



Metropolitan Police Authority

ADDENDUM TO THE COMMISSIONER'S REPORT

Report by the Deputy Commissioner

This report, follows up on the actions and commitments made verbally by the Deputy Commissioner at the Authority meeting on 6 October 2008.

The Deputy Commissioner committed to provide an update to Members on the following issues:

- An update on progress regarding recommendation 19 of the MPA Stockwell Scrutiny report (referred to in July's minutes)
- A report back on the rationalisation of transport teams
- A report back on Operation Rize
- Concerns with regard churn within Safer Neighbourhood Teams
- Victim satisfaction broken down by crime type
- Engagement with youth and their involvement in stop and search training
- HR issues within the Central Communication Command
- Use of independent observers for Op Blunt 2/Stop & Search
- Future Commissioner's reports to Full Authority meetings to incorporate benchmarking with other forces.

1. An implementation timetable for recommendation 19 of the MPA Stockwell Scrutiny report

As context for this aspect of the report, recommendation 19 of the MPA Stockwell Scrutiny report is as follows - That the practice of allowing officers to confer in the preparation of their notes is discontinued and procedures put in place to facilitate genuinely independent recollections. The MPS should review the provisions of the Met Standard Operating Procedure for use of firearms, and ACPO should review the Firearms Manual to reflect this change.

The MPS fully supports adopting a system that ensures the most accurate recollection of events to assist a fair investigation, based upon scientific evidence. Portsmouth University are being commissioned to conduct a 12-month research project, jointly on behalf of the MPS and Police Federation.

In order to support Members understanding of the plans in place to address this recommendation a briefing session has been arranged for the 13 November, as part of the on-going strategic briefings programme.

2. A report back on the rationalisation of transport teams

Strategy and Improvement Department are currently reviewing on behalf of the MPS our current transport policing arrangements. Assistance with the review is being provided by Transport for London and by an independent consultant. Recommendations will be discussed between the MPS and TfL in October and November, and if significant change is proposed, a report will be submitted to the MPA by the end of the year.

3. A report back on Operation Rize

The following provides a brief overview of Operation Rize thus far:

- **6720** safe deposit boxes were opened and searched at three safe depositories situated at Hampstead, Edgware, and Mayfair.
- **3571 (53.1%)** of these boxes were seized under search warrants and/or additional powers of seizure. The remaining empty boxes were left in situ.
- In excess of **500** bags of evidence, **150** electronic storage devices and **43** mobile phones were seized from the office areas and home addresses of the directors of the company.
- The three company directors were arrested for money laundering offences and are currently on bail until mid January 2009.

The MPS anticipates that at the end of January 2009, it will be possible to provide a significant update on Operation RIZE to the Authority, when all the boxes will have been opened. By the end of October 2009, the MPS would hope to have a significant update regarding the criminal investigation as a whole.

4 Concerns with regard churn across Safer Neighbourhood Teams

The continuity of staff on Safer Neighbourhood Teams (SNT) is of extreme importance to the MPS. We understand that in order for SNTs to be successful they must gain the confidence and trust of both the communities and other agencies on their wards. Key to success is to ensure teams are dedicated and retained in their post.

The 'churn' of staff (the process of attrition of staff numbers during a given period) occurs for a number of reasons. For example, the MPS have found that the skill and experience that PCSOs accrue during their deployment provides an excellent precursor to becoming a police officer. This has many tangible benefits to the organisation. Additionally there is now a growth in the Safer Neighbourhood family that allows for the lateral development of our staff. All these issues impact on the immensely complex process of delivering the right people in the right places.

