

**Draft Joint Metropolitan Police Service (MPS)/Metropolitan Police
Authority (MPA) Annual Report 2006/07**

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GLOSSARY OF TERMS

ANPR	Automatic Number Plate Recognition
BOCU	Borough Operational Command Unit
C3i	Command, Control, Communication and Information
CCB	Central Casualty Bureau
CJU	Criminal Justice Unit
CO	Central Operations
CSU	Community Safety Unit
CT	Counter-terrorism
CTC	Counter-terrorism Command
CTIO	Counter-terrorism Intelligence Officer
DoI	Directorate of Information
DoR	Directorate of Resources
DSU	Dog Support Unit
DV	Domestic Violence
DVI	Disaster Victim Identification
DVLA	Driving and Vehicle Licensing Authority
EIDU	Events and Income Development Unit
ELVIS	Easy Link Vehicle Information System for Vehicle Recovery
FMS	Facilities Management Services
FY	Financial Year
HMIC	Her Majesty's Inspectorate of Constabulary
HO	Home Office
HR	Human Resources
HRD	Human Resources Directorate
IAG	Independent Advisory Group
IBO	Integrated Borough Operations
IPCC	Independent Police Complaints Commission
IT	Information Technology
LESLP	London Emergency Services Liaison Panel
MoPI	Management of Police Information
MPA	Metropolitan Police Authority
MPS	Metropolitan Police Service
MSC	Metropolitan Special Constabulary
NHS	National Health Service

OCU	Operational Command Unit
OSD	Olympic Services Directorate
PCSO	Police Community Support Officer
PCCG	Police Community Consultative Group
RART	Regional Asset Recovery Team
RPI	Revenue Protection Inspector
SCD	Serious Crime Directorate
SFO	Serious Fraud Office
SHRMT	Safety and Health Risk Management Team
SNT	Safer Neighbourhoods Team
SOCA	Serious and Organised Crime Agency
STT	Safer Transport Team
TfL	Transport for London
TOCU	Transport Operational Command Unit
TP	Territorial Policing
TSG	Territorial Support Group
TSU	Training Support Unit
VAP	Violence against the person
VRES	Vehicle Recovery and Examination Service

JOINT FOREWORD

Commissioner and MPA Chair

We are immensely proud to lead such a successful organisation; this report details our performance improvements, most notably - 62,000 fewer victims of crime last year, as overall crime fell to an eight year low, the fourth annual consecutive reduction. There have also been significant successes in reducing both gun enabled crime and violent crime.

The report clearly demonstrates how we have delivered on the issues that matter - communities feel engaged with, confident in and satisfied with our service; security is improved and the public feel reassured; crime, disorder, vulnerability and harm are prevented and reduced; more offenders are brought to justice. It outlines the modernisation that is taking place to ensure the MPS is prepared to face the challenges ahead. It also details the honours, awards and commendations received by our staff, which demonstrates the extraordinary lengths that individuals will go to, to bring offenders to justice and ensure Londoners are safe.

This year will also be remembered for the immense achievement of rolling out a Safer Neighbourhoods Team covering every ward in London – 630 teams of at least one Police Sergeant, two Police Constables and three Police Community Support Officers (PCSOs). We have given Londoner's exactly

what they asked for 'visible, accessible and specifically, local teams' and we have done it 16 months early.

'Good for the Met' – the Evening Standard Headline on 19 April 2007, epitomises the year the MPS has had. It matters to us personally when the MPS is criticised in the media and thus it was pleasing to see a positive headline, which recognised the considerable success of this organisation and the hard work put in by our officers and staff.

We have achieved, due to a highly motivated workforce led by some of the most dynamic leaders in the police service at every rank and grade. The average number of sick days taken by Met officers equates to seven days per year, which is two days below the national public sector average. In light of the stressful and sometimes dangerous nature of policing, this is clearly to the Met's credit.

The MPA and MPS are proud to deliver professional policing to Londoners and we will continue to work together, with communities, to make London the safest major city in the world.

Ian Blair

Len Duvall

**Table 1
OPERATIONAL STRATEGIC PRIORITIES CRITICAL MEASURES AND
TARGETS 2006/07**

How we performed against critical measures/targets during 2006/07

Critical Performance Areas	Performance Year to date (Apr to Dec 06 unless stated otherwise)	2005/06 Performance Year	Target	2006/07 Performance Year	Trend & Additional Information
Victim satisfaction with overall service (SPI 1e)	80%	79%	81%	78%	
Victims of racist incidents' satisfaction with overall service (SPI 3a)	61%	73%	72%	64%	
% of police officer time spent on frontline duties (SPI 11a) -	61.9% 2005/06	61.9%	Monitor	64.8%	Proxy measure calculated by The Performance Directorate
% of people who think anti-social behaviour is a problem (SPI 10b)	24%	25%	25%	26%	British Crime Survey for the twelve months ending Dec 2006
Counter-Terrorism Performance Indicator	N/A				Proposed not to set target for 2006/07
Change in BCS recorded crime basket (PSA 1 proxy)	-6.2%	-0.9%	-6.3%	-6.8%	Target achieved
Change in BCS recorded violent crime	-7.0%	-2.7%	-5.0%	-7.7%	Target achieved
[Change in VAP]	-6.9%	-2.3%		-7.6%	
[Change in robbery]	+2.5%	16.1%		+1.0%	
Crime in most challenging wards	N/A				No target set
% domestic violence incidents where an arrest was made related to the incident (SPI 8a)	41%	36.0%	40%	45.5%	Target achieved
Change in gun crime	-15.9%	4.2%	-4%	-11.3%	Target achieved
Number of criminal networks disrupted - monthly average	10.3	115	150	172	Target achieved
Sanction detection rate for notifiable offences (SPI 7a)	20.8%	18.0%	20%	21.1%	Target achieved
The number of offences brought to justice - monthly average (PSA 3)	16,754	15,190	15,417	17,093 (Awaiting update)	Target achieved

2006/07 achievements

- **Crime Reduction** – Crime has fallen for the fourth consecutive year, with 921k offences recorded in 2006/07 (making this the lowest annual crime figure since 1998/99).
- **Safer Neighbourhoods** – We now have in place all 630 Safer Neighbourhoods Teams across London, which means that we now have more than 3500 staff delivering very local policing for the benefit of local people
- **Increased numbers of both Special Constables and Volunteers** - We have more than 1,700 Specials currently working within the service. The development of the Met Volunteers Programme and Volunteer Police Cadets has provided new opportunities for the Service to effectively engage community volunteers from the ages of 14 to 85.

What we did well

The MPS has achieved a number of successes against last year's objectives and targets.

The police service has met the majority of the priorities and targets set by the MPA, particularly in terms of citizen focus, criminal justice and terrorism. Below is an overview of some of the performance achievements for 2006/07:

- Gun enabled crime fell by 11.3% in 2006/07, some 432 fewer offences. However, the sanction detection rate dropped slightly from 21.2% to 20.4%. Trident gun crime fell by 15.0%, 40 fewer offences;
- Offenders brought to justice are at the highest comparable level for the MPS and current performance is ahead of target;
- The number of crimes involving violence fell by 6.1% over the last twelve months, with the most notable decline in violence against the person (down 7.6%, just under 15,000 fewer violent offences). Sexual offences declined by 9.6%.

What we can do better

The past year has seen a number of challenges and as a result not all targets have been met. Most notably:

- Satisfaction across the MPS is currently just under target at 80% (target 81%);

OUR MISSION

Working Together for a Safer London - *In order to achieve our mission and deliver the Policing London Strategy in 2006/07 we identified seven strategic priorities for the next 3 years.*

STRATEGIC PRIORITIES

Citizen Focus – *To improve our understanding of the needs of London’s communities by engaging, listening to feedback and communicating to deliver the police service that is wanted and needed*

Counter-Terrorism, Security & Protection – *To minimise risk and vulnerability to life and property, create a hostile environment for the terrorists and increase the feeling communities have of safety and confidence*

Safer Neighbourhoods – *To positively change the local police service we provide in London by listening to the needs of local people and work with partner organisations and the community to tackle crime that negatively impacts on people’s feelings of safety and security in their neighbourhood*

Criminal Networks – *To understand, tackle and reduce the harm criminal networks cause in our communities and neighbourhoods by developing a new understanding of the socio-economic and political impact of criminal networks*

Capital City Policing – *To provide reassurance that the Metropolitan Police service is working 24 hours a day with our partner agencies to ensure the safety of residents, commuters and tourists in London*

Information Quality – *To achieve an effective police service for London good quality information is one of the Metropolitan Police Service’s most valuable resources and must be reliable and complete. The effective management of information enables vital decision-making and allows us to be proactive, prevent crime before it occurs and bring offenders to justice*

Together – *The Together Programme is about increasing values based leadership and management capability across the organisation in support of achieving improved quality of service, enhanced partnership working and increased confidence and satisfaction in the service provided to the public.*

OUTCOMES SOUGHT

Communities that are engaged with, confident in and satisfied with our service

Security is improved and the public feel reassured

Crime, disorder, vulnerability and harm are prevented and reduced

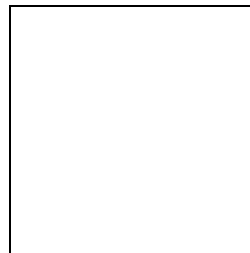
More offenders are brought to justice

Citizen Focus; Counter-Terrorism, Security & Protection; Safer Neighbourhoods; Criminal Networks: Capital City Policing; Information Quality; Together

Communities that are engaged with, confident in and satisfied with our service

We want to involve all of London's communities in making London safer. Your engagement will help us better understand crime, from terrorism to anti-social behaviour, help us to prevent crime and bring offenders to justice. Through talking and listening to you and responding to your needs and those of your community, you will have more confidence and trust in the police service. The more positive you feel about the police service, the more you will feel confident in coming forward with suggestions and information that will help make London safer.

Photo, poster or graphic



The rollout of SNTs across London was completed a full two years ahead of the National Policing Plan requirement. Monday 1 January 2007 was a landmark date for the Met as every ward in London achieved the minimum Safer Neighbourhoods 1-2-3 model of one Sergeant, two Constables and three Police Community Support Officers, this included the recruitment & training of 2,500 PCSOs dedicated to community policing. The MPS' works programme to house all SNTs by the end of April 2006 was achieved. These officers are dedicated to SN policing and are not abstracted from their neighbourhoods except in very exceptional circumstances. Problem solving is at the very heart of SN policing and involves working with partners for long-term sustainable solutions rather than short-term displacement activity.

Working in partnership with local authorities, other partners and the public has resulted in the closure of cannabis factories, crack houses and DVD factories in a number of London Boroughs. In addition to this, arrests have been made in respect of fencing stolen property, offensive weapons, dangerous dogs, firearms and street robbery across the capital. Each of the Met SNTs now has a fully equipped base from which to work, meaning that they can access the information they need locally and respond to calls from the public more quickly. The public can now contact every one of the Mets 630 SNTs wherever they are, as every team is equipped with a mobile phone which can be reached via a dedicated "020" landline number even when they are out on patrol. Over 1000 computers and 600 landlines have been installed at SN bases over the past year.

March 2007 saw the start of the rollout of Safer Transport Teams to 21 boroughs. All teams, consisting of 18 PCSOs, will be in place by the end of June 2007. The role of the STT is very similar to that of SNTs. They will provide a familiar, visible and accessible uniformed presence across boroughs' transport network system. Teams will be established in Barking and Dagenham, Barnet, Bexley, Brent, Bromley, Croydon, Ealing, Enfield, Greenwich, Haringey, Harrow, Havering, Hillingdon, Hounslow, Kingston, Merton, Newham, Richmond Upon Thames, Redbridge, Sutton and Waltham Forest. The other boroughs will continue to be policed by Transport Operational Command Unit.

Territorial Support Group community engagement work has involved working with communities to explain tactics and what that means for individuals who may be interacting with TSG. The current TSG action plan contains a commitment to the 'Together' priority to work with all our citizens, all our partners and all our colleagues to put the needs of individuals and communities first. To date significant engagement has taken place between the TSG bases and the consultative and community groups to provide information exchange on stop and search in an attempt to explain tactics and the reasons why such police activity is necessary. Furthermore, consultative group members have been taken out with the teams on to the streets to show them first hand how officers deal with stop and search. TSG has also engaged with the borough and the community groups to present TSG stop and search performance results and to provide reassurance to the community, addressing concerns and listening to feedback with the aim of improving service and performance. Successful initiatives have run throughout the year across the boroughs. These interactions have involved officers listening to the young persons from the boroughs talking about their experiences of stop and search. The officers then give explanations of the necessity and reasons for why and how they carry out such operations. The feedback from such meetings had been very positive. This activity will continue on throughout the year and is an example of TSG recognising the need to ensure the impact of their tactics on a community is explained and understood by all groups particularly the young.

