

GREATER**LONDON**AUTHORITY

Our reference: MGLA150222-4332

20 October 2023

Dear

Thank you for your request for information which the Greater London Authority (GLA) received on 14 February 2022. Your request has been considered under the Freedom of Information Act (FoI) 2000.

You requested:

Under the FoI Act 2000 I would like to request copies of all correspondence and communications between the office of Sadiq Khan, Mayor of London, and the office of Cressida Dick, Commissioner of Police of the Metropolis, between Jan 14-Feb 14.

I define "correspondence and communications" as including (but not limited to) the following:

- Emails (and their attachments)
- Letters
- Memos
- Briefings
- Research documents
- Notes taken during telephone conversations
- Minutes taken during meetings

Our response to your request is as follows:

Please find attached the information that the GLA holds within the scope of your request.

Some of the information within the scope of your request (including the redacted elements contained within the above links) is exempt under the Act. Some data has been withheld as it is exempt from disclosure and therefore this response serves as a Refusal Notice under Section 17 of the the Act by virtue of the following exemptions:

- Section 31(1)(a) - Law Enforcement
- Section 36(2)(c) – information that would otherwise prejudice the effective conduct of public affairs;
- Section 40(2)&(3A)(a) - Personal Information

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Section 31(1)(a) - Law Enforcement - Section 31(1)(a) of the Act provides that any information is exempt if its disclosure under the Act would, or would be likely to, prejudice the prevention or detection of crime.

I have applied this exemption in that the requested records contain contact details of the Commissioner's office, the Commissioner's Chief of Staff and the email addresses of senior employees of the Metropolitan Police Service (MPS) and the Mayor's Office for Policing and Crime (MOPAC). This information would, if released, provide persons intent on disrupting the work of the MPS, with information that would assist them in this endeavour.

The provision to refuse access to information under Section 31(1)(a) is both qualified and prejudice based. I am accordingly required to conduct a public interest test to determine whether the 'public interest' lies in disclosing or withholding the requested information. In addition to conducting a public interest test, I must also establish the nature of the prejudice/harm that would result from disclosure and where prejudice/harm is established but not certain, determine the likelihood of it occurring.

Please find the public interest test considerations that I have identified and considered in relation to claiming Section 31(1)(a) of the Act.

Disruption to the Work of Senior Members of Staff - The release of the contact details of senior members of staff, would provide persons intent on disrupting the work of the MPS and/or MOPAC, with information that would assist them to do so. In this regard, a person within this intent would be likely to use this information to make inappropriate contact with senior members of staff and/or send them vast amounts of unsolicited correspondence. This would disrupt the work of these members of staff and cause disruption to the work of the MPS and MOPAC, hindering their ability to both prevent and detect crime.

Having considered your request, I accept that there is a public interest in transparency when any request is made for police information. The public interest favouring release must be balanced against any associated risk and/or prejudice that would be caused through disclosure. Having carefully considered this, I have found that the public release and publication of the contact details of senior members of staff at the MPS and MOPAC, would provide persons intent on disrupting the work of the MPS and/or MOPAC, with information that would assist them in this endeavour. Given this and the fact that the removal of this information does not detract from the quality of the records disclosed, I have found that the release of this information is not in the public interest.

Section 36(2)(b) - Prejudice to the effective conduct of public affairs

The provisions of s.36(2)(b) provide that information can be withheld if its release under this Act would, or would be likely to, inhibit-

- (i) the free and frank provision of advice, or
- (ii) the free and frank exchange of views for the purposes of deliberation,

Arguments under s36(2)(b)(i) and (ii) are generally based on the concept of a 'chilling effect'. The chilling effect argument is that disclosure of discussions would inhibit free and frank discussions in the future, and that the loss of frankness and candour would damage the quality of advice and deliberation and lead to poorer decision making.

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In this case, the disclosure of the communications would be likely to inhibit the 'free and frank provision of advice', as well as 'the free and frank exchange of views for the purposes of deliberation', and disclosure would inhibit the ability of senior officials to engage in frank discussions relating to emerging, sensitive and 'live' situations in order to make decisions on how best to proceed. By their very nature these communications are imparted quickly and with candour as situations develop, and private space is needed for such an environment.

Those taking part in the exchanges do so on the basis that they are able to work through issues in free and frank exchanges without an expectation that the details will be made public. Release of the information would be likely to lead to more guarded opinions being expressed, thereby resulting in a reduction in the quality of that free and frank advice. It is likely that the impact of disclosing this information would be significant and could affect how senior leaders in policing and in the Greater London Authority (GLA) are able to handle difficult and sensitive live policing matters.

Moreover, we are mindful that disclosure could prejudice the effective conduct of public affairs within the GLA - our ability to equip senior leaders at the GLA, MPS and MOPAC with the best advice. The exchanges themselves took place in the middle of emerging emergency situations and at a time of considerable concern around public order and public safety. We consider the disclosure of the requested information would be likely to prejudice the effective conduct of public affairs within the GLA, MPS and MOPAC.

The provisions of section 36 of the Act confer a 'qualified exemption' which are subject to a public interest test (PIT). This test is used to balance the public interest in disclosure against the public interest in favour of withholding the information, or the considerations for and against the requirement to say whether the information requested is held or not.

The 'public interest' is not the same as what interests the public. In carrying out a PIT we consider the greater good or benefit to the community as a whole if the information is released or not. The 'right to know' must be balanced against the need to enable effective government and to serve the best interests of the public.

We acknowledge the public interest in knowing the circumstances surrounding the resignation of the former MPS Commissioner and holding the Mayor to account. The release of the requested information could also increase public trust in and engagement with the GLA and this could have a beneficial effect on the overall quality of decision-making in the GLA.

On this point, it is worth emphasising that a lot of information pertaining to the resignation of the former MPS Commissioner, Dame Cressida Dick has since been published.

Further, some of the information within the scope of your request has previously been disclosed and is available here:

- [Commissioner Cressida Dick's resignation communications - Email Chain \(met.police.uk\)](#)
- [Commissioner Cressida Dick's resignation communications - Commissioners Letter to Mayor - 10/02/2022 \(met.police.uk\)](#)
- [Correspondence between CMSR Dick and Home Sec/Mayor - CMSR Resignation \(met.police.uk\)](#)

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However, against this, we must also be mindful of the importance in maintaining effective relationships between the Mayor of London, the staff and officials of the GLA, in regard to emerging policing matters in the Capital and that senior officials should be able to freely discuss such matters and that disclosure would be likely to inhibit the free and frank exchange of views for the purposes of deliberation.

While the public interest considerations favouring release of this information carry particular weight, it is felt that, on balance, the public interest considerations favouring withholding this information overwhelmingly outweigh those favouring disclosure.

Section 40(2)&(3A)(a)(b) - Personal Information - of the Act provides that any information to which a request for information relates, is exempt information if the first condition of Section 40(3A)(a) is satisfied. The first condition of Section 40(3A)(a) states that personal information is exempt if its disclosure would contravene any of the data protection principles.

There are six principles that are set out in Article 5(1)(a) of the General Data Protection Regulations (GDPR) that dictate when the processing of personal data is lawful. The first principle requires that any processing of personal data must be lawful, fair and transparent. Under Article 6(1)(f) of the GDPR, the disclosure of personal data is considered to be lawful if:

- a. There is a legitimate interest in the disclosure of that personal data.
- b. The disclosure of the personal data is necessary to meet that legitimate interest.
- c. The disclosure would not cause unwarranted harm to the data subject.

This exemption applies to the following two categories of information:

Personal information relating to Cressida Dick

Personal Criminal Offence Data - The requested letters contain operational updates about criminal investigations from which living persons can be identified. Having considered the legitimate interest test in respect of this personal data, I have found that:

- a. The Information Commissioner (the ombudsman for the Act) guidance¹ on the release of personal criminal offence data under the Act states:

'Due to its sensitivity, the conditions for processing criminal offence data are very restrictive and generally concern specific, stated purposes. Consequently, only two are relevant to allow you to lawfully disclose under FOIA or the EIR. They are similar to those identified above for special category data. These are:

- *consent from the data subject; or*
- *the processing relates to personal data which has clearly been made public by the individual concerned.*

If a relevant condition cannot be met, you must not disclose the information as disclosure would be unlawful and therefore in contravention of principle (a).'

¹ [s40 Personal information \(section 40 and regulation 13\) version 2.3 \(ico.org.uk\)](#)

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The conditions required to release personal criminal offence data are not present in this case. The release of the requested personal data does not accordingly satisfy a legitimate interest and cannot be disclosed under the Act.

The provision to refuse access to information under Section 40(2)(a)(b) and (3A)(a) of the Act is both absolute and class based. When this exemption is claimed, it is accepted that harm would result from disclosure. There is accordingly no requirement to demonstrate what that harm may be in refusing access to information.

Lastly, please accept our apologies for the delay in responding to your request and thank you for your patience in this matter.

If you have any further questions relating to this matter, please contact me, quoting the reference MGLA150222-4332

Yours sincerely

Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

[REDACTED]

From: [REDACTED]@london.gov.uk>
To: [REDACTED]@met.police.uk
Subject: RE: MGLA171221-0149 FW: Response to letter from the Mayor - anchor institutions network
Attachments: 171221-0149.pdf

Dear [REDACTED],

Thank you for your email.

Please find the Mayor's response to the letter from the Commissioner attached.

Kind regards,

[REDACTED]

[REDACTED]
Mayor's Office

From: [REDACTED]@met.police.uk <[REDACTED]@met.police.uk>
Sent: 16 December 2021 16:41
To: Mayor of London <mayor@london.gov.uk>
Cc: Sophie Linden [REDACTED]@mopac.london.gov.uk>; Kenny Bowie [REDACTED]@mopac.london.gov.uk>; [REDACTED]@met.police.uk>; Robin.wilkinson [REDACTED]@met.police.uk>; [REDACTED]@mopac.london.gov.uk>; [REDACTED]@mopac.london.gov.uk>; [REDACTED]@london.gov.uk>; [REDACTED]@london.gov.uk>
Subject: RE: Response to letter from the Mayor - anchor institutions network

Apologies, please use this version which has the Commissioner's e-signature. Please delete the previous email.

Many thanks

[REDACTED]

[REDACTED] | Metropolitan Police
New Scotland Yard, Victoria Embankment, London, SW1A 2JL
[REDACTED] | [REDACTED]@met.police.uk

MAYOR OF LONDON

Cressida Dick

Commissioner of Police of the Metropolis
Metropolitan Police Service
C/o [REDACTED] [@met.police.uk](mailto:[REDACTED]@met.police.uk)

Our ref: MGLA171221-0149

Date: 25 January 2022

Dear Commissioner,

Thank you for your letter of 15 December 2021 outlining the commitment of the Metropolitan Police Service (MPS) to the London Anchor Institutions' Network as well as the retrofit and carbon reduction goals.

I am pleased to hear that you share my commitment to achieving the goals of the London Anchor Institutions' Charter. It was also encouraging to be informed of the targets you have agreed to work towards in order to support the Greater London Authority (GLA) Group and wider Anchor Institutions' Network, as we strive to achieve our ambitious but critical goals.

In December, over 135 attendees from across London's public, private, and voluntary and community sectors joined our online summit. Positive and uplifting conversations filled the breakout sessions for the working groups at the event. A consensus emerged from the keynote speeches, panel discussions and working group sessions that our collective purchasing power, recruitment activity and ability to support young Londoners, made the London Anchor Institutions' Network a powerful mechanism for delivering sustainable economic, social and environmental change in London. While anchor work is already underway at a borough level, this is the first time there has been a city-wide initiative in London.

Our online summit demonstrated how excited and motivated colleagues are from across London to scale up this work, as well as the need for ongoing dialogue to improve the programme in order to create maximum impact. My goal is to capture that motivation and lead by example in delivering the changes that are needed for London and its communities. In this regard, I congratulate you for committing to these targets and taking the first step towards harnessing the power of the network and paving the way for a more prosperous post-pandemic London.