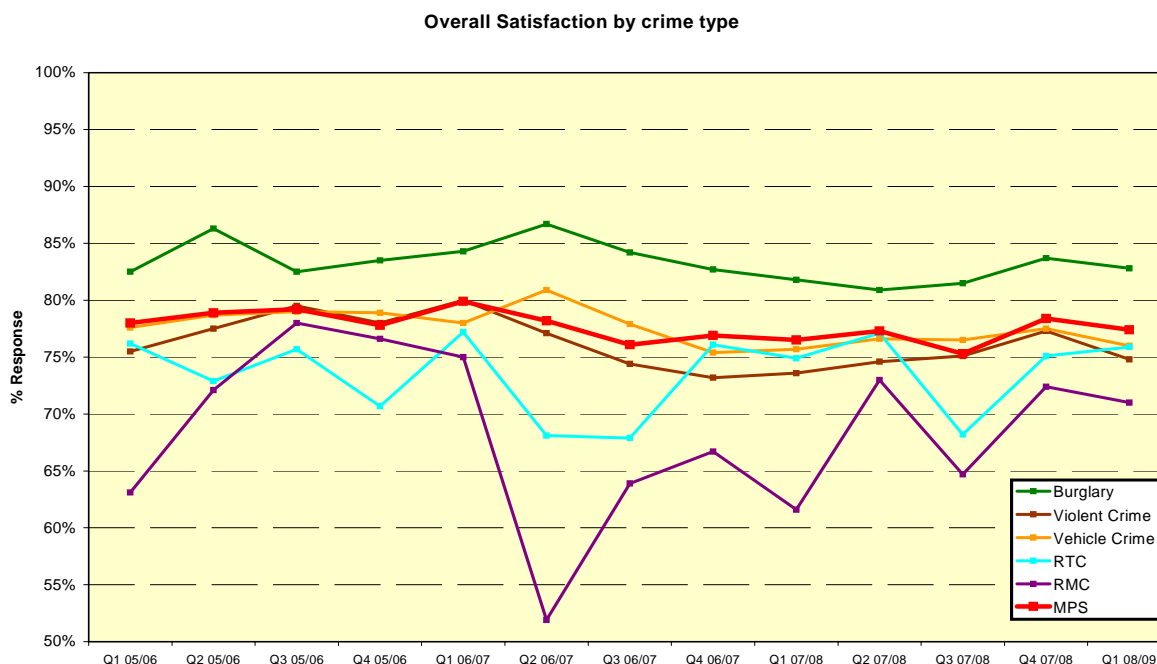
There are over 4000 officers (both police and PCSO) deployed on Safer Neighbourhoods. The MPS have a number of measures in order to maintain their consistency and continuity. Firstly, each team is dedicated to their ward. This means they are not deployed elsewhere on the borough apart from when dealing with ward boundary issues. They are committed to policing the community on their wards. Secondly, when the officer takes up a SNT post there is an agreed statement of expectations of two years. This is rigorously enforced through a process of scrutiny both at borough and MPS level in order to robustly deliver this promise. Thirdly, the MPS conduct frequent recruitment drives to ensure there is a steady flow of staff to take up those posts that become unoccupied through the 'churn'.

5. Victim satisfaction broken down by crime type

The User Satisfaction Survey is a statutory corporate survey to measure victims' satisfaction with the service received from the police. The overall victim satisfaction score [Statutory Performance Indicator 1.1] addresses the satisfaction of victims of four incident types: domestic burglary, violent crime, vehicle crime and road traffic collisions (RTC). Within the Home Office definition for SPI 1.1, each incident type is assigned an equal 25% weighting in the calculation of overall satisfaction.

The survey also includes a fifth incident type – racially motivated crimes (RMC). These are not included within SPI 1.1 but do feature within SPI 1.3 addressing the differential satisfaction of white and BME victims.

The graph below shows quarterly results for each of the five incident types, as well as the weighted MPS overall satisfaction measure for the last 3 years.



*Note: RTC and RMC groups have a considerably smaller base size than the other groups, and the associated confidence interval is therefore higher leading to greater quarter on quarter variability.

The graph shows that the overall trends are broadly flat across all incident types. Burglary victims report a higher level of satisfaction than all other incident types. Analysis indicates this is because burglary victims are more likely to receive a personal visit from the MPS, either by a police officer or a civilian Scenes of Crime Officer (forensics) compared to the other incident types. This pattern is consistent with the national picture.

The satisfaction of Racially Motivated Crime victims has shown a general increase over the last 2 years.

6. Engagement with youth and their involvement in stop and search training

Engagement with young people in a way that genuinely involves them in policing is key to the MPS Youth Strategy and implementing the MPS response to the recommendations in the MPA Youth Scrutiny.

