



# **Policing London Annual Report 2007/08**

**Metropolitan Police Service  
Metropolitan Police Authority**

**DRAFT**

Version 1.9

**MPA**

**Metropolitan Police Authority**



**METROPOLITAN  
POLICE**

**Working together for a safer London**

**Foreword**

To follow.

Len Duvall  
Chair Metropolitan Police Authority  
2007/08

Sir Ian Blair  
Commissioner of Police of the Metropolis

<b>SECTION 1. INTRODUCTION .....</b>	<b>4</b>
STRATEGIC OUTCOMES.....	4
WHAT WE DID WELL IN 2007/08.....	4
WHAT WE DID LESS WELL IN 2007/08 .....	6
ONGOING CHALLENGES.....	6
THE MPS.....	8
THE MPA.....	8
<b>SECTION 2. 2007/08 STRATEGIC PRIORITIES.....</b>	<b>9</b>
CENTRAL COMMUNICATION COMMAND .....	11
<b>SECTION 3. CORPORATE SOCIAL RESPONSIBILITY.....</b>	<b>25</b>
ENVIRONMENT AND SUSTAINABILITY .....	25
EQUALITY AND DIVERSITY.....	26
HEALTH AND SAFETY .....	27
<b>SECTION 4. FINANCIAL PERFORMANCE .....</b>	<b>28</b>
REVENUE .....	28
CAPITAL.....	28
<b>SECTION 5. MPS PERFORMANCE IN 2007/08 .....</b>	<b>30</b>
MPS PERFORMANCE IN 2007/08.....	30
<b>SECTION 6. MPA REVIEW OF PERFORMANCE.....</b>	<b>38</b>
HONOURS, AWARDS AND COMMENDATIONS.....	52
MISCONDUCT AND COMPLAINT PROCEEDINGS .....	53
THREATENED/CIVIL ACTIONS AND DAMAGED PAID .....	53
<b>SECTION 7. LOOKING AHEAD TO 2008/9 .....</b>	<b>54</b>
POLICING PLAN 2008-11 .....	54
<b>GLOSSARY OF TERMS.....</b>	<b>55</b>
<b>FURTHER COPIES AND ALTERNATIVE LANGUAGES .....</b>	<b>57</b>
<b>CONTACT DETAILS.....</b>	<b>58</b>

## Section 1. Introduction

The purpose of the **Policing London Annual Report** is to demonstrate to the people of London, the government, the Mayor and other partners that the Metropolitan Police Service (MPS) and the Metropolitan Police Authority (MPA) have, delivered what we promised to deliver in the most cost effective way possible. As such, this document has been structured to highlight the MPS' performance regarding critical performance measures and targets set by the MPA, as well as the MPS' progress in delivering improvements in service delivery, as outlined in the **Policing London Business Plan 2007-10**.

### Strategic outcomes

This Policing London Annual Report is part of our continuing mission of **'working together for a safer London'** and outlines the MPS' key achievements in its journey towards delivering improved policing outcomes for Londoners, that of:

- Crime, disorder, vulnerability and harm are prevented and reduced
- More offenders are brought to justice
- Security is improved and the public feel reassured
- Communities are engaged with, confident and satisfied with our police service.

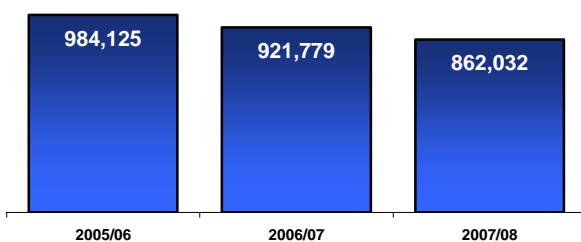
As such, this document builds on the progress made in previous years in delivering these outcomes.