The Specialist Firearms Command does a significant amount of work around building public confidence and understanding of its role. In the last financial year a total of 55 presentations were undertaken to a variety of audiences. In late 2006 and in direct response to public concerns, it developed the 'Could You?' presentation, which is taken to public representative groups. By combining a talk with practical demonstrations on a portable 'laser range' people get an opportunity to experience some of the pressures and constraints placed on firearms officers in operational circumstances. So far, the 'Could You?' presentation has been given to a number of strategic public groups including the MPA, the MPS Independent Advisory Group, all the Chairs of the MPS' Police Community Consultative Groups and national and minority media representatives. It is now starting to be rolled out to a wider audience and there is a busy schedule of events developing for the next 12 months. The Specialist Firearms Command has been proactive within the media resulting in some high-profile coverage of our operations, most notably a weeklong series by Sky News and feature in the Sunday Telegraph magazine, which is also ongoing work.

Over the course of 2006/07, the Citizen Focus Policing programme has educated, influenced and provided support to key practitioners across the MPS. This approach has brought significant improvements across the service in the way in which the MPS communicates with, understands and works alongside its citizens. As a result, this approach has also brought significant improvements in performance. A number of key

successes have been evident over the course of the last year including:

- In early 2007, the joint MPA/MPS Community Engagement Strategy was published. We know actively engaged communities contribute significantly to the improvement of policing services and this strategy demonstrates the commitment of the MPS and MPA to listen and learn to its communities to ensure the very best police service is delivered to the highest standard.
- The Quality of Service commitment was launched nation-wide by the Home Office and the MPS was no exception. This commitment outlines the minimum standard of service a citizen can expect when contacting the police. The Citizen Focus programme continues to embed this work across the service and has achieved notable success in the areas of making it easy to contact us and dealing with your initial enquiry.
- The Her Majesty's Inspectorate of Constabulary's Baseline Assessment rated Citizen Focus in the MPS as fair and the direction of travel as improving. This was an improvement on the previous figures as we continue to make progress in the areas of fairness and equality in service delivery, neighbourhood policing and problem solving, customer service and accessibility.

The notion of C3i – standing for Command, Control, Communication and Information – is nothing new. C3i is an organisational change programme enabled by technology projects that support the development of a world-class Command and Control service.

Emergency

- The Met will have the capacity to deal with the increasing number of emergency calls for the next 20 years.
- The new interpreting service provided to support 999 allows people previously unable to contact the Met in an emergency to get through in the knowledge that they will be understood.
- Officers will be directed to deal with specific incidents. This change will enable improvements to be made in the efficient allocation of officers - meaning a fairer workload for all.
- Police officers will arrive at an incident with more information.
- Central Casualty Bureau, which opens on the request of the Foreign and Commonwealth Office, acts as a central point of contact for information relating to British nationals who have, or are believed to have been involved in any major incident worldwide. This bureau has relocated to a new larger site with additional capacity, better facilities and an upgrade in equipment.

Non-Emergency

- There will be an increase in the capacity for non-emergency call handling, meaning more calls will be handled.
- More information is now provided to callers at the first point of contact.
- Local knowledge will be shared through new internal systems and processes. Officers will be able to access more local information and intelligence through databases managed and maintained by Integrated Borough Operations rooms.

There are a number of valuable changes that will improve the service police are able to provide to people in London. These changes will make a number of activities easier and enhance the safety of police officers.

Already delivered

- Officers in many boroughs now have instant access to a range of information they need, either en-route or at the scene of an incident, through new in-car

- computers (Mobile Data Terminals).
- Police resources are being more effectively targeted through the use of new, specially-equipped vehicles for sergeants and a locally-based supervisor allowing them to monitor, on-the-ground, all deployments and patrol activity.

Planned for delivery

- The new national digital Airwave radio system will provide enhanced coverage, improved sound quality and a more secure system and in time, global positioning to improve officer safety.

Facts & Figures

Graph or chart illustrating improvements over time or something to evidence any positive change to be included with the above areas.

Citizen Focus; Counter-Terrorism, Security & Protection; Safer Neighbourhoods; Criminal Networks: Capital City Policing; Information Quality; Together

Safety and Security is improved and the public feel reassured

We want to make you feel safe in your home, your place of work or wherever you are in London. Reassurance policing is about making you feel safe as well as reducing crime and means that we deal effectively with critical incidents as well as ensuring safety during the major events that make London a unique capital city. We will provide a local, accessible and familiar team of officers to deal with the local problems that impact on your lives and make you feel safer wherever you are.

Photo, poster or graphic



International terrorism currently presents a real and enduring threat to the security and safety of our communities – the horrific events of 7th July 2005 and, attacks on 21st July, were graphic evidence of this. The events themselves provided a significant focus for last year's annual report but the resulting investigations have continued during the period of this report. The subsequent investigation has, through necessity, been thorough and wide ranging to ensure a complete understanding of the circumstances leading up to the attacks. At the time of writing three people await trial for conspiracy to cause explosions in London.

To provide a more effective response to this threat the MPS Special Branch and Anti-Terrorist Branch joined in October 2006 to become the Counter Terrorism Command. At times of greatest demand more than 1500 officers, from the MPS and other UK police forces, have been involved in the investigations. The resulting intelligence and information will be vital in supporting our efforts to disrupt and prevent similar activity in the future. This year also provided the opportunity to recognise the contributions made by particular officers and members of police staff involved in operations at the scene of the bombings or the subsequent investigation.

During the reporting year, 141 police officers and members of police staff have been either commended or highly commended by the Commissioner for their individual actions. The part played by the police and other emergency service personnel have also been publicly recognised by the Mayor, Ken Livingstone, and several Government ministers.

Whilst the above investigations have continued to be a primary focus for activity, a number of other proactive counter-terrorism operations have been undertaken during the period of this report resulting in a number of arrests. Many of these arrests have resulted in persons being charged with serious terrorism offences. At this time there are over 100 people either at or awaiting trial in connection with terrorism investigations.

An example of these investigations is the alleged 'Airline Plot'. In August 2006, eleven people were charged in relation to the alleged terror plot. Eight were charged with two offences relating to an alleged plot to manufacture and smuggle the component parts of improvised explosive devices onto aircraft and assemble and detonate them on board. Those individuals were charged with conspiracy to murder and the new offence of preparing acts of terrorism contrary to Section 5 of the Terrorism Act 2006. In addition, three were charged with other offences under the Terrorism Act 2000. One was charged with possession of articles useful to a person preparing an act of terrorism and two with failing to disclose information of material assistance in preventing an act of terrorism. At the time the head of the CT Command issued a press statement to outline the sheer scale and intensity of the investigation and to reassure the public that the Met was doing everything it could to keep them safe and to live their lives without being in constant fear.

It is therefore only right to recognise that, although officers from the CT Command have undertaken the lead role in investigations, the wider aspects, in terms of community reassurance, management of crime scenes other security considerations, have involved the full range of MPS expertise and resources.

In May 2006, Kazi Nurur Rahman, a 29-year-old man who attempted to buy submachine guns, silencers and thousands of rounds of ammunition for acts of terrorism, was jailed for nine years having been arrested by counter-terrorism detectives in a pre-planned operation in November 2005.

During the reporting period, five men were convicted, following a year long trial, for the offence of conspiracy to cause explosions. Two of the group were also convicted of possession of 600kg of ammonium nitrate fertiliser for terrorism. This case was known as Operation Crevice. The group was arrested in the Spring of 2004 and the investigation showed the links that these men had with Al Qaeda in Pakistan. It became clear that they were planning to carry out an attack against the British public and following a lengthy surveillance operation they were detained before they could commit an atrocity. Operation Crevice represented a landmark case for a variety of reasons, in particular the scale of the investigation that was needed to gather the evidence to bring these men to justice. At the time it was the largest counter terrorism operation ever seen in the UK. All five men have been sentenced to life imprisonment for these offences.

Also from events originating in 2004, was a case involving Dhiren Barot. In November 2006 Barot was jailed for life (with a recommendation that he serve at least 40 years) for conspiracy to murder in the UK and in the US. Had his activities not been disrupted by his arrest, Barot's plans to blow up British and American targets would have resulted in the killing of hundreds, if not thousands, of people. He proposed a series of co-ordinated attacks in the UK including, the detonation of a 'dirty bomb', the launch of an attack on a train and the packing of limousines with gas cylinders and explosives and detonating them in underground car parks. Barot was a close associate or member of Al Qaeda and was arrested in August 2004 by members of the MPS CTC. Barot maintained detailed documents for his planned attacks and these were found on computer hard drives, seized

following his arrest. Despite the size and scale of the Operation Crevice investigation early in 2004, the investigation into Barot's activities involved the seizure and examination of nearly 300 computers and around 1,800 items on discs, CDs or other removable storage devices. The investigation also involved visiting a total of 4000 garages and other 'lock up' storage facilities and the employment of a wide range of investigative techniques including, forensic linguistics to prove authorship of documents, facial mapping, computer forensics and handwriting analysis.

It is widely recognised that communities have a key role in defeating terrorism. For this reason during this reporting period significant effort has been directed at embedding CT within local policing activity and processes. All Borough Operational Command Units now have a CT lead at senior management team level and the vast majority now include CT issues within agendas for meetings with partners and community representatives. It is our wish that, by making CT issues 'business as usual' at BOCU level, greater awareness, understanding and trust will develop in order to enhance our engagement with communities and improve the flow of information and intelligence. In addition, discussion of CT related issues at local level will support the inclusion of protective and preventative measures within existing crime reduction strategies.

To support this local policing approach over 75% of BOCUs now have at least one dedicated CT Intelligence Officer. These officers are part of the CT Command but are deployed locally in order to provide a ready source of specialist advice and guidance. They also offer a conduit through which relevant information and intelligence can flow. It is our intention to increase the number of CTIOs during the coming year.

On 23rd November 2006, Alexander Litvinenko died following exposure to the radioactive chemical Polonium 210. The subsequent investigation was treated as murder and was led by officers from the CT Command supported by colleagues from the MPS Serious Crime Directorate. (Note: our press lines refer to Mr Litvinenko's death "being treated as an allegation of murder") The investigation itself presented a number of challenges in relation to ensuring effective liaison and support from a foreign government but these were far outweighed by the danger to public health posed by the risk of contamination from Polonium 210. Many scenes of possible contamination were public venues such as restaurants and commercial passenger aircraft. To ensure public safety a significant number and range of MPS resources were deployed to secure relevant areas. A strong working relationship was also built with experts within the Health Protection Agency and Atomic Warfare Research Establishment. The approach adopted minimised the risk of further contamination. Our Human Resources Directorate set up the Investigation Safety and Health Advisory Cell, which brought together all agencies involved in the operation. It also managed the screening of staff for Polonium and associated health implications. New protocols were developed for future major incidents.

The MPS continues to have a national responsibility for specialist protection. This includes ensuring the personal safety of members of the Royal family, government ministers and other VIPs, both at home and abroad, as well as providing the protective security arrangements for the Royal palaces, government buildings and embassies. In fulfilling this responsibility there is often a very fine balance to be struck between facilitating necessary public contact and ensuring personal safety. During this reporting period many personal protection deployments have been carried out abroad by MPS officers frequently in very severe and hostile environments such as Iraq, Somalia and Beirut. Whilst at home, almost

a million people have visited the Palace of Westminster. Despite this record number of visitors, the initial search regimes deployed as a condition of entry have ensured that prohibited articles have not been taken into the Palace and not one such article has been found at secondary search points.

Between 15th May and 9th July officers from across the Met carried out hundreds of proactive operations under Operation Blunt – in support of the national knife amnesty. During this period more than 1000 people were arrested for knife-related offences and in excess of 9000 knives were taken off the streets. Officers and staff from many part of the Met including SNTs, TSG, Safer Schools, Traffic Unit, Response Teams, Directorate of Resources and numerous others undertook the concerted focus on knife-crime. Tactics deployed include the use of search arches, Automatic Number Plate Recognition, test purchase and hi-visibility patrols. Officers also delivered more than 1400 anti-knife lessons to schools, colleges and youth centres across London. The knives seized or surrendered during the operation have all been recycled and the materials will now be used in new buildings.