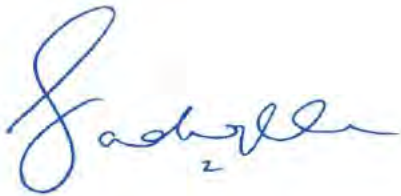
There is lots of activity planned for the coming weeks, with colleagues from across the various working groups drawing up work plans for the year ahead. The London Anchor Institutions' website launched before Christmas, and this will be regularly updated to inform Londoners of the progress anchors are making in addition to providing key resources to help anchors meet their ambitious targets. We will also be working with other anchors to ensure they have similarly ambitious targets as the MPS. The Steering Committee will continue to provide oversight and will feedback on progress made at the next London Recovery Board meeting.

MAYOR OF LONDON

I also welcome your environmental ambitions. On 18 January, a new 'Net Zero by 2030' report I commissioned was published. It outlines the bold action required to reduce air pollution, tackle the climate emergency and cut congestion in the capital to create a greener, healthier city fit for the future. In response to the report, I have selected the Accelerated Green pathway, the next most ambitious pathway, as the preferred pathway for achieving net zero emissions by 2030 as it balances urgency, ambition, social justice and deliverability. I would like to thank your officers at the MPS and Mayor's Office for Policing And Crime (MOPAC) for the detailed engagement since your letter and accelerating progress on your estate's decarbonisation plans. The Retrofit Summit, which will be hosted on 22 February, presents an important opportunity following COP26 to accelerate collective activity and ensure we deliver the outcomes we all want to see over the next decade.

I am aware there are challenges to achieving the ambitions you have outlined, and I know there is a lot of work to be done to reach these targets. As always, my teams at MOPAC and the GLA and the project support team at Bloomberg Associates are ready to support you throughout this process. We also look forward to working with you and our colleagues across the London Anchor Institutions' Network to ensure that London's recovery is speedy, sustainable and successful for all Londoners.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Sadiq Khan', with a small '2' written below the name.

Sadiq Khan
Mayor of London

[REDACTED]

From: [REDACTED]@met.police.uk
Sent: 14 January 2022 13:11
Subject: Commissioner's weekly update to the Mayor (14/01/2022)
Attachments: [REDACTED]140120223534_001.pdf

Follow Up Flag: Follow up
Flag Status: Completed

Good Afternoon,
Please find attached the Commissioner's weekly update to the Mayor for Friday, 14th January 2022.
Kind regards,

[REDACTED]
Staff Officer to Sir Steve House Deputy Commissioner Metropolitan Police
& Robin Wilkinson OBE Chief of Corporate Services

[REDACTED]
New Scotland Yard Embankment SW1A 2JL

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Sadiq Khan
Mayor of London
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London
SE1 2AA

Sir Stephen House QPM
Deputy Commissioner
New Scotland Yard
Victoria Embankment
London
SW1A 2JL

Tel: [REDACTED]
Email: [REDACTED]@met.police.uk
www.met.police.uk

14th January 2022

Dear Mayor,

WEEKLY UPDATE

It was good to see Sophie today for our regular bilat where we were able to discuss the Met's progress in tackling violence against women and girls and our engagement on Operation Soteria Bluestone, along with the impact of mental health on police demand and other matters.

There continues of course to be a significant focus on allegations relating to gatherings in Downing Street. As you are aware, we have set out publicly our response to these allegations and we will continue to do so as appropriate.

The MPS approach to breaches of the Health Protection (Coronavirus, Restrictions) Regulations was published on our website in Spring 2020. Where the Met received allegations of breaches of the Health Protection Regulations, we focused on those that were live or ongoing where police action could enable a change to behaviour that was posing a current public health risk. As we have discussed previously, throughout the pandemic the Met has followed the national 4 Es approach of enforcing the Coronavirus Regulations. Where live ongoing breaches of the restrictions were identified, officers engaged with those present, explained the current restrictions, encouraged people to adhere to them, and only as a last resort moved to enforcement.

In line with the Met's policy, officers do not normally investigate breaches of Coronavirus Regulations when they are reported long after they are said to have taken place. However, if significant evidence suggesting a breach of the regulations becomes available, officers may review and consider it.

The Cabinet Office is conducting an inquiry into gatherings at Number 10 Downing Street and the Department for Education. The Met has ongoing contact with the Cabinet Office in relation to this matter and I have also been in regular contact with Sue Gray. If her inquiry identifies evidence of behaviour that is potentially a criminal offence it will be passed to the Met for further consideration.

Beyond that, it has been another busy week here in the Met.

We welcome the ongoing debate around the sharing of images of knives by police on social media and understand that while some believe it is necessary to show them others feel it may encourage some to carry knives – it of course goes without saying that this is not something that we would want to do - and we are closely following the ongoing research that is being carried out by the College of Policing. Their findings and report are due to be completed and be shared with us in June of this year.

There is also a project at University College London titled: Anti-Knife Carrying Campaigns: Successful or Counter-Productive? This focuses on whether anti-knife crime campaigns impact on the willingness of young people to carry knives and of course we have the VRU research which is also due to report back in June.

Our number one priority is tackling violence in all its forms. Taking lethal weapons off the streets is central to this mission. We are totally committed to this and we believe that, used appropriately images of knives and similar weapons highlights the seriousness of the challenge and how we are tackling it. We very much look forward to seeing the findings later this year and will assess our position on our use of these images when we have that information.

We also continue to focus on tackling violence against women and girls. As part of our ongoing engagement with stakeholders and partners on the Violence Against Women Action Plan, on Monday, AC Louisa Rolfe hosted a roundtable with nine groups involved in supporting women who have been affected by VAWG to hear their views on how the Met's response can continue to improve. There will be a number of other such meetings in the coming weeks including one next week hosted by the Victims' Commissioner, Claire Waxman. We will consider all the feedback we receive and how it can be incorporated into the plan and we will continue to update you on progress.

In the last week, there have again been important Met results in tackling crime across the capital:

- In last week's letter, we advised that a [REDACTED]
[REDACTED]
- On Saturday, [REDACTED]
[REDACTED]
- On Wednesday, officers from the North East BCU were on patrol to prevent violence against women and girls, [REDACTED]
[REDACTED]



- Also on Wednesday, officers from the North West BCU [REDACTED]

- And finally on Wednesday, [REDACTED]

Following the recent tragic teen homicide figures, Commander Alex Murray has been speaking to MOPAC about how we, alongside the Criminal Justice Service and local partners, can bear down on the drivers of these terrible crimes. We must consider a range of factors including the geographic spread of the murders and school exclusions as well as the conditions of bail or RUI associated with both the victims and the offenders. As we have discussed on many occasions, young Black men – boys really – are horribly over-represented in these figures. I look forward to discussing this at the upcoming London Crime Reduction Board.

The Commissioner will be seeing you at the bilat on Tuesday and will be discussing amongst other things, our Winter Nights Campaign. I am pleased to advise that there have been over 2,000 arrests, including 50 for knife related offences. 111 knives and 14 firearms have been seized and there were also 402 drugs seizures.

These are, of course, just a few headline figures, but they really do show the instant benefit of our work. I am sure that tackling violence and the important role that partners can play in supporting this will be discussed at the trilat taking place next week with you, the Commissioner and the Home Secretary.

I hope that you and all at City Hall have a pleasant weekend.

[REDACTED]

Sir Steve House QPM
Deputy Commissioner

[REDACTED]

From: [REDACTED]@met.police.uk
Sent: 21 January 2022 18:41
To: DCC7Mailbox-.CommissionersPrivateOffice@met.police.uk
Subject: Commissioner's weekly update to the Mayor (21 January 2022)
Attachments: [REDACTED]_210120223616_001.pdf

Good evening

Please find attached the Commissioner's weekly update to the Mayor, on Friday 21st January 2022.

Wishing you all a pleasant weekend.

Kind regards

[REDACTED]
[REDACTED]
[REDACTED]
Staff Officer to Commissioner Cressida Dick



**METROPOLITAN
POLICE**

[REDACTED]
New Scotland Yard, Victoria Embankment, London. SW1A 2JL

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Sadiq Khan
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Cressida Dick
Commissioner of Police of the Metropolis

Metropolitan Police Service
New Scotland Yard
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21st January 2022


www.met.police.uk

Dear Sadiq,

WEEKLY UPDATE

I am pleased we were able to meet this week, along with the Home Secretary, to discuss the work of the Met and the positive start we have made in 2022. We talked about how teams across the Met have made significant strides in reducing crime. I was delighted to hear you talk about your confidence for the year ahead – that 'all the building blocks are in place'. I thoroughly agree. Much of the conversation was about Communications and Engagement. Thank you for your comments about the current work of our Directorate of Media and Communications. I look forward to seeing even greater join-up between the three of us in future – not least in visits and in communications on recruitment and in support of effective policing.

You and I are in regular contact, and I hope that our bilateral meetings and correspondence are providing a clear sense of grip and progress on rebuilding trust – I am determined that we rebuild after a challenging period. I recognise that this will take time and will not be an easy process. However, as you know, we have programmes of work underway across the Met, which support our work to improve trust and confidence in the organisation.

In 2022 my senior leadership team, and indeed all colleagues across the Met, will continue to focus on our progress in driving down street violence, enhancing our work to tackle violence against women and girls, and delivering a step change in bringing offenders to justice. I look forward to working with you, Sophie and the team to deliver for Londoners.

One example from the last week had the Met teaming together with five other police forces to target those involved in drug supply, operating on the road and rail networks near county borders. The three-day operation, badged Operation Pandilla, saw officers from the Met work alongside Thames Valley, Hertfordshire, Surrey, Kent and British Transport Police.

Officers deployed to hotspot areas based on intelligence, and used Automatic Number Plate Recognition to target vehicles, identifying a link to violence and associated crimes. Youth workers from the charity Bounce Back, who interact with young offenders offering support and guidance to help them find ways out of criminal lifestyles, also joined the operation, working in dedicated custody suites providing immediate intervention.

The operation, which ran between 11-13 January, resulted in (MPS results only):

- 132 arrests for knife, weapons, and drugs offences;
- 15 knives/weapons recovered;
- 1 firearm recovered;
- 50 drug seizures;
- 12 cash seizures, amounting to a total of £28,740; and
- 47 vehicles seized.

I am sure you would agree these are excellent results and a clear demonstration of the power of partnership working.

The horrific events in Colleyville, Texas last weekend remind us again of the threats Jewish people face as they go about their lives. Counter Terrorist officers have been in contact with the US authorities, and here in the UK two people have been arrested, as part of the investigation into the attack. As you know, the Met has strong links with London's Jewish community and indeed the Community Safety Trust, who have been in contact this week. We will do all we can to ensure that people feel safe and reassured here, in light of this tragic event.

Senior leaders in the Met attend lots of events and meetings with the public and community groups that inspire us and provide real insights into what is happening across the city. On Sunday, DAC Barbara Gray attended the launch of 'Beyond The Court' by Croydon Youth Engagement. This is a new year-long engagement initiative established to strengthen relationships between young women and police in South London.

The Met, England Netball and London Pulse players Funmi Fadoju and Halimat Adio came together for the launch of this inspiring initiative, which will consist of four netball and three police activity days throughout 2022 that will look to use netball as a vehicle for positive change. In line with their belief in the power of sport to bring out the best in people, England Netball partner Nike is supporting the initiative through the provision of kit, coach and athlete workshops.

Beyond The Court was developed due to the lack of sports engagement initiatives targeted at young women across the capital, and after a successful pilot day, which was nominated for a London Sport Award back in November 2021, it has been expanded into a longer-term programme.

A first of its kind, this innovative and powerful initiative aims to promote the fundamental values of netball, both on and beyond the court to empower participants to engage in a positive outlet and enhance their physical and mental wellbeing, whilst also breaking down barriers between young people and the Police. I, as I am sure you will too, will be following this initiative keenly – I look forward to seeing how it progresses and the positive changes it brings and doors it opens for all involved.

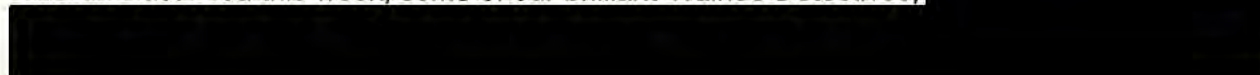
There have again been many impressive results across the capital in the last week:

- Frontline policing had a number of incredible stories this week; this one in particular stuck out.



It was thanks to the young PC, that further harm was avoided.

