

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

Public Access Strategy

November 2017

MAYOR OF LONDON

OFFICE FOR POLICING AND CRIME



**METROPOLITAN
POLICE**

TOTAL POLICING

Foreword

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

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

The backdrop to these ambitions is a prolonged period of reductions in national Government funding for policing in London. On top of the £600 million saved from the MPS budget between 2012 and 2016, London's police now need to deliver a further £400 million of savings over the next four years. £200 million of these have been identified, but a further £200 million still need to be found. Tackling this financial challenge forces us to make some tough choices, some of which are set out in this document.

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

Our investment in front line policing, and the equipment needed for a 21st century police force, is made possible by selling expensive to run buildings – many of which only support 'back-office' activity – which are underused or no longer needed. This investment will equip officers with the technology they need to spend more time out in the communities they serve.

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

We are grateful to the large number of Londoners who responded to the consultation. We have listened to the concerns raised, and this strategy seeks to

allay fears about the impact these changes will have. We know that our proposals, particularly around front counters and police buildings, are not universally popular. But we are clear that, given the financial situation the MPS faces, these decisions represent the best option for keeping officer numbers as high as possible and keeping Londoners safe.

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

Introduction

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

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

This strategy sets out the current state of public access and where we want to get to. Our public access offer to Londoners brings together the existing telephone contact methods, which accounts for the majority of police contact, with new online ways of reporting; at least two Dedicated Ward Officers in every community, based closer to their wards and equipped to work and engage with the public on the go and at notified times and places; and one 24/7 front counter in every borough.

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

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

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

No change is entirely easy, or universally popular, and we heard a lot of concerns from Londoners who responded to the consultation. We have listened to this

feedback and understand the concerns that people have expressed. Where possible, we have sought to explain better our rationale through this document. Despite concerns, we believe that the totality of the offer to the public in this document represents a necessary and positive change for London and that we are right to always prioritise better equipped, mobile front line officers over expensive, underused buildings.

We are collectively committed to delivering policing where and when Londoners need it, engaging with Londoners in effective and convenient ways and giving people the opportunity to access policing services in a wide range of methods.

About this document

This strategy sets out the Metropolitan Police Service and Mayor's Office for Policing and Crime changes to public access to the police across London. It was originally published in draft form in July 2017 and was subject to a 12 week consultation process. More details about the consultation process are set out below.

As well as setting out the MOPAC/MPS strategy for public access, and confirming which police station front counters will be closed and buildings disposed of as part of the MPS drive to deliver £400 million of savings, this document also responds throughout to the key themes raised during the consultation. These are either incorporated in the revisions to the text since the draft strategy was published, or are set out in break-out boxes on specific themes.

The consultation document was published as a draft joint strategy on both public access to the police and engagement between the public and the police. This document now focuses exclusively on public access. Valuable feedback was received about public engagement throughout the consultation and this work will now be considered separately. Our approach to public engagement, building on what currently works well, will then be announced next year.

Finally, Annex 4 sets out all of the other buildings which do not house front counters which will be disposed of by the MPS, or where we intend to exit a lease. Many of these buildings are safer neighbourhood bases or are other places neighbourhood officers are based. As referenced below, we will not come out of these buildings until a suitable replacement facility – generally a new Dedicated Ward Officer Hub – is operating. In some cases, where the costs are low, we will remain in SNBs earmarked for closure if an alternative DWO Hub cannot be located or the site offers good value for money – an initial assessment of these sites is located in Annex 5. These will then become the DWO hubs from which officers will operate in close proximity to the communities they serve. However, there may be other sites we decided to retain. As such, inclusion in Annex 4 does not guarantee we will exit a site.

About the consultation

The joint MOPAC and MPS consultation document was published on 14 July and asked a series of questions of Londoners about the changes proposed. People had 12 weeks to give their views either via an online survey, by email or letter or in public meetings which were jointly held in every London borough.

In total, 1,687 people responded to the online survey, 900 written responses were received and 1,592 people attended the public access meetings, making this one of the largest consultations conducted by MOPAC – meaning over 4,000 people took the opportunity to give us their views we also received 8 petitions with over 14,500 signatures highlighting high levels of public awareness of the process.

The principal themes raised in the consultation have been drawn out throughout this document and these, along with the specific issues received which were relevant to each borough, have been placed before the Deputy Mayor as she has considered the proposals.

Most respondents expressed concern about the proposals to close police stations and front counters, although there was an understanding of the need to make savings. This was particularly the case during public meetings. When people were presented with the same choice presented to the Mayor and MPS, namely to spend our budget on police buildings or police officers, some people accepted the need to keep officer numbers as high as possible.

Where comments were made about specific buildings we took these into consideration as we made our final decisions. In three places, set out below, this has led to a change from the previous proposal, for the reasons provided.

An Equalities Impact Assessment is being published alongside this document and the issues raised in it, which were reflected in a draft EIA published alongside the consultation document, have been considered in the preparation of this strategy. Ongoing regard will be had to these obligations when considering how to implement proposals in the strategy and any impacts will be addressed at this stage.

During the consultation process it became clear that local operational police decisions had been taken to operate Ruislip and Pinner police stations as volunteer-led front counters. As such, these did not appear in our original list of front counters, we were proposing to close. Our proposal will be to close these front counters due to the reasons previously provided. Although we did receive some representations about them during the consultation process, we will re-consult locally in those communities prior to making decisions about them.

Contacting the Police

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

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

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

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

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

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

On the phone

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

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

999 calls

The current situation

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

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

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Grade	Deployment target	Performance
‘Immediate’ grade	Attend within 15 minutes	12 months to Sept 2017: 85%
‘Significant’ grade	Attend within 1 hour	12 months to Sept 2017: 77.2%
‘Refer’ grade	No deployment target	N/A

So far in 2017 the demand on 999 has increased by 14%, which has had an impact on performance of the answering system. Measures are in place to address this, including training more staff to take calls and better management of incoming demand.

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

The future

As part of the plans to reduce the size of the MPS estate, allowing us to release surplus property and invest savings in front line policing, we will keep the number of police buildings and response bases across London under review. We will ensure that we provide sufficient places for officers to start their shift, before deploying out to patrol hotspots, while allowing us to dispose of property we do not need.

Where changes to the estate have an impact on patrol base locations, we have taken into account response times when making decisions.

Consultation feedback: Deployment of Response Officers

During the consultation it was clear that many people were concerned that the closure of a police station front counter or a disposal of a police building would reduce the speed of response they received from officers when they need them.

Whilst public concerns about closing front counters and police buildings is understandable, response times will not be affected by closures. Work is ongoing to ensure response times are maintained and the quality of service improved.

Although emergency response and patrol teams have specific parade sites where they start and finish their tour of duty, this does not mean that they always respond to incidents from that location.

More often than not, they respond to incidents either from the location of the previous incident they attended or while patrolling in a directed patrol zone. The rollout of mobile devices to all frontline response officers will allow them to spend more time out on patrol by removing the necessity to return to police buildings to complete reports.

In order to ensure that officers are able to deploy in a more intelligent way, so that

they are out and about in the areas where they will be most needed, we will make use of developments in predictive policing technology, which makes use of large amounts of existing MPS data to direct patrolling into the capital's crime hotspots.

101 calls

The current situation

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

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

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

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

The future

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

Given the importance of the 101 non-emergency number, the MPS is maintaining their commitment to it, along with the commitment to attend calls that require an immediate response within 15 minutes.

Consultation feedback: Performance of 101

During the consultation we heard concerns from members of the public about the performance of 101, with people reporting long waiting times when trying to speak to the MPS. Average waiting times were over three minutes (184 seconds) in September and 22% of calls were answered within 30 seconds, against a target to answer 90% of calls within 30 seconds.

The poor performance of 101 has been driven by the increasing demand for the 101 services – up 4% since July 2016. This trend has also been the case in other forces nationally. Based on current estimates, it is believed that call volumes will exceed 6 million for the year 2017/18 for the first time. The impact of this increase in demand has been exacerbated by high vacancy rates in the Met Control Centre, along with high levels of sickness.

The MPS are introducing an improvement plan to increase performance and reduce waiting times. This plan includes increasing recruitment, with new staff starting shortly; addressing the high levels of sickness; and reducing the demand on the system by exploring ways to divert those people currently using 101 for non-policing activity to other sources of information and help.

While this plan is now in place, it will take some months before the unit is up to full strength and the suite of measures have the required effect. The MPS and MOPAC will continue to monitor performance going forward.

Investigating crimes

The current situation

Prior to the consultation being launched, the MPS dealt with around 20% of crime entirely on either the phone or online and this has been the case for the last few years. There is a prescribed list of crime types that, subject to initial triage, are deemed suitable to be investigated over the phone. The victim gets called back sometimes 24 hours or more later to take full details of the crime report.

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

The future

As well as reporting crimes via the telephone, we also want to allow people to do much more during the course of an investigation on the phone. In simple cases, where the victim is happy with the approach, and are not considered vulnerable, this is much more convenient for the victim and saves valuable officer time.

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

The Met Control Centre will ensure that the victim is transferred straight into the new Telephone & Digital Investigation Unit (TDIU) to have their report taken, significantly reducing call backs and improving the service provided to the victim. This service launched on 4 September 2017.

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

This approach will never be a blanket rule for certain crimes, rather each incident is dealt with on a case-by-case basis, taking into account arrange of factors, including the vulnerability of the victim and the type of crime.

Victims of all crime types, except motor vehicle crime if the victim is not considered vulnerable, will be given a choice about whether they are visited. This includes victims of crimes like burglary and robbery. Only when it is considered appropriate will cases be dealt with over the phone.

Domestic and sexual abuse and hate crime, for example, will never be within scope for this work, other than in exceptional circumstances where a victim does not want

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to see an officer. So, as well as being more convenient for victims, this approach allows us to focus officer time on those cases where a face-to-face visit is needed and extra support can be provided.

More officers have been moved from non-front line roles into the TDIU to enable them to deal with these incidents immediately. As well as being more efficient, we believe this extra investment in telephone investigation will also improve people's satisfaction with the service they receive. Since the new system went live, the proportion of crimes dealt with this way has risen to one third.

This system will be particularly be particularly valuable in cases there members of the public want quick resolutions to their cases, without repeated hand-overs to other parts of the MPS. Satisfaction will be carefully monitored as part of the existing User Satisfaction Survey carried out by MOPAC on an ongoing basis.