Operation Chicago - A partnership operation aimed at targeting crime on the bus and railway network in South East London. The operation involved Central Operations Transport PC's and PCSOs, TSG, Lambeth and Croydon Borough officers, Transport for London, and British Transport Police. The operation aimed to detect and prevent robberies, thefts, ticket fraud, fare evasion, drug trafficking, aggressive begging and anti-social behaviour. The operation ran on 28th – 29th September and 4th – 6th October and targeted stations and travel routes from Lambeth to Croydon, yielding the following results:

- 73 arrests.
- 200 stop and accounts/stop and searches.
- 122 buses were boarded by TfL, Revenue Protection Inspectors, which amounted to 6,103 passengers being checked.
- 165 penalty fares were issued

33 prosecution notices for ticket irregularities were made by the RPIs.

Operation BusTag - The MPS' Closed Circuit Investigation Unit, tackles criminal damage being committed on buses and reduce the fear of crime for the travelling public. In just two years the unit has achieved some 1,200 arrests, tripling the arrest rates for offences. In addition they have achieved a conviction rate of more than 90%. As a result of the excellent work of this unit an offender has recently been convicted of five counts of criminal damage to five buses and two counts of being in possession of a bladed article.

The growing improvement and success of problem solving was celebrated at the second Safer London Problem Solving Awards (a collaboration between the MPA, MPS and the Safer London Foundation) in February. It celebrates initiatives that develop problem oriented policing techniques– in essence projects that are responsive to local needs, are people focused and address the causes of crime, not just the consequences. The winner was Transport Operational Command Unit for Operation BusTag. A dedicated unit was established for bus operating companies to report criminal damage to, and CCTV footage was used to identify offenders and gather evidence. The unit undertook educational visits to promote crime prevention amongst school pupils.

Another success over 2006/07 was the continuing development of the HYDRA Operations suite. This seeks to train police officers and staff in managing major emergencies, critical incidents and the investigation of serious crime through recreating the complexity, chaos and challenge inherent in these areas. It seeks to equip those who go through the

simulation with experience and learning to transfer into the real world of policing. Our Directorate of Legal Services assisted the HYDRA training exercise and has acted as subject matter experts on many legal issues.

Tactical deployment of dogs and TSG in “Q” cars leading to robbery arrests. The Dog Support Unit has been working together with TSG since January 2007 to staff “Q” cars. These are covertly equipped vehicles, four of which have been working around the MPS to support Safer Streets initiatives. During the autumn of 2006 a trial was run on Bromley borough testing this initiative with volunteers from both OCUs. In the space of the first month officers carried out the following:

- 392 stop and search
- 123 arrests of which 16 were priority arrests

The effectiveness of this initiative will be reviewed after a longer period along with consultation with the BOCUs but in the meanwhile the good work of these “Q” cars will continue.

Vulnerable witnesses will no longer have to deal with the potential trauma of attending trials in person, thanks to the DoI, which has installed 29 technology-enabled interview suites across the Met estate. The interview suites, which are equipped with digital video cameras and microphones, will record evidence that can be played in court. Every London borough has access to a suite and over 600 officers have been trained in the use of the technology. Evidence is recorded digitally, giving better image and sound quality, quicker editing and copying ability and easy storage.

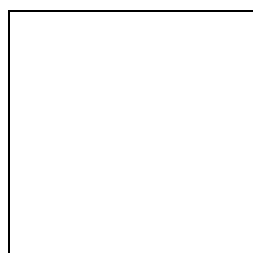
Table 2

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 Target	2006/07 Performance Year
Objective: Security is improved & the public feel reassured				
SPI 3d	Comparison of sanction detection rates for violence against the person offences by ethnicity of victim: White victims B&ME victims	19.5% 15%	No Target	26.5% 20.6%
SPI 4a	Using the British Crime Survey (BCS), the risk of personal crime (12 months ending Dec 2006)	8%	No Target	8.7%
SPI 4b	Using the BCS, the risk of household crime (12 months ending Dec 2006)	20%	No Target	21%
SPI 10a	Using the BCS, the fear of crime (Burglary) (12 months ending Dec 2006)	18%	No Target	17.9%
SPI 10a	Using the BCS, the fear of crime (Vehicle crime) (12 months ending Dec 2006)	18%	No Target	18.7%
SPI 10a	Using the BCS, the fear of crime (Violent Crime) (12 months ending Dec 2006)	27%	No Target	28.6%
SPI 10c	Using the BCS, perceptions of local drug use/dealing (12 months ending Dec 2006)	31%	No Target	34.3%
PP	To improve our mobile response to Embassy Warning System activations to diplomatic, government and vulnerable communities within 6 minutes	94%	90%	95%
PP	To improve our attendance to all personal attack alarm and perimeter alarm activations on the main Parliamentary Estate to within 3 minutes	93%	80%	88%
PP	Calls to anti-terrorist hotline answered within set time	78%	85%	98%
PP	Intrusions within the red zone of the Parliamentary Estate	0	0	0
PP	Intrusions into the protected secure residence of the Principal (red and purple zones)	0	0	1
PP	Reduce the gap between Budget Workforce Targets and actual strength by half by 31 March 2007 (This data is currently unavailable)		-50%	

Citizen Focus; Counter-Terrorism, Security & Protection; Safer Neighbourhoods; Criminal Networks: Capital City Policing; Information Quality; Together

Crime, disorder, vulnerability and harm are prevented and reduced
Reducing crime, disorder and vulnerability is key to the success of the MPS. We want to minimise the risk of you being a victim of crime but if it happens we will do everything we can to reduce the impact of that crime and work with you to prevent further crimes from being committed. Through continuing to work in and develop our partnerships we will reduce levels of crime and disorder in London to make you feel safer. This includes violent crime, gun crime, domestic violence and other forms of hate crime.

Photo, poster or graphic



From July 2005 until December 2006 officers from Operation Trident/Trafalgar conducted a proactive operation targeting a criminal network engaged in serious gun and drug criminality across London. During the period, the dedicated team conducted numerous deployments with the support of a number of MPS Units including Force Firearms. This was an intelligence led operation that resulted in the arrest of 33 persons, recovery of 12 firearms (handguns, machine pistols, sawn off shotguns and silencers), £30k in cash and three separate seizures of heroin (totalling 242 kilos estimated street value of £4.3m). Information indicates that the success of this operation was instrumental in preventing a number of murders and serious assaults within the communities of London. The investigation led to the dismantling of a criminal network whose members considered themselves untouchable from law enforcement agencies.

MPS officers from the Middle Market Drugs Project in partnership with Serious and Organised Crime Agency arrested two men for possession with intent to supply in excess of 200 kilos of cannabis resin. Following intelligence they stopped a vehicle and discovered the drugs in the rear of the car. The driver was arrested and during a search of his home address officers found what is believed to be a further five kilos of cannabis, two kilos of

cocaine, one kilo of amphetamine sulphate and one kilo of ecstasy. Approximately £100k cash was also seized. This disruption to drugs supply will reinforce the message that the MPS will continue to combat and seize the benefit of criminal networks engaged in drug trafficking.

Four young men were convicted of murder following an investigation conducted by Operation Trident having shot their victim at a party in a community hall in South East London. The young men burst in through the fire exit bearing guns and shouting to the guests to hand over their valuables and get down on the floor. At least two shots were fired. The incident was over in less than five minutes. The victim lay on the floor, fatally injured by a shot from a handgun. She had been holding a baby who fortunately was unharmed by the fall. Residents of the estate told police they saw a large group of youths on a balcony overlooking the entrance to the hall earlier that evening, watching guests arrive for the party. Witnesses named the accused and a key witness told how he had heard the robbery being planned. The offenders had also talked about borrowing a 'nine' or handgun. During the search of an address, officers found a refuse sack, which contained handbags, mobile phones and cash taken from guests at the party. They also found a jacket with seven 9mm cartridges in the pocket.

Operation Athena is a MPS campaign to raise awareness of the distress caused by domestic violence, racial crime and other forms of hate-crime directed towards minority groups. In November 2006, 500 officers raided addresses and arrested perpetrators of domestic, race hate and homophobic crimes across the Capital. The raids were one part of a two-week initiative to put the fear back onto the offenders, and encourage victims to report crimes to us, so that we could take action and arrest those responsible.

The MPS response to domestic violence has changed dramatically over the past 10 years. With the introduction of Community Safety Units and our drive towards partnership working as recommended in the Stephen Lawrence Inquiry by Sir William Macpherson, we have learnt a lot about 'what makes a difference' in the prevention of domestic violence and the protection of victims and their children. Our initial strategy was designed to encourage victims to come forward and report to police by building trust and confidence within communities that their cases would be taken seriously. Our current policy requires that we arrest all perpetrators where evidence of a criminal offence exists, which challenges and holds them accountable for their actions. However, positive action requires enhanced levels of victim care and we must ensure that the safety of victims is paramount particularly where children are involved. Effective intervention to support victims through the Criminal Justice process and appropriate and advice referral to independent advocates must be provided at this critical time of their lives, as their needs will be complex.

As well as the corporate targets being surpassed BOCUs have achieved their bespoke DV and racist crime sanctioned detection rates for the year 2006 to 2007, being the best DV and Hate Crime performance outcomes that the MPS has ever achieved. 28 of our 32 BOCUs achieved their homophobic crime detection targets. These combined outcomes also reflect an additional 5916 extra sanctioned detections across the three generic crime groups, when compared against Financial Year 2005/06.

The MPS responded to the challenge set the police service by Sir Michael Bichard with a complete review of the Enhanced Criminal Record Certificate Process. The MPS is required to search for information that might be relevant to a decision on whether an

applicant is permitted access to children or the vulnerable. The number of applicants is significant, up to 15,000 a week (each applicant has on average 2.2 names and 2.4 addresses to be considered). The MPS Central Operations Disclosure Service developed, in partnership with suppliers, improvements to methods of search and successfully automated the search in a system capable of handling this large volume of enquires. This work has led to the best search the best person could do on their best day being applied consistently to each application allowing key MPS intelligence databases to be searched inside 60 seconds. The earlier systems had led to a large backlog. However, the MPS has dramatically reduced this and now operates within an average response time of five days. Care was taken to develop a structured decision making process that would retain public and service confidence. The MPS model has been adopted as national practice and was described at Judicial Review as precisely what statute required. As a result of the work of the Disclosure Service, information on an estimated 2,000 people whose access to children or the vulnerable is a concern has been brought to the notice of employers.

Clubs and Vice ‘Safe and Sound’ - safety in nightclubs. The MPS strategic violent crime reduction initiative for tackling drugs and weapons including firearms in nightclubs and other licensed premises. This document has been successfully used for a number of years and is being re-launched by Clubs and Vice OCU to reflect changes in legislation and incorporate CT advice for crowded places. It is being targeted at problem premises in Tackling Violent Crime Project and gun crime boroughs to reduce the number of serious assaults, and by the introduction of polycarbonate alternatives to glass, the severity of the injuries.

Table 3

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 Target	2006/07 Performance Year
Objective: Crime, disorder, vulnerability & harm are prevented & reduced				
SPI 5b	Violent Crimes per 1000 population (<i>This indicator is different to the violent crime indicator in the critical 13, as it includes all violent crime offences including robbery</i>)	-0.1%	No Target	-6.1%
SPI 5e	Life threatening and gun crime per 1000 population (<i>This indicator is different to the gun crime indicator in the critical 13, as it includes life threatening offences which did not involve a firearm</i>)	+1.2%	-4%	-14.5%
SPI 5f	Acquisitive crime per 1000 population	+4%	No Target (forms part of BCS overall crime)	-6.4%
PP	SMT representation and attendance at Children's' Trust meetings and local Safeguarding Children Boards	N/A	100%	97%
PP	Successful interventions in kidnap offences related to criminal networks investigated by SCD	0	No Target	61

Citizen Focus; Counter-Terrorism, Security & Protection; Safer Neighbourhoods; Criminal Networks: Capital City Policing; Information Quality; Together

More offenders are brought to justice

To ensure public confidence in the police and our criminal justice partners we need to bring those who commit crime to justice. We will continue to work more closely with our criminal justice partners to make the legal process as effective and efficient as possible.