### What we did well in 2007/08

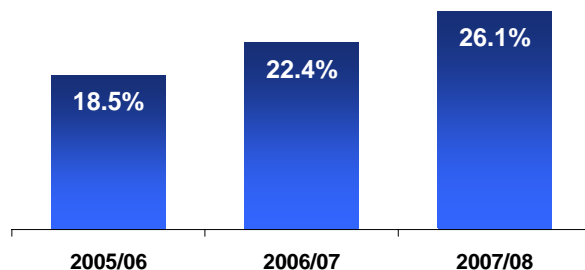
The MPS is immensely proud of its successes this year, achieving further reductions in crime, including violent crime, more offenders being brought to justice and increased confidence in policing. The service has achieved the majority of the targets set by the MPA. Below are some of the key performance achievements for 2007/08:

- Overall crime levels have fallen again this year with recorded crime figures for 2007/08 at 862,032 down from 921,779 in 2006/07. This is a reduction of 6.5% and is the lowest recorded crime level in the capital for 9 years.
- The percentage of sanctioned detections achieved is now 25.1%, which exceeded our target of 24% and maintained a year-on-year increase of bringing more offenders to justice since 2005/06. This means that 43,065 more offenders have been brought to justice this year than in 2005/06.

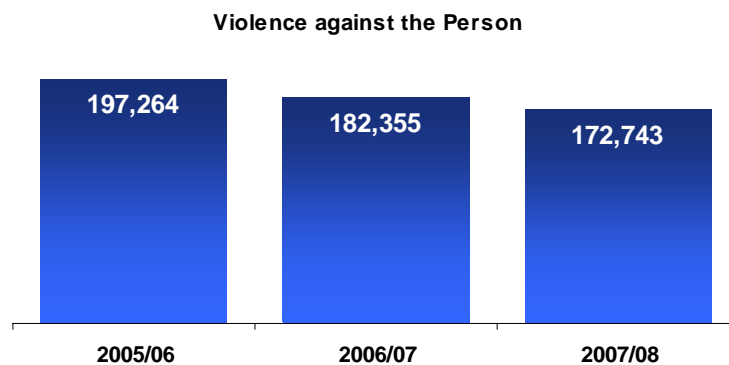
Total Notifiable Offences



Offenders brought to Justice



- Violence against the person has also reduced again this year, with 24,521 fewer offences than in 2005/06.



The MPS has also made significant progress in delivering improvements in the service it provides during 2007/08 in each of its strategic priority areas. Key achievements are:

- The MPS has developed its services to improve its understanding of public needs, and introduced quality call-back to improve the support offered to victims of crime. Although the targets were not achieved this year, foundations have been put in place to improve service delivery going forward
- It has also improved its counter-terrorism capability through restructuring and enhancements in process, staffing levels and equipment, as well as developing a counter-terrorism strategy
- The Safer Neighbourhoods teams have improved visible policing and have been working with partners to solve local crime and disorder problems. Crime and violent crime (aligned to British Crime Survey definitions) have both reduced, surpassing the target set
- The number of criminal networks disrupted has increased again this year and exceeded the target set. The homicide detection rate was also exceeded
- Work on the Capital City Policing priority has contributed to reductions in crime and disorder in the capital, particularly with regard to transport related crime and reductions in road casualties
- Information quality improvements have assisted the MPS in providing a more efficient and effective service, particularly with regard to single sign on and access to information
- The Together programme has introduced Leadership Academy (LA) local – a tailored intervention programme for Operational Command Units and expanded its portfolio of leadership programmes.

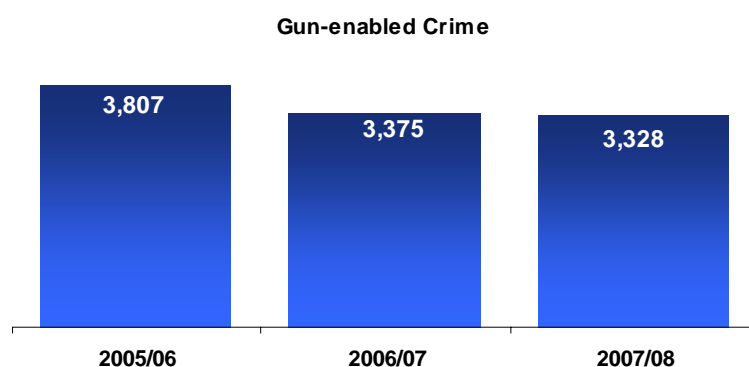
These achievements have been delivered in the context of a tightening financial landscape, including delivery of efficiency savings

In addition, the MPS has undertaken significant work to improve its efficiency, productivity, and compliance. This has required the service to restructure its business support functions and review its processes and put in place a more robust governance structure.