Online

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

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

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

Public response to the consultation showed that people agree that the MPS should

be improving their online offer to the public, albeit that they wanted this balanced with the need for face to face access to policing. This important direct contact between officers and the public is covered later in this strategy.

Making policing services available online

The current situation

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

The future

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

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

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

It was, though, clear through the consultation that people didn't want to feel that the MPS was pursuing a strategy that emphasised online services over face-to-face or telephone services. The online offer set out in this strategy is an additional way, for Londoners who want to, to contact the police. There will always be people who do not want to, or will not be able to, use online services – just as there will always be some who will not use the telephone or want to visit front counters – but by creating as many routes as possible for people to contact the police then Londoners will be able to use the means best suited to them when they need to access the MPS.

The new web platform

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

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

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

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

The new and improved contact facilities provided through the MPS website have proven the demand for online reporting. During its initial phase, 1,200 crime reports a week were made online, a 350% increase, and this is continuing to rise. We know that 70% of those who use the new service say that they are satisfied.

This increase has been in spite of the process being in the testing phase and with no formal launch and publicity of the site. The site will now be publicly promoted, which will likely increase uptake of the services by Londoners. We will continue to monitor performance and satisfaction with the new service to ensure it is as effective as it possibly can be.

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

attracts people to the online services available on the website, and is an important part of the public access strategy. These pages will go some way towards meeting people's views in the consultation process that they wanted information from the local police about what was happening in their communities although these are, of course, not the only way of engaging with the police. As above, we will be publishing an engagement strategy next year, which will explore these issues further.

During the consultation it was clear the public want more information, including about their Dedicated Ward Officers and activity on these pages. This is currently being explored and will also be included in the forthcoming work on engagement between the police and the public.

Social media as a contact channel

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

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

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

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

Case studies: @MetCC

Stalking

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

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

The original informant was very pleased with the service and reassurance provided.

Hate Crime

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

From contact to court

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

Introducing a digital service will allow the MPS to design an end-to-end system that is seamless and speedier from the first contact right through the conclusion of a victim's case. Enhancements planned to the digital service in the next year include

an easy-to-use function for uploading digital evidence such as images and video; a live chat facility to allow the public to chat with contact centre staff and a new digital route for reporting anti-social behaviour. Public appetite to upload video is already evident in the new vehicle-collision service, where members of the public are uploading video to social media channels and alerting the MPS to its presence to bolster allegations of unsafe or poor driving.

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

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

It is our firm belief that the digital opportunities can provide benefits for the public and for the MPS. Digital services often have greater levels of public satisfaction due to their greater convenience and reduced friction. But they are also more efficient for organisations, allowing them to focus resources in the areas where they bring the greatest value.

Case study: Contact to court

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

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

In person

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

“From increases in Dedicated Ward Officers in all London's communities to a 24 hour, 7 day a week front counter in each borough, no community will be without the ability to talk directly to an officer when they need to.”

Dedicated Ward Officers

The current situation

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

The future

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

We are doubling the number of named, sworn officers in every ward, so that by the end of the year there will be 1,258

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

DWOs provide visible policing, regularly patrolling their ward on foot or bicycle, and delivering engagement and problem solving specific to the area and the community they police. They will be a source of expertise and intelligence in their community, with an understanding of hotspots, problems, prolific offenders and vulnerable victims, and any developing issues. They will be problem solvers and

crime preventers, working with the community they police, and known by them, to improve their lives.

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

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

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

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

We are aiming, over the next three years, to roll out 150 of these DWO hubs across London, working on a general rule that DWOs should begin their shift no more than 20 minutes walking time away from the ward they patrol, with many much closer.

We believe we can provide around 100 of these hubs in existing police buildings or safer neighbourhood bases which we will be retaining under our estates plans, but we will be working to identify the others by liaising with partners across other emergency services and local authorities and with local communities. This means that we need to identify around 50 partner sites across the capital for these new hubs to deliver the 150 we need.

These hubs will be places for officers, who will be expected to spend the large majority of their time out in communities to start and end their shift. They will be equipped with lockers and welfare facilities available for them to prepare for their shifts and facilities for them to dock body worn video devices and access the internet on their remote devices. They will not have public access; rather officers

will be expected to get out into their communities quickly on starting their shift to meet the public face-to-face.

We have begun the process of discussing our requirements with local authorities and others to establish whether partners might be able to work with us to identify locations, including opportunities to co-locate services. These might include, for example, local authority buildings or London Fire Brigade facilities. In response to the consultation people gave their thoughts on potential locations for the DWO hubs, and these are being taken forward locally. Ward Panels and SNBs will be engaged in the process of identifying DWO Hubs, and, while hubs will not have public access, they will be able to work with the police and other partners to notify the public when they have been identified.

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

A full list of the safer neighbourhood bases which will be replaced with new Dedicated Ward Officer Hubs can be found at [Annex 4](#).

In some cases, where the costs are low, we may remain in SNBs earmarked for closure if an alternative DWO Hub cannot be located or the site offers good value for money. Annex 5 provides a list of the current SNBs which we intend to keep as new DWO Hubs. If alternative, more cost-effective, sites become available then we will consider these in the future. In addition, during the consultation we heard concerns about the future of the facility on Streatham High Road. While we will continue with our plans to close the front counter, as set out below, the site will be retained until 2024 as a base for local officers.

During the consultation, it was clear that some people were concerned that a commitment was being made to come out of safer neighbourhood bases before we had identified the location of Dedicated Ward Officer Hubs. The consultation document made a commitment which is important to allay these concerns, which remains: In general, and unless the lease costs are prohibitive or suitable alternative accommodation can be found without overly impacting on travel times, safer neighbourhood bases or other buildings from which neighbourhood teams deploy, will not close before the relevant DWO Hubs have opened.

Consultation feedback: Local Police Presence

During the consultation many people expressed their concerns that the loss of a front counter or police station would equate to the loss of police presence in their community.

While there is no evidence that the presence of a police station reduces crime, we do understand that people value the reassurance offered by a police building.

Throughout our approach, however, we have prioritised the reassurance and active policing offered by police officers, who can be in more places around their communities, over buildings. However, we accept the very important need that Londoners have to be reassured.

Dedicated Ward Officers will have a critical role in reassurance policing – knowing, and being known by the communities they serve. In addition, the Community Contact Sessions they operate will allow people face to face access in many more locations than were previously available.

If DWOs are to be truly accessible to the communities they police then it is important that they are available at specified times and places in their communities. Every community is different, and so we will not prescribe from the centre when, where and how frequently these Community Contact Sessions should take place, beyond the commitment to hold at least one session in each ward per week. But they should be in convenient locations and well-advertised, including on the new ward sections of the MPS website, to enable local residents to receive crime prevention advice, report crimes or talk to officers about issues of local concern.

Safer neighbourhood boards and ward panels will be asked to take a light-touch approach to overseeing the implementation of these sessions using guidance provided by MOPAC. These Sessions have now begun and have given the public the opportunity to talk to their Dedicated Ward Officers about issues ranging from anti-social behavior and drug use in St Pancras and Somerstown Ward to providing advice to elderly people about fraud in Crofton Park.

These Sessions will be much more flexible and convenient than the current system of Contact Points which are very poorly used. Contact Points across London were designed to be open three times a week for an hour each time.

They are often in existing police buildings, such as safer neighbourhood bases, which are inconvenient or poorly located.

Consequently, and as a result of the shift to reporting on the phone or online, very few people either know about Contact Points or ever use them.

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

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

It is extremely inefficient having police

officers or PCSOs, who should be out in the community, sitting behind a desk three times a week with no visitors. In fact, in some parts of London operational police leaders have taken the decision not to staff Contact Points that members of the public were not using in order to bring officers out onto the streets and into communities. Across London, where this has taken place, there has been no adverse response from communities and, in fact, it seems to have gone unnoticed. This shows that we can prioritise neighbourhood policing over underused buildings without impacting on the public.

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

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

Consultation feedback: Community Contact Sessions

Concerns were expressed during the consultation process that, while Contact Points had not been successful, it is important that the new sessions are well advertised. In fact, many respondents told us that they thought the Community Contact Sessions might not be needed at all, and that local areas should determine their own arrangements.

We believe that there is value in having designated times and places when people can meet officers face to face, if they need to, although agree that these should not be centrally dictated. That is why DWOs will determine for themselves, with the involvement of local people through Safer Neighbourhood Boards and Ward Panels, what the right arrangements are.

Community Contact Sessions will take place at least once per week for at least an hour in every ward across London starting in the New Year, although some have already begun. DWOs will recommend the dates, times and location of each Contact Session, working with Ward Panels and other partners where necessary. For example, they could hold regular events at iconic sites or those with a high footfall, in response to an increase in a particular crime type or community concern, or in conjunction with events held by partners.

The recommendations will be put before the relevant Safer Neighbourhood Board (SNB) for their scrutiny. They will be advertised on the ward Twitter and Facebook pages, as well as any local forums/media considered appropriate. Services offered will include crime prevention advice, property marking and signposting to other MPS or partner agency services, along with crime reporting.

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

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

Closing Contact Points, many of which are in safer neighbourhood bases will also support the plans set out above to close existing bases in favour of DWO hubs

which will be closer to communities.

The public can contact DWOs through various channels that will be advertised, such as email, social media, on the ward pages of the new MPS website and by phone. If a follow up appointment is deemed necessary, this can be arranged with the officer. Some consultation respondents expressed their desire for more information about their DWOs, including online. Consideration is currently underway about how best to achieve this, and this will be included in the forthcoming engagement strategy.

Safer Schools Officers

The future

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

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

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

Front counters

The current situation

We know that front counters remain an important part of the way that some members of the public want to contact the police, and this was borne out in the response to the consultation, although their use has continued to decline over recent years. Over the past ten years the number of crimes reported at front counters has fallen by three quarters and, as a proportion of all crimes reported, has fallen from 22% in 2006 to 8% in 2016 – even lower than the 12% when the last set of changes to front counters was made. These changes saw the number of front counters fall from 149 in 2008 to 73 by 2016.

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

We have analysed the number of crime reports made at front counters and this shows extremely low levels of reporting (details can be found in [Annex 3](#)). Twenty front counters receive one or fewer report a day, 25 receive fewer than three reports, and only nine have five or more reports. The busiest station, Brixton, receives an average of seven reports a day. As this is a 24/7 front counter, that is one report every 3.5 hours.