Photo, poster or graphic

Two doctors and a surgery practice manager systematically defrauded the National Health Service over a sustained period commencing in 1997 until the Public Sector Fraud Squad intervened. Patient records were falsified to show that patients had received either, Cytology Screening (Smear Testing), Pregnancy Advice, Contraceptive Advice or Smoking Cessation Advice. Each entry entitled the surgery to financial remuneration. Patient records were examined and in excess of 4,000 fraudulent entries identified costing the NHS in excess of £200k. Fraud Squad officers arrested both doctors and the practice manager, after an intensive enquiry involving statements being obtained from over 100 patients, the matter was heard at Southwark Crown Court with the practice manager being imprisoned for 18 months. Both doctors remain suspended, subject to disciplinary proceeding by the General Medical Council.

Five people were arrested when the MPS Film Piracy Unit assisted by Trading Standards and Federation Against Copyright Theft discovered over 50 tower DVD burner machines at an address in London. On searching the light industrial premises, officers also found 30,000 blank DVDs and a large quantity of printed cover inlays. The factory, theoretically, had the capacity to produce 450 DVDs every ten minutes, (2,700 DVDs per hour). If the factory was operational for 24/7 hours it could produce 64,800 DVDs per day. This is believed to be the largest DVD piracy factory ever to be discovered in the UK. Four males and one female all aged between the years of 21 and 41 were arrested. This is the first operation undertaken by the MPS Film Piracy Unit, which was launched earlier this year.

London's Regional Asset Recovery Team, in conjunction with Serious Fraud Office prosecutions obtained a confiscation order for £10m. This is one of the highest criminal confiscation orders ever reached. A former chairman and chief executive of a private company was convicted of defrauding investors. He was also sentenced at Southwark Crown Court to six years imprisonment for conspiring to defraud private investors. He was also then disqualified from acting as a company director for 10 years. After the conviction a confiscation order of £10m was made against him. During this investigation, the extent and whereabouts of benefit from crime were traced by SFO investigators with the assistance of the London RART with the order including the sale of a property in France.

Criminals will be brought to justice more quickly thanks to an innovative use of technology provided by the DoI and Operation Emerald. Officers are now able to view and take stills from CCTV footage at desktop computers in police stations, saving time previously spent in sending the footage to a specialist lab. This helps officers to gather sufficient evidence to secure timely prosecutions and will contribute to an increase in sanction detections as more CCTV footage is used as evidence.

Officers working under Operation Foist seized 1806 uninsured vehicles in just four weeks. Officers from the TOCU targeted uninsured drivers in Hackney, Haringey and Newham boroughs. The joint initiative with TfL was launched after research carried out by TfL found that these three boroughs had the highest fail to stop figures. A government report also showed that uninsured drivers were far more likely to be involved in a fail to stop collision. During the four-week operation, £12,000 of cash was found, 0.5kg of heroine seized and 212 people were arrested for a variety of offences. Officers also seized two Porsches, valued in excess of £150,000, a BMW Z4 and a Hummer. Almost half of the uninsured seizures were from drivers with previous convictions, 109 vehicles were scrapped and 44 offenders arrested for driving with no insurance, drink/drive or other driving offences.

In the period 1 April 2006 to 31 March 2007 the MPS, through the Vehicle Recovery and Examination Service also seized over 10,000 uninsured vehicles, which included those from Operation Foist.

Table 4

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 Target	2006/07 Performance Year
Objective: More offenders are brought to justice				
PP	Number of outstanding warrants			
	Owned Residing	9406 8668	8550 7985	6898 6474
PP	The value of assets identified by court order for seizure	35.2m	No Target	25.1m
SPI 8c	Value of cash forfeiture orders and confiscation orders per 1,000 population	£4,744	No Target	£3,379
PP	The number of cases where assets are restrained or cash seized	207	200	945
SPI 6b	Percentage of offences brought to justice	14.7%	No Target	22.3%
PP	Achieve gun enabled crime sanction detection rate	21.2%	25%	20.4%
Additional PPAF measures delivered within Business Group Priorities				
SPI 12a	Delivery of efficiency targets (Home Office)			
	Cashable Non Cashable	1.9% 1.4%	3% (for year) 1.5%	2.7% 1.8%
SPI 13a	Percentage of available hours lost due to sickness for police officers	3.1%	No Target	3.2%
SPI 13b	Percentage of available hours lost due to sickness for police staff	4.3%	No Target	4.3%
SPI 3e	Minority ethnic recruitment. Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	13.3% recruits	No Target	13.8% recruits
		26.1% economically active population	No Target	26.1% economically active population
SPI 3g	Female officer representation	20.1%	No Target	20.9%

Business Transformation

Olympic Security

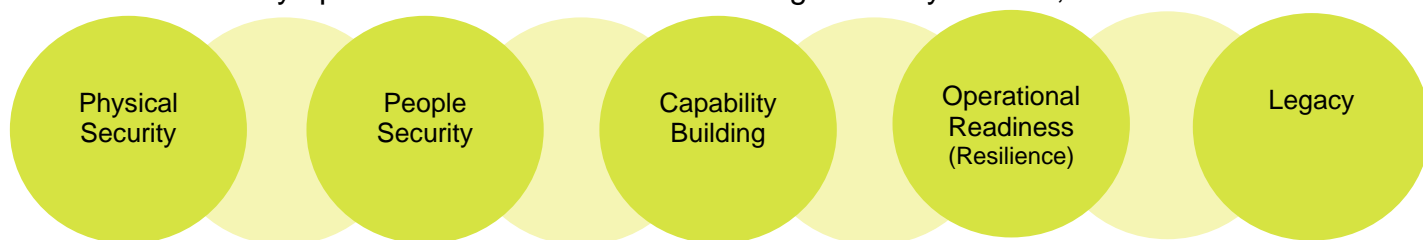
The 2012 Olympic and Paralympic Games will require the largest security operation ever conducted in the United Kingdom. The success of the Games will ultimately be dependent on the provision of a safe and secure environment.

The Metropolitan Police Service is the lead agency within the Olympic Security Directorate, and a success of the past year has been establishing the working relationships between the partners that constitute the Directorate. Formed of 24 agencies, the OSD has responsibility for coordinating the agencies involved in providing safety, security and resilience to the London 2012 Olympic and Paralympic Games.

Together with its partners and the community, the OSD is aiming to deliver a safe, secure and peaceful celebration of the London 2012 Olympic and Paralympic Games and maximise the Games' security legacy for the UK.

The OSD will use tried and tested systems and procedures that have stood the test of time. What will be different will be the scale and complexity of the task that is being asked of the OSD.

The delivery of a safe and secure environment for the Olympic Games and Paralympic Games will be achieved through five key themes;



2007

2013

- **Physical Security** – making sure security is considered during the design, planning and building of physical structures to keep crime out.
- **People Security** – ensuring the safety of all volunteers, participants and visitors, including vetting procedures and accreditation.
- **Capacity and capability building** – building the capability and capacity of all organisations to deal with the scale and complexity of 2012; ensuring planning is in place to deliver the right resources at the right time.
- **Operational readiness** – in order to provide an effective and discreet operation, resources (people, equipment, IT, systems) will be rigorously tested to guarantee delivery of safety and security required, response to unforeseen circumstances, and delivery of business as usual.
- **Legacy** – ensuring that our planning and preparations leave a long term benefit, including community engagement and partnership working.

This approach to security planning has been presented to and discussed with a wide range of trusted partner groups, with overwhelmingly positive feedback. As a result it has been widely agreed that this is the approach that all partners within the OSD are signing up to in planning for security at the Games.

Information Quality

The Met is continuing to modernise by moving from three Information, Communications and Technology support providers to just one. This was achieved over the course of a year while maintaining our service levels to the public. The new contract will, in time, improve the performance of Met systems to help the organisation deliver 21st-century policing to London.

Audio and video evidence can now be gathered more quickly through the opening of a new Evidential Viewing Suite in north London. Police officers can now view, edit and extract stills from all types of media closer to their place of work, freeing up more time for front line duties.

Police officers and staff now have more time for front line duties, thanks to the introduction of Single Sign-On, an initiative which allows instant access to the Mets core systems once the user has logged onto the network. Previously, staff had to remember up to six different passwords and the new system is saving the time, which was once spent on waiting for forgotten passwords to be reset. Intelligence staff across the Met now have access to more information than ever before, due to an initiative to join up commonly used systems. Information can be extracted through all the systems through one point of search, allowing staff and officers to identify crime hotspots and make more effective deployment decisions.

The MPS has successfully met with the initial standards specified by the HO for phase one of the Management of Police Information programme, in response to recommendations from the Bichard Inquiry. Achieving compliance with a set of requirements involved ensuring that corporate policies are in place to cover all aspects of the information lifecycle, from record collection and recording, through to evaluation and actioning, information sharing, review and retention and disposal. In addition, all business areas now have plans in place to improve access to information, develop the training strategy, enhance technology capabilities, improve data standards, increase auditability and undertake data reviews and retention and disposal.

Powerful new vehicle recovery software went live in February 2007 at the Vehicle Recovery and Examination Service Charlton Car Pound. The Easy Link Vehicle Information System for Vehicle Recovery will deliver a robust, web based system that can manage information across multiple pound sites, recording details about vehicle removal and disposal in real time. ELVIS will provide business benefits to the MPS through more effective information management enabling the VRES to provide a more efficient service to OCUs and the public.

Citizen Focus

Citizen Focus principles now form part of all our current and future selection processes and promotion processes for all police officers and staff and all officers are assessed in how they deliver services to their communities and customers.

The MPS is improving the service that the public receives through the continuing implementation of the C3i Programme. The programme is improving and streamlining the MPS' response to emergency calls by bringing together all 32 control rooms and telephone operator centres.

More non-English speakers are now able to get the assistance they require from the police, thanks to the extension of the 999 Interpreting service to non-emergency calls. Over 13000 people have benefited from this service over the past year.

The MPS four year Outsource Services Programme to re-tender the previous outsourced contracts for critical services, reached a critical juncture this year with:

- Two major new 10-year Transport Services outsourced contracts launched in April 2006. The new vehicle repair and maintenance and hire and lease contracts provide an enhanced level of response vehicle availability and tighter performance standards around attendance for unserviceable vehicles and scheduled repairs.
- In April 2006, a new vehicle 'equip for service' contract commenced without a break in service to customers.
- The transfer of Information Communications Technology services to the new provider during a six month period
- The successful letting of two new Facilities Managed Services referenced above

Together

Over the past few years the MPS has received a significant increase in our capacity allowing us to introduce all 630 SNTs across London and whilst also managing the increasing threat from terrorism. The focus of the MPS must now be on ensuring that the 'organisational capability', particularly around leadership and management is developed. *Together* as one of the MPS strategic priorities describes *how* we aspire to be when delivering London's policing service.

The past year has been extremely successful for the Together Programme. In June 2006, Together launched the MPS Leadership Academy which designs, develops and delivers high-quality leadership programmes and tailored products and services to meet the needs of policing locally, nationally

and internationally. One of the key initiatives launched during 2006/07 was the 'Leadership Programme for Team Leaders'. This programme trains newly promoted Sergeants; Inspectors and police staff equivalents all together in people management and values based leadership. The programme has the capacity to provide for approximately 1200 staff every year.

The Met has launched Transforming HR, a change programme, which will result in a more modern Human Resources service using staff and technology more effectively.

There has been a 13% reduction in police officers on recuperative duty due to new processes.

Thanks to the 30+ Scheme, which relates to police officers' length of service, the skills and experience of 170 police officers that, would have otherwise retired, have been retained.

Police recruits can now remain with their families and train in their local communities whilst undergoing their initial training.

Corporate Social Responsibility

Environmental Issues

As a large complex organisation, the MPS has a significant impact on the environment associated with its workforce, its estate and vehicle fleet. For many years it has recognised the need to conserve natural resources, not only to ensure an efficient police service but also to fulfil its corporate responsibility to protect the environment for the future. It is the MPS vision 'to make London the safest major city on the world', through the operation of a sustainable police service where environmental issues are embedded in the decision making process.

The MPS five year Environment Strategy, launched in 2005 aligns very strongly with the Mayor of London's Environmental Strategies and demonstrates how it will manage its environmental impacts through the delivery of 24 strategic objectives and the achievement of annual environmental targets.

The following areas have been recognised as key environmental issues:

- Environmental and Wildlife Crime;
- Transport;
- Procurement;
- Resource Management and Consumption,
- Training and Awareness,
- Sustainable Design; and
- Financial Aspects of Environmental Management.