Safer Schools Partnerships (SSPs) are now the hub for youth engagement for the police in London, and is now part of Safer Neighbourhood Policing. All schools will benefit from having a Safer Schools Partnership through contact with Safer Neighbourhood Teams. The MPS has devoted additional policing resources to schools by ensuring that there are dedicated officers and additional PCSOs to high priority schools. The new problem solving approach will see the development of youth derived policing priorities and enhanced Safer Schools Partnerships as recommended in the MPA Youth Scrutiny, though the development of Key Individual Networks (KINS) in schools, and the deployment of additional resources.

The MPS Youth Strategy is also developing greater engagement with disadvantaged young people through the Princes Trust and where young people are on the street more support through Street Pastors working alongside schools. This reflects a new approach to reassuring young people about police activity to ensure there is effective engagement with young people

The Volunteer Police Cadets are a key engagement tool for the MPS, taking referrals from young people on the cusp of offending. Building on the Westminster model, where 75% are from a BME background, and 25% are from Youth Offending Team referrals, to date there has been nil re-offending. There are 1150 police cadets in London, and we hope to increase this to 4000, by 2010. Project YOU (Youth Organisations in Uniform) is also being developed across London and many more opportunities for engagement with over 70,000 young people in London.

The Kickz Programme has significant youth engagement with 9000 young people weekly through workshops on Knife and gun crime, gang and territorial issues, healthy living, drugs awareness, sexual health and personal safety.

Stop and Search – Youth Engagement Over the last two years the police have identified the need to respond to the voice of young people in respect of the use of the power to stop and search. This started in 2006 with a series of Key Encounter Training workshops where young people from various schools and colleges together with officers from Camden and Southall attended with an aim to understand both their perspectives. This initiative formed the foundation for stop and search training of officers on the Initial Police Learning and Development Programme (IPLDP) for recruits. Recruits attend venues where young people meet with officers to discuss the impact stop and search on both youth and the officer carrying out the power.

In addition to this powerful form of learning the MPA together with the MPS launched a DVD at the stop and search conference 'Stop Right Now, Thank You Very Much' held Saturday 21st June 2008 in Lambeth. The making of the DVD involved the Youth Parliament and has many young people speaking about their experience. 5000 copies of the DVD were distributed to youth workers and schools across London to be used in their discussions with young people. Operation Blunt 2 has seen a greater drive to engage with young people through the Youth Strategy initiatives.

During the summer, officers from Blunt 2 attended the Young Black Advocates seminars and gave talks about stop and search. The key message that the MPS send out to officers is that young people understand the need for stop and search but wish to be treated with respect. This is key to officer training and is the main message during the course of the 'Street craft' briefings given to now over 15000 officers over the last year.

7. HR issues within the Central Communication Command (CCC)

Members voiced concerns at the meeting about some HR issues within the call centres. The following provides a detailed response to those issues.

Shift Patterns and Rosters

The core 12-hour shift pattern and the variable support roster are currently under review with a view to the development of patterns that better meet the demand profile in First Contact (telephony) and Despatch. Any changes to the existing roster will have been negotiated and agreed by December 08 and will be implemented in May 09. There are approximately 400 people working a personal roster. These rosters have all been reviewed and adjusted to better meet demand however a number of these rosters are still not sufficiently aligned to the business need and work continues to address this issue.

Workforce Flexibility and Scheduling to Meet Demand

CCC now has comprehensive data on the demand profile and is able to predict with a high degree of accuracy the staffing levels required throughout the course of individual hours, days and weeks of the year. CCC has identified what are termed 'significant days' or periods where demand will be higher than average or where it is likely to experience higher levels of staff absence. The shift pattern was adjusted this year to provide additional

resilience for these periods. This was particularly successful during the summer. Early next year, CCC will have the benefit of an IT based workforce planning tool that is commonly used in commercial contact centres. This will enable it to produce more accurate forecasting and more innovative scheduling. The tool will also be able to generate optimum shift patterns and break schedules and automate a number of time consuming planning and administrative activity.

Call Off and Home Working

The CCC is currently planning a home working pilot, we see homeworking as a potential means of

- increasing flexibility in the event of an unforeseen surge in demand
- increasing the diversity of the workforce by enabling better access to work
- reducing travelling time and expense
- reducing overtime expenditure

CCC is also exploring potential links/partnerships with local universities or colleges to employ students for weekend/evening and summer work. CCC does not currently have any call off contracts. The new staff contract does however provide for on call working.