- Also in East Area this week, some of our brilliant Trainee Detectives,





[REDACTED]

- In South East BCU, our Safer Neighbourhood teams assisted various specialist units in executing multiple warrants this week, [REDACTED]

[REDACTED]

- Our Specialist Crime teams arrested [REDACTED]

[REDACTED]

- Our Op Orochi teams had another week of successful disruptions and charges. [REDACTED]

[REDACTED]

- Also this week, Op Orochi officers [REDACTED]

[REDACTED]

- [REDACTED]

In significant court results this week, [REDACTED]

[REDACTED]



[REDACTED] - I
hope that from this, other victims of crimes of this type feel the strength to come forward and to see justice done.

And finally, the investigation into [REDACTED]
[REDACTED]
[REDACTED]

Earlier this week, Helen Ball and colleagues attended a MOPAC-arranged session on Safer Schools officers. I know Helen was inspired by the public meeting: we gained valuable feedback from the workshops as well as the opportunity to hear people's experiences first hand, with some wonderful accounts of the strong relationships and life-changing work done in Safer Schools partnerships. With over 50 participants attending on the day at a fruitful discussion, we are grateful to MOPAC for making the event a success.

When we meet next week, Commander Alex Murray will join us to look in some detail at a 'deep dive' on teenage homicide. Robin Wilkinson will also join to discuss budget and recruitment issues.

I hope that you and all at City Hall have a peaceful and pleasant weekend.

[REDACTED]
Cressida Dick
Commissioner

[REDACTED]

From: Ali Picton
Sent: 25 January 2022 10:19
To: [REDACTED]@met.police.uk'
Subject: RE: Cress statement

Thanks Hannah!
Ali

Ali Picton
Mayoral Director of Operations
[REDACTED]

From: [REDACTED]@met.police.uk <[REDACTED]@met.police.uk>
Sent: 25 January 2022 10:14
To: Ali Picton <[REDACTED]@london.gov.uk>
Subject: Cress statement

As a result of firstly information provided by the Cabinet Office inquiry team and secondly my officers' own assessment, I can confirm that the Metropolitan Police Service is now investigating a number of events that took place at Downing Street and Whitehall in the last two years in relation to potential breaches of Covid-19 regulations. My officers have assessed several other events that took place at Downing Street and Whitehall. On the available information, these other events are assessed as not reaching the threshold for criminal investigation.

Throughout the pandemic the Met has sought to take a proportionate approach. The fact that the Met is investigating does not mean that fixed penalty notices will necessarily be issued in every instance and to every person involved.

We will not be giving a running commentary on our current investigations, but I can assure you we will give updates at significant points as we would normally do.

Hannah Morgan
Chief of Staff
Metropolitan Police Service
[REDACTED]



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[REDACTED]

From: [REDACTED]@met.police.uk
Sent: 28 January 2022 16:14
To: [REDACTED]@homeoffice.gov.uk; Ali Picton
Cc: [REDACTED]@met.police.uk; [REDACTED]@met.police.uk
Subject: Letter from MPS Commissioner
Attachments: Letter from MPS Commisisoner to HS and Mayor Jan 2022 - DMIP.pdf; Op Drayfurn Annex progress update Jan 2022.pdf

Follow Up Flag: Follow up
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Dear [REDACTED] and Ali,
Please find attached a letter (and annex) from the MPS Commissioner to update the Home Secretary and Mayor on the Met's response to the Daniel Morgan Independent Panel report.
If you have any questions please let me know.
I will be in touch separately next week with officials who lead on DMIP at the Home Office and MOPAC to consider arrangements for sharing publicly the contents of the letter and annex.
Kind Regards,

[REDACTED]
Met Police | Rebuilding Trust
[REDACTED]

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The Rt Hon Priti Patel MP
Home Secretary
Home Office
2 Marsham Street
London SW1P 4DF

Cressida Dick
Commissioner of Police of the Metropolis
Metropolitan Police Service
New Scotland Yard
Victoria Embankment
London
SW1A 2JL

www.met.police.uk

The Rt Hon Sadiq Khan
Mayor of London
City Hall, The Queen's Walk
London SE1 2AA

27th January 2022

Dear Home Secretary and Mayor,

As you know, the Daniel Morgan Independent Panel (DMIP) published their report last June. Since then the Met has made significant progress and I wanted to take this opportunity to provide you with an interim update ahead of a more significant report expected in March 2022. This update builds on my previous correspondence sent to you in July¹.

I want to start by once again recognising the impact that the Met's failures to bring anyone to justice for the murder of Daniel Morgan has had on his family; the depth of their hurt and loss is unimaginable. As you know I have written to the Morgan family to personally apologise and have offered to meet with them should they wish. As part of our recognition of the importance of keeping the Morgan family up to date with our response to the report, we have provided written updates to the family on a number of occasions since June and we will continue to do this.

As you are aware, I asked Deputy Assistant Commissioner Barbara Gray to lead the Met's response to the DMIP report (Op Drayfurn). We have developed a robust governance model and established external challenge through the creation of a Professional Reference Group.

I am pleased that we have made substantial progress since the report's publication last summer. By March we will be working to embed relevant policy updates and training requirements from the recommendations throughout our organisation. In order to ensure thorough embedding, this work will continue into the next financial year.

We have sought to work closely with national policing partners including the College of Policing (CoP) and National Police Chief's Council (NPCC) on those recommendations relevant to national policing.

Annex 1 provides a summary of our activity to date against each of these recommendations.

In addition to progressing the recommendations for the Met and working with national policing partners, we have supported Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection. The terms of reference for this inspection were:

¹ www.gov.uk/government/publications/daniel-morgan-independent-panel-report-metropolitan-police-service

- How well does the MPS prevent, manage, understand, and investigate potential corruption? (including how the MPS addresses and supports officers and staff who wish to raise a concern)
- How effective was the MPS' organisational learning response to the Daniel Morgan independent investigations and reviews?
- How appropriately did the MPS respond to the independent panel's requests for disclosure and access to material?

We understand that HMICFRS have completed their fieldwork and they are expected to formally report in the spring. This report will in time play a key role in providing assurance to our communities of the Met's systems and approach. We are committed to acting on the Inspectorate's report in a timely manner and, when necessary, prioritising resources to act upon recommendations which support our wider work to Rebuild Trust in the Met. We shall rapidly consider any learning identified in regards to our engagement with non-statutory inquiries to ensure all the support necessary for the Dame Elish Angiolini inquiry.

In recent months with progress underway against each of the recommendations for the Met, we have sought to place a greater focus on the Panel's recommendations for national policing and other organisations. During November, I hosted a roundtable event at New Scotland Yard; this event brought together a number of organisations who were subject to the Panel recommendations. To ensure an element of independence, I invited the College of Policing Chief Constable Andy Marsh to facilitate the day.

Organisations represented included the National Police Chief's Council, College of Policing, Home Office, Crown Prosecution Service and the Investigatory Powers Commissioner's Office. The Independent Office for Police Conduct forwarded their apologies and have committed to attend future events. The Deputy Mayor of Policing and Crime and a member of the Professional Reference Group (Chair of the London Ethics Panel) attended to provide external challenge. Each representative present updated on their organisation's progress against the recommendations. To maintain the progress, commitment and momentum of all organisations a follow up event is scheduled for February 2022.

The Operation Drayfurn team are working closely with the Met's Rebuilding Trust program to ensure that we are considering cross cutting themes in a strategic way, maximising the opportunity to drive change where we identify a need.

I hope this update demonstrates the significant progress we have made since the Report was published and our ambition to respond in a considered and thorough manner. We are determined to progress with the Met's recommendations and we will continue to play our role in bringing together the other organisations subject to recommendations.

I would welcome an opportunity to update you further on our progress at any time.

Yours Sincerely,



Cressida Dick
Commissioner

Daniel Morgan Independent Panel Recommendations

Annex - Progress Update January 2022

<u>MPS Numbering</u>	<u>Recommendation</u>	<u>RAG status on progress</u>	<u>Progress Update</u>
1	The Panel has received advice from an independent forensic science expert it consulted, Dr Kathryn Mashiter that useful work could still be carried out on this document. It therefore recommends that the Metropolitan Police considers the operational benefits of submitting the diary for a forensic handwriting analysis in order to ascertain whether the entries were made by Daniel Morgan, as well as ESDA414 testing to ascertain if there is evidence of writing by someone other than Daniel Morgan. <u>Lead organisation: MPS</u>	Complete	MPS led recommendation Work on this Recommendation is complete.
2	The Panel recommends that the Metropolitan Police consider the desirability and explore the possibility of obtaining samples of DNA from former Police Officer Z31's relatives, to compare it with the outstanding DNA recovered from the axe. <u>Lead organisation: MPS</u>	On target	MPS led recommendation Forensic update anticipated early 2022.
3	It is recommended that the Metropolitan Police introduce systems to ensure that the management arrangements which applied during the Abelard Two Investigation can never be replicated in any future investigation, and that proper management arrangements, in compliance with the Association of Chief Police Officers' Murder Manual, exist on all occasions. <u>Lead organisation: MPS</u>	On target	MPS led recommendation - The MPS Specialist Crime Command has a well-established investigative response structure, in line with national policy and guidance. There is a clear governance framework with regular meeting processes to review decision making, both internally and with independent oversight. - The new national Major Crime Investigation Manual (MCIM) and Major Incident Room Standardised Administrative Procedure (MIRSAP) were both published in November 2021 and give clear guidance on the governance and scrutiny of the SIO role.
4	The HOLMES system is both an investigative tool and a quality assurance mechanism, but it requires significant resources if it is to be used properly. The Panel recommends that the Metropolitan Police conduct an investigation into the adequacy of resources for administering HOLMES in major crime investigations carried out by the Metropolitan Police. <u>Lead organisation: MPS</u>	On target	MPS led recommendation - MPS has undertaken a capacity and capability review of resources deployed to HOLMES. - The new National Major Incident Room Standardised Administrative Procedures (MIRSAP) manual was published 1st November 2021, containing guidance on MIR set up and use of HOLMES as a management tool.
5	The Metropolitan Police should ensure that the role of the Family Liaison Officer is never carried out by the Senior Investigating Officer of an investigation. There is an inherent conflict between these two roles. <u>Lead organisation: MPS</u>	On target	MPS led recommendation - The new National Major Crime Investigation Manual (MCIM 2021) published Nov 2021 clearly sets out guidance that the role of Senior Investigating Officer (SIO) and Family Liaison Officer (FLO) are distinct with their own individual strategy. - The College of Policing own the Family liaison Authorised Professional Practice (APP) and minor amendments are anticipated to fully address the recommendation.

<u>MPS Numbering</u>	<u>Recommendation</u>	<u>RAG status on progress</u>	<u>Progress Update</u>
6	It is recommended that the Metropolitan Police establish a process to inform police officers about the recovery options available to them when material is unlawfully disclosed. <u>Lead organisation: MPS</u>	On target	MPS led recommendation - Following consultation with the MPS, the College of Policing has agreed to amend APP and Guidance and legal advice has been sought to capture current legislation available and proposals for change. - The MPS DLS, College of Policing and NPCC working towards new guidance
7	It is recommended that the Crown Prosecution Service's additional guidance should be amended to include a requirement that the Prosecutor should consider whether the information was disclosed with a view to one or both parties securing future profit from the use of that material. Moreover, the additional guidance should also be amended to note that the advantage to the parties disclosing the document(s) may not be purely financial but, as in the case of former DCS David Cook and Michael Sullivan, could be reputational and could have improved their employability in the future. <u>Lead organisation: CPS</u>	CPS lead organisation	CPS owned recommendation MPS continue to engage fully with CPS
8	Guidance should be issued by the Metropolitan Police to enable officers to determine whether it is appropriate, necessary and lawful to disclose investigative material to journalists. That guidance should include a requirement to record by whom, to whom and when any such evidence was disclosed, who authorised the disclosure, the reasons for the disclosure of the material, and the express conditions upon which the information is disclosed. <u>Lead organisation: MPS</u>	On target	MPS led recommendation - New guidance is being drafted for the MPS General investigation Policy. - Whilst the MPS are leading on this recommendation, the College of Policing are coordinating with the MPS.
9	The Government should act on its stated intention in 2013 to require licensing measures, introduce legislation to ensure the creation and use of standards, and implement the recommendation in the 2016 review concerning the regulation of private investigators. <u>Lead organisation: Home Office</u>	HO lead organisation	Home Office led recommendation MPS continue to liaise with Home Office as appropriate.
10	Given the potential seriousness of such offences, it is recommended that the Government take an early opportunity to amend the Data Protection Act 2018 to provide for sentences of imprisonment for offenders. <u>Lead organisation: Home Office</u>	HO lead organisation	Home Office led recommendation MPS continue to engage with Home Office as appropriate.