### What we did less well in 2007/08

The majority of the targets set for the MPS by the MPA around the agreed critical performance areas have been achieved during 2007/08 (see section 5 for details).

- Crime victim satisfaction with the overall service provided stands at 77% at the end of 2007/08, this was below the 82.5% target set.
- Comparison of satisfaction of white and black and minority ethnic persons with respect to the overall service provided shows a 7% point gap against a 5.3% point gap target.
- The percentage of domestic violence incidents where arrests were made related to the incident was 42.1% against a 50% target. In July 2007 an additional measure of offence arrest rate was introduced, as this was considered to be a more realistic means of assessing MPS/Borough performance.
- While the MPS did not achieve the target set for it by the MPA for reducing gun-enabled crime this year, the reductions made in 2006/07 were sustained and a reduction was still achieved during 2007/08. The chart below shows a 12.7% reduction on 2005/06.



### Ongoing challenges

The MPS faces considerable ongoing challenges in reducing crime and the fear of crime, set in the context of a growing, complex, world city. Building on our genuine success in recent years, the service will focus with its partners on reducing crime further and bringing more offenders to justice. We will focus on youth crime, tackling anti social behaviour and serious violence involving the use of knives and guns.

In addition, we will tackle serious crime and the harm caused by drugs. The MPS will seek to improve the access people have to our services and the quality of the service they receive when they need it - especially victims and witnesses – and improve our engagement with London’s communities and stakeholders.

At the same time, the MPS must continue to prepare to deliver a safe and secure Olympic and Paralympic Games in London in 2012. The service will continue to provide policing services for the increasing number of public events held in the Capital. We will also continue to enhance our capacity and capability to keep London safe against the real and continuing threat from terrorism.

The MPS must carry out the full spectrum of our policing activities against an increasingly tight financial backdrop. This means the service must become more efficient, putting in place clearer, more robust governance arrangements and realising full benefits from significant ongoing change programmes.

Achievement of the four strategic outcomes for Londoners continued to be focused in the seven key areas outlined below during 2007/08, as outlined in our Policing London Strategy and Plan 2007-10.

- **Citizen Focus** - To improve our understanding of the needs of London's communities by engaging, listening to feedback and communicating with them to deliver the police service that is wanted and needed
- **Counter-terrorism, security and 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 make a positive change to the local police service we provide in London by listening to the needs of local people and working with partner organisations and communities to tackle crime and anti-social behaviour 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.

### **MPS values**

The MPS understands that the way in which people work is as important as what they do. As such, the MPS' values are integral to continuously improving the service it delivers to the people of London. The MPS' values are that:

We will achieve our outcomes by working together with all our citizens, our partners and our colleagues and we will:

- Be proud to deliver quality policing. There is no greater priority
- Build trust by listening and responding
- Respect and support each other and work as a team
- Learn from experience and find ways to be even better

We are one team – we all have a duty to play our part in making London safer.

## **The MPS**

London is a vibrant, successful city, the seat of government and a cultural and financial world leader. With a population of over seven and a half million, rising by around 40,000 a year, it is home to some of the wealthiest and the most deprived people in the country. London is the destination of choice for many across the UK, Europe and the world, a 24-hour city with a thriving tourist and business community and a diverse resident and transient population.

The MPS employs in excess of 50,000 people across London in 32 Borough Operational Command Units (BOCUs), specialist operational units that provide pan London, national and international support, as well as significant business and information technology support.

The service provides a 24-hour response to calls for assistance from the public, in particular relating to crime, anti-social behaviour and public order. The service also works in partnership at local, national and international levels to tackle violence, serious and terrorist crime and criminal networks as well as quality of life issues.