Hendon Recruitment

The general recruitment campaigns have been successful; however it continues to prove difficult to recruit for the Hendon Centre. Although Hendon is currently on or about its target strength, a number of staff have significantly long journeys to work which is clearly not likely to be sustainable in the long term. A new campaign will be launched in the coming weeks targeted specifically in the local Hendon area.

Supervisor Development and Performance Management

CCC is currently working with the Leadership Academy to develop the performance management skills of supervisors from both a technical and soft skills perspective. A training and development programme is due to commence in December and will be complete in April 09. The training is designed to ensure that supervisors are able to develop and improve the skills of their teams. We have introduced POD working which is a team based performance management framework. The new workforce management tool will also provide supervisors and managers with a more complete set of performance management information on which to base their assessment of individual and team performance

Break Schedules

CCC has compared the current break allowance and schedule with the private and public sectors. The overall break allowance is considered generous by comparison. The schedule also lacks sufficient flexibility to enable dynamic or fast time changes to be made without adversely affecting morale and good will among staff. We are currently negotiating changes to both the overall allowance and the flexibility of the schedule with the Trade Union and Police Federation. The new workforce planning tool will provide the capability to automatically generate daily break schedules based on demand and available resources.

Flexible Working and Co-ordination between Sites

The geographic distance between sites and the geographic spread of the workforce make complete flexibility difficult to achieve. However we were successfully able to operate out of two centres earlier in the year when each centre was closed for essential maintenance. Through careful planning and negotiation it was able to move staff between centres. On a few occasions where there has been a shortage at one centre a number of staff have volunteered to transfer for a short period of time, usually one or two shifts. Early discussion with the Trade Unions suggest that there would be difficulty in requiring its police staff to

work out of any of the three centres other than in extreme circumstances. The Trade Unions are opposed to the routine movement of staff to meet demand.

There remains greater flexibility in relation to those police officers working at CCC, as opposed to the police staff referred to above. Business continuity and flexibility are further supported by having a number of police officers and staff, on BOCUs, who can be called in to assist, usually on overtime.

8. Use of independent observers for Op Blunt 2/Stop & Search

The MPS have an acute awareness of the concerns expressed by communities in respect of the use of stop and search. The main aim of the MPS is to conduct the stop and search encounter professionally and with respect. There are a number of measures that the MPS have put in place to ensure we achieve the trust and confidence of communities when carrying out this power. One of the measures is to extend an open invitation to community representatives to become independent observers during planned policing operations. This initiative has been used in a number of operations in the past such as gun and knife operations. In particular, the current knife crime initiative, Blunt 2, has seen a marked increase in their use especially in combination with scanning arches. All boroughs were tasked to use of observers in their operations and the feedback was used to model the protocols for the use of arches.

By October 2008, there have been an estimated 150 Blunt 2 stop and search operations where the public have attended as independent observers. Further to this there have been 826 initiatives where police have engaged with communities in respect of Blunt 2 operations.

The MPS believe the benefits of the independent observer serves two purposes. Firstly, it serves to reassure communities that our operations are being carried out professionally and lawfully. Secondly it enables an open and honest feedback to officers on how to improve the effectiveness of the operation.

The MPS draws independent observers from two sources, the Stop and Search Community Monitoring Groups and the Independent Advisory Groups on each Borough. The MPS see both these groups as being critical to the success of policing London.

Community Monitoring Groups have been established across London. These groups meet with their respective borough senior officers on a regular basis to discuss the use of Stop and Search/Account within the borough and its effectiveness and quality of use. The groups are provided with up-to-date data to assist in this process by means of a Stops and Searches Monitoring Report. The chair for each of these groups also attends a Stop and Search Community Monitoring Network meeting (facilitated by the MPA), where they discuss local and MPS wide Stop and Search issues.

Independent Advisory Groups have been set up on each borough and are drawn from different communities. Again they meet with local senior officers to discuss policing operations and the impact they have on various communities across London.

9. Future Commissioner's reports to Full Authority meetings to incorporate benchmarking with other forces

Benchmarking will be added to the report on a regular basis wherever appropriate – this generally is restricted to police performance which is compared within the Home Office's most similar family of forces. Currently, the MPS most similar family of forces consists of Greater Manchester, West Midlands and West Yorkshire.