

**TOTAL POLICING**

8 October 2015

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BY E-MAIL

A handwritten signature in black ink that reads "Craig Mackey".

**Police and Crime Committee – 09 July 2015**

At the committee meeting in July you asked for more detail on the Met's work on demand profiling. Please find a short update below.

The Met acknowledges the NAO, HMIC and Police Advisory Group common conclusion that the Police have more to do in understanding demand. We have been proactive in meeting this challenge and have placed prevention and demand management as a priority in our design for the future (one Met Model 2020), this places effective demand management and continuous improvement at the core of our operating model.

In the short term, we have been the first force to produce a comprehensive understanding of demand across the organisation from public and partners in line with the College of Policing methodology. We have also committed to identifying and quantifying our internal demand; reducing bureaucracy and empowering staff to get the job done whilst reducing unnecessary costs. Once developed, this work will be shared with other forces and partners ensuring a consistency of approach across England & Wales.

The initial findings of the report show us that:

- Demand falls into 3 categories: Public, Protective and Internal. Our knowledge & data collection on these varies. In future, we will need to broaden our data-sharing and collaboration with partners to improve our understanding.



- Despite the fact that our Public demands (crime and requests for service) are down, staff say they are busier than ever. Internal demand is an untapped opportunity for cost saving. Focusing activity on reducing internal demand will present significant opportunities to reduce duplication & remove inefficiencies (employee time to be reinvested, or post reduction across the Met) and increase our productivity.
- Low risk-high volume offending is decreasing. However, at the same time demand is increasing for complex, serious and/or internet enabled investigation (Rape, sexual offences, Violence). This also affects how busy staff are and the type of resources we need.
- Prevention work will reduce overall demand. We will need to ensure that our focus broadens in this area. Changing the conversation with the public about "staying safe" as well as traditional approaches to prevention. We need to put "prevention first" and the public experience of policing at the heart of everything we do.
- met Policy decisions affect demand. There are too many "hand-off" points across Met teams and between the Met and its Partners
- Crime will increase as the age groups who are most commonly victims & offenders (the young) grow due to population changes in London. This will affect the offences of violence, robbery, cyber-bullying. We can plan on how to address these with our partners.
- The profile of organised crime will become more complex; foreign nationals, language issues, criminal culture & techniques will diversify
- Technology is at the heart of all aspects of demand; Public, Protective and Internal. We need to be bolder about our use of technology to improve the public experience and/or interactions with the Met
- We must invest in new functionality that allows us to understand and manage demand as 'business as usual'. This will form part of our 2020 planning.

In the medium to long term, a fundamental part of successful demand management will be to prevent criminal activity happening in the first place. We will rebalance the effort we put into prevention work in partnership with other agencies and the public. We have committed resources to developing a Prevention Strategy with MoPAC for 2016 onwards.

*Yours sincerely*

**Craig Mackey**  
**Deputy Commissioner**