Some people visit front counters for other reasons than reporting crime. In order to reflect this, a footfall survey recently took place over a two week period. This showed that a quarter of all visits by the general public to front counters are to report a crime (18%) or a traffic collision (8%), which can now be done online or the telephone or at the remaining front counters and Community Contact Sessions.

The majority of other reasons for visiting – asking for information or directions or handing in lost property – are not activities which need to take place at police station front counters. Full details can be found in [chart 6](#) in [Annex 1](#).

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

Consultation feedback: Lost Property

During the consultation, some people expressed their concerns about where lost property could be handed in if front counters close.

It is important to note that the MPS do not currently take lost property, except for in a few special circumstances, for example if the item might pose a risk to others, or if it is a quantity of cash. As such, it would be disproportionate to keep front counters open for the police to deal with property which it is not their responsibility to process.

In future, the small range of items which officers do accept can continue to be handed in at the 24/7 front counters which will be retained in each borough, or people who find property can make efforts to trace the owner themselves.

Where offenders need to report to front counters for bail or other purposes, such as when those subject to football banning orders have to surrender their passports, they will still have a 24 hour front counter in their borough to use. With the recent changes to the Bail Act currently taking hold, the number of offenders having to report for bail is reducing – prior to the legislative change a third of defendants were bailed, this has now dropped to 6%.

The future

In order to ensure that we continue to provide front counters across London for those people who chose this method of communication with officers, or for those who need to use a front counter – for example to verify their identity, make payments, or if they have a legal obligation to attend a front counter – while at the same time prioritise spending scarce resources on front line officers, we will retain one 24-hour front counter in each borough. The exceptions to this are Westminster, where we had a prior commitment to move Paddington Green to Church Street and Kensington & Chelsea where, as below, we are proposing to open a daytime front counter near the Grenfell Tower site to respond to the needs of that community. This follows similar decisions taken by many of London's local authorities to rationalise services into a single location for members of the public to visit.

The front counters being retained are, subject to a few exceptions set out below, generally London's busiest front counters, with three quarters of all of the crime reports at front counters taking place at 24/7 stations. The large majority of those which will shut have fewer than two reports every day.

By closing the front counters at the remaining police stations we will exit the majority of these buildings, raising around £165 million of capital to spend on improving the technology available to officers on the front line and enhancing the remaining estate. During the consultation on the draft strategy, some Londoners expressed concern that money raised from the sale of police buildings would be reinvested into places other than policing.

We can make a firm commitment that this is not the case. All capital receipts will go straight into policing budgets to fund the MPS' extensive capital programme to support the front line.

We will also save around £8 million on running costs alone, the equivalent of over 140 police officers, allowing us to deliver the Government's funding cuts without cutting any deeper into the front line than we will be required to. Unless MPS funding increases, officer numbers will fall, but every pound saved by closing a poorly used front counter is a pound of savings that we do not have to find by reducing officers further than this.

While the evidence shows there is no correlation between a police building and crime rates, it was clear during the consultation that some people have a perception that this is the case or that the connection between the police and the public would diminish because buildings close. But because we are moving DWOs closer to communities, and ensuring that our response teams are patrolling crime hotspots, we are confident that communities can be reassured.

£8m – the amount of running costs we would save every year by closing under-used front counters - equivalent to more than 140 police officers.

Consultation feedback: Older people

During the consultation many people expressed their concerns that closing front counters would disadvantage older people who might find it harder to access other sites.

The evidence shows that our current front counters are not well used by older people. In fact, just 7% of all crimes reported at front counters were by people over the age of 60, which is in line with the proportion of all crimes reported by people over 60 through any means, but lower than the proportion of older people in the London population which is 16%.

As with other people who need to access the police, older people will be able to make use of 999 or 101, with the commitment that people who need to see a police officer face to face, particularly if they are vulnerable, will be able to do so.

DWOs and Community Contact Session will also have an important part to play in making sure that older people can speak to officers when they want to.

As well as making savings and releasing capital, by getting out of surplus buildings we will be making available sites for development in line with Mayoral and local planning guidance. During the consultation, local people gave views about alternative uses for police buildings, particularly delivering affordable housing. We will advise all developers to have regard to local authority requirements for affordable housing and encourage them to make use of opportunities to access funding to maximise affordable housing opportunities

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

The rationale for this was generally because the current 24/7 counter is in a building which we would like to dispose of in order to maximise savings and raise extra capital to reinvest in policing whilst not impacting on operational policing.

Those proposed changes are set out below:

Our original proposal: Stations where we proposed to change which front counter was retained

Barking and Dagenham

The existing 24/7 front counter is at Dagenham Police Station. We proposed moving this to Barking Learning Centre which is currently a daytime facility. Dagenham Police Station would then have been sold.

Bexley

The existing 24/7 front counter is at Bexleyheath. We proposed moving this to Marlowe House which is currently a daytime facility. Bexleyheath would then have been sold.

Hillingdon

The existing 24/7 front counter is at Uxbridge. We proposed moving this to Hayes which is currently a daytime facility. Uxbridge would then have been sold.

Kensington and Chelsea

The existing 24/7 front counter is at Notting Hill. We proposed moving this to Kensington which is currently a daytime facility. Notting Hill would then have been sold.

Merton

The existing 24/7 front counter is at Wimbledon. We proposed moving this to Mitcham which is currently a daytime facility. Wimbledon would then have been sold.

In response to the consultation we have made some amendments to these plans in Barking and Dagenham, Bexley and Kensington and Chelsea.

Consultation feedback: Barking and Dagenham

During the consultation, people expressed strong views about the closure of Dagenham Police Station and the impact that this would have on public confidence. This was compounded by the recent borough merger pathfinder which has been taking place and where implementation issues have led to a drop in victim satisfaction. While work is taking place to improve this, we accept that the loss of Dagenham Police Station risks undermining confidence still further.

In addition, the local authority has approached us with plans which would allow us to redevelop the Dagenham site – releasing capital and reducing running costs – leaving us with a 24/7 front counter and police presence, as is the status quo. We will work with the local authority to develop these proposals but can now commit that the 24/7 front counter will stay in Dagenham. As we work to develop these plans, we will also explore the overall borough position regarding front counters in Barking and Dagenham.

These plans allow us to mitigate the specific confidence issues raised in the borough by taking advantage of a proposal which was not available when we began this process, allowing us to keep the capital receipts and revenue savings as high as possible.

Consultation feedback: Bexley

During the consultation, people expressed strong views about the closure of Bexleyheath Police Station and the impact that this would have on public confidence.

In addition, new considerations were made about the operational impact of the proposal by MPS management and senior leaders in the borough. Having reviewed this again the MPS has come to the view that the police station and front counter is needed at Bexleyheath Police Station to avoid operational risk to the delivery of services in the future.

The intention now, is to retain the Bexleyheath 24/7 front counter, as is the status quo.

We will consider locally what the retention of a front counter in Bexleyheath means for the proposal to reinstate the currently closed front counter at Marlowe House.

Consultation feedback: Kensington and Chelsea

During the consultation, concerns were expressed by the local community about closing Notting Hill Police Station given the deep trauma suffered by that part of London after the tragic fire at Grenfell Tower.

In response to this trauma, we accept the need for an ongoing, accessible police presence in the north of the borough, which was set out in consultation responses which specifically referred to the changing needs of the community following the Grenfell fire. To that end, we will be working with the community to see if they support our plans to open a new front counter facility near the Grenfell site, operating during the daytime. This will allow residents to meet with officers face to face and carry out the normal services available at a front counter.

Subject to this local discussion we aim to open a front counter very near the Grenfell Tower site, and we expect to have the site ready early in 2018. While this is not a replacement for the Notting Hill front counter, and we are continuing with our plans to close this site, we will not close the existing Notting Hill Police Station until the new Grenfell counter is ready, assuming the community tell us this a facility they want. We expect the front counter to operate for at least two years while the recovery work continues, and this will be kept under review, in consultation with the local community, to ascertain whether the site is needed longer.

Once the site is open we will continue with our plans to close and dispose of Notting Hill Police Station.

While significant representation was received about the other changes taking place in Merton and Hillingdon, when assessed through our decision making process there was no compelling reason to reverse our proposal.

Consultation feedback: Merton

We received feedback through the consultation which set out the concerns of some local residents about the proposal to close Wimbledon Police Station and move the 24/7 front counter to Mitcham Police Station.

While opposition to this proposal was significant, there was no specific proposal set out by respondents which would allow us to revise our plans whilst also meeting the requirements to make significant savings across the MPS estate, and ensure capital receipts are as high as possible.

Similarly, there was no specific operational issue raised which was considered significant by the MPS operational leaders. In fact, the view of operational leaders is that moving the facilities will have no operational impact on policing in the borough.

Consultation feedback: Hillingdon

We received feedback through the consultation which set out the concerns of some local residents about the proposal to close Uxbridge Police Station and move the 24/7 front counter to Hayes Police Station.

While opposition to this proposal was significant, there was no specific proposal set out by respondents which would allow us to revise our plans whilst also meeting the requirements to make significant savings across the MPS estate, and ensure capital receipts are as high as possible.

During the consultation there was a clear view that operationally Hillingdon needed a police facility in the north of the borough. Ruislip Police Station currently operates as a volunteer-led front counter, meaning that the public can access it but cannot report crime. As with other volunteer front counters, we intend to close the front counter (subject to further local consultation here, as set out above). However, operationally we have decided that a police base in this part of the borough will continue to be needed. As such, the building will be retained.

During the consultation, we asked the public if there were other front counters where demand was sufficiently high. We said that we would consider this evidence, subject to the need to make savings, as we made our decisions. As set out above, we followed a strict process in making these decisions. While the majority of consultation respondents were opposed to front counter closures in general, no new and significant evidence (that met the criteria set out in the consultation document) was received.

There are some communities which, regardless of the presence of a front counter, require a specific approach to meet their unique needs. One such example, raised during the consultation, is Southall in Ealing, which has one of the highest concentrations of BAME Londoners anywhere in the capital. Although Southall Police Station is closing, the local police are committed to continuing to engage with the community in the way which is most appropriate to their needs and make good on our commitment articulated above that the removal of a police building does not mean the withdrawal of policing from an area.

In Southall this will mean continuing the already good work in local faith buildings which will include crime prevention visits and stalls, along with the surgeries. This type of approach will be followed in other communities around London to ensure that all Londoners, particularly in harder to reach communities, have good access to policing.