## **Performance monitoring of the 2007/08 Plan**

Members of the MPS' Management Board were held accountable for specific areas of the Policing London Strategy and Plan, the critical performance areas and projects and programmes.

In order to ensure that our planned activities result in improvements, the strategic priorities had key deliverables to assist the MPS in monitoring achievement in these areas. This included monitoring the critical performance areas at Performance Board and Management Board.

## **The MPA**

The MPA is a statutory body, established under the Greater London Authority Act 1999, which came into effect in July 2000. The Authority gives Londoners a regime of local democratic accountability for policing. Members of the Authority scrutinise and support the work of the MPS.

The MPA has 23 members – twelve from the London Assembly, four magistrates and seven independent members, one of whom is appointed directly by the Home Secretary. The members are supported in their work by the secretariat and internal audit services. Each member is linked with at least one borough, and members are also elected to promote and represent views or policies in specific areas of work agreed by the MPA and its committees.

The Authority's priorities are: to hold the Commissioner rigorously to account for improving the operational performance of the MPS; transform community engagement to help Londoners secure more responsive policing; work with the MPS to achieve cultural change throughout the service so that everyone in London can gain and retain confidence in policing; drive the MPS to make the most effective, efficient and cost conscious use of all of its resources; deliver a fit for purpose, efficient and effective MPA.



## Section 2. 2007/08 Strategic Priorities

The MPS' 2007-10 strategic priorities were identified as part of the strategy development process. This took account of the MPS' intelligence and performance assessments, as well as government and Mayoral priorities and, includes public and partner consultation. This is detailed within the Policing London Strategy and Plan 2007-10.

This section is a summary of the MPS' progress under each of the seven strategic priorities during 2007/08. A more detailed review of MPS performance measures against Objectives/Key Deliverables during 2007/08 for each of these priorities can be found in **section 5**.

## Citizen Focus

‘To improve our understanding of the needs of London’s communities by engaging, listening to feedback and communicating with them to deliver the police service that is wanted and needed’

Key Deliverables for 2007/08:

- Working towards full compliance on the MPS Quality of Service Commitment, which includes ensuring ease of contact to us, providing a professional and high quality service and keeping you informed
- Full customer call-back process in place
- Continued dissemination of citizen focus good practice across the MPS
- Implementation of ‘Your Voice counts’ system for the public to leave comments
- Development of a corporate and business group performance framework to more broadly reflect citizen focus outcomes.

Citizen Focused Policing is about improving the way the MPS understands, communicates with and engages with communities, whether as direct users of services or as members of the wider public. It is a way of working that puts the requirements of citizens at the heart of decision making and is integral to everything we do.

Further progress has been made this year in delivering critical pieces of work under the Citizen Focus programme. Key achievements have been made this year in working towards improving people’s access to, and engagement with, their policing service. The programme is being delivered across the MPS under six key areas, this includes ensuring that the full benefits of programmes such as Safer Neighbourhoods and Central Communication Command (CCC) will be realised by ensuring that improvements in service delivery are core to mainstreaming these programmes throughout the MPS.

### Improved quality of service

#### Front counters

Achievements this year have included developing an improved understanding of how front counters are used in police stations, as well as what our customers need and their expectations are. We have also undertaken initiatives to reduce front counter waiting times and have recruited and trained 93 Station Police Community Support Officers, with a further 140 awaiting training.

#### Focus on crime victims

During 2007/08 the MPS introduced Victims Focus Desks into every borough in order to improve the support provided to victims of crime.

In 2007/08 Safer Neighbourhoods teams have significantly increased their contact with victims. During the year the teams made nearly 75,000 victims’ visits. This represents a very significant increase on the previous year (nearly 80%). This has also made a significant impact in keeping victims informed. Each of the 32 BOCUs now has specially trained PCSOs (entitled Victim PCSO) staffing their Victim Focus desks.

### Key encounters

Also during 2007/08 we have developed a Key Encounter Training Programme, which includes the MPS' Quality of Service Principles. This is intended to raise awareness in our staff of the importance of providing a good service at every encounter, whether it is answering a query via email or dealing with a victim of a serious crime.

