base	FARR AVENUE 2A	BARKING
SN Base	ROOKS HEATH HIGH SCHOOL FORMER CARETAKER HOUSE	HARROW
SN Base	CONEY HALL PARADE 6	BROMLEY
SN Base	COLDHARBOUR LANE 411	LAMBETH
SN Base	COLLECTION POINT UNIT A GROUND FLOOR	HARINGEY
SN Base	CENTRE HOUSE GROUND FLOOR PART	RICHMOND
SN Base	THE ROUNDWAY 1 UNIT B	HARINGEY
SN Base	TURNPIKE PARADE 9/9A	HARINGEY
SN Base	EDGWARE COMMUNITY HOSPITAL PART OF BLOCK 45	BARNET
SN Base	BROADWALK SHOPPING CENTRE PORTAKABIN	BARNET

SN Base	GREENLAND ROAD 12	CAMDEN
SN Base	MAIN ROAD 192 & 194 GRND FLOOR BIGGIN HILL	BROMLEY
SN Base	OLD PAVILION SUTTON ARENA LEISURE CENTRE (PART OF)	SUTTON
SN Base	YMCA VICTORIA ROAD 49 GROUND FLOOR PART	KINGSTON
SN Base	ST GEORGES TOWN HALL SECOND FLOOR PART	TOWER
SN Base	TANGLEY PARK ROAD 27	RICHMOND
SN Base	HIGHGATE ROAD 105 GROUND FLOOR	CAMDEN
SN Base	HOLYBOURNE AVENUE 37	WANDSWORTH
SN Base	CLEMENT AVENUE 4 PART GROUND & 1ST FLOORS	LAMBETH
SN Base	QUEEN MARY CAMPUS EAST GATE SECURITY LDGE & OTHERS	TOWER
SN Base	THE GLADES SHOPPING CENTRE ROOM	BROMLEY
SN Base	RONEO CORNER 16 GROUND FLOOR	HAVERING
SN Base	EUROPA BUSINESS CENTRE PART GROUND FLOOR	EALING
SN Base	TADWORTH PARADE 17	HAVERING
SN Base	ASHBURNHAM ROAD 14	RICHMOND
SN Base	TILDESLEY ROAD 325	WANDSWORTH
SN Base	PROVIDENT HOUSE FIRST FLOOR PART	EALING
SN Base	HIGH ROAD 113 BASEMENT AND GROUND FLOOR	BARNET

SN Base	WEST HAM FOOTBALL CLUB GROUND FLR PART	NEWHAM
SN Base	ROYALTY STUDIOS UNITS C D & E	KENSINGTON
SN Base	CAT HILL 13 GROUND FLOOR	BARNET
SN Base	SOUTH LODGE AVENUE 70	MERTON
SN Base	PARKHURST ROAD 269	NEWHAM
SN Base	HAGGERSTON ROAD 220	HACKNEY
SN Base	COLLIER ROW ROAD 11 6	HAVERING
SN Base	REDLANDS CENTRE UNIT 2	CROYDON
SN Base	ASHBOURNE PARADE 12 GROUND FLOOR	EALING
SN Base	CENTRAL HILL 19 GROUND FLOOR	CROYDON
SN Base	CHARITY HOUSE REAR OF CO-OP	CROYDON
SN Base	PETER STREET 24 BASEMENT & GROUND FLOOR	WESTMINSTER
SN Base	WELL STREET 92 GROUND FLOOR PART	HACKNEY
SN Base	ADDINGTON ROAD 222C GROUND AND FIRST FLOOR	CROYDON
SN Base	WHYTECLIFFE ROAD SOUTH 9 & 11 PURLEY	CROYDON
SN Base	ST JOHNS CHURCH (PREMISES BENEATH) GROUND FLOOR	KENSINGTON
SN Base	CENTENARY PARK THE PAVILION	HARROW
SN Base	UXBRIDGE ROAD 155	HARROW
SN Base	WALPOLE ROAD 62	BROMLEY
SN Base	TAYWOOD ROAD 30 UNIT C5 GROUND FLOOR	EALING

SN Base	DOME HOUSE HARTLEY AVE GROUND FLOOR	BARNET
SN Base	WICKHAM ROAD 293	CROYDON
SN Base	CHURCHILL COURT 3	HARROW
SN Base	CHISLEHURST SNU 1A HIGH STREET	BROMLEY
SN Base	HEADSTONE DRIVE 1 GROUND FLOOR	HARROW
SN Base	ALLIANCE HOUSE GROUND FLOOR	MERTON
SN Base	LAIT HOUSE UNIT GO3C	BROMLEY
SN Base	INTERNATIONAL HOUSE UNIT 4	ISLINGTON
SN Base	BURNT ASH LANE 121-123	BROMLEY
SN Base	NORTH STREET 90 GROUND FLOOR	HAVERING
SN Base	LEWISHAM WAY 37-39 GROUND FLOOR	LEWISHAM
SN Base	KENTISH TOWN ROAD 99 BASEMENT AND GROUND FLOOR	CAMDEN
SN Base	STATION PARADE 2 HEATHWAY	BARKING
SN Base	TUDOR HOUSE BALGORES SQ GRD & 1ST FLRS	HAVERING
SN Base	WIDMORE ROAD 212	BROMLEY
SN Base	FENCEPIECE ROAD 127	REDBRIDGE
SN Base	FOREST ROAD 357-359	WALTHAM
SN Base	STRAIGHT ROAD 84-86	HAVERING
SN Base	PAVILION ROAD 77-83 GRND FLR OFFICES	KENSINGTON
SN Base	ONE O'CLOCK CLUB	MERTON
SN Base	ORSMAN ROAD 8-14 GROUND FLOOR	HACKNEY
SN Base	NORWOOD ROAD 186	LAMBETH
SN Base	VIVIAN AVENUE 20	BARNET
SN Base	WELBECK COURT 15 & 16 GROUND FLOOR	HILLINGDON