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

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

The changes to front counters will mean that over two thirds of Londoners will be within half an hour's travelling time by public transport to their closest 24-hour front counter, with virtually everyone able to access one within 45 minutes. It was clear during the consultation that some people believed they would only be able to visit the 24/7 station in the borough in which they live. This is not the case – Londoners can visit any front counter and in some cases the nearest one will be across borough boundaries.

Given the alternative contact opportunities on the phone, online and in person with local officers, we believe that this is an acceptable distance, which is on a par with travelling times to local authority access points across London's 32 boroughs.

In a very small number of places around London some communities are already over 60 minutes travelling time from their nearest front counter, and because of these changes a few more communities will also be up to an hour away from their nearest counter, although this will only cover 3% of the population. In order to ensure that these people have good face to face access to policing services we have considered how to provide for these areas, while still delivering the savings required.

Consultation feedback: Communities over an hour from a front counter

During the consultation we asked people whether we should consider options for communities who are over an hour away from their nearest front counter. There was clearly an appetite in those communities where changes in this document have led to this situation arising– Barnet town centre in Barnet and Enfield Chase, Cockfosters and Southgate in Enfield.

In addition, we have considered communities which were already over one hour away from their nearest front counter, and how we can support face to face contact for these residents. These communities are Coulsdon in Croydon, Stanmore in Harrow, and Harfield, Ikenham/West Ruislip and Northwood in Hillingdon, where we will be improving the contact on offer.

In order to meet these concerns, the MPS are committing to holding additional dedicated contact session in these communities. Instead of one hour per week, these communities will have sessions held twice a week at a predetermined location and time to provide a service for those members of the public requiring a face to face interaction. They will be at least an hour long and will, where possible, happen in the same locations each time.

We will trial this enhancement for six months to ascertain community interest in this form of contact.

A full list of the front counters to be closed, and the buildings to be exited or sold, can be found at annexes 3 and 4. Where front counters are closing, we expect to close them on 14 December, in line with the commitment we made in the draft

strategy to implement changes quickly in order to provide certainty and maximise savings. For those where we are committing to further local engagement – Pinner and Ruislip - front counters will stay open. Marlowe House does not currently have a front counter operating, however, we will discuss locally on the new proposals for the borough.

There are currently two Basic Command Unit (BCU) pathfinders taking place in London which test plans to strengthen local policing and aim to deliver a better service to the public, increasing the number of Dedicated Ward Officers and improving policing services to the most vulnerable. The pathfinders had initial problems with the response model, but changes have been made and performance is back up to normal levels. The MPS are learning a huge amount from these pathfinders and the evaluation will inform a final decision on the future model for the rest of London which will be made before the end of 2017. The importance of early engagement with stakeholders has influenced initial planning work that the MPS are doing over the next few months, in two other areas of London.

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

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

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

In terms of front counters specifically, during the consultation it was clear that people wanted more information about our plans for the remaining counters. We will be improving the environment in the front counters which we are keeping with cosmetic improvements to make them a more pleasant environment. In addition, while all of the remaining front counters are compliant with the Equality Act, we are committed to ensuring that our services are accessible to all who need them. If any

specific issues arise in relation to this we will, of course, take what action we can to address them.

During the consultation some people said that there was a need to retain front counters in order to allow vulnerable victims, particularly of sexual and domestic offences, to have a safe place to report crime. As is set out in the Equality Impact Assessment that accompanies this document, the vast majority of these victims do not currently use the front counter to report these crimes.

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

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

Custody Suites

The current situation

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

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

custody for cases involving juveniles and those with mental health conditions.

Falling detainee numbers led to under-utilisation of many suites - which had therefore become inefficient to run. This, aligned with significant challenges in recruitment and retention of civilian custody staff, has led to proposals for the custody estate to be reduced to 26 custody suites from 32.

A process of custody suite closures has been undertaken through 2016 and 2017, closing Bexley, Uxbridge, Edmonton, Belgravia and Shoreditch. The MPS currently operates at 27 suites with only Ilford remaining to be closed pending BCU pathfinder evaluation.

The closure of suites has been fully aligned to wider estates plans and key stakeholders have been engaged at local and Pan-London levels

The future

Detainee numbers have continued to decline and a further review of custody estate has been completed as part of a wider transformation of Custody & Prosecution services. Part of the review rationale is to balance the efficiency of custody suite usage and the significant custody workforce against service delivery and the broader impact on MPS staff and partners.

A preferred estate option has been approved for further development and engagement which will result in an MPS custody estate of 23 suites and 7 contingency suites. Further engagement will include local authorities, MPs, London Assembly Members, Safer Neighbourhood Boards, ICVs, and Independent Advisory Groups. The needs of legal representatives and appropriate adults will also be considered.

A consideration when planning closures is the increase in travelling times to suites for arresting officers, investigating officers, and appropriate adults and any other members of the public.

The proposed 23 suites can comfortably accommodate MPS needs for custody provision with cell utilisation still below optimum levels.

Other building changes

The future

As part of our drive to make the MPS more efficient and effective, we will be making the whole estate smaller. This means we can come out of expensive to run

buildings and raise significant capital receipts right across London. These receipts will be reinvested to support front line operational needs, such as improving remaining buildings, better IT, the roll out of body worn video and tablets and better vehicles.

These buildings support the MPS' back office and do not have public access. They include offices, stations with no public access, industrial premises, car parks and others. We expect the running cost savings alone to be around £50m a year – equivalent to almost 900 officers – which will be invested back into front line policing.