### Introduced Quality Call-Back

A significant achievement during 2007 was the launch of a corporate Quality Call - Back process, which involves supervisors routinely contacting members of the public to seek feedback about the quality of service that they received. This process was developed in collaboration with internal practitioners as well as victims of crime.

The process gives supervisors real-time information about the experiences of people with whom their teams have had contact. This provides real opportunities for service recovery at an early stage where feedback was poor and enables reward and recognition when service provision has been good. The overall aim of the process is to improve service quality and the citizens' levels of satisfaction and confidence.

### Central Communication Command

The Central Communication Command Programme is now completed, the benefits of which have started to be realised. For instance, more people who telephone the MPS receive a speedier call answering service. As a result first contact satisfaction is high. We are also developing a better understanding of the end-to-end experience of the MPS' service users and how and where the service can improve.

### Your Voice Counts

Also introduced this year was a new facility called 'Your Voice Counts', hosted on the MPS Internet site, through which members of the public can give their feedback on their experiences of any aspect of MPS' service delivery. This facility has enabled the MPS to respond to and learn from service users' experiences, which it is hoped will increase their confidence, trust and satisfaction.

## **Continued dissemination of good practice across the MPS**

### Safer Neighbourhoods

This focuses on ensuring that the Safer Neighbourhoods programme is mainstreamed into MPS business, progress is sustained and service delivery benefits from this programme are fully realised.

The citizen focus policing approach to embedding Safer Neighbourhoods has increased the channels of engagement including Safer Neighbourhood ward panels, community panels, public consultation exercises, surveys and discussion groups.

### Developed a performance framework

During 2007/08, we have developed a broader performance framework for citizen focus, including ensuring it is reflected in performance regimes and business activities throughout the MPS. In addition, 'Community and Customer Focus' standards of behaviour have been included in all performance development reviews, promotion processes and internal appointments. Citizen Focus principles have also been incorporated into the guidance that supports all training and policy development processes.

## Counter-Terrorism

'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'

### Key Deliverables for 2007/08

- To create a safer environment in London boroughs through security, protection and Counter - Terrorism work.
- To increase advanced identification of threats from, and opportunities for countering, terrorism
- To enhance the security of key locations and protected persons

The Counter-Terrorism Command was established during 2006/07. During 2007/08 operational demands on the Counter-Terrorism Command remained extremely high. Much of the work arose from the investigation of the events in London and Glasgow during June/July 2007 as well as a number of continuing cases that are progressing towards court trial dates. Despite these demands, progress has been made to improve the counter-terrorism capability of the MPS, including support for boroughs in improving their Counter-Terrorism activity.

### Improved countering terrorism capability

During 2007/08, much has been done to design and build a structure that will be suitable for us to meet any new terrorist challenges as they arrive. Whilst many of these may be invisible to the public eye, such as improvements and enhancements to our intelligence flows, accommodation, staffing levels and equipment, we have also been developing our relationship with front line policing.

A key aim of counter-terrorist investigations is to disrupt terrorist networks and to reduce the capability of terrorists to carry out their crimes. To allow the planning of such crimes to continue may present considerable risk to the public. The number of such disruptions is monitored as a measure of the effectiveness of our response. Disruptions are assessed in the same way as they are for conventional criminal networks and the processes that support the assessment are the same. There will, however, be significant variation in the impact that such disruptions have. For example, some cases may result in the foiling of a planned major bombing campaign, while others may reduce the funding or resources available to mount such an attack. Given that the disruption of terrorist activity may lead to a reduction in the overall number of networks a decrease as well as an increase in such disruptions may be an indicator of success. For this reason no target for the number of disruptions achieved was set. However during the 2007/08 a total of nine networks were disrupted.

### Improved support for local communities

To improve the safety of local environments it is essential that communities are properly engaged and that front line staff have a broad understanding and awareness of terrorism. It is also important that counter-terrorism is embedded as 'business as usual' within all local policing activity.