SN Base	SAINSBURY'S MELBOURNE AVENUE 2-14 PART FIRST FLR	EALING
SN Base	SAINSBURY'S GILLINGHAM ST PART GROUND FLR	WESTMINSTER
SN Base	WALM LANE 78 GROUND FLOOR	BRENT
SN Base	KENWAY ROAD 2-4	KENSINGTON
SN Base	CORBETS TEY ROAD 9 GRND FLOOR (UPMINSTER PO)	HAVERING
SN Base	M & S STRATHENDEN PDE 19 OLD DOVER RD FIRST FLOOR	GREENWICH
SN Base	ARCHES BUSINESS CENTRE UNIT 4	EALING
SN Base	HEDGEMANS ROAD 442 GROUND FIRST FLOOR	BARKING
SN Base	SOUTH EALING ROAD 180	EALING
SN Base	KIRKLAND HOUSE GRND FLR PART HARROW CENTRAL	HARROW
SN Base	THE TOBY CLUB FIRST FLOOR PART	TOWER
SN Base	HIGH STREET 49 GREEN STREET GREEN	BROMLEY
SN Base	KINGSBURY TRADING ESTATE UNIT 19	BRENT
SN Base	JOYCE DAWSON WAY 11 THAMESMEAD	GREENWICH
SN Base	CENTRAL PARADE 42 GROUND FLOOR	CROYDON
SN Base	CROYDON ROAD 80	BROMLEY
SN Base	MALDEN ROAD 122	KINGSTON
SN Base	PARCHMORE ROAD 2-4 GROUND FLOOR	CROYDON
SN Base	WILLIAM BAREFOOT DRIVE 60 (PART)	GREENWICH

SN Base	MILLBANK HOUSE GROUND FLOOR NORTH	KINGSTON
SN Base	ABERCONWAY ROAD 35 UNIT 2B	MERTON
SN Base	SEELEY DRIVE 31	SOUTHWARK
SN Base	MOUNT PLEASANT 217	BRENT
SN Base	HERTFORD ROAD 864- 866 GROUND FLOOR & PT FRONT W/HO	ENFIELD
SN Base	BARKING ROAD 522 GROUND FLOOR & BASEMENT	NEWHAM
SN Base	WEMBLEY RETAIL PARK OFFICE 5	BRENT
SN Base	BECKTON DISTRICT CENTRE UNIT 7	NEWHAM
SN Base	BELLEGROVE ROAD 135-137 GROUND FLOOR	BEXLEY
SN Base	STRATA HOUSE UNIT1	BRENT
SN Base	FOUNTAIN HOUSE UNIT 3 CHURCH ROAD 30	HARROW
SN Base	BELLENDEN ROAD RETAIL PARK UNIT 1	SOUTHWARK
SN Base	STATION ROAD 11 & 11A	HAVERING
SN Base	STATION ROAD 25	BRENT
SN Base	GOLDERS GREEN ROAD 61 & 61A GROUND FLOOR	BARNET
SN Base	CROSSPOINT HOUSE PART GND & FIRST FLOORS	SUTTON
SN Base	LAKEDALE ROAD 49	GREENWICH
SN Base	PIER ROAD 28-40 GROUND FLOOR	BEXLEY
SN Base	BLACKSTOCK ROAD 70	ISLINGTON
SN Base	URBAN HIVE 16A GROUND FLOOR THEYDON ROAD	HACKNEY

SN Base	SHACKLEWELL LANE 17-19 GROUND FLOOR	HACKNEY
SN Base	COLHAM HOUSE UNIT 1 GROUND FLOOR PART	HILLINGDON
SN Base	COWLEAZE ROAD 5 GROUND FLOOR PART	KINGSTON
SN Base	LEA BRIDGE ROAD 593 GROUND FLOOR	WALTHAM
SN Base	VALE FARM SPORTS CENTRE TENNIS PAVILION	BRENT
SN Base	GOSWELL ROAD 112-114 GROUND & BASEMENT	ISLINGTON
SN Base	WEST END LANE 179- 181 GROUND & LOWER GROUND FLOOR	CAMDEN
SN Base	FRIERN BARNET ROAD 29 GROUND FLOOR	BARNET
SN Base	LIMESTONE WALK 1 GROUND FLOOR	BEXLEY
SN Base	LONDON ROAD 1342- 1344 GROUND FLOOR	CROYDON
SN Base	PARADOX CENTRE 3 CHING WAY PART GROUND FLOOR	WALTHAM
SN Base	NORTHOLT LEISURE CENTRE	EALING
SN Base	LOWTHER PRIMARY SCHOOL PART	RICHMOND
SN Base	HOOK ROAD 391	KINGSTON
SN Base	KING EDWARD COURT UNIT 1 GROUND FLOOR	BRENT
SN Base	HOLLOWAY FIRE STATION (PART) HORNSEY ROAD 262-268	ISLINGTON
SN Base	HOUNSLOW BUS GARAGE PART GROUND FLOOR	HOUNSLOW

SN Base	HOLLOWAY FIRE STATION (PART) HORNSEY ROAD 262-268	ISLINGTON
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