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

Annex 1: Supplementary data

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

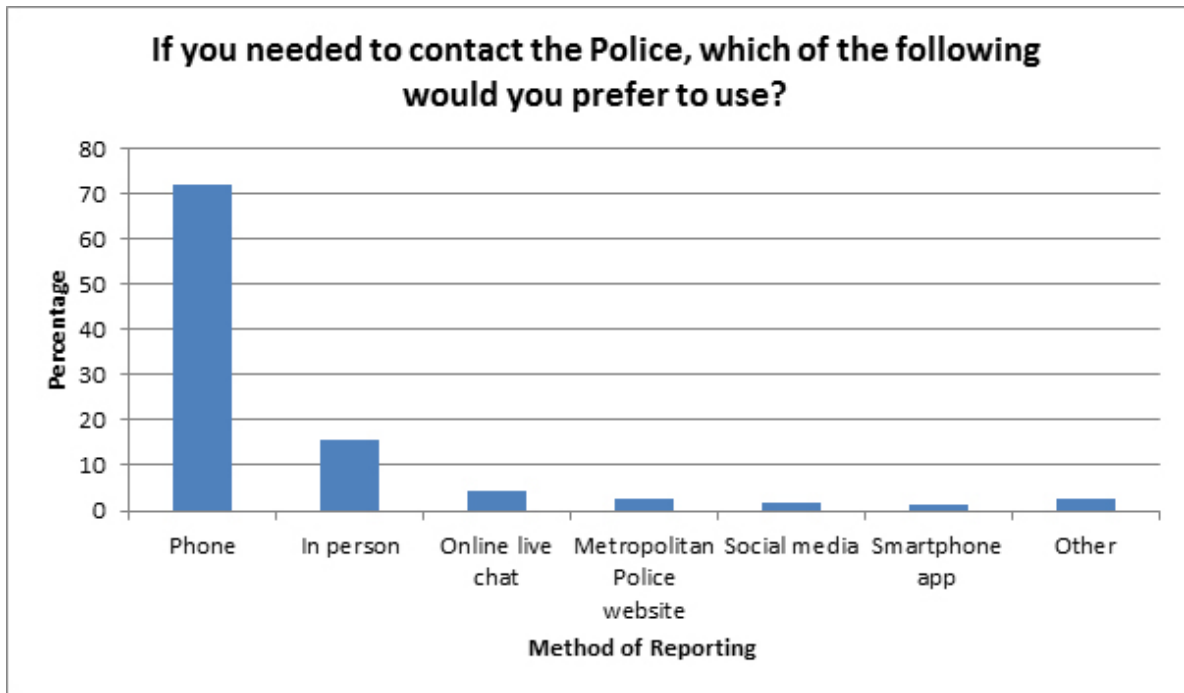


Chart 2: Ways people would like to contact the MPS in future

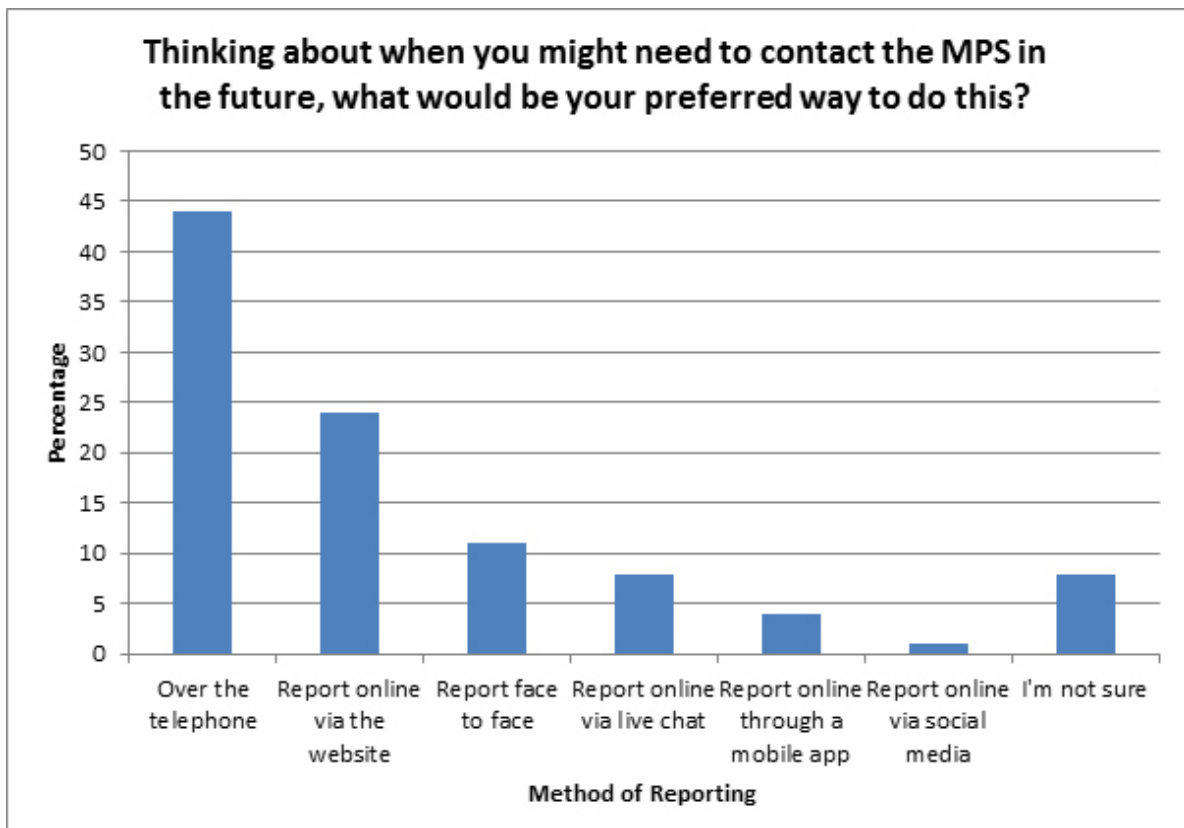


Chart 3: Satisfaction with ease of contact

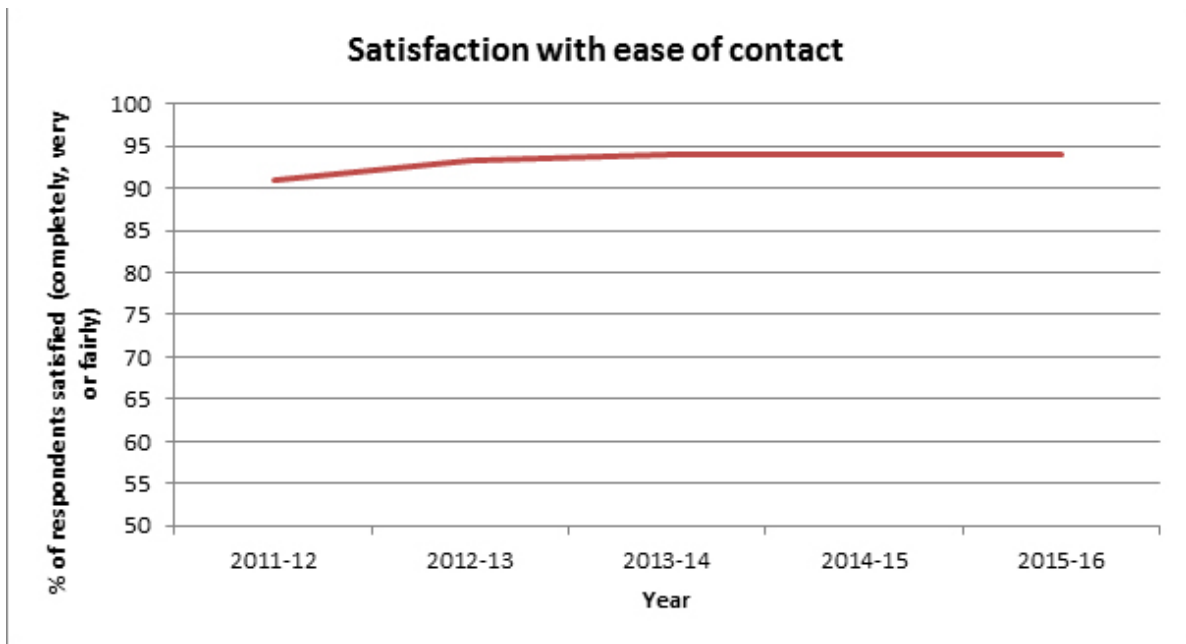
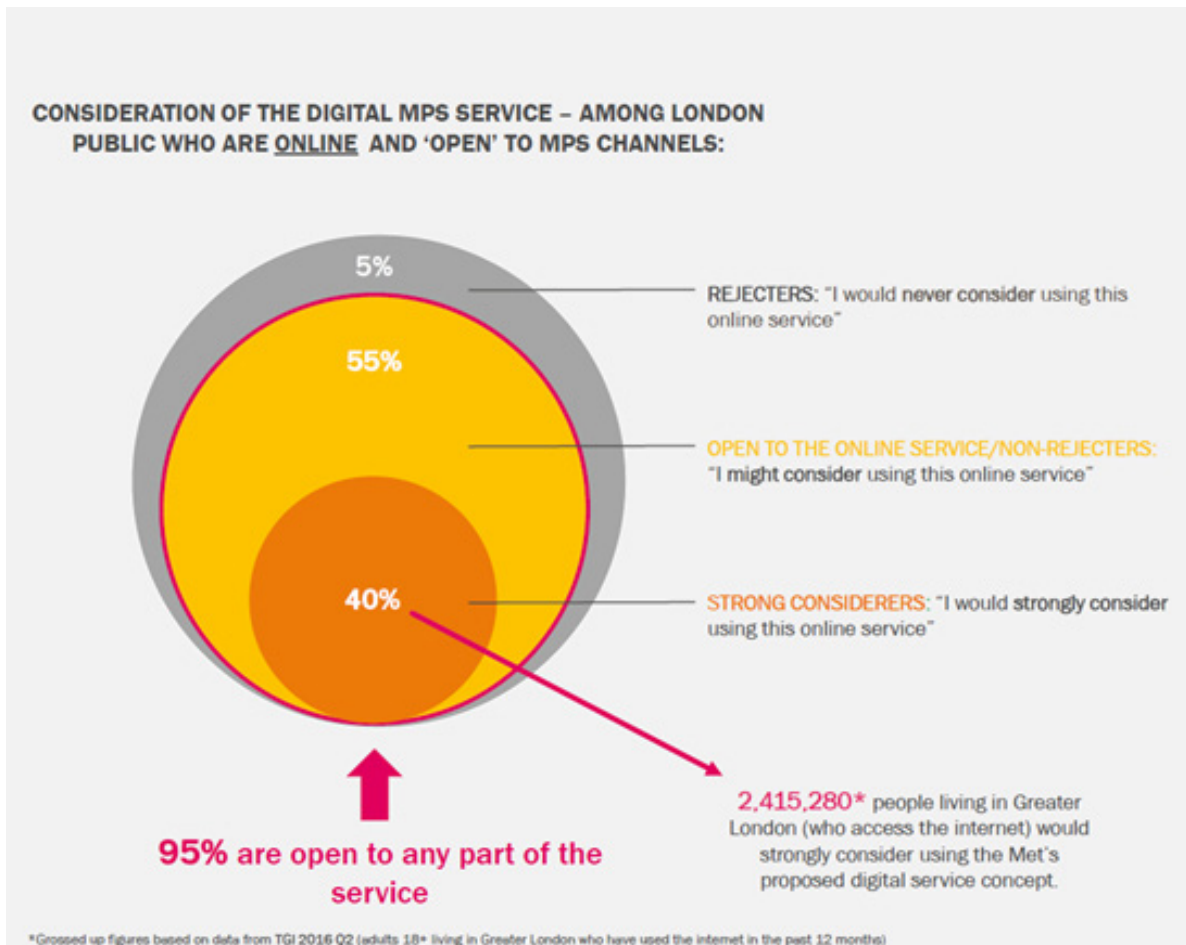