<u>MPS Numbering</u>	<u>Recommendation</u>	<u>RAG status on progress</u>	<u>Progress Update</u>
11	The Panel is concerned that the policies and procedures relating to the use of informants by law enforcement agencies still allow scope for corrupt practices, and it recommends that the Investigatory Powers Commissioner takes this into consideration during inspections. <u>Lead organisation: IPCO</u>	IPCO lead organisation	IPCO led recommendation - The MPS continue to engage with IPCO as appropriate - It is recognised that many regulatory changes have been implemented since the murder of Daniel Morgan in 1987 most specifically the Regulation of Investigatory Powers Act 2000 and recently the Covert Human Intelligence Sources (Criminal Conduct) Act 2021.
12	The Metropolitan Police must ensure that the necessary resources are allocated to the task of tackling corrupt behaviour among its officers. Without proper resources there can be no effective fight against corruption. Since the Independent Office for Police Conduct has responsibility for investigating such matters, it must also be properly resourced to do so. <u>Lead organisation: MPS</u>	On target	MPS led recommendation - An HMICFRS inspection is currently in progress in the MPS in response to the DMIP Report and will consider this explicit area of work. Their report will be considered on receipt. - The College has also undertaken to review any HMICFRS recommendations for national implications in due course.
13	It is recommended that Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services conduct a thematic investigation of the operation of the practices and procedures introduced following the adoption of the Code of Ethics in 2014 to determine whether sufficient resources are available to ensure appropriate protection of those police officers and police staff who wish to draw alleged wrongdoing to the attention of their organisations. <u>Lead organisation: HMICFRS</u>	HMICFRS lead organisation	HMICFRS led recommendation The MPS await outcome of the HMICFRS update from the Home Office to then consider any impact on law enforcement and necessary action, noting a second HMICFRS inspection of six national forces (including the MPS) has also been commissioned.
14	All police officers and police staff should be obliged to register in confidence with the Chief Officer of their police force, at either their point of recruitment to the police force or at any point subsequent to their recruitment, their membership of any organisation, including the Freemasons, which might call their impartiality into question or give rise to the perception of a conflict of loyalties. <u>Lead organisation: COP/ Home Office / NPCC</u>	COP/Home Office/ NPCC lead organisation	College of Policing/Home Office/NPCC Led recommendation - College of Policing outline that nationally there are a number of policies that already exist to address such conflicts. - Joint work is ongoing with representatives from the MPS, the College, the NPCC and Home Office
15	Security clearance processes for police officers and police staff are fundamental to any anti-corruption strategy. Regular updating of the security status of each individual is essential to identify any concerns and to enable action to be taken in respect of such concerns. Notwithstanding the assurance received by the Panel from the Metropolitan Police in December 2020, the Metropolitan Police should remain vigilant at all times to ensure not only	On target	MPS led recommendation The new 2021 College of Policing Authorised Professional Practice (APP) on Vetting applies to police forces in England and Wales defined in section 1 of the Police Act 1996 (it is available for adoption by other police forces or agencies). The MPS is compliant with this national guidance.

<u>MPS Numbering</u>	<u>Recommendation</u>	<u>RAG status on progress</u>	<u>Progress Update</u>
	that it vets its employees in accordance with its new measures, but also that it has adequate and effective processes to establish whether its staff are currently engaged in crime. <u>Lead organisation: MPS</u>		The current national HMICFRS inspection is considering this specific thematic area and Baroness Casey's review will consider vetting.
16	In the interest of transparency and public accountability, all public institutions should be under a duty to cooperate fully with independent scrutiny bodies created by Government, such as the Panel. <u>Lead organisation: Home Office</u>	Home Office lead organisation	Home Office led recommendation - The reform of Police (Conduct) Regulations 2020 includes, within the 'Standards' of Behaviour a compulsion to cooperate as a witness to investigations carried out by the IOPC, and investigations conducted by force Professional Standards Departments in addition to cooperation with inquiries and formal proceedings. - Wider national work is being undertaken NPCC lead on the refresh of the Code of Ethics. - MPS continue to engage with Home Office and NPCC.
17	The Panel recommends the creation of a statutory duty of candour, to be owed by all law enforcement agencies to those whom they serve, subject to protection of national security and relevant data protection legislation. <u>Lead organisation: COP/ Home Office/ NPCC</u>	COP/Home Office / NPCC lead organisation	College of Policing/Home Office/NPCC led recommendation - Code of Ethics is under review led by NPCC lead - The Home Office are reviewing this recommendation and working with the HMICFRS - MPS continue to engage with NPCC and College of Policing.
18	Prior to the establishment of any future non-statutory inquiries or panel, there should be an honest and full discussion between the relevant police force(s) and the sponsoring Government department, to enable a realistic, informed assessment of the nature and volume of documentation in all its forms, and of the scope and depth of the work required. Framework procedures, capable of being customised, for the disclosure of material to such panels should be available, so as to avoid excessive delays in reaching agreement for access to material. Deadlines should only be established when the relevant inquiry or panel has had the opportunity to review the programme of work it is required to do. Any such deadline should be supported with an analysis explaining how the projected deadline has been identified, and why that is a reasonable time within which the work should be completed. <u>Lead organisation: Home Office / COP</u>	Home Office/ COP lead organisation	Home Office/College of Policing led recommendation MPS continue to engage with College of Policing and Home Office.
19	Arrangements must be made in future to ensure that any Panel has timely access to the material required to do its work. Organisations that promise to make ' <i>exceptional and full disclosure</i> ' should be prepared to do so both within the letter and the spirit of such a promise. <u>Lead organisation: Home Office</u>	Home Office lead organisation	Home Office led recommendation MPS continue to engage with Home Office.

<u>MPS Numbering</u>	<u>Recommendation</u>	<u>RAG status on progress</u>	<u>Progress Update</u>
20	All independent panels and inquiries examining police investigations should be given full access to the associated HOLMES accounts at their secure premises when they begin their work. <u>Lead organisation: Home Office/ NPCC</u>	Home Office NPCC lead organisation	Home Office/College of Policing/NPCC led recommendation - The availability of remote access to HOLMES has improved considerably due to technological and security developments since the Panel was first constituted. - MPS continue to engage with the Home Office, and NPCC.
21	In order to avoid most of the delays and difficulties inherent in this case, and in so many other unsolved cases, there is a need for a review of the processes for archiving historic material with a view to creating a system which can produce national and local documents as required. <u>Lead organisation: Home Office</u>	Home Office lead organisation	Home Office led recommendation - It is recognised that we are now in a digital world where the requirement to digitise paper copies of documents is becoming less necessary as they are usually held electronically. - CoP are launching a new APP regarding guidance surrounding archived material – the CoP are undertaking consultation with stakeholders including the Home Office. This is based on current MPS model which is seen as best practice.
22	In any future Panel inquiry, arrangements should be made for the storage of sensitive material in the Panel's premises, in a similar manner to provision made for inquiries being conducted under the Inquiries Act 2005. <u>Lead organisation: Home Office</u>	Home Office lead organisation	Home Office led recommendation The MPS continue to engage with the Home Office.
23	It is recommended that, whenever a major incident remains under investigation or inquiry, documents should be retained in digitised form, subject to appropriate security measures and made available to those who subsequently and justifiably require access to them. <u>Lead organisation: Home Office</u>	Home Office lead organisation	Home Office led recommendation The MPS continue to engage with the Home Office.

[REDACTED]

From: [REDACTED]@met.police.uk
Sent: 28 January 2022 15:42
To: [REDACTED]@met.police.uk
Subject: Commissioner's weekly update to the Mayor (28 January 2022)
Attachments: Mayor's Letter - 28Jan2022.pdf

Follow Up Flag: Follow up
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Good afternoon,
Please find attached the Commissioner's weekly update to the Mayor, on Friday 28th January 2022.
Kind regards,

[REDACTED]
Commissioner's Staff Officer
New Scotland Yard
Victoria Embankment
London
SW1A 2JL
[REDACTED]

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28th January 2022

Dear Sadiq,

WEEKLY UPDATE

It was good to see you, Sophie and the team earlier in the week for the regular bilat. I was pleased that you were able to hear more about the hard work our teams are doing to tackle teenage homicide and I am grateful for your support in working with Government and partners to look at early intervention, diversion and deterrence opportunities. I am grateful too for the support you have given the Met as we manage current budget and recruitment challenges – I know that our teams will continue to work closely together in the coming months to deliver an outcome that will deliver the best outcome for Londoners.

As you will know, I attended the Police and Crime Committee on Tuesday with Sophie. It gave us both a chance to answer important questions around the Stephen Port inquest and to reflect upon the great determination shown by his victims' families, during what was an unspeakably difficult time for them. In particular, we acknowledge the work of Jack Taylor's sisters which helped bring his killer to justice.

Beyond this, I answered questions about the launch of our investigation into alleged gatherings at Downing Street and Whitehall over the last two years. As I said in my opening statement, we will not be providing a running commentary on this investigation but we will provide updates at significant points, as we normally would.

When we met on Wednesday, we discussed, in some detail, the circumstances of the double homicide in Maida Vale this week. This is a horrifying case and one which will have caused great distress to those who witnessed the incident. As we discussed, [REDACTED]

[REDACTED] We have referred ourselves to the IOPC who will look at our handling of the case. I am also aware that there is considerable media interest in the case and, in particular, [REDACTED]

[REDACTED] I will keep you updated on developments.

I was shocked to hear details of the suspected anti-Semitic attack in Haringey on Wednesday night. Although a suspect is now in custody, this is a disturbing event, particularly so close to Holocaust Memorial Day. As the local BCU Commander has said, hate crime has no place in multi-cultural London and will not be tolerated. Officers will continue to liaise with the victims and members of the community and there will be additional reassurance patrols.

In a similar vein, we continue to provide reassurance to communities on public safety, as shown in Enfield and also in Haringey, where we launched Operation Argo following disorder in Edmonton Green in mid-January. Working jointly with local agencies, operational activity has included partnership work with schools, enhanced patrols and an increased police presence at key locations, such as transport hubs at the start and end of the school day. In total, 12 people have been arrested for public order offences in relation to the disorder on 14th January and a dedicated investigation team continues to review CCTV, body worn video and social media in order to identify further suspects. There was an increased police presence last Friday to ensure that the disorder of the previous week was not repeated.

Our efforts to reduce violence against women and girls continue. It goes without saying that no one should walk the streets of London in fear for their safety. This week, we have released a new VAWG toolkit for all officers, designed to help officers and staff engage with their communities. People do look to police and partners, including trusted organisations like the Suzy Lamplugh Trust, Victim Support and Crimestoppers, for advice on steps they can take to protect themselves. The toolkit is designed to give officers and staff, who are on the frontline and may be asked these questions by their communities, points on personal safety advice and information and details on the VAWG work we are undertaking, including Street Safe and Safe Connections.

You may have seen this week that the ONS statistics were published. I will write about this in more detail next week but you may have noted some very encouraging reductions, particularly in violent crime and we are bucking many of the national trends.

As we have spoken about previously, the Met is improving and widening our training in many areas. The Domestic Abuse Matters Change Programme was developed after the College of Policing, on the instructions of HMICFRS, reviewed the guidance provided to forces on domestic abuse training to frontline/first responders. The College of Policing consequently approached SafeLives to provide an expert and external view. Their work highlighted that the College of Policing learning objectives were being used differently by the 43 forces. As a result, the Domestic Abuse Matters Change Programme was written to offer a refreshed learning tool and includes an interactive training product that provides a consistency of training and seeks to address negative attitudes to domestic abuse. Officers gain a much better understanding of victims' perspectives and, importantly controlling and coercive behaviour.