The MPS has employed an Environment Team to co-ordinate the delivery of the environmental strategy and environmental management programme as well as monitor environmental impacts and communicate environmental messages to internal and external stakeholders. A number of senior managers across the MPS have responsibility for driving forward environmental improvements and initiatives.

Progress against the Environmental Strategy is monitored by the MPS and the MPA and reported annually in the MPA Environment Report. The 2005/06 MPA Environment Report containing the latest environmental performance data is available to view at <http://www.met.police.uk/about/environment/>

The 2006/07 MPA Environment Report will be published during September 2007.

Environmental Achievements in 2006/07 include:

In line with the Greater London Authority and functional bodies, the MPS has signed up to the Mayor of London's Climate Change Action Plan and is committed to reduce carbon emissions by 10% on 2005/06 levels by 2010 and by 30% by 2025 on 1990 levels. A £4.6 million programme of investment has been agreed by the MPA to implement energy efficient technologies such as lighting controls and Building Management Systems in poorly performing buildings.

In 2006, the MPS received highly commended in the Mayor's Green Procurement Code Extra Mile Award and runner up in the Sustainable Procurement category of the Sustainable Cities Awards in early 2007. As well as supporting Fairtrade initiative the MPS was acknowledged for increasing the procurement of recycled products by 170%, including products such as animal bedding and cleaning consumables.

The MPS was announced winners of the Traffic Reduction and Transport Management category at the Sustainable Cities Awards in early 2007, for reducing carbon emissions from the transport fleet. There are currently 128 hybrid vehicles in use by SNTs and MPS Fire Officers and over 1,200 bicycles for operational use. The use of bicycles has meant that officers can be more accessible to the public and often travel to incidents much quicker.

During 2006/07 environmental issues were considered within the new Facilities Management Services contract. FMS contractors are now responsible for the implementation of estate wide recycling schemes and the MPS Recycling Officer will be working to develop Sustainable Management Plans for the estate. The MPS will achieve a minimum of 30% recycling level and reduce waste generation by 25% by 2010. Pilot sites have reached recycling levels as high as 44% and the MPS will aim to achieve the highest level possible.

During 2006/07 the MPS published a Sustainable Travel Plan, which details how it will manage its impact on the environment from both operational travel

and the impact of employees travelling to and from work. The plan includes a number of initiatives to promote more sustainable travel such as the implementation of the MPS Ride2Work scheme, which provided staff with the opportunity to lease and then buy a bicycle to travel to and from work. In addition, the MPS car share scheme was set up and to date over three tonnes of carbon emissions have been saved through staff sharing car journeys to and from work.

In partnership with the London Probation Service and Local Authorities, the Community Payback initiative has been rolled out to each Borough within the Metropolitan Police District. Community Payback enables unpaid work done by offenders to receive public recognition and allows the public to contribute ideas of where work should be undertaken. These are usually areas of environmental crime such as graffiti, litter and clean up of local areas.

In October 2006 the MPS were announced winners of the London Gardens Society Inter Service Gardens Competition. A number of police stations took part in the competition to improve their local environment by enhancing the frontages and green spaces at MPS buildings.

Equality and Diversity

Within the Diversity and Citizen Focus Directorate a number of developments are taking place across the Directorate to ensure that it can achieve its vision of 'Transforming the MPS into a citizen focused service'. These include:

- Responding to the diverse needs of individuals and communities
- Promoting diversity to change culture and drive performance
- Building the trust, confidence and satisfaction of those we serve and those with whom we work.

In April 2006 the MPS published its Race and Diversity Strategy to lead the Met towards having an equalities scheme by late 2006. An Equalities Scheme sets the standard for how people can expect to be treated. It provides a framework for the processes of monitoring, consultation, engagement and review of all our policies, procedures and practices, whether they relate to the corporate or local level, and across all the strands of diversity. It sets out the activities that are common to all strands as well as what is specifically required in respect of each area within the Scheme. The Race and Diversity Strategy will be driven by the Equality Standard for local government to effectively allow us to compare ourselves with similar organisations. We were the first police service to sign up to this approach and are committed to attaining the top level. Part of this process was the formation of local action plans for each BOCU, which would allow all plans to be tailored to each working area within the Met.

In December 2006 the MPS Equalities Scheme 2006-2010 was published providing a framework through which policies and procedures are assessed, reviewed and consulted on, to ensure that we promote the positive aspects of

the duties set out in law and ensure we do not discriminate on the basis of age, disability, gender, race, religious belief or faith or sexual orientation. It sets the standard for how people can expect to be treated in, and by the MPS, as it seeks to put London's diverse citizens at the heart of everything it does. It was ambitious because it set out how the MPS would meet, and in fact exceed, the existing and future legal requirements governing the different areas of diversity:

- Elimination of unlawful discrimination
- Promotion of equality of opportunity for all
- Promotion of good relations between peoples of different groups
- Promotion of participation in public life
- Promotion of positive attitudes towards others.

We will continue engaging with Londoners and with our colleagues to complete and implement the MPS Equalities Scheme because working together to deliver equality in all our policing services will make London safer for all those we serve.

In December 2006, the joint MPA/MPS Community Engagement Strategy was launched along with a range of tools designed to help staff carry out effective community engagement.

Actively engaged communities make policing sense - they contribute significantly to the improvement of policing services, the reduction of antisocial behaviour and solving crime at all levels.

Working together with the MPA on the strategy demonstrates our commitment to have an approach to engagement that benefits all involved:

- The MPS will better understand what communities and individuals really need from them.
- The MPA will be better able to monitor the way in which the MPS undertakes engagement and promotes community confidence.
- The public will receive the very best police service, delivered to the highest standards.

Safety and Health

The Safety and Health Risk Management Team produced a Dynamic Risk Assessment Training package to support operational police officers and staff. This training replaces policing safely and is already incorporated into recruit training for police officers, PCSOs and MSCs. The training packs (including trainers notes, DVD film "Red Mist", including student leaflets and training exercise scenarios) have been issued to BOCUs. The film has won a number of major National and International accolades. The pack has now been sold to 43 UK law enforcement forces/agencies and orders have also been placed by an international force. The MPS has held several training days for other forces day for forces to deliver this material.

The Team organised a slips, trips and falls poster education campaign. This campaign supports the Health and Safety Commission and Executive national initiatives to reduce the number of slip, trips and falls in the workplace.

The SHRMT with the support of Training Support Unit has developed a performance matrix for core health and safety training. The matrix is based on six levels of safety performance required from induction, general role (operational/non operational), supervisory, local trainer, specialist and leader. It is not intended that these six levels replace role specific safety performance and training (i.e. method of entry, firearms, working near railways etc.) rather define a generic core performance standard for all staff.

Partnerships

Working in partnership with customers/stakeholders

Partnership in Emergency Preparedness - Partnership activity is thriving in relation to London's Emergency Preparedness with the MPS, led by Central Operations Emergency Preparedness OCU, playing an active role and in many cases leading the way. The bedrock of emergency response is provided by the London Emergency Services Liaison Panel, which since its inception in 1973, has been chaired by the MPS. The MPS leads on behalf of the partnership in producing the LESLP Major Incident Procedure Manual, which is used by all of London's responders. Following the terrorist attacks in the USA on September 11 2001, London examined itself, formed a London Regional Resilience Forum and began a process of planning at a more strategic level to cater for much larger and more difficult incidents. The MPS has had a significant involvement in this partnership work at both regional and local level. The model adopted for London became the basis for the national structure established under the Civil Contingencies Act 2004. All of the partner agencies have come together very well in a spirit of co-operation and commitment that has resulted in significant achievement.

The Events and Income Development Unit has facilitated throughout the year a raft of sponsorship for SNTs including photographic equipment; top of the range mountain bikes for use by SNTs; tools and paint for various community projects and the use of brand new sponsored vehicles.

The Method of Entry Teams have provided front line support to many high profile police operations and offer training to outside agencies such as the London Fire Brigade.

Operational Support Group continues to support Disaster Victim Identification teams nationally and internationally and has developed a robust supply chain to deliver DVI equipment and consumables to any location in the world.

Community Payback is a joint operation between the MPS, London Probation Service and Local Authorities to tackle environmental crime. The scheme works by offenders carrying out unpaid work, supervised by London probation staff and police officers in a bid to repay the local community. Community

Payback also provides offenders with essential life skills helping to prevent them from offending in the future. Offenders on Community Payback teams tackle quality of life crimes and issues, which have been identified by people living and working in the area as the concerns most affecting their daily lives and feeling of security. The types of issues tackled have been cleaning up graffiti, clearing up areas of fly tipping, clearing vandalised recreation area and public rights of way. These issues are identified through engagement and consultation exercises by local SNTs who are dedicated to working with local communities.

Financial performance

Revenue

The financial year 2006/07 presented a number of key challenges, particularly around the prevention of terrorism and associated operations that were necessary to help keep London a safer city, such as Operation Overt (relating to the arrests and on-going investigations into the plot to manufacture and smuggle explosive devices onto aircraft) and Operation Overamp (relating to the anti-terror raids at an Islamic School in Sussex and a Chinese Restaurant in South London). These operations had a significant impact on the financial position and required strong management in order for the MPS to deliver a balanced outturn.

The budgets for 2006/07 reflected a number of major developments including:

- Full roll-out of SNTs across the whole MPA area by December 2006;
- Additional resources to improve MPS resilience in Counter-Terrorism;
- Additional funding for dealing with Organised Criminal Networks;
- Additional funding for improving support for victims of crime through Victim Focus desks.
- Allocation of resources for staff development in the “Together” programme;
- Investment in the reconfiguration of HR Services delivery.

Targeted efficiency savings (cashable and non-cashable) of £73.5 million were over-achieved by £34.1 million (unaudited) during the year.

Many changes in funding arrangements were reflected in the budgets with revised accounting for police pensions, the restructuring of Home Office grant funding for Counter-Terrorism and other specific grants. These issues need to be taken into account in making comparisons with previous years in the subjective analysis of expenditure and funding.

Capital

The provisional MPS Capital Programme outturn for 2006/07 is £152.9m which represents a £81.1m underspend against budget. This can be attributed to the planned rephrasing of projects into future years.

The MPS have successfully developed operational properties to provide the modern policing agenda including introduction of patrol bases, custody clusters and the continuing implementation of the SN Programme. There has been significant investment in Information Technology, mainly in the delivery of the Infrastructure Renewal Programme, Information Strategy Implementation and the C3i Programme (including Airwave). The Capital Programme also includes the ongoing Transport Fleet Replacement Programme.

In accordance with statute, the audited final accounts for the year 2006/07 will be published by 28 September 2007.