Chart 4: Appetite for using online services



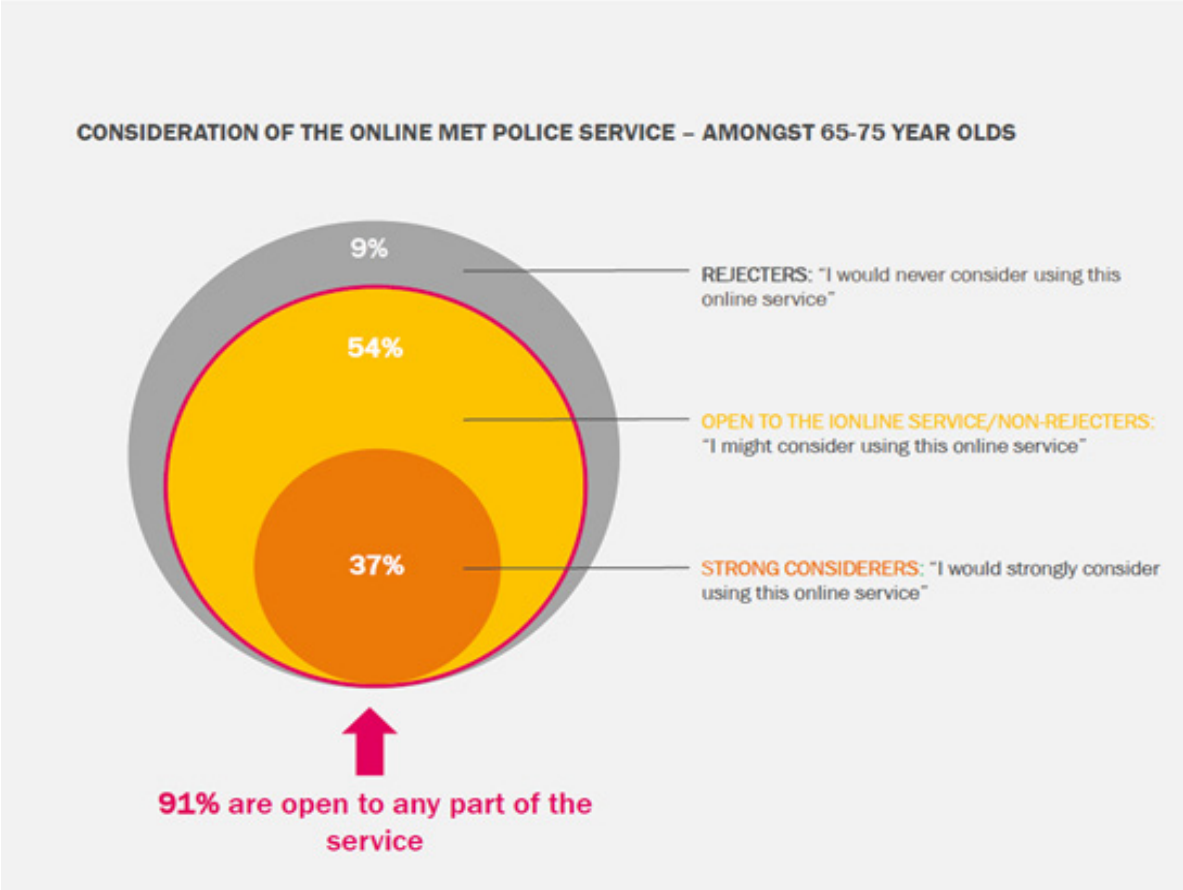


Chart 5: Changes in crime reports at front counters

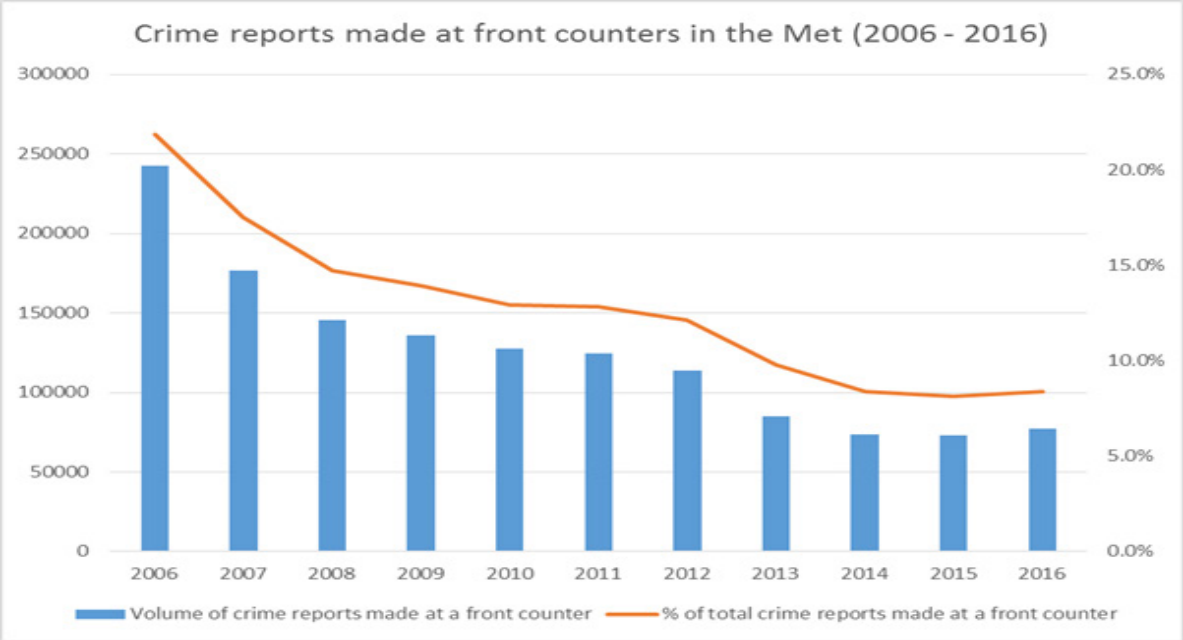
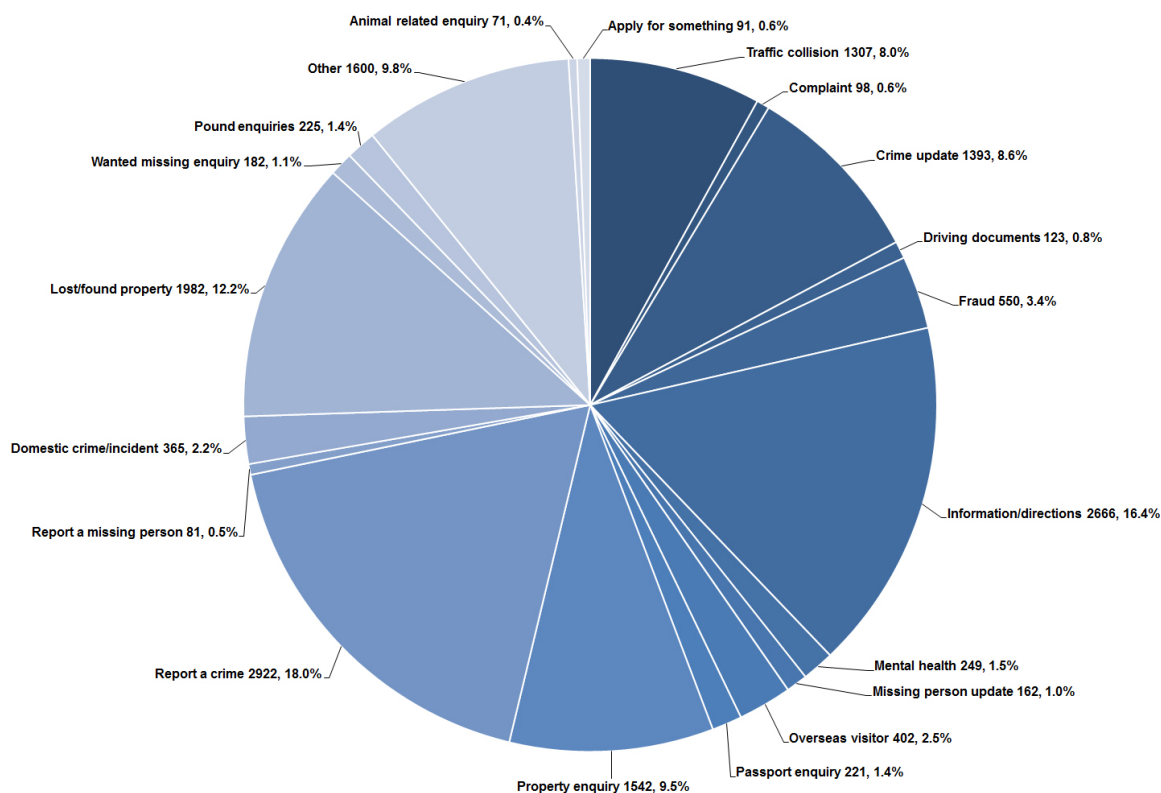


Chart 6: Reasons for visiting a front counter



Sources

Chart 1 - YouGov poll - respondents completed the survey online from an email link. Fieldwork was carried out between 24th – 27th April 2017, with a response of 1,000 London adults. The figures were weighted to be representative of all Londoners aged 18+.

Charts 2 and 4 - MediaCom RealWorld Insight poll - respondents completed a survey online Fieldwork carried out between 29th March and 7th April 2016, with a sample of 1,500 Londoners aged 18-75. Soft quotas (age, gender, social grade) were used to ensure the sample was aligned with the Greater London population. We also ensured that we surveyed a sufficient representation of BME respondents and high/low confidence boroughs, to be reflective of the diverse make-up of London

Chart 3 - MOPAC User Satisfaction Survey data – FY 11-12 to FY 15-16. This is a large scale (12800 respondents) survey of victims of domestic burglary, motor vehicle crime, violent crime and hate crime. Respondents are asked a number of questions including those about the way they contacted the police initially, and how satisfied they were with this process.

Chart 5 - MPS Reported Crime Data - 2006-2016

Chart 6 - MPS footfall survey - Public Access Officers/Station Reception Officers completed an entry for each interaction with a member of the public, including the date, time, location, and reason for the interaction. The survey ran from 7am on Monday 15th May 2017 to 6:59am on Monday 29th May 2017.

Annex 2: Objectives of a new online offer

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

1. Inform

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

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

2. Reassure

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

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

3. Empower

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

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

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

Buildings marked + will be disposed of or where leased, the leases will be exited/ not renewed.

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

Hackney - Stoke Newington	No	5
Hammersmith & Fulham - Fulham+	Yes	1.4
Hammersmith & Fulham - Hammersmith (Front Counter is currently located at Shepherd's Bush during refurbishment)	No	Not Available
Haringey - Hornsey+	Yes	1.7
Haringey - Tottenham^	No	7.1
Haringey - Wood Green / Fishmongers Arms+	Yes	1
Harrow - Harrow	No	2.7
Harrow - Pinner*	For re-consultation	-
Havering - Romford	No	3.4
Hillingdon - Hayes	No	1.3
Hillingdon - Ruislip*	For re-consultation	-
Hillingdon - Uxbridge+	Yes	2.9
Hounslow - Chiswick+	Yes	1.2
Hounslow - Hounslow	No	5.3
Islington - Holloway+	Yes	1.1
Islington - Islington	No	4.7
Kensington & Chelsea - Kensington	No	1.4
Kensington & Chelsea - Notting Hill+	Yes	4.2
Kensington & Chelsea - New Grenfell Site	To be established following local discussion	-
Kingston - Kingston	No	3.7
Kingston - New Malden*+	Yes	0
Lambeth - Brixton	No	7.3
Lambeth - Kennington+	Yes	0.8
Lambeth - Streatham+	Yes	0.8
Lewisham - Catford+	Yes	0.3
Lewisham - Deptford	Yes	0.2
Lewisham - Lewisham	No	5.1
Merton - Mitcham	No	0.7

Merton - Wimbledon+	Yes	2.6
Newham - Forest Gate	No	4.9
Newham - Plaistow+	Yes	0.6
Newham - Stratford+	Yes	1.2
Redbridge - Barkingside+	Yes	1.1
Redbridge - Ilford	No	6.5
Richmond - Sovereign Gate+	Yes	0.9
Richmond - Teddington*+	Yes	0
Richmond - Twickenham	No	2.8
Southwark - Peckham	Yes	2.1
Southwark - Southwark	Yes	1.5
Southwark - Walworth	No	3.2
Sutton – Sutton	No	3.5
Sutton - Worcester Park*+	Yes	0
Tower Hamlets - Bethnal Green	No	5.1
Tower Hamlets - Brick Lane+	Yes	0.3
Tower Hamlets - Limehouse	Yes	1.9
Waltham Forest - Chingford	No	3.2
Waltham Forest - Walthamstow Town Centre+	Yes	0
Wandsworth - Lavender Hill^	No	4.5
Wandsworth - Wandsworth	Yes	0.2
Westminster - Belgravia	Yes	2.6
Westminster - Charing Cross	No	7.1
Westminster - Paddington Green+	Being Replaced by Church Street	2.3
Westminster - Church Street	To be established	-
Westminster - West End Central+	Yes	4

* front counters are staffed by volunteers.

^ [see page 28](#).

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

This annex sets out all of the other buildings which do not house front counters which will be disposed of by the MPS, or where we intend to exit a lease. Many of these buildings are safer neighbourhood bases or house neighbourhood officers. As referenced below, we will not come out of these buildings until a suitable replacement facility – generally a new Dedicated Ward Officer Hub – is operating. In some cases, where the costs are low, we will remain in SNBs earmarked for closure if an alternative DWO Hub cannot be located or the site offers good value for money – an initial assessment of these sites is located in annex 5. These will then become the DWO hubs from which officers will operate in close proximity to the communities they serve. However, there may be other sites we decided to retain, as such, inclusion in Annex 4 does not guarantee we will exit a site.