So far, the feedback we are receiving on the training, which has been undertaken by around 7,000 Met officers, is very positive:

- **100%** of Champions felt the training enabled them to understand the personal effects on police responders dealing with traumatic events such as domestic abuse;
- **91%** of First Responders had a good understanding of the stages of change victims' experience;
- **76%** of First Responders felt that the training would help them respond to victims in a more informed way;
- **76%** of First Responders were willing to recommend the training to a colleague;

- 71% of First Responders felt the training would have a positive impact on how they perform their role;
- 90% of First Responders understood the types of questions that would encourage a victim to disclose their experiences of coercive and controlling behaviour; and
- 92% of First Responders felt they had an understanding of the tactics perpetrators use to try and manipulate police.

These figures are really encouraging to see, not just for the officers and the other first responders involved but also for the service that we are providing to those most in need. Louisa met with SafeLives last week to get their feedback. They were extremely positive and complimentary about our officers attitudes and behaviours and the way they engaged with the training.

Elsewhere, I have also been pleased to see such positive results from our latest Constable to Sergeant promotion process. There have been 733 successful officers. Once again, we have seen no disproportionality in the process and I am delighted that 130 Black, Asian and Minority Ethnic colleagues will be promoted.

I am proud of the strides we continue to take within promotion and recruitment, and of course am determined that we continue this progress. I look forward to seeing what these officers achieve in their new roles.

You will be aware of the commitments made by our Commercial Services team towards supporting the Anchor Institutions Charter. We were delighted to see their efforts towards supporting Social Value in London recognised by the Cabinet Office and Treasury Minister, Lord Agnew, who commended them for obtaining over £300k from our suppliers for the support of specific community groups in London. These groups were identified through collaboration with our CPIE team.

There have, again, been many impressive results across the capital in the last week:

- **SE BCU – VAWG – Rape/kidnap conviction**



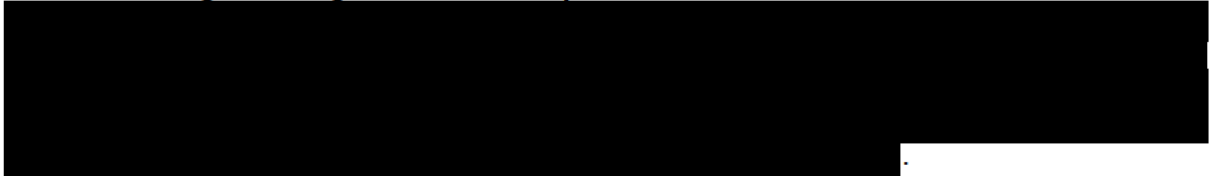
- **SN BCU – Town Centre Team and cannabis factory**



- **EA BCU – Assault rifle & other firearms**



- **NA BCU – long standing manhunt for rapist**



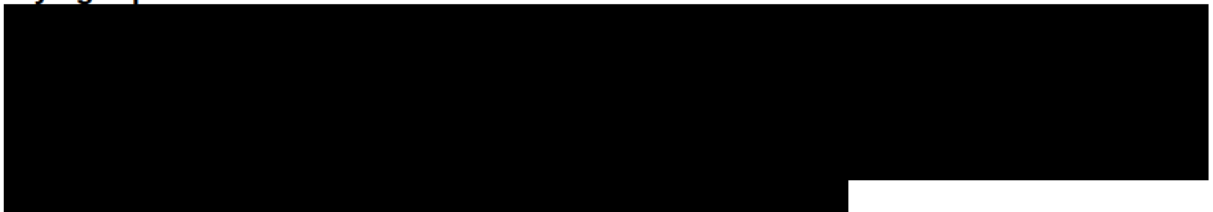
- **MO19 – armed officers administer life-saving first aid**



- **Central Specialist Crime – OCG conviction**



- **Flying Squad – Hotel robberies**



On Wednesday, I was pleased to join Sophie and Chief Officer John Conway, the head of the Met Special Constabulary, at a ceremony at New Scotland Yard recognising the contribution 22 employers have made in supporting their staff to be Special Constables. The event was also attended by Chief Officer James Phipson from City of London Police alongside Assistant Chief Constable Allan Gregory and Chief Officer Ben Clifford from British Transport Police. Together, London's police forces are determined to work with more employers as they choose to support Special Constables. The scheme was founded in 2004 by the Met and in the last couple of years has really gone from strength to strength.

It was a great honour to speak with some of the Specials who have selflessly offered up their personal and work time to help keep London safe. There are almost 2,000 special constables in the Capital – with 1,800 in the Met alone – who are every day bringing their community knowledge, passion for change and professional skills to their volunteer police role.



As well as speaking, Sophie was able to accept MOPAC's certificate alongside organisations including several government departments, Lloyds of London, British Airways, HSBC, Virgin Atlantic, Network Rail and Accenture. The Met was also awarded a certificate - I am proud that so many police staff also volunteer as special constables.

I hope that you and all at City Hall have a peaceful and pleasant weekend.

Yours,



Cressida Dick
Commissioner

NOTE OF MEETING BETWEEN MAYOR OF LONDON AND COMMISSIONER OF POLICE

2 February 2022

Present: Sadiq Khan, Mayor of London; Sophie Linden, Deputy Mayor for Policing and Crime; David Bellamy, Mayor's Chief of Staff; Cressida Dick, Commissioner of Police; Helen Ball, Assistant Commissioner, Professionalism.

This meeting followed a private one-to-one meeting between the Mayor and Commissioner at which no note-taker was present.

The Commissioner noted that the Mayor had expressed frustrations including regarding the disciplinary process and the limited number of sackings of officers who featured in Op Hotton.

The Mayor said that officers had committed gross misconduct; others had had negative findings against them, but were still employed. He believed they should be removed from employment, and would take legal advice on potential options to challenge IOPC and MPS decision making.

The Assistant Commissioner explained that the IOPC set the level of misconduct charges and give the MPS the opportunity to comment. In this case, the MPS agreed with almost all the IOPC's proposals, but thought one officer should face management action (which was stronger than the IOPC had proposed); the IOPC accepted this. The IOPC then took the final decision, which the MPS had to follow – the IOPC could either present the case at a disciplinary hearing, or direct the MPS to do so.

The Assistant Commissioner added that the MPS were aligned with the IOPC: two cases met the standard for dismissal (of which, one had resigned and the other had already been dismissed regarding a different matter). She was happy to share materials regarding the other cases (regarded as misconduct) with the Mayor's lawyers and noted that not all officers sent the offensive messages in question.

The Mayor noted that Black Londoners would see these officers as having been treated differently to Superintendent Robyn Williams.

The Assistant Commissioner noted that a misconduct meeting did not have the power to dismiss officers. Of the nine still with the MPS, five had remained part of the same BCU and four had moved elsewhere. Two officers had been promoted, one of whom had deleted messages when the investigation began. A misconduct finding did not prevent subsequent promotion; however the candidate would have to demonstrate suitability, be assessed and then during their temporary promotion complete a work book in order to show they were suitable.

The Mayor asked whether there were any other 'Charing Crosses' in the pipeline or referred to the IOPC. The Assistant Commissioner replied that none were in view currently, but they couldn't be certain that none existed. Work had been done to identify teams in stress and another review was underway to see if any had been missed. She noted that the BCU structure had been introduced since 2016.

The Mayor asked about the Parliamentary and Diplomatic Protection Unit. The Commissioner said that a full review was ongoing. There was an issue with supervisory ratios meaning that managers did not spend enough time with people which would help them to spot issues. For example, one inspector was responsible for 80 officers.

The Commissioner reported that some cases concerning MPS officers would be coming to court, concerning for example child sexual abuse, domestic abuse and two or three rape cases. She and the Assistant Commissioner regularly reviewed all information from the Integrity Line and Right Line.

The Mayor asked if the end of the process had been reached regarding Op Hotton. The Assistant Commissioner said that it had. The MPS had known since 2018 about the allegations and had acted, for example through communicating internally about 'knowing the line' and establishing social media principles. The IOPC's process had ended; the MPS would continue to monitor the relevant officers.

The Mayor asked if the MPS's response was limited to the IOPC's recommendations. The Assistant Commissioner replied that they were doing much more. They had accepted the IOPC's learning recommendations made in September, set out to them the work done and the plans that were in place, for example Operation Sigma. The rebuilding trust plan included a new domestic and sexual abuse team in the Directorate of Professional Standards. The Commissioner added that they were learning from the team about each case.

The Mayor said he was concerned that the findings of Op Hotton would be the 'straw that broke the camel's back' regarding public confidence, but that worse could be to come in future reports. He saw two challenges. The first, on internal action within the MPS, he felt reassured by the actions being taken. The second, on public confidence, would require joint work from MPS and his team to address, for example by making clear that MPS is an anti-racist organisation. He worried whether Black victims of crime would be willing to come forward.

The Commissioner said she would appreciate insight from the Mayor's team into public views and possible communication approaches. There was a big challenge getting MPS's operational achievements out there – could we surprise the public with what the MPS has done and is doing?

The Mayor said we needed something game-changing; to use a football analogy, the MPS was 5-0 down at half-time. There had been huge changes since he was growing up, but the last couple of days had taken him back to those days. It wasn't possible to say that the attitudes exposed in these messages hadn't impacted how officers carried out their duties.

The Mayor hadn't previously known that the MPS was an anti-racist organisation. They really needed to 'get a goal back' soon; this was happening at a time when so much progress was being made regarding knife crime and persuading the government regarding action to tackle violence against women and girls. The IOPC's evidence had persuaded him that there was institutional racism and misogyny in the MPS.

The Commissioner didn't accept this point, think the term was helpful or see the evidence to justify it. What had happened was heart breaking and not isolated. This is why she had been taking action in the last 18 months, especially in the last six months. The MPS had come a long way since the fitting-up and bribe-taking behaviour at Stoke Newington police station. Perception was very important and people feel differently now. She believed the MPS had changed very significantly in the last five years regarding equalities.

The Mayor felt that public expectations were now rightly higher (the Commissioner agreed); people won't put up with what they had to in the 1980s and 1990s. The problems then were only exposed later. Saying now that the MPS is not institutionally racist now is like people back then saying there were no problems. The public fire is aimed at the Commissioner and game-

changing public initiatives were required. If he was heartbroken and triggered by the behaviours revealed by Op Hotton, then others would feel even worse.

The Commissioner said that the use of social media and What's App were a massive challenge. Officers would have seen themselves as having a private conversation – but they also knew that phones would be taken off them if there was a misconduct investigation. She accepted that there were disgusting messages and these attitudes could impact how officers behaved on the streets.

The Mayor said that it showed an arrogance, officers thinking that they could get away with it. The Deputy Mayor added that if these conversations had happened in a pub rather than using phones, then there would be no audit trail – it comes back to culture.

The Mayor felt that in communication terms we were relying wholly on two reviews; the Commissioner and Assistant Commissioner didn't feel that was the case. The Mayor asked how we were doing regarding public perception. The Assistant Commissioner replied that she didn't think the work being done by the MPS was cutting through to the public: what was the Stoke Newington station rebuild equivalent? It was necessary to get the message across to the public despite upcoming cases.

The Deputy Mayor asked about the suggestion from Her Majesty's Chief Inspector of Constabulary that the police should proactively look at officers' personal mobile phones. The Commissioner said she was interested in this idea; police must maintain higher standards. Lawyers had expressed concerns to her; a law change may be required and it was a big step.

The Commissioner felt that some disciplinary panels (not chaired by the MPS) were too lenient and she was constrained by regulations. She should have more power to take action as an employer, e.g. sack officers if she did not have confidence in them.

The Assistant Commissioner queried whether the MPS could better examine candidates' attitudes during recruitment, taking advantage of new methods that may be available.

The Mayor asked whether the officers in Op Hotton held these unacceptable views when they joined or had they changed to fit in with the team. The Commissioner replied that she had studied the literature on police culture: strengths such as loyalty and keeping each other safe could lead to weaknesses with regard to not speaking up.

The Commissioner said that her goal on taking the role was to improve the MPS's internal culture. This was very bad at the top: bullying, angry people and no real focus on treating people well.