Chart 1

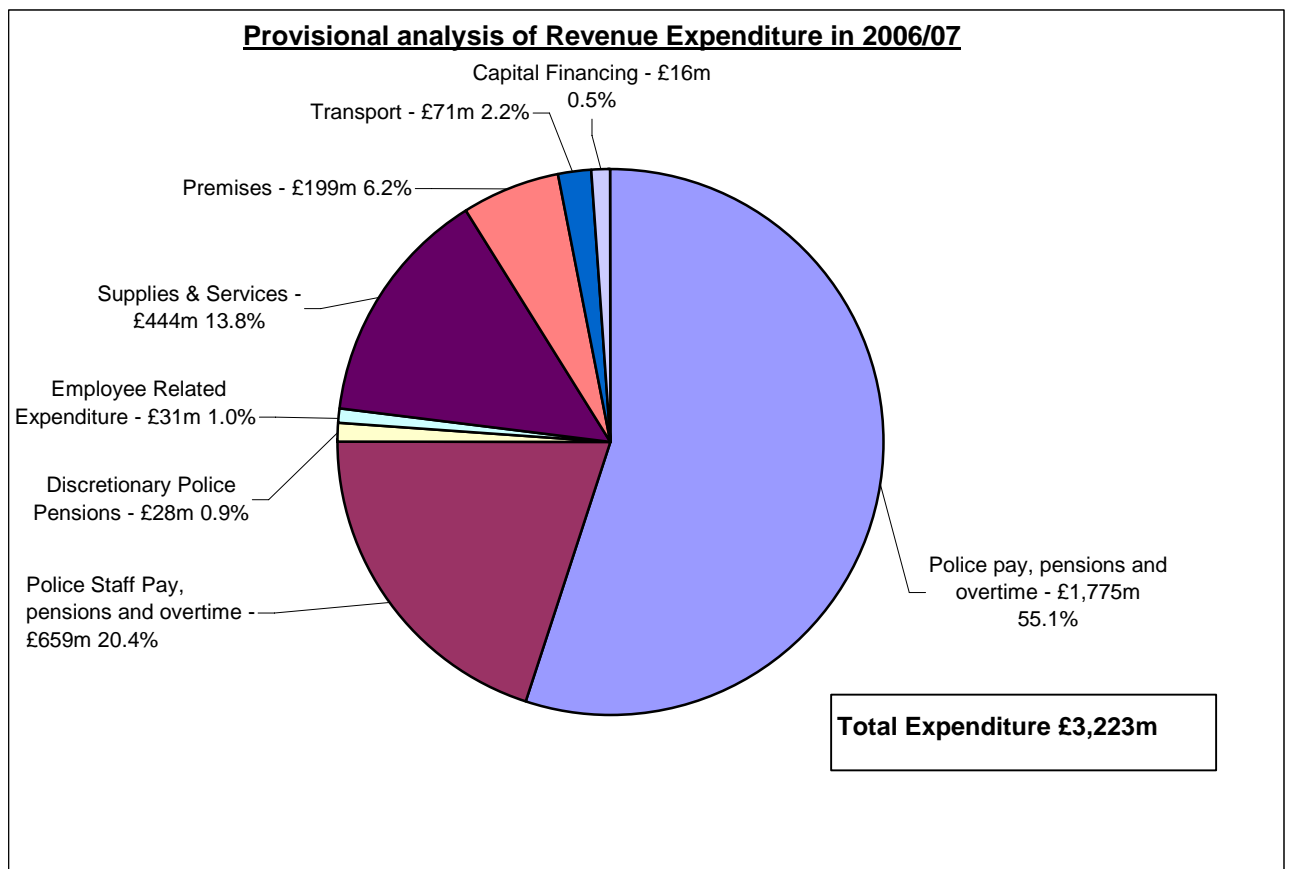
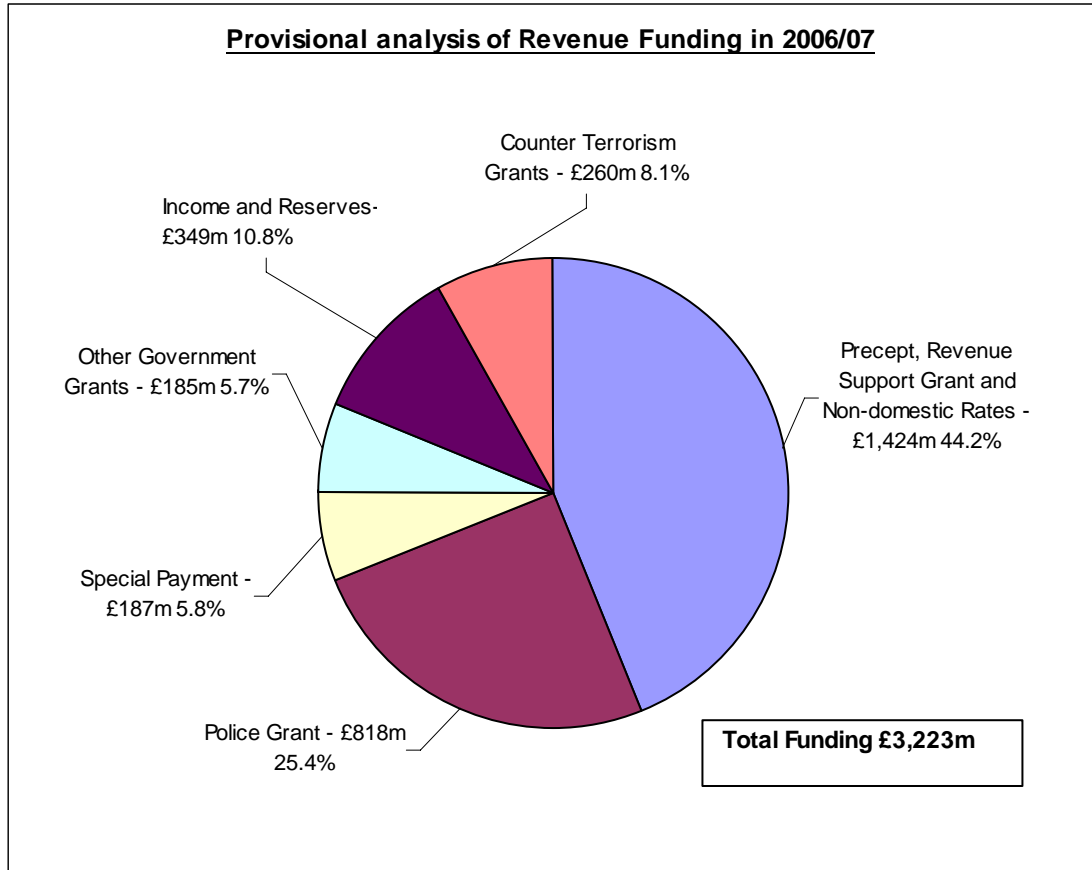


Chart 2



**MPA review of performance 2006/07
AWAITS RESPONSE**

**Police Officers punished as a result of misconduct proceedings during
2006/07**

Outcomes of complaints against Police Staff during 2006/07

Death during or following police contact 2006/07

AWAITS IPPC APPROVAL OF FIGURES

Table 5

Threatened/civil actions and damages paid

	2005 – 2006	2006 – 2007
Actions Received		
Civil Actions	50	78
Threatened Actions	433	446
Number of Threatened & Civil Action Cases Settled		
Settled Civil Actions	40	48
Settled Threatened Actions	82	85
Court Awards	4	5
Settlement Amount		
Settled Civil Actions	£1,149,992	£1,057,828
Settled Threatened Actions	£760,015	£274,603
Court Awards	£24,370	£62,500

Note: The counting rules were changed in 2005/2006 so they are in line with HMIC counting rules.

The figures below show historical information before the new counting rules were introduced.

	2000- 2001	2001- 2002	2002- 2003	2003- 2004	2004- 2005
Actions Received					
Civil Actions	190	158	146	124	108
Threatened Actions	503	439	423	499	438
Number of Threatened & Civil Action cases settled					
Civil Actions	126	50	64	65	36
Threatened Actions	94	79	85	98	74
Court Awards	15	6	9	3	4
Settlement Amount					
Civil Actions	£1,759,000	£776,000	£1,107,000	£1,376,000	£395,000
Threatened Actions	0	£485,000	0	0	£331,000
Court Awards	£559,000	£125,000	£419,000	£800,000	£23,000
	£340,000		£828,000	£6,500	

Honours, Awards and Commendations

Most Excellent Order of the British Empire (MBE)

John McDowall	Commander
David Mugridge	Inspector
David Nasmyth-Miller	Inspector
Comfort Omoko	Band D
Bevan Powell	Band A

Queens Police Medal (QPM)

Martin Bridger	Chief Superintendent
Rose Fitzpatrick	Deputy Assistant Commissioner
Richard Gething	Detective Superintendent
Jonathan Kaye	Commander

Member of the Royal Victorian Order (MVO)

Peter Brown	Inspector
Piers Brandling-Harris	Sergeant

Royal Victorian Medal (Silver)

William Hallworth	Constable
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Commissioner's High Commendations: 23

Commissioner's Commendations: 236

Royal Humane Society Awards: 42

Looking ahead

There are challenges for the coming year, which, the MPA and MPS will work jointly to tackle:

- The next two years, in particular, may pose financial difficulties. However, by increasing our productivity and through maintaining and forging innovative partnerships we will continue to deliver the professional service Londoners expect from the MPS.
- Violent crime is a concern, particularly when it involves young people and, although statistics show violence is decreasing (5% down on last year), we know more needs to be done. The MPS will continue to target gangs.
- The fight against terror will continue to dominate policing in London and across the country. All our staff will continue to minimise the risk of terrorist activities and, working closely with communities, try to prevent further atrocities.
- We do not get it right every time and, therefore, a major ambition for the coming year is to try and maximise the quality of the contact we have with the public. We will be prepared to do things differently, challenge how we work and share experiences and ideas to improve Londoners' experience of policing, by being proactive and listening to what Londoners want from their police service.

With these challenges in mind, our existing strategic priorities of Citizen Focus; Counter-Terrorism; Safer Neighbourhoods; Criminal Networks; Capital City Policing; Information Quality and Together will remain.

MPS/MPA plan for 2007/08 and strategy for 2007/10

The recently published Policing London Plan explains what the MPS and MPA will be doing between April 2007 and March 2008. We will build upon the work of 2006/07 in support of the seven strategic priorities to deliver the strategic outcomes and improve service delivery in the year ahead. The Critical Performance Areas for 2007/08 are also contained in **the Policing London Strategy & Plan which can be accessed via the following Internet sites: -**

www.met.police.uk

www.mpa.gov.uk

MPA ANNUAL REPORT 2006/07

Involving Londoners in counter-terrorism

During 2006 the MPA conducted a groundbreaking exercise in community engagement, seeking the views on terrorism and counter-terrorist activity of a diverse selection of over 1,000 people who live and work in London. The final report, 'Counter-Terrorism: The London Debate', was published in February 2007.

Keeping Londoners and others safe from terrorism is not a job for governments, security services or the police alone. If we are to make London the safest major city in the world and protect our communities against terrorism, we must mobilise not only the resources of the state, but also the active support of the millions of people in the capital. To achieve this support we conclude that London's communities must be fully engaged in the counter-terrorist efforts carried out by the authorities on their behalf.

Two messages stood out amidst all that we heard. Firstly, there is profound support, across all communities, for the police's counter-terrorist effort. Londoners firmly believe counter-terrorism work needs to remain rooted in communities, and that the police are the only agency with people out working in those communities day-in, day-out. Secondly, there is a real fragility to public trust in the authorities. If the MPS is to tackle terrorism effectively, it must harness this support and recognise this fragility.

'The London Debate' makes recommendations for the MPS and offers advice to other bodies, including the government, the Independent Police Complaints Commission and the media, amongst others. By implementing these recommendations and following this advice, the UK authorities can more closely align their counter-terrorist efforts with the needs of the communities they are charged to protect.

An MPA delegation met the Prime Minister, together with the Secretary of State for Communities and Local Government, in February to discuss 'The London Debate'. He has given it, and the community-based approach to counter-terrorism which it advocates, his explicit backing, stated that it will inform government strategy as it develops and welcomed the Authority's contribution to promoting an effective UK response to terrorism.

Community engagement

The adoption of the joint MPA/MPS community engagement strategy by the Authority in September 2006 in many ways represents a watershed in the history of police community relations in London. It might be said to symbolise the formal commitment to reverse the trend of the last 175 years, which has seen a steady shift of responsibility for public safety away from the community, to a reaffirmation and re-establishment of the recognition that the

police grow out of communities – of the citizen in uniform – and Robert Peel’s original notion of the ‘police are the public, and the public are the police’.

In order to further strengthen both the quantity and quality of Londoners’ engagement in policing, this strategy establishes a framework and greater clarification of roles between the MPA and MPS and affirms the Authority’s leadership responsibility in supporting, facilitating and overseeing the community engagement activities of the MPS. It also identifies the responsibilities for developing more rigour in the quality assurance and standards for community engagement, sets clear systems for the monitoring and scrutiny by which community engagement can be measured, and at the same time provides the means to strengthen cooperation and joined up work.

The adoption of this Community Engagement Strategy is also timely in that it reflects the direction of travel of central government in ensuring that community engagement becomes central to, and the very lifeblood of, effective policing for the 21st century.

Putting in place standards and structures to ensure Londoners can influence and shape its policing requirements reflects a fundamental shift in the way policing is carried out in London. Rather than a discrete, isolated area of activity that can be identified with a particular programme, a citizen focussed police culture requires that community engagement be considered an essential, integral element within all areas of the organisation.

Establishing appropriate and effective structures by which Londoners can help shape their policing requirements was at the heart of the conference ‘Community Police Engagement in London: From the Bottom up: Empowering Local Residents’ sponsored by the MPA on 28 October 2006. Attended by 200 Londoners involved in borough-based community engagement groups and Safer Neighbourhoods Panels, this successful conference provided an opportunity to share good practice and contribute to identifying areas for improvement.