Borough	Name	Type of Facility
BARKING & DAGENHAM	RIVERGATE CENTRE BARKING	Partnership
BARKING & DAGENHAM	STATION PARADE 2 HEATHWAY	SN Base
BARKING & DAGENHAM	HEDGEMANS ROAD 442 GROUND FIRST FLOOR	SN Base
BARNET	HENDON DRIVING SCHOOL PART DISPOSAL	Other
BARNET	THE SPIRES SHOPPING CENTRE	Partnership
BARNET	GRAHAME PARK POLICE OFFICE	Police Office/Box
BARNET	BRENT CROSS POLICE OFFICE	Police Office/Box
BARNET	EDGWARE COMMUNITY HOSPITAL PART OF BLOCK 45	SN Base
BARNET	HIGH ROAD 113 BASEMENT AND GROUND FLOOR	SN Base
BARNET	DOME HOUSE HARTLEY AVE GROUND FLOOR	SN Base
BARNET	VIVIAN AVENUE 20	SN Base

BARNET	GOLDERS GREEN ROAD 61 & 61A GROUND FLOOR	SN Base
BARNET	FRIERN BARNET ROAD 29 GROUND FLOOR	SN Base
BEXLEY	MORRISONS SUPERMARKET WELLING	Partnership
BEXLEY	TESCO SUPERMARKET WELLING	Partnership
BEXLEY	BELLEGGROVE ROAD 135-137 GROUND FLOOR	SN Base
BEXLEY	PIER ROAD 28-40 GROUND FLOOR	SN Base
BEXLEY	LIMESTONE WALK 1 GROUND FLOOR	SN Base
BRENT	WEMBLEY FEEDING CENTRE CAREY WAY	Industrial
BRENT	LONDON DESIGNER CENTRE	Partnership
BRENT	HARLESDEN POLICE STATION	Police Station/Annex - With no Public Access
BRENT	WALM LANE 78 GROUND FLOOR	SN Base
BRENT	KINGSBURY TRADING ESTATE UNIT 19	SN Base
BRENT	WEMBLEY RETAIL PARK OFFICE 5	SN Base
BRENT	STATION ROAD 25	SN Base
BRENT	VALE FARM SPORTS CENTRE TENNIS PAVILION	SN Base
BRENT	KING EDWARD COURT UNIT 1 GROUND FLOOR	SN Base
BROMLEY	NEWLANDS PARK 40-42	Industrial
BROMLEY	ORPINGTON LIBRARY THE WALNUTS	Partnership
BROMLEY	CRAY POLICE OFFICE AND FLATS 43A	Police Office/Box
BROMLEY	CONEY HALL PARADE 6	SN Base

BROMLEY	MAIN ROAD 192 & 194 GRND FLOOR BIGGIN HILL	SN Base
BROMLEY	THE GLADES SHOPPING CENTRE ROOM	SN Base
BROMLEY	WALPOLE ROAD 62	SN Base
BROMLEY	CHISLEHURST SNU 1A HIGH STREET	SN Base
BROMLEY	LAIT HOUSE UNIT GO3C	SN Base
BROMLEY	BURNT ASH LANE 121-123	SN Base
BROMLEY	WIDMORE ROAD 212	SN Base
BROMLEY	HIGH STREET 49 GREEN STREET GREEN	SN Base
BROMLEY	CROYDON ROAD 80	SN Base
CAMDEN	WAC ARTS HAMPSTEAD TOWN HALL	Partnership
CAMDEN	WESTMINSTER KINGSWAY COLLEGE	Partnership
CAMDEN	ALBANY STREET POLICE STATION	Police Station/Annex - With no Public Access
CAMDEN	GREENLAND ROAD 12	SN Base
CAMDEN	HIGHGATE ROAD 105 GROUND FLOOR	SN Base
CAMDEN	KENTISH TOWN ROAD 99 BASEMENT AND GROUND FLOOR	SN Base
CAMDEN	WEST END LANE 179- 181 GROUND & LOWER GROUND FLOOR	SN Base
CITY	MINORIES CAR PARK	Car Parking
CROYDON	MAYDAY UNIVERSITY HOSPITAL	Partnership
CROYDON	ADDINGTON POLICE STATION	Police Station/Annex - With no Public Access
CROYDON	REDLANDS CENTRE UNIT 2	SN Base
CROYDON	CENTRAL HILL 19 GROUND FLOOR	SN Base

CROYDON	CHARITY HOUSE REAR OF CO-OP	SN Base
CROYDON	ADDINGTON ROAD 222C GROUND AND FIRST FLOOR	SN Base
CROYDON	WHYTECLIFFE ROAD SOUTH 9 & 11 PURLEY	SN Base
CROYDON	WICKHAM ROAD 293	SN Base
CROYDON	CENTRAL PARADE 42 GROUND FLOOR	SN Base
CROYDON	PARCHMORE ROAD 2-4 GROUND FLOOR	SN Base
CROYDON	LONDON ROAD 1342- 1344 GROUND FLOOR	SN Base
EALING	THE BILTON CENTRE (Perivale Car pound)	Industrial
EALING	ASDA PARK ROYAL	Partnership
EALING	GREENFORD POLICE STATION	Police Station/Annex - With no Public Access
EALING	EUROPA BUSINESS CENTRE PART GROUND FLOOR	SN Base
EALING	PROVIDENT HOUSE FIRST FLOOR PART	SN Base
EALING	ASHBOURNE PARADE 12 GROUND FLOOR	SN Base
EALING	ARCHES BUSINESS CENTRE UNIT 4	SN Base
EALING	SOUTH EALING ROAD 180	SN Base
ENFIELD	NORTH MIDDLESEX HOSPITAL	Partnership
ENFIELD	MORRISON SUPERMARKET PALMERS GREEN	Partnership
ENFIELD	TESCO PONDER'S END	Partnership
ENFIELD	TESCO ISLAND VILLAGE 54-62 ISLAND CENTRE WAY	Partnership
ENFIELD	SOUTHGATE POLICE STATION	Police Station/Annex - With no Public Access

ENFIELD	HERTFORD ROAD 864-866 GROUND FLOOR & PT FRONT W/HO	SN Base
EPPING	LIPPITTS HILL LOUGHTON	Mixed use
GREENWICH	TESCO EXTRA WOOLWICH GRAND DEPOT ROAD	Partnership
GREENWICH	GREENWICH MARKET 5B	Police Office/Box
GREENWICH	GREENWICH PARK POLICE OFFICE	Police Office/Box
GREENWICH	M & S STRATHENDEN PDE 19 OLD DOVER RD FIRST FLOOR	SN Base
GREENWICH	JOYCE DAWSON WAY 11 THAMESMEAD	SN Base
GREENWICH	LAKEDALE ROAD 49	SN Base
HACKNEY	HACKNEY SERVICE CENTRE	Partnership
HACKNEY	ORSMAN ROAD 8-14 GROUND FLOOR	SN Base
HACKNEY	URBAN HIVE 16A GROUND FLOOR THEYDON ROAD	SN Base
HACKNEY	SHACKLEWELL LANE 17-19 GROUND FLOOR	SN Base
HAMMERSMITH & FULHAM	EMPRESS STATE BUILDING	Mixed Use
HAMMERSMITH & FULHAM	GLENTHORNE ROAD 77	Office
HAMMERSMITH & FULHAM	WESTFIELD WHITE CITY	Office
HAMMERSMITH & FULHAM	WHITE CITY TA CENTRE	Partnership
HAMMERSMITH & FULHAM	LILLIE ROAD LEISURE CENTRE	Partnership
HAMMERSMITH & FULHAM	SHEPHERDS BUSH POLICE STATION	Police Station/Annex - With no Public Access
HARINGEY	LYMINGTON AVE THE MALL WOOD GREEN FIRST FLOOR PART	Office

HARINGEY	PLANET ORGANIC MUSWELL HILL	Partnership
HARINGEY	SAINSBURYS SUPERMARKET TOTTENHAM	Partnership
HARINGEY	COLLECTION POINT UNIT A GROUND FLOOR	SN Base
HARINGEY	THE ROUNDWAY 1 UNIT B	SN Base
HARINGEY	TURNPIKE PARADE 9/9A	SN Base
HARROW	HARROW CIVIC CENTRE	Office
HARROW	WAITROSE SUPERMARKET HARROW	Partnership
HARROW	EDGWARE POLICE STATION	Police Station/Annex - With no Public Access
HARROW	PINNER POLICE STATION	Police Station/Annex - With no Public Access
HARROW	ROOKS HEATH HIGH SCHOOL FORMER CARETAKER HOUSE	SN Base
HARROW	CHURCHILL COURT 3	SN Base
HARROW	KIRKLAND HOUSE GRND FLR PART HARROW CENTRAL	SN Base
HARROW	FOUNTAIN HOUSE UNIT 3 CHURCH ROAD 30	SN Base
HAVERING	STATION LANE 74A-74B	Office
HAVERING	ST GEORGES CHURCH ROMFORD	Partnership
HAVERING	HORNCHURCH POLICE STATION	Police Station/Annex - With no Public Access
HAVERING	RAINHAM POLICE OFFICE	Police Station/Annex - With no Public Access
HAVERING	RONEO CORNER 16 GROUND FLOOR	SN Base
HAVERING	COLLIER ROW ROAD 11 6	SN Base
HAVERING	NORTH STREET 90 GROUND FLOOR	SN Base

HAVERING	TUDOR HOUSE BALGORES SQ GRD & 1ST FLRS	SN Base
HAVERING	STRAIGHT ROAD 84-86	SN Base
HAVERING	CORBETS TEY ROAD 9 GRND FLOOR (UPMINSTER PO)	SN Base
HAVERING	STATION ROAD 11 & 11A	SN Base
HILLINGDON	BOTWELL LEISURE CENTRE	Partnership
HILLINGDON	NORTHWOOD POLICE OFFICE	Police Station/Annex - With no Public Access
HILLINGDON	RUISLIP POLICE STATION	Police Station/Annex - With no Public Access
HILLINGDON	HEATHROW POLICE CAR POUND	Police Station/Annex - With no Public Access
HILLINGDON	WELBECK COURT 15 & 16 GROUND FLOOR	SN Base
HILLINGDON	COLHAM HOUSE UNIT 1 GROUND FLOOR PART	SN Base
HOUNSLOW	BLENHEIM CENTRE CAR PARK	Car Parking
HOUNSLOW	HESTON LIBRARY	Partnership
HOUNSLOW	CORNISH HOUSE	Partnership
HOUNSLOW	CIVIC CENTRE HOUNSLOW	Partnership
HOUNSLOW	FELTHAM POLICE STATION	Police Station/Annex - With no Public Access
HOUNSLOW	HOUNSLOW BUS GARAGE PART GROUND FLOOR	SN Base
ISLINGTON	KINGS CROSS ROAD FORMER POLICE STATION	Office
ISLINGTON	WHITTINGTON HOSPITAL	Partnership
ISLINGTON	ARCHWAY LT STATION	Partnership
ISLINGTON	TUFNELL PARK LT STATION	Partnership
ISLINGTON	INTERNATIONAL HOUSE UNIT 4	SN Base