The Deputy Mayor pointed out that the IOPC had said there were systematic issues, but people were not hearing the Commissioner say that the problem was systematic or institutional. The Commissioner replied that she had said there was a big problem, but disagreed regarding it being systematic or institutional. She was action focused – if you used that description, it then would be raised in every case.

The Mayor said that the public needs to hear MPS leadership accepting the scale of the problem. The Commissioner replied that she gets lots of positive anecdotal feedback.

The Mayor asked, if the Commissioner felt accepting institutional issues was not the answer, what was she going to say. The Commissioner asked for help with a new communications

strategy, something eye-catching and different and suggested holding a seminar to devise a new comms strategy.

The Assistant Commissioner stated that she felt sick when she first saw the messages and still does. There were two or three other cases that gave her the same emotion. She totally accepted that there are racist, sexist and homophobic behaviours. Op Hotton related to what happened in 2017; the MPS had worked so hard since then.

In closing the meeting, the Mayor noted that we didn't have a big communications idea yet and to continue his earlier football analogy, there was a risk of him or the Commissioner being substituted before it was found and implemented.

[REDACTED]

From: Ali Picton
Sent: 04 February 2022 16:55
To: [REDACTED]@met.police.uk; Sophie Linden
Cc: Diana Luchford; Robin.wilkinson; [REDACTED]@met.police.uk
Subject: RE: Letter from the Commissioner

Thanks Roisha
Best wishes
Ali

Ali Picton
Mayoral Director of Operations
[REDACTED]

From: [REDACTED]@met.police.uk [REDACTED]@met.police.uk>
Sent: 04 February 2022 16:52
To: Ali Picton <[REDACTED]@london.gov.uk>; Sophie Linden <[REDACTED]@mopac.london.gov.uk>
Cc: Diana Luchford [REDACTED]@mopac.london.gov.uk>; Robin.wilkinson [REDACTED]@met.police.uk>; [REDACTED]@met.police.uk
Subject: Letter from the Commissioner

Dear Ali and Sophie

I am attaching the letter from the Commissioner following discussions with the Mayor this week.
With best wishes
Roisha

Roisha Hughes
Director of Strategy and Governance
MPS

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Rt Hon Sadiq Khan
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Cressida Dick
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New Scotland Yard
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www.met.police.uk

4th February 2022

Dear Sadiq,

I am grateful for the full discussion we had on Wednesday about trust and confidence in the Met. I want to be very clear. I fully share the depth of your concern following the conclusion of the case surrounding the behaviours of some members of a team at Charing Cross Police Station in 2016-2018, but also more widely linked to recent events. I recognise that this is very serious and urgent action is required. We still, sadly, see far too many examples of bullying and abuse of trust, of disrespect and lack of compassion.

I applied to be Commissioner so that I could be a force for good – for London, and for the Met. There is much we should admire – and I know you do. But I was clear five years ago, and I am clear today, that further cultural change is needed and I am ever-more resolute in my determination to lead that change from the front over the next two years. This is serious and it is urgent.

The Met is keeping London safer – our achievements in reducing violence and bucking the trend nationally on many performance metrics over the last 2 years speak for themselves. But repeated failures of officers and staff to abide by the high standards I expect, and that the public rightly expect, are plain and simply unacceptable. There is no place in the Met for anyone who is a bully, or for anyone who is racist, homophobic, a misogynist or who doesn't understand that sexual harassment is utterly wrong. There is no place in the Met for those who hide behind the term 'banter' but whose obvious intent is to undermine others and cause harm. I want a Met where each and every one of us must be actively against sexism, racism, homophobia, and all forms of discrimination or abuse of trust. We must have zero tolerance.

You know that I do not think these failings we have seen are exhibited by the majority of the hard-working officers and staff of the Met. But very evidently the description applies to too many and that is undermining trust and confidence. I have never suggested that in my

50,000 officers, staff and volunteers, this is just 'a few bad apples'. The problem is much wider than that, clearly, and it is my job to accelerate our work to root out unprofessional individuals and rotten teams, and raise standards across the board.

I know we are better placed now to confront these challenges than we were five years ago. We are rooting out those who have no place in the Met; you should be in no doubt that we will continue to do so with utter determination. We have worked hard to create a more humane, fair and just Met and one where people can speak up. We are focusing ever more on basic standards and ensuring our values shine through in everything we do. We should welcome the fact that as a result of the culture shift we have already achieved, twice as many people are now coming forward to express concerns through the extensive framework we have in place for reporting wrongdoing than did so in 2018. Our staff surveys over the past 5 years show substantial positive movement on engagement, fairness and advocacy, including amongst our minority staff groups.

I have today written to every officer and member of police staff to set out in very clear terms what I expect from them all and the behaviours that will not be tolerated. This follows briefings of all teams by their line managers that were mandated by me in October, to spell out clearly the standards we expect, our expectations that colleagues must not turn a blind eye where they see wrong doing taking place, and a reminder that inappropriate social media use is unacceptable. However, I am now taking even more direct action. Tomorrow morning I will lead a call with all of my senior leaders, spelling out what I expect from them and going through the detail of this letter. I will require senior leaders (at least at Superintendent rank) to speak to every team in the next few days to ensure everyone has seen and read my letter; has understood it; and to spell out clearly and explicitly the standards that I expect and the requirement we place on people to come forward and report wrongdoing wherever they see it. Senior leaders will be required to report back to me, personally, within two weeks that these briefings have taken place. I and my Board will also visit as many locations as we can over the next two weeks to join these briefings and ensure the importance of what is being said is understood by all.

I attach to this letter a summary of the steps we have already taken to respond to legitimate concerns about the Met, and to which I have already committed in our Rebuilding Trust Plan, Violence Against Women and Girls Action plan, our Diversity and Inclusion Strategy (STRIDE) and our work by the Deputy Commissioner's Delivery Group in response to your Action Plan. However, I know further significant and decisive action is needed. Building on the extensive plans already in place, I set out the following acceleration of this determined campaign, which I look forward to discussing further with you at the earliest opportunity.

An extended list is attached, however the most significant areas of acceleration are:

- An agreement on the initial focuses for Baroness Casey's review, to give her assessment of the depth and breadth of understanding about the standards of behaviour we expect; and a detailed examination of whether we are sufficiently robust in dealing with misconduct within the Regulatory framework;
- I am introducing – with immediate effect – a new Command Assessment of Standards that will need to be completed by every leader of a command unit (OCU or police staff Directorate) to enhance accountability, oversight and scrutiny of standards and the professional health of units across the Met. This is a very substantial step, and will form a critical new component of our governance and assurance process. These assessments will be scrutinised at Management Board

level, but as part of our governance framework will also be open to scrutiny by MOPAC and the Audit Panel;

- In addition, to ensure confidence in the quality of the Command Assessment of Standards, I am establishing, initially for two years, a 100-strong mixed team of officers and staff to test and validate the judgements (and identified risks) under the leadership of the Commander, Rebuilding Trust. I will personally review the findings of each of these inspections and I will want to ensure the findings and learning we generate are explored and shared transparently through our oversight mechanisms;
- Through the extensive and regular engagement events held every week between Met leaders and London's communities we will use every opportunity to listen to community concerns and seek their ideas on how we can improve further;
- I am further strengthening our Professionalism Command, with the appointment of an additional Deputy Assistant Commissioner (DAC) focused on operational standards, enabling the existing DAC for Professional Standards to focus exclusively on this. This is a significant additional senior appointment;
- I will make even more clear, and at every opportunity, in our communication internally and externally, that we are and want to be seen as an actively anti-racist organisation and one that does not tolerate bullying, harassment and discrimination. We are accelerating the delivery of a hard-hitting internal communications campaign to reinforce this. I know that this is not just about communications though, and this will be a key plank of our STRIDE Delivery Plan for 2022-23 which we are currently finalising. We will continue our extensive and positive engagement with our Independent Advisory Groups (IAGs) and Staff Support Networks;
- The Deputy Commissioner will personally brief all 733 recently promoted Sergeants, reiterating my expectations of them in their key leadership role to promote and maintain the highest of standards;
- I have asked the College of Policing to undertake an urgent review of our policy on officers subject to misconduct processes or outcomes being able to seek promotion. Whether or not this leads to proposals for change will be a matter for the review to explore, but I will want to discuss with the Deputy Mayor how MOPAC can also provide input to this work.
- We have agreed with the Chief Executive of the College of Policing to identify outstanding examples of relevant work elsewhere on building trust and confidence in policing, which could translate quickly into the Met.

Whilst already set out in our plans, I have asked for urgent advice from our experts on whether we can move faster on two key aspects of our existing commitments in our Rebuilding Trust Plan:

- Our commitment to explore new ways to assess candidates during initial police officer recruitment – to understand whether it is possible to fairly identify those who are more likely to compromise on our standards and values;
- Our commitment to accelerate the use of information technology to help us better prevent misconduct by focusing on interventions.

You will also recall that in October I commissioned three detailed reviews of different aspects of current and historic misconduct cases and allegations¹. This detailed work has progressed at pace and is now nearing conclusion. I expect to receive the findings within the next four weeks. I will of course share the findings with the Deputy Mayor and we will respond robustly to any concerns that arise.

¹www.met.police.uk/SysSiteAssets/media/downloads/met/about-us/rebuilding-trust---update-on-progress

I also look forward to discussing further with you the scope to explore jointly, and with Government and partners across policing, critical policy issues that I believe require urgent attention:

- I know you share my frustration that the misconduct process, for all its careful construction after extensive consultation, takes too long and takes too little account of the importance of public trust and confidence. I do not under-estimate the challenge of achieving change here within a national system, but a wide debate is needed and one I think we can lead from London;
- Whether we should have the ability to review the phone and social media accounts of officers and staff – on a random or with cause basis – to assess whether they are expressing inappropriate views which may undermine their ability to be a police officer, or which could undermine public trust and confidence. This is a contested and complex area, but is again one that I think we could jointly lead a national debate from London.

I know that trust and confidence is critical to the Met's mission and our ability to deliver for London's communities. Ultimately, our vision is for the Met to be the most trusted police service in the world. I know that we have a significant amount of work to do achieve our vision and that it will be challenging. Over the weeks and months ahead, more cases will come to light which raise questions about the Met's culture and our standards. As we up the ante on standards, it is inevitable.

As I have said I and my senior team are resolute in our determination and commitment to this. On Monday Baroness Louise Casey starts her independent review of the Met's culture and standards; I cannot overemphasise the importance of this. The additional substantial steps outlined in this letter, building on the progress of the last five years and our most recent Rebuilding Trust Plan, will further accelerate the progress I am determined achieve. I look forward to discussing this further with you at the earliest opportunity.



Cressida Dick
Commissioner

Annex – Acting on our commitments

We have set ourselves a wide-ranging, ambitious and urgent set of commitments across our [Rebuilding Trust Action Plan](#), the [Violence Against Women and Girls \(VAWG\) Action Plan](#), Deputy Commissioner's Delivery Group and [Strategy for Inclusion, Diversity and Engagement \(STRIDE\)](#). Each of these commitments plays a part in improving trust and confidence in the Met.