Over the last year the MPA has made significant progress to ensure robust and effective community engagement arrangements are in place in each London borough. Borough community engagement groups have been going through an important process of reform while becoming involved in the local Crime and Disorder Reduction Partnerships as well as responding to and integrating the Safer Neighbourhoods Panels into their membership. The developing standards required of the groups by the MPA are that they are relevant, representative, reach out to all their communities, are results oriented and relate to the Authority in a much more proactive fashion.

In recognition of these expectations the MPA, in its budget for 2007/08, has approved a growth of £250,000 in support of borough level community engagement as part of a phased development to equalise and level-up support to each borough of approximately £50,000.

The groups have responded very positively to requests from the us for input into London-wide issues. For example, all the groups made particular efforts, and have made a significant contribution, to ‘Counter-Terrorism: The London Debate.’

In addition to these borough-level consultations, our programme of community engagement to counter-terrorism also included:

- a pan-London conference;
- six pan-London hearings involving young people, local government, business, tourism, faith groups, women, Asian men, police and government; and
- three focus groups with students in London universities.

This initiative was a good example of the Authority continuing to encourage public discussion, and a sense of public ownership, of critical public safety and policing issues facing Londoners as the most effective way of identifying concrete solutions for the future.

An important component of informing our decision-making process is the Authority’s statutory duty to ‘obtain the views of the public about policing’. This is particularly critical in the annual police priority and planning process.

Particular attention over the last year was paid by the MPA to obtaining the viewpoints of Londoners from as many different sources as possible. It also included consultation feedback from our Safer London Panel, a 3,000 strong citizen’s panel, demographically representative of London’s population.

Key themes emerging from all these discussions, which Londoners continue to demand, are greater police visibility, more efforts on preventative approaches to crime, better communication and information, and more effective partnerships and working with other agencies. Another overarching theme emerging from our consultations is the demand for greater local community-police interaction and accountability. Londoners want a much greater emphasis on a more accountable, ‘diversified’ and ‘localised’ planning process.

London’s boroughs

The Authority recognises its duty to play a full and active role as a statutory member of each of London’s Crime and Disorder Reduction Partnerships (CDRPs). We achieve this in three ways:

1. Involvement

The Authority participates fully at board level, through attendance at meetings by members and staff who take an active role in developing the content and direction of CDRP strategies and action plans. This includes ensuring key MPA interest areas such as hate crime, Safer Neighbourhoods, anti-social behaviour (the MPA has signed-up to a regional ASB strategy) and diversity

issues are addressed in the strategies. In some boroughs the Authority's Partnership Fund financed processes for the development of, and the consultation activity leading to, these strategies.

2. Partnership Fund

The Partnership Fund is the means by which the Authority, through borough command units, contributes to a wide range of partnership activities. We allocate £50,000 to each borough and have used it to promote initiatives relating to:

- community engagement with black and minority ethnic groups, young people – crime prevention and diversion;
- witness support;
- victim support;
- anti-social behaviour;
- general consultation/communication;
- tackling hate crime;
- Safer Neighbourhoods;
- crime reduction; and
- CCTV.

In many cases the fund has been used for innovative, cross cutting initiatives. For example, one borough pooled the fund with monies from the local authority to support two specific partnership projects. In north east London, several boroughs pooled funding to carry out cross-border work with an adjoining county force relating to the provision of an analyst for cross-border activity. Others have used it to support the running costs of partnership teams, including Youth Offending Teams, Neighbourhood Watch and training courses and other minor expenses that do not fall within other categories while still having a partnership application. The Partnership Fund has supported a broad range of projects with relatively small individual grants; a significant number of these grants are aimed at the needs of minority communities. It should also be noted that boroughs are using the Partnership Fund to lever in other funding; for example Tower Hamlets was able to use a £10,000 allocation to the Council of Mosques as part of wider funding package to support the work of this group which brings together representatives from 32 Mosques and the local partnership.

3. Safer London Problem Solving Awards 2007

The Authority is committed to a problem solving approach to policing. It enables the economic and sustainable delivery of long term solutions to those local problems that are the key to community development and cohesion. This year, in partnership with Territorial Policing and the Safer London Foundation, we hosted over 380 delegates at the Awards for which a total of 22 projects were entered, ranging from anti social behaviour, burglary reduction, drugs,

violence reduction, criminal damage, robbery and theft of cycles to fear of crime, victim support and youth engagement. The award and £10,000 prize was won by the Bustag entry submitted by Transport OCU, which developed an innovative approach with partners to reporting and tackling criminal damage on buses. Eight seminars were held on the day to examine solutions to the problems of town centre management, anti social behaviour, youth diversion, robbery reduction and graffiti. Eleven projects from London have now been submitted to the National Tilley awards, which are announced in September.

Sponsorship

The MPA continued to support events within London's many and diverse communities. Events we sponsored over the past year include Pride, Chinese New Year, Vaisakhi on the Square, Rise, Notting Hill Carnival and Liberty.

Sponsorship enables us to inform communities of the work we carry out to improve their experience of policing in the capital and is also a valuable way for us to consult with Londoners and talk with them directly about the issues that affect them.

Sponsorship enables the Authority to increase the confidence to, and build bridges with, communities so that they can play their part in the partnership that is necessary to police London successfully. It is also a useful way for us to provide Londoners with information about policing issues and their rights. One of our information campaigns has been to inform individuals of their rights should they be stopped, or stopped and searched, by police officers, and how to exercise those rights.

MPA Stop and Search Review Board

In October 2004, the Authority published a Scrutiny Report on MPS Stop and Search Practice, making 55 recommendations to the MPS, MPA and key stakeholders aimed at improving how the police use stop and search. In order to check the progress made against the recommendations, the Authority's Stop and Search Review Board (SSRB) was created and agreed that it would sanction up to three years for all 55 recommendations to be properly implemented.

In January 2007, the MPA began signing-off recommendations 16 of the 32 recommendations aimed at the MPS that were proposed as completed. To date, 13 of the 16 have been agreed by the MPA as complete and three have been referred back for further work.

Seven recommendations assigned to the MPA have also been agreed as completed. Later on this year, the SSRB will take evidence from the Department for Education and Skills in reference to their research on school exclusion and its impact of stop and search on young people.

Stop and Search Community Monitoring Network

Stop and search continues to be a major issue for all Londoners. The MPA is working consistently with London's communities to build trust and confidence in the police use of stop and search powers and ensure there is an acceptable degree of transparency and accountability.

The MPA therefore created the Stop and Search Community Monitoring Network (CMN) to empower local people to meet regularly and examine stop and search issues in their borough, challenging discrepancies and trends that are causing community concern. There are now 30 borough-based Networks across London, and in the past year their members have:

- assisted the MPS in its presentation of stop and search statistical data;
- looked at the barriers faced by police officers in conducting a stop and search; and
- worked in partnership with the MPA in a constructive dialogue with the MPS regarding the use of police stop powers, including section 44 (powers to stop and search under the Terrorism Act 2000).

Independent Custody Visiting

The MPA has statutory responsibility for maintaining an Independent Custody Visiting scheme in London. Independent Custody Visitors (ICVs) are trained members of the community who drop in to police stations unannounced to check and report on the welfare of those being held in police custody. The scheme operates through 32 borough based Panels, with approximately 450 volunteers responsible for visiting detainees in 76 stations across the MPS, 52 of which are in permanent 24/7 operation.

ICVs in London continue to provide a high level of service and commitment. Their valuable contribution is appreciated by both the MPA and the MPS, and provides important community reassurance.

London has a consistently high throughput of detainees: 319,446 people were held in custody in London from April 2006 to March 2007, an increase of 19,564 on the same period last year. Over the year custody facilities in London have been further impacted by detainees held under Operation Safeguard, prison 'lockouts' and Immigration, all of whom ICVs are able to see whilst they are in police detention. ICVs are also able to visit detainees held under the Terrorism Act 2000. Many detainees seen in London are particularly vulnerable, due to a high prevalence of mental health issues and/or drug and alcohol dependency.

Over the last year the Authority has been busy developing the London scheme to secure a more coherent and structured operation. In preparation for the Authority providing direct support to Panels from 1 April 2007, a team of ICV Coordinators was recruited. A comprehensive ICV Handbook has been produced, providing further guidance on all issues relating to custody visiting, and in addition we will be embarking on a pan-London recruitment campaign

to run alongside local borough-based campaigns. We hope to recruit and train more volunteers to help us strengthen the scheme across London.

MPA Domestic Violence Board

The MPA DV Board was established to review MPS action to tackle this important issue across London. Board meetings involve colleagues from other service providers and voluntary organisations and offer an opportunity to learn about innovative ways MPS officers are working to protect people and to catch perpetrators. They also provide a forum to discuss issues of concern where improvements need to be made. Each meeting provides the opportunity to question officers and staff from different boroughs, as well as central departments responsible for policy, to review progress in investigation, training and support.

Race Hate Crime Forum

Hate crime continues to be of concern to the Race Hate Crime Forum, despite the apparent fall in reporting: race hate crime fell from 11,322 in 2005/06 to 9,976 in 2006/07.

A survey of the boroughs that presented to the Forum during 2005/06 was conducted to see what impact the presentation process has had in making improvements to local strategies. Boroughs stated they found the presentation process positive, the pre-meeting process useful to clarify issues ahead of the event and that the instant feedback, following the presentation, was useful in giving specific points to incorporate in their action plan. Overall, boroughs welcomed the opportunity to engage with the Forum and viewed it as a chance to make improvements.

There is still much for the Forum to do as it continues its scrutiny, but even more in terms of identifying and sharing good practice. The Hate Crime Coordinators Group (HCCG) provides a network by which local authority hate crime officers can share information and the support they receive from Forum staff, and the Forum intends to expand on this in its next phase of work.

In the coming year the Forum will be looking at expanding its current remit to incorporate all hate strand areas.

MPA Generic Equality Scheme (GNES)

The MPA GNES is the major action plan for ensuring that the MPA does not discriminate as it provides services in relation to employment, service delivery and community engagement. The GNES is a legal requirement and also places a duty on the Authority to promote good relations between different people irrespective of their age, disability, faith or non-belief, gender, race or sexual orientation.

In producing our GNES, the Authority consulted a range of communities, including the Deaf communities, young people, older people and the lesbian,

gay men, bisexual and transgender communities, and their views helped us to develop the scheme.

Authority members have officially signed up to the intention that we will aim not just to follow the law, but also to exceed it. In so doing, the MPA GNES will incorporate the Equality Standard for Local Government (ESLG). This framework uses a continuous performance management cycle of review, assessment and consultation, action, and monitoring, within which there are five levels of achievement. We are working to publish our GNES by December 2007.

Our people

In the last year the MPA has overseen huge increases in police officer and police staff numbers. Indeed, since the Authority was established the number of police officers has increased by 25% to 31,559. These increases have been designed to make London safer by increasing the numbers of police officers in Safer Neighbourhood teams and counter terrorism activities. Police staff numbers, including Police Community Support Officers (PCSOs) which were introduced in 2003, have increased by 61% to 17,973 (figures to end March 2007). Once again, the priority has been to provide public reassurance on the streets of London and in police station front office roles. Over the same period police officer wastage has fallen by 1% to 5.3% and police staff wastage has fallen by 11% to just over 6%. It is no wonder the Met is seen as an employer of choice.

We have overseen a programme of positive action initiatives to increase significantly the numbers of black and minority ethnic (BME) and women police officers. Of the total number of police officers, 2,442 (7.9%) are BME and 6,418 (20.7%) are women. Of the total number of police staff, 4,410 (24.5%) are BME and 9,615 (53.5%) are women.

The policing budget

The gross budget for 2007/08 will be £3bn, which is up slightly from the 2006/07 budget. While this was a good settlement for the MPS, we will still need to make efficiency savings of around £95m compared with 06/07.

There has been huge investment in the MPS in recent years, which is reflected in significant reductions in crime, including burglary falling this year to a 25-year low, and overall crime coming down by almost seven percent.

We are planning to increase the number of police on the streets of the capital in 07/08 by bringing in around 270 officers. The MPS's modernisation programme, which was introduced following the joint MPA/MPS service review, will also continue. Its focus is, and will continue to be, on creating further opportunities to free up officers for frontline policing, making us more efficient and enabling us to invest in those areas that matter the most to the people of London.

We will be also investing more officers and money in the Safer Neighbourhoods programme which, having been rolled out a full 18 months ahead of schedule, is helping to make London safer. All 630 Safer Neighbourhoods wards are now up to their full complement of staff – with one sergeant, two police constables and three Police Community Support Officers – but we are allocating a further £44m of funding to ensure the project is financially sustainable throughout the forthcoming year.