ISLINGTON	BLACKSTOCK ROAD 70	SN Base
ISLINGTON	GOSWELL ROAD 112-114 GROUND & BASEMENT	SN Base
ISLINGTON	HOLLOWAY FIRE STATION (PART) HORNSEY ROAD 262-268	SN Base
ISLINGTON	HOLLOWAY FIRE STATION (PART) HORNSEY ROAD 262-268	SN Base
KENSINGTON & CHELSEA	BROADWOOD TERRACE CAR PARK	Car Parking
KENSINGTON & CHELSEA	EARLS COURT ROAD 74	Office
KENSINGTON & CHELSEA	SIRDAR ROAD 58	Office
KENSINGTON & CHELSEA	CHELSEA OLD TOWN HALL LIBRARY	Partnership
KENSINGTON & CHELSEA	KENSINGTON CENTRAL LIBRARY	Partnership
KENSINGTON & CHELSEA	ROYALTY STUDIOS UNITS C D & E	SN Base
KENSINGTON & CHELSEA	PAVILION ROAD 77-83 GRND FLR OFFICES	SN Base
KENSINGTON & CHELSEA	KENWAY ROAD 2-4	SN Base
KINGSTON	KINGSTON BT SECTOR SWITCHING CENTRE	Car Parking
KINGSTON	KINGSTON TOURISM INFORMATION KIOSK	Partnership
KINGSTON	MALDEN ROAD 122	SN Base
KINGSTON	MILLBANK HOUSE GROUND FLOOR NORTH	SN Base
KINGSTON	COWLEAZE ROAD 5 GROUND FLOOR PART	SN Base
KINGSTON	HOOK ROAD 391	SN Base
LAMBETH	ST GEORGE WHARF	Car Parking
LAMBETH	COBALT SQUARE	Office

LAMBETH	COUNTY HALL RIVERSIDE BUILDING	Partnership
LAMBETH	LOUGHBOROUGH JUNC POLICE OFFICE COLDHARBOUR LANE	Police Office/Box
LAMBETH	CAVENDISH ROAD POLICE STATION	Police Station/Annex - With no Public Access
LAMBETH	COLDHARBOUR LANE 411	SN Base
LAMBETH	CLEMENT AVENUE 4 PART GROUND & 1ST FLOORS	SN Base
LAMBETH	NORWOOD ROAD 186	SN Base
LEWISHAM	CATFORD HILL 128	Office
LEWISHAM	WILLOW TREE HOUSE THE HERMITAGE 4	Office
LEWISHAM	SAINSBURYS SOUTHEND LANE	Partnership
LEWISHAM	POST OFFICE 189-193 TORRIDON ROAD	Partnership
LEWISHAM	BLACKHEATH RAIL STATION	Partnership
LEWISHAM	DEPTFORD LOUNGE	Partnership
LEWISHAM	LEWISHAM HOSPITAL	Partnership
LEWISHAM	LEWISHAM WAY 37-39 GROUND FLOOR	SN Base
MERTON	CAXTON ROAD 22-24	Industrial
MERTON	DEER PARK ROAD 15	Industrial
MERTON	DEER PARK ROAD 25	Industrial
MERTON	MITCHAM CLOCK TOWER	Partnership
MERTON	MORDEN POLICE OFFICE 3 CROWN PARADE	Police Office/Box
MERTON	MORDEN POLICE OFFICE 4 CROWN PARADE	Police Station/Annex - With no Public Access
MERTON	TOOTING POLICE STATION & FORMER SECTION HOUSE	Police Station/Annex - With no Public Access

MERTON	ALLIANCE HOUSE GROUND FLOOR	SN Base
MERTON	ABERCONWAY ROAD 35 UNIT 2B	SN Base
NEWHAM	WESTFIELD STRATFORD CITY LOWER GRND FLOOR	Office
NEWHAM	PARK HEAD QUARTERS QUEEN ELIZABETH OLYMPIC PARK	Office
NEWHAM	SAINSBURYS SUPERMARKET EAST HAM	Partnership
NEWHAM	CARPENTERS ROAD POLICE OFFICE	Police Office/Box
NEWHAM	EXCEL CENTRE CITY SIDE ROOMS 20, 21 & 22	SN Base
NEWHAM	WEST HAM FOOTBALL CLUB GROUND FLR PART	SN Base
NEWHAM	PARKHURST ROAD 269	SN Base
NEWHAM	BARKING ROAD 522 GROUND FLOOR & BASEMENT	SN Base
REDBRIDGE	CHADWELL HEATH TRAFFIC GARAGE	Industrial
REDBRIDGE	WANSTEAD HOUSE COMMUNITY ASSOCIATION	Partnership
REDBRIDGE	GOODMAYES COMMUNITY CENTRE	Partnership
REDBRIDGE	THE EXCHANGE SHOPPING CENTRE	Partnership
REDBRIDGE	GOODMAYES CONTACT POINT TESCOS	Partnership
REDBRIDGE	WOODFORD POLICE STATION	Police Station/Annex - With no Public Access
REDBRIDGE	FENCEPIECE ROAD 127	SN Base
RICHMOND	ST MARY'S UNIVERSITY COLLEGE	Partnership

RICHMOND	WAITROSE SUPERMARKET TWICKENHAM	Partnership
RICHMOND	BUSHY PARK POLICE OFFICE	Police Office/Box
RICHMOND	ASHBURNHAM ROAD 14	SN Base
SOUTHWARK	TOWER BRIDGE BUSINESS PARK MANDELA WAY	Industrial
SOUTHWARK	DULWICH LIBRARY	Partnership
SOUTHWARK	CANADA WATER LIBRARY	Partnership
SOUTHWARK	BUTTERFLY WALK SHOPPING CENTRE	Partnership
SOUTHWARK	CAMBERWELL POLICE STATION	Police Station/Annex - With no Public Access
SOUTHWARK	SEVEN ISLANDS LEISURE CENTRE - PART	SN Base
SOUTHWARK	BELLENDEN ROAD RETAIL PARK UNIT 1	SN Base
SUTTON	CROSSPOINT HOUSE PART GND & FIRST FLOORS	SN Base
TOWER HAMLETS	GROVE HALL GARAGE	Industrial
TOWER HAMLETS	LEMAN STREET	Office
TOWER HAMLETS	SAINSBURY'S CAMBRIDGE HEATH ROAD 1 PART GROUND FLR	Police Office/Box
TOWER HAMLETS	BOW POLICE STATION	Police Station/Annex - With no Public Access
TOWER HAMLETS	ISLE OF DOGS POLICE STATION	Police Station/Annex - With no Public Access
TOWER HAMLETS	POPLAR POLICE OFFICE	Police Station/Annex - With no Public Access
TOWER HAMLETS	QUEEN MARY CAMPUS EAST GATE SECURITY LDGE & OTHERS	SN Base
TOWER HAMLETS	THE TOBY CLUB FIRST FLOOR PART	SN Base
WALTHAM FOREST	LEYTON LIBRARY	Partnership

WALTHAM FOREST	TESCO SUPERMARKET LEYTONSTONE	Partnership
WALTHAM FOREST	UPLANDS BUSINESS PARK UNITS 6B & 7	Patrol Base
WALTHAM FOREST	FOREST ROAD 357-359	SN Base
WALTHAM FOREST	LEA BRIDGE ROAD 593 GROUND FLOOR	SN Base
WANDSWORTH	PONTON ROAD	Industrial
WANDSWORTH	ASDA SUPERMARKET ROEHAMPTON VALE 31	Partnership
WANDSWORTH	YORK GARDENS LIBRARY	Partnership
WANDSWORTH	NINE ELMS POLICE OFFICE	Police Office/Box
WANDSWORTH	ST MARY'S CHURCH CA FE	Police Office/Box
WANDSWORTH	TILDESLEY ROAD 325	SN Base
WESTMINSTER	DRUMMOND GATE COMPLEX	Office
WESTMINSTER	BUCKINGHAM GATE 4-5	Office
WESTMINSTER	VICTORIA STREET 10 PART	Office
WESTMINSTER	ST JOHNS WOOD LIBRARY	Partnership
WESTMINSTER	BEETHOVEN CENTRE	Partnership
WESTMINSTER	CHURCH STREET LIBRARY	Partnership
WESTMINSTER	ST JAMES PARK POLICE OFFICE	Police Office/Box
WESTMINSTER	REGENTS PARK POLICE OFFICE	Police Office/Box
WESTMINSTER	PETER STREET 24 BASEMENT & GROUND FLOOR	SN Base
WESTMINSTER	SAINSBURY'S GILLINGHAM ST PART GROUND FLR	SN Base

Annex 5: List of buildings we intend to keep to convert into Dedicated Ward Officer Hubs

If alternative, more cost-effective, sites become available then we will consider these in the future.

Borough	Building
Barking & Dagenham	Farr Ave
Barking & Dagenham	Marks Gate Police Office
Barnet	Broadwalk Shopping Centre
Barnet	Cat Hill
Brent	Strata House
Brent	Chalkhill Police Office
Brent	Mount Pleasant
Ealing	Northolt Leisure Centre
Ealing	Taywood Rd
Ealing	Melbourne Ave
Greenwich	William Barefoot Drive
Hackney	Homerton Hospital
Hackney	Haggerston Rd
Hackney	Well St
Harrow	Headstone Park
Harrow	Uxbridge Rd
Harrow	Centenary Drive
Havering	Tadworth Parade
Kensington & Chelsea	St John's Church
Kingston	YMCA Victoria Rd
Merton	One 'o' Clock Club
Merton	South Lodge
Newham	Beckton District Centre
Richmond	Lowther Primary School
Richmond	Centre House
Richmond	Tangley Park
Southwark	Seeley Drive
Sutton	Sutton Arena
Tower Hamlets	St George's Town Hall
Waltham Forest	Paradox Centre
Wandsworth	Holybourne Ave

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