We have already delivered a significant number of commitments including:

- Rolling out our latest leadership campaign on Inclusive Leadership. It focused on building leadership confidence, capability and commitment to a more inclusive Met. Over 9000 leaders have taken part in this development programme. To embed this work further our senior leaders in each of our Operational Command Units (OCUs) and BCUs are now starting their high performing and inclusive teams programme.
- Appointing 12 Chief Inspectors, one per Basic Command Unit (BCU), to focus exclusively on driving a step change in adherence to standards locally. These are critical roles and ones that allow us to increase our proactive approach to ensuring adherence to our professional standards in the widest sense.
- Making significant strides towards making the Met more representative of the community we serve. Implementing an ambitious programme of activity that has improved the overall success rates for our Black Asian, Minority Ethnic Heritage candidates, removing almost all of the previous disproportionality. The aim now is to ensure we attract even higher volumes of candidates into our recruitment process with greater confidence that we and they will not see levels of disproportionality.
- The Network of Women launched Operation Signa. Signa is the Met's new programme to tackle sexual harassment. This has involved powerful video content about negative experiences Women in the Met have had, the launch of a recording tool and listening circles and communication campaigns.
- Growing our HeForShe network with hundreds of Champions across the Met. The Deputy Commissioner leads this work. The Deputy Commissioner has also run sessions for all Chief Superintendents and Superintendents with the HeForShe and Network of Women to reinforce our strong messages and expectations on gender equality. This was further highlight at the Senior Leaders Event in January – for the c.100 most senior leaders in the Met which focused on gender equality.
- In November, we made an immediate investment of over 50 additional officers and staff into our Directorate of Professional Standards (DPS) to strengthen our capability and to do more to prevent and identify the abuse of trust by our people. Our investment in this area continues and we now have a new dedicated team focused on the investigation of allegations of sexual misconduct and domestic abuse.
- Requiring Line Managers to have a conversation with every officer and staff member to reinforce the standards that must be upheld in regards to predatory behaviours; reinforcing a proactive duty to stop any inappropriate behaviours and misuse of social media and messaging apps; misuse of social media and messaging apps. We are undertaking significant further activity to follow this up.
- Creating an active Learning and Development Community Reference Group (CRG) who help ensure that our training, inputs and resources are culturally competent and appropriate for MPS officers and staff. This approach has been of significant value when developing the Cultural Awareness Portal, a digitised platform where MPS officers and staff can explore current and historical information about London's communities, including the international context of London, as one of the most diverse capital cities.

- Prioritising the attraction and recruitment of women and police officers from visible minority ethnic backgrounds, the Met has reached its highest ever number of both (9,404 women officers and 5,223 officers from visible minority ethnic backgrounds)
- Completing the first tranche of DA Matters training for frontline officers and staff to improve our initial response to domestic abuse, including better recognising and responding to coercive and controlling behaviour.

In the year ahead, we will go further and faster delivering:

- The Commissioner will personally visit all areas of London (all 12 Basic Command Units), to talk to and listen to officers about our culture, standards and expectations, and to talk to and listen to local communities about the issues affecting them and how we can build the highest levels of trust.
- An urgent review of all current investigations into allegations of sexual misconduct and domestic abuse against our officers and staff to make certain that those who made the allegations are being properly supported and the investigations are comprehensive. This will encompass a thorough review of the vetting history of those under investigation to reassure the public and ourselves that our internal processes are the best they can be
- A dip sample of cases from the last 10 years where sexual misconduct and domestic abuse allegations have been made and those accused remain in the Met, to ensure that appropriate management measures (including vetting reviews) have been taken.
- Reviewed 40% of cases where officers have been dismissed in the last year for poor behaviour and assess whether there is any learning that would have enabled us to prevent the poor behaviour or where necessary progress the case more quickly.
- Strengthened support to any person who uses our 'raising concerns' approach to ensure we build confidence for reporting, create the right channels and support our people.
- Exploring new ways to assess candidates during initial police officer recruitment – to understand whether it is possible to fairly identify those who are more likely to compromise on our standards and values
- Creating a risk assessment process and develop a training package that together help supervisors understand the risk factors that may lead an officer or member of staff to be more likely to commit misconduct, and how they may be able to intervene. This will be based on work undertaken by the London Policing Ethics Panel published in February 2021.
- Continuing to invest in leadership development for women and underrepresented groups, by delivering two targeted career development programmes: "Inspiring Leadership" for Black constables and "Lead On" for women and/or Black, Asian and Multiple Ethnic Heritage colleagues at sergeant, Inspector and staff equivalent level. Building diversity at these ranks is important as they are recognised as critical leadership roles. These ranks are key to developing trust both internally and externally as they set the tone for their officers and staff and how they interact with our communities and partners.
- Recruiting more police officers who are women and / or are from visible ethnic minority backgrounds, and supporting their progression, are key elements of the wider work of building a Met that is more representative of London. We will work with communities and partners to achieve our recruitment, retention and progression aspirations for those from under-represented groups. From 2021, we have been aiming for 40% of our new recruits to be women, to rise to 50% in 2022.
- We will deliver on the ten further actions we agreed immediately following the evidence heard at the East London Inquests. These include reviewing how we can develop the role of our LGBT+ advisers, particularly around engaging with our communities, and working to recruit more. We are also committed to acting on and responding quickly to the Coroner's Prevention of Future Deaths report.

- To support our work to increase public participation and trust we will have established by March 2022, in each BCU, a 'Ride Along' initiative-allowing members of the public to join our teams as they Police London.
- Improving accessibility and Met support for those who are most disadvantaged, we will work with partners to increase the number of third party reporting sites across BCUs in a variety of community/partner locations.
- Through accessible public-facing videos, we will provide explanations of how Met officers and staff use our powers and perform our functions within the law.
- Through the Professional Standards Transformation Programme, we will deliver a new public complaints process by September 2022. This will reshape how the Met will approach complaints from the public, with an emphasis on quicker resolutions and improved public satisfaction.

[REDACTED]

From: Sophie Linden
Sent: 07 February 2022 09:27
To: David Bellamy
Cc: Richard Watts; Sarah Brown; Felicity Appleby; Ali Picton
Subject: FW: BARONESS CASEY REVIEW

We can discuss when we meet later -

From [REDACTED]@met.police.uk [REDACTED]@met.police.uk
Sent: 06 February 2022 18:26
To: Sophie Linden [REDACTED]@mopac.london.gov.uk>; Diana Luchford [REDACTED]@mopac.london.gov.uk>
Cc: Cressida.Dick [REDACTED]@met.police.uk>; [REDACTED]@met.police.uk; [REDACTED]@met.police.uk
Subject: BARONESS CASEY REVIEW

Dear Sophie

We received approval from Diana yesterday for the direct contract with Louise and for the resource she is getting from Crest, for which we are grateful.

Louise begins tomorrow as you know. Her review is unprecedented and has wide-reaching scope. It (and our wider work on culture, trust and legitimacy which is proceeding in parallel and at pace) is one of a handful of absolute top priorities for us this year. We wholeheartedly recognise how crucial this independent review is to our work to rebuild trust and to demonstrate we want to be open and transparent about what we are working to address, root out and improve. Louise came to our strategic Management Board ten days ago - we had a very productive discussion about areas of possible focus and where we particularly need her review to shine a light. The commitment and strength of feeling from Board members about the importance of this review was evident. We have also shared with Louise Cress' all staff message of Friday.

I think we all accept the delay to the start of the review was unavoidable; Louise is exactly the person we need to lead this review. We have sought to mitigate that by enabling Louise to be as ready as possible in terms of the team around her, access, equipment and so on.

We are pleased Louise has agreed two areas of accelerated focus:

- ☐ To give her assessment of the depth and breadth of understanding about the standards of behaviour we expect; and
- ☐ A detailed examination of whether we are sufficiently robust in dealing with misconduct within the Regulatory framework.

The latter will use a range of case studies, including Operation Hotton, as you know. Roisha and her team will be working quickly to ensure Louise and her team have full access to the material they need to assess these two areas, as well as immersing themselves in the Met, its scale and breadth.

Engaging stakeholders is clearly crucial and Louise is as I'm sure you know very focused on this (we have spoken about this already with Louise in terms of Operation Lilford as another early priority).

This is a review commissioned by the Commissioner. It is – and it has to be - open, transparent and far reaching. The Commissioner is accountable for standards and culture within the Met, and expects to be held

to account on this by you and the Mayor. This far reaching and unprecedented review will provide new insight and make recommendations which will help to position the Met strongly for the future.

The Commissioner will want to ensure the Mayor and you as Deputy Mayor are actively involved in contributing to the review, offering your insight and strategic views on the issues the review should cover. The Commissioner will also want to ensure you and the Mayor are kept updated fully on the progress of the review and the findings as they emerge, given our clear commitment to take action on any issues as soon as they arise. Subject to discussions with Louise, we propose 6 weekly structured meetings between the Mayor, DMPC, Commissioner and Louise on the progress of the review and any emerging issues.

You will remember Cress also suggested to the Mayor and to the Home Secretary that each might have a place on Louise's External Advisory structures.

I know you know that Louise is an exceptionally experienced reviewer. We want to take her soundings next week on how she would want to best engage you and the Mayor, before concluding a framework. And I know Louise will want to prioritise discussions with you and the Mayor to help inform how she will carry out her review and the priorities in doing so.

I am very happy to discuss this further.

ROBIN

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From: Sophie Linden
Sent: 10 February 2022 07:50
To: Ali Picton
Cc: David Bellamy; Richard Watts; Sarah Brown; Felicity Appleby
Subject: FW: OPERATION HOTTON - STRATEGIC BRIEFING NOTE
Attachments: Copy of Annex B - Op HOTTON individual officer breakdown CONFIDENTIAL (002).xlsx;
CONFIDENTIAL MPS Hotton briefing 040222 (002)RW (002) final.docx

Ali

I spoke to Robin W last night – he and Steve H (in a text) have both flagged this briefing and questioned whether Mayor has read it – wanted to flag in case Cress raises today.

Sophie



MPS Briefing

Date: 06/02/22
Topic: Operation Hotton

Issue

This is a strategic briefing on Operation Hotton, the investigation into the behaviour of officers at Charing Cross. It is not intended to be a detailed analysis, and a more detailed briefing can be provided as needed. This note also does not seek to cover the extensive and urgent programme of work underway to change culture and to raise professional standards.

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Operation Hotton: Summary

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Other Questions Arising

Was wider discreditable behaviour identified beyond this team?

10. During their extensive and wide-ranging inquiry, the IOPC approached a number of witnesses and examined evidence from a wide range of sources. The only evidence of the behaviours reported were those found within the scope of the investigation. As other officers' behaviour came to notice throughout the investigation, the IOPC consulted with the Met and we supported the widening of the investigation to include the new areas of concern. This is why there were eventually nine strands to the investigation; as further behaviour of concern was uncovered, a new strand was created.

What action has the Met already taken on the use social media by officers?

11. The MPS did not wait for the conclusion of the IOPC investigation or the publishing of the learning recommendations to address concerns. Since 2017, the behaviours identified as part of this investigation were known and there have been several other cases, some IOPC and some DPS led, involving similar themes that have come to light within the MPS and across forces nationally.

12. The Met's 'Ethical Use of Social Media & Online Communication Principles' were introduced in February 2020. These are delivered on the key training touchpoints for recruits and promotion courses. They have been continually reinforced with an internal awareness campaign. The principles remain current and have been circulated nationally as best practice. They apply to use of all forms of social media and require adherence, including to the Code of Ethics and Standards of Professional Behaviour in both a personal and professional capacity.

13. In June 2021, the IOPC published nine national recommendations regarding police officers' use of WhatsApp. The IOPC guided forces nationally to take significant steps to tackle the problems identified. As a result the NPCC Inappropriate Use of Instant Messaging and Social Media Working Group was established, chaired by Assistant Chief Constable Mark Travis (South Wales Police). The five strands are: Intervention, Policy and Procedure, Learning, Development and Culture, Technology and Data and Communications. The MPS' DPS OCU Commander sits on this national group and is the national strand lead on policy and procedure, working with the other strand leads nationally to issue guidance to forces. The main focus of our work has been on the behaviours and not the platform it is exhibited on. Learning and Development provides training to both new recruits and to newly promoted Sergeants and Inspectors on these issues and the MPS intranet highlights the policy on inappropriate use of social media and instant messaging to all staff. The messaging from Chief Officers over the last 12 months has been clear - behaviour such as this will not be tolerated. Work is also ongoing to enhance our proactive monitoring and audit capability in order to detect inappropriate behaviours on Met ICT systems.

Misconduct Regulations: Reform

14. The Met has long argued for reform of the regulatory framework. This is urgently required to achieve the fundamental shift that is needed to tackle these cases in a way that is faster, more effective, more robust, and ultimately necessary to increase the public's trust in the conduct of officers. The Commissioner's decision-making authority is limited. The Met can influence at key points, but does not have the authority to dismiss an officer outside of this process.

15. We are pleased that Baroness Casey has agreed to consider the Met's use of the misconduct Regulations as a priority within her independent review. However, we

[REDACTED]

strongly believe there is a case for urgent reform and will want to work with the Mayor and MOPAC to build momentum for this across policing and with the Home Office. In particular, we want to explore urgently the scope for Regulatory change that would enable the Commissioner to authorise fast-track dismissal for grossly discreditable conduct, in order to be able to dismiss even more quickly those who shame the service and let down the public, who put their faith in them to do the right thing.