The police estate

Effective policing cannot be delivered without the right property to operate from. As owner of the Metropolitan Police Estate, the MPA places great value on ensuring we have the right property and supporting the need to modernize our accommodation and facilities across London. Our staff deserve excellent working conditions to help them carry out their duties and the public need accessible and friendly police facilities in the right locations.

We need to move out of old and out of date buildings and focus on more sustainable buildings. We need to provide a network of Safer Neighbourhoods bases serving every ward in London. We need better custody arrangements so we can free up more officers for frontline policing. Improving the estate and providing our staff with the modern facilities they need for the 21st century will lead to a more efficient police service and improved response times.

In December 2006 the Authority approved the estates strategic plan (ESP), a consultation and communication strategy and implementation plan. The purpose of the ESP is to provide the additional detail needed in support of the previously launched Estates Strategy 'Building Towards the Safest City'. The Consultation and Communication Strategy and Implementation Plan sets out the framework within which the MPS interact with stakeholders, to provide a greater level of openness and transparency.

The MPA is committed to consulting local communities to ensure that local people are engaged in the process and understand why we make decisions about our buildings, are able to make their views heard in the process and ultimately are persuaded of the benefits for community safety that will result. Detailed plans for every borough in London will be published and used as the basis for local consultation.

Our overall intention is to deliver the best possible police service for London and London's communities.

MPA Improvement Programme

During the last year the MPA has carried out a review of its own organisation, to ensure that the Authority's programme, its staff and other resources are focused on the key priorities for London, and that the MPA becomes even more effective in its scrutiny and oversight of the MPS and its contribution to the development of national policing policy. The MPA Improvement Programme will continue in 2007 with the strengthening of key functions for scrutiny and performance management, and with the integration and enhancement of our work in local and regional partnerships.

Scrutiny

The MPA has a duty to monitor the performance of the MPS and secure continuous improvement in the service provided to the people of London. To help us carry out these responsibilities we undertake in-depth projects, or scrutinies, into specific aspects of MPS performance. During 2006/07 the Authority carried out the following scrutinies:

Scrutiny of Media and Communication

Members of the Authority have become increasingly concerned about the MPS approach to managing communications and the media, particularly during the events that unfolded in Forest Gate in June 2006. As a result it was decided to conduct a short scrutiny of MPS management in this field.

There is no doubt that the MPS faces significant challenges when it comes to managing media and communications. The demands of news organisations operating 24 hours a day have to be balanced against the need to maintain public trust and confidence in the police service and to protect the rights of individuals who may be involved in particular incidents.

The scrutiny panel heard evidence from a number of senior MPS officers including the Director of Directorate of Public Affairs. Evidence was also provided by the partner of a public relations firm who has extensive experience of managing large media functions within politically sensitive public sector organisations, and other stakeholders including a number of journalists who have regular contact with the MPS.

Our scrutiny found an organisation that is, for the most part, committed to an open and transparent relationship with the public and the media. However, we also found an organisation that tends to react to external factors, rather than one that proactively manages its external image. Whilst the organisation inevitably needs to be able to react quickly and positively to events, we have concluded that there is more the MPS can do to ensure correct information is being used by the media.

We also found that there is a reluctance in some parts of the organisation to share information with the media. While there may be good reasons for this,

an unwillingness to communicate openly within the organisation could be harmful in the longer term.

The MPS has a network of communications resources available to it, but it is our view that best use is not being made of these. We have recommended a number of structural changes that should enable a more consistent and comprehensive approach to managing internal and external communications.

We considered the Forest Gate incident in detail. We recognise that this presented a unique set of circumstances for the MPS. We found that although significant thought had been given to how the communications element of this operation should be managed (including some innovations to standard practice that will be adopted nationally), the service struggled to respond appropriately to circumstances that had not been anticipated. We have also concluded that there could have been better community engagement at the beginning of the incident.

The panel considered a number of examples of (what the MPA considered) poor reputational management. Many of these included the repeated use of information that was untrue or misleading by the media. We found that the MPS does not routinely refute or rebut stories in these circumstances. It is our view that this approach should be revised.

High tech crime scrutiny

Toby Harris, the Home Secretary's appointee to the MPA and MPS Deputy Commissioner Paul Stephenson, oversaw a MPA scrutiny into the MPS approach to e-crime. A review of all MPS high-tech assets and external relationships was conducted to identify areas for improvement or gaps that need to be addressed. A definitive picture of the resources available was established and an asset register produced to help delivery of the specific actions listed within the five strands of the e-crime strategy implementation plan.

Within the MPS there are several specialist operational units dealing with e-crime. The specialist units enable the service to respond to the key types of e-crime assessed to pose the greatest threat. There is also a national and international dimension to this type of crime and it is crucial that the MPS develops appropriate responses within its strategy. Alongside the service provided by the specialist units, the issue needs to be 'mainstreamed' across the whole MPS to ensure investigations and operations take e-crime issues into account as a matter of course. The evolving MPS e-crime strategy seeks to harness existing expertise and also to capitalise on opportunities for sharing best practice and intelligence, together with economies of scale that should be delivered in the corporate interest.

The MPS is expected to provide the Authority with updates on strategic development in this area.

Internal Audit

The stated internal audit priority is to drive the MPS to make the most effective, efficient and cost conscious use of all of its resources.

MPA Internal Audit continues to help improve the way the MPS runs its internal business. It provides an independent and objective evaluation, aiming to improve the efficiency and effectiveness of the MPS. During the year Internal Audit:

- evaluated the adequacy and effectiveness of the corporate control framework. Working towards improving the overall level of Corporate Governance in the MPS
- conducted risk based reviews of key systems within the MPS. Produced audit reports making recommendations for improving control corporately and locally within Borough Command Units
- advised on the adequacy and effectiveness of controls in the major new and developing systems, such as Transforming Human Resources, the Outsourcing of Major Services and Met Modernisation
- advised on the prevention and detection of fraud affecting the MPS. Contributing to the pan-London work of the London Public Sector Fraud Partnership and National Fraud Initiative.
- investigated waste or abuse within the systems that support the policing of London. Conducting investigations into a range of suspected fraud and abuse
- provided reports and analysis to the Metropolitan Police Authority about the adequacy and effectiveness of internal control within the MPS

Overview of Performance

Overall, crime is falling in London. Total notifiable offences are down by 6.5% or 59,000 offences year on year. Violent crime is down 4.9%, burglary dwelling is down 6.4% and vehicle crime is down 4.0%. There are still areas for improvement e.g. robbery offences has risen by 2.3% 2006-07 compared to 2005-06. We are not complacent and are pleased with most results but haven't taken our eye off developing trends and expect the MPS to do the same.

The roll out of Safer Neighbourhoods has been a tremendous achievement – the equivalent in numbers of rolling out a sizeable police force. This has been in no small part due to the determination and hard work of the Authority, securing the finance and buy-in to make it a real success. The MPA has worked with the MPS to develop a new performance framework for this way of working (EPIC).

In order to establish best practice and promote performance improvement, the MPA Planning and Performance Unit has conducted a number of research projects into areas that relate predominantly to Safer Neighbourhoods, most notably diversity of Police Community Support Officer recruits compared to

police officer recruits and Safer Neighbourhoods team's use of their Key Individual Networks (KIN).

Work on further developing the coordination and tasking across the MPS has taken place – tasking is now a standard agenda item on the MPS performance board agenda. The Head of Planning and Performance sits in on these meetings and is fully involved with developments. We hope that this will result in a better understanding of the most effective and efficient ways to deliver the service to London.

Performance Details

The data released shows the following related targets have not been met:

1. victim satisfaction with overall service (SPI 1e), data for Q1-3 is 79% against target of 81%;
2. victim of racist incidents' satisfaction with overall service (SPI 3a), data for Q1-3 is 62% against target of 72%;
3. % of people who think anti-social behaviour is a problem (SPI 10b) is 26% against a 25% target.

The following table details the 13 Critical Performance Areas set out in the Policing Plan 2006-07.

Critical Performance Areas All data is 2006/07 unless otherwise stated	Performance	Target	Trend & Additional Information
Victim satisfaction with overall service (SPI 1e) (Q1,2,3 06/07)	79%	81%	Consistent performance in Q1 and 2 at 80%, Q3 dropped to 77%. MSF rank: 4
Victims of racist incidents' satisfaction with overall service (SPI 3a) (Q1,2,3 06/07)	62%	72%	Q1 75%, Q2 52%, Q3 64% - very variable. MSF rank: 1 (but likely to change)
% of police officer time spent on frontline duties (SPI 11) - (January 2007)	64.8%	Monitor	Proxy measure calculated by Performance Directorate. MSF Rank: 2
% of people who think anti-social behaviour is a problem (SPI 10b) - % is for Yr to Sept 2006	26%	25%	This has increased compared with last quarter (24%) MSF rank: 5
Counter-Terrorism Performance Indicator	-		Proposed not to set a target for 2006/07
Change in BCS recorded crime basket (PSA 1 proxy)	-6.8%	-6.3%	Target achieved MSF rank: 2
Change in BCS recorded violent crime	-7.7%	-5.0%	Target achieved. MSF rank: 5
[Change in VAP]	-7.6%		MSF rank: 5
[Change in robbery]	+1.0%		MSF rank: 5
Crime in most challenging wards	-		No Target Set
% domestic violence incidents where an arrest was made related to the incident (SPI 8a)	45%	40%	Target achieved
Change in gun crime	-11.3%	-4%	Target achieved MSF rank: 4
Number of criminal networks disrupted	172	150	Target achieved
Sanction detection rate for notifiable offences (SPI 7a)	21.1%	20%	Target achieved MSF rank: 5
The number of offences brought to justice - monthly average (PSA 3)	17,093	15,417	Target achieved MSF rank: 5

Reporting

The performance reports presented to the Authority have continued to improve. In addition to regular Territorial Policing, Specialist Crime Directorate and Specialist Operations reports the committee now receives reports from Central Operations.

Planning

The Planning process is always challenging. We continue to work to better coordinate the financial and business planning process: joint meetings were held by the Authority's Planning Performance and Review Committee (PPRC) and the Finance Committee throughout the planning cycle, while the Head of Planning and Performance sat on the Business Planning process meetings.

March saw the successful production of the 2007/08 Policing Plan. The document also incorporates the three-year strategy, a major piece of work that involved widespread consultation both internally and externally. This year's Policing Plan focuses on a smaller number of key targets that compliment the PPAF system.

National Crime Recording Standard (NCRS)

The Audit Commission issued an unqualified report on the best value performance plan on 30 November 2006. The MPA is pleased with this audit, particularly as it demonstrates the success of the improvements the MPS has made in the last year to ensure there are sufficient quality checks in place to provide integrity to the performance indicators included in the policing plan.

Review and Scrutiny

During 2006/07, the committee continued its role in respect of service improvement reviews (best value).

The MPA continued to monitor the implementation of service improvement and best value reviews of Custody Capacity, Security Clearances and Security Guarding. The Authority is pleased with the progress being made in all three of these areas. It also received confirmation that the implementation of the recommendations of the managing demand service improvement review is complete.

The PPRC received a report on the findings of Her Majesty's Inspectorate of Constabulary (HMIC) baseline assessment of the MPS. The inspectors judged that in most areas the MPS is improving and was not judged to be 'poor' in any areas of service delivery. The committee was pleased with the findings and felt that it reflected a considerable amount of work on behalf of the MPS. The Committee was concerned, however, that the MPS balanced their desire to improve scores in the 2007 baseline process with the need to concentrate

on areas of weaker performance that were not due to be inspected during 2007.

PPRC has continued to monitor implementation of the recommendations made to the MPA and the MPS by its scrutinies. The committee received reports updating us on the progress made by the MPS in implementing the Rape Scrutiny. Whilst excellent progress has been made, there are still concerns particularly about rates of attrition. The committee will continue to monitor progress in this area.

During 2006/07, the committee received reports outlining MPS efforts to improve their management of PNC, following a number of weaknesses found by an HMIC inspection. Progress is being made, although the committee is concerned about the slow pace of change.

Further copies and alternative languages

This is the joint report of the Commissioner of the MPS and the Chair of the MPA for April 2006 to March 2007. This report can be made available in the languages listed below, large print, audiotape or Braille by writing to the Director of Communications at the MPA whose address can be found below.

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