END

ANNEX A

HIGH LEVEL SUMMARY: POLICE MISCONDUCT PROCESS

- ***IOPC Referral:*** Complaints, conduct matters and death or serious injury (DSI) matters that meet criteria set nationally are referred to the IOPC (mandatory referrals), plus other cases where the Met judges that the gravity of the subject matter (or exceptional circumstances) justify referral (voluntary referrals). This may be, for example, because the complaint or conduct matter could have a significant impact on public confidence, or the confidence of particular communities, or where the Met otherwise feels there is a need for independent involvement in the investigation.
- In every instance, the IOPC decides whether to investigate the case themselves independently, or pass back to the Met for investigation.
- ***IOPC Conclusion:*** Where the IOPC investigates, at the conclusion of the investigation they provide to the Met an assessment of whether there is a case to answer or not, and if so whether the investigation justifies proceedings at the level of gross misconduct, misconduct or a lower sanction such as management advice.
- ***Met Review:*** At this point, the Met (the Appropriate Authority in DPS) also reviews all the evidence to assess whether we agree or not with the IOPC's conclusions. At this stage, the Met sends our opinion and rationale to the IOPC.
- ***IOPC Decision:*** The IOPC then reviews the position taking account of the Met's opinion, before coming to a final decision. That decision rests with the IOPC. They have the power to direct that the Met proceed with a case at the level they believe is right. (The Met has no power in law to proceed with a case at a higher level than that set by the IOPC.)
- ***Gross Misconduct Hearings:*** Gross Misconduct cases are considered by a panel of three, consisting of a Legally Qualified Chair and an Independent Panel Member who are both appointed by MOPAC, and a serving police officer of at least the rank of Superintendent. Both the officers subject to proceedings and the Met are usually represented by Counsel.

After hearing all of the evidence the panel decides whether the case is proven or not. If allegations are proven the panel invite the officer and the Met to make representations as to what they consider the appropriate sanction should be. The panel then makes the final decision on sanction.

- ***Accelerated Case Hearings:*** Where the Met is satisfied that certain special conditions are met (irrefutable evidence and the officer should cease to be a member of a police force without delay), under 2020 Regulations the Met may hold an Accelerated Misconduct Hearing (AMH). Under 2012 Regulations this was referred to as a Special Case Hearing (SCH). These proceedings are often used in cases where an officer has been convicted of a criminal offence, but can also be used for non-criminal cases if the conditions are met. AMH's are chaired by an Assistant Commissioner.
- ***Misconduct Meetings:*** Police Conduct Regulations (2020) require Misconduct meetings to be chaired by an officer of at least one rank above the subject officer. In the MPS, policy dictates that this will be at least the rank of an Inspector. DPS provide training to a cadre of officers who perform this role. Policy was recently updated to take into account the need for a more senior officer to chair those cases where there has been an IOPC investigation

[REDACTED]

involving a death or serious injury. These cases are now chaired by a Superintendent.

- **Appeals:** The Commissioner has no ability other than through Judicial Review to challenge the outcome of a disciplinary panel. However, officers can challenge the outcome - and such cases are then heard by a Police Appeal Tribunal.
- **Police Appeal Tribunals:** If the PAT overrules a dismissal decision, the officer has to be reinstated. The Commissioner has no right of appeal - other than to Judicially Review the PAT. The Met has done that on two recent cases where it was felt the PAT's decision to overrule the decision and require the Met to reinstate two officers was wrong and would undermine trust and confidence.

[REDACTED]

From: [REDACTED]@met.police.uk
Sent: 11 February 2022 15:06
To: [REDACTED]@met.police.uk
Subject: Commissioner's weekly update to the Mayor (11 February 2022)
Attachments: [REDACTED] 110220223364_001.pdf

Good afternoon

Please find attached the Commissioner's weekly update to the Mayor, on Friday 11th February 2022.

Kind regards

[REDACTED]

Staff Officer to Commissioner Cressida Dick



**METROPOLITAN
POLICE**

[REDACTED]

New Scotland Yard, Victoria Embankment, London. SW1A 2JL

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Sadiq Khan
Mayor of London
City Hall
Kamal Chunchie Way
London
E16 1ZE

11th February 2022

Cressida Dick
Commissioner of Police of the Metropolis

Metropolitan Police Service
New Scotland Yard
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WEEKLY UPDATE

Dear Sadiq

As you are aware, I indicated yesterday that I would step aside as Commissioner. The role depends on genuine and wholehearted support from the Mayor, and you made it clear to me that I do not have your confidence. Rest assured, I will continue to do everything I can to lead the Met effectively in the coming weeks. My leadership team is strong, capable and very determined to deliver, operationally building on our strong results in so many areas, to continue to transform for the future culturally and through technology, and to improve trust and confidence.

This week, my leadership teams have been out and about even more than usual, underlining the messages of my email about behaviour and standards. I have been struck by colleagues' powerful and positive reactions.

On Monday this week, we welcomed a cohort of 364 new police officer recruits into the Met, of which 57% were women. Tying in with National Apprenticeship Week, 125 of these recruits joined under our Police Constable Degree Apprenticeship course. The intake also included a cohort of part-time officers - part of our ongoing work to ensure we attract as wide a range of diversity and talent into the Met as possible. Since January 2021, 1,095 people have started a new vocation under our apprenticeship scheme, making a real difference to the safety of London's communities and working towards a degree fully funded by the Met.

Elsewhere, we were pleased to host the Policing Minister yesterday in Lewisham and Greenwich. The visit followed a recent meeting he and Sophie had with Commander Al Murray on innovative projects to tackle teen homicide and serious violence. The Minister was able to see first-hand how Operation Denali is using a range of tactics to tackle serious youth violence, in particular the carrying of knives. Since 17th January, there has been a deployment of pan-Met and local assets in areas of high footfall to both disrupt knife carrying and highlight to young people that they are likely to get caught if carrying a knife. The operation is focussed in boroughs (Greenwich, Croydon and Haringey) where teenage homicide has been high, and highlights our commitment to tackling this scourge.

Our latest data shows that our efforts to tackle teenage violence are having an impact. Analysis has been conducted for all incidents of stabbings, lethal-barrelled discharges and homicides where the victim of the offence that received injuries is aged between 13 and 19. There have been significant reductions in violence where the victim of the offence is a teenager with each of the years analysed seeing a reduction in the offences committed. Overall offending levels in 2021 were 25% lower than those seen in 2019 and still slightly below those of 2020, despite the easing of restrictions. However, there is still work to do, as despite these overall reductions, there have been increases in the higher harm offences such as homicide, attempted murder and firearm discharges. Sadly, as you know there were two homicides this week of young men, one of whom was an 18-year-old teenager. We are making good progress in both investigations.

We are also seeing some significant results from our real time DNA pilot, which has been live for just over a week. It is a 6-month pilot at six Custody Sites where we are undertaking DNA profiling in a

desktop device ('kiosk') within the Custody suite whilst the suspect is detained. Profiles are loaded to, and searched against, the National DNA Database. In the first week 238 samples were taken and 'run' on the Real time devices, generating ten matches – two of these relate to unsolved rape investigations. One in Sussex, while the other is a Met investigation with details of the case below showing a great result that demonstrates the benefits of RTDNA, not least in supporting the Met's priority to tackle violence against women and girls:

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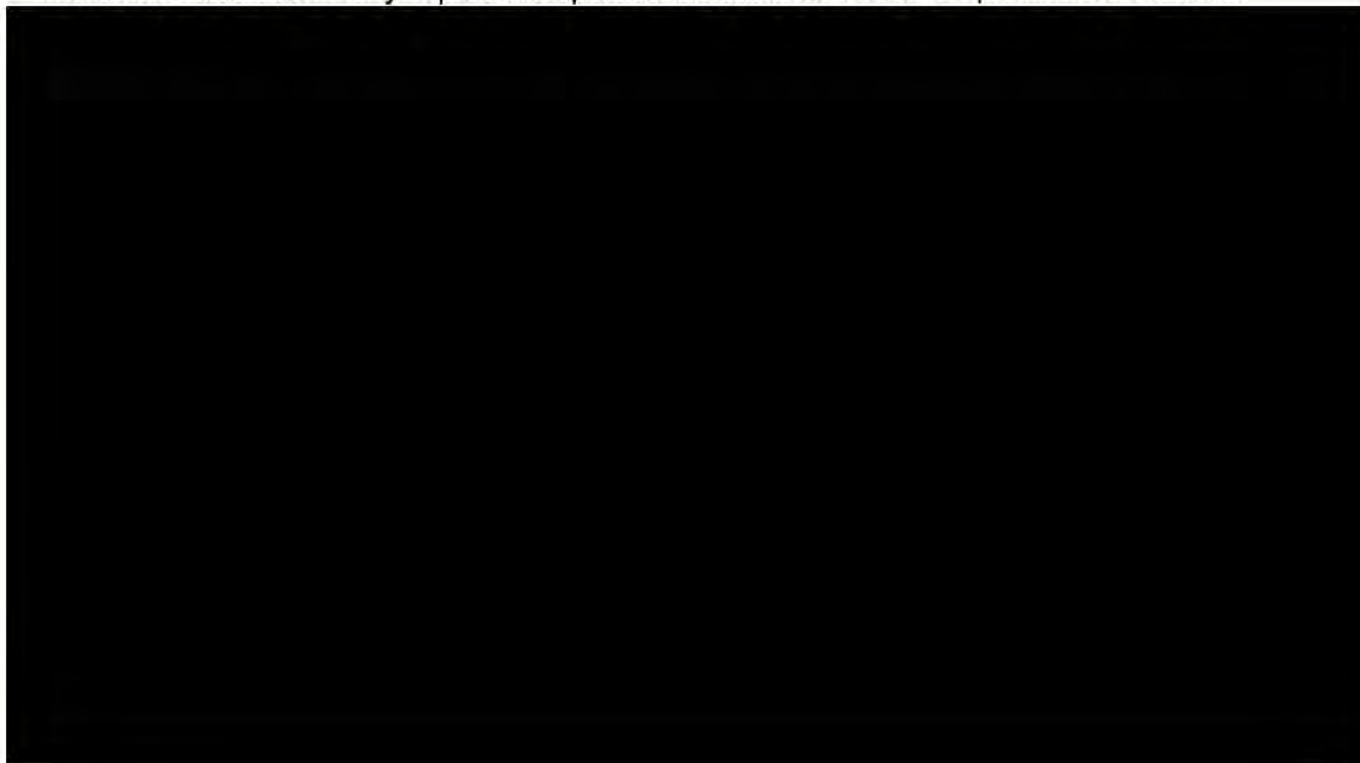


More generally, you will be aware that we are putting a significant focus on driving up our sanction detection rates. To support these efforts, we have put in place a new governance regime and a weekly data set, produced in order to understand, at a granular level, where performance is good, where further focus is required and where we can learn from best practice. You will appreciate that this is not a quick process due to the scale of the organisation and volume of activity across the BCUs. However, whilst overall sanction detection rates still have a long way to go in terms of meeting our aspirations, the weekly data and quarterly comparisons are encouraging and show a steady level of improvement.

Alongside the new governance structure, additional investment has been made into BCUs to support activity, and we have seen some very significant results over that period:

- Burglary week of action (08.12.21) – 102 sanction detections (SDs) + 12 offences to be taken into consideration (TICs) compared to a normal average of 45 SDs per week;
- Burglary week of action 2 (20.12.21) – 77 SDs + potential for over 35 TICs; and
- Domestic Abuse 16 days of action (10.12.21) – 725 SDs (compared to previous 16 days of 418).

There have also been many impressive operational results across the capital in the last week:





We also saw significant convictions this week, following complex investigations:



This was also a very good week for seizures, through planned operational activities and disruptions – with drug-seizures including 10kg of cocaine, 60kg of heroin and additional amounts of undefined Class A. We closed four separate County Lines, seized cash in excess of £278,000 and recovered four fully viable firearms, along with significant quantities of ammunition.

I hope that you and all at City Hall have a peaceful and pleasant weekend.

Yours



**Cressida Dick
Commissioner**