Within the MPS, Specialist Operations (SO) provide specialist capability for the investigation of terrorist offences and the management of relevant intelligence. They also support activity at a local level by maintaining close links and ensuring appropriate knowledge is shared with BOCU colleagues through a network of

Counter-Terrorism Intelligence Officers (CTIOs). These are specially selected counter-terrorism detectives who work alongside locally based colleagues. This approach enables the officers to improve their own understanding of communities whilst providing a valuable source of expert advice and guidance for patrolling staff. To ensure an appropriate CTIO capability exists, during 2007/08 the numbers of such officers were increased to ensure that at least 85% of London boroughs (including Heathrow) have a dedicated resource. The number of CTIOs steadily rose during the year and the target has been exceeded – 91% of London boroughs now have at least one dedicated CTIO.

During 2007/08, officers were deployed to 576 incidents and on 100% of occasions they attended within the target time. The prompt attendance of specialist resources to the scene of incidents is also vital if any risks to public safety are to be minimised. MPS CBRNE (Chemical, Biological, Radiological, Nuclear and Explosive) officers from within SO are called out to attend such scenes within a target time on 95% of occasions. The number of callouts showed a significant increase of just under 30% over 2006/7 (444) due to increased vigilance following the terrorist incidents in Haymarket and Glasgow at the end of June.

### **Enhanced security of key locations and protected persons**

Providing effective protection against terrorism and the threat it poses to key people or locations is a key element of SO's operational role. Staff within SO also support public event planning, to ensure risk is minimised, and provide advice/guidance to the business community in relation to protective security measures against terrorism.

To ensure opportunities for improvement in service delivery are identified and acted upon, a number of operational processes relating to the provision of security (for both locations and people) have now been mapped. The resulting process maps have been used to assess regularly our performance in relation to the key activities. These assessments have identified areas for improvement and these have been implemented.

### **Developed an MPS Counter-Terrorism Strategy**

In collaboration with the Home Office, the MPS has developed a Counter-Terrorism Strategy around four key areas of 'Pursue', 'Prevent', 'Protect' and 'Prepare' which will further progress the MPS' counter-terrorism capability and help embed counter-terrorism work throughout policing in the MPS during 2008/9 and beyond.

On 20th November 2007 a man was sentenced at Kingston Crown Court to 33 years imprisonment for his part in the attempted bombings of the London transport system on 21 July 2005. He had earlier pleaded guilty to conspiracy to cause explosions likely to endanger life at a hearing at the Royal Courts of Justice.

## Safer Neighbourhoods

'To positively change the local police service we provide in London by listening to the needs of local people and working with partner organisations and communities to tackle crime and anti-social behaviour that negatively impacts on people's feelings of safety and security in their neighbourhood'

Key Deliverables for 2007/08:

- To improve the quality of community information and intelligence
- To increase satisfaction and confidence in local police
- To increase police visibility, familiarity and accessibility
- Together with our partners, to improve the feeling of security within neighbourhoods
- To reduce crime and anti-social behaviour
- To reduce the harm to vulnerable people in the community
- To protect the interests of and to ensure the safety of children and young people
- To increase the sanction detection rate (to support the increase of offences brought to justice)

The Safer Neighbourhoods programme was conceived during 2004 with the rollout of Safer Neighbourhoods teams to all 630 wards of London completed during 2006/07 - 16 months ahead of schedule. The intention of these teams was to provide visible, accessible local teams to work with partners to address the concerns of local people. Achievements during 2007/08 include further decreases in overall crime, fear of crime and anti-social behaviour and an increase in visibility and public confidence in policing.

### Improved visibility and accessibility

The introduction of dedicated local community policing teams appears to have enhanced public confidence, with satisfaction in local police increasing from 59% in 2006/07 to 64% in 2007/08. Similar progress has been made in people's perceptions of police visibility, with 54% of people seeing a uniformed presence on the streets at least once a week this year compared with 41% in the 2005/06 (source: MPS' Public Attitude Survey).

### Reduced crime and anti-social behaviour

Recorded crime of British Crime Survey (BCS) comparator crime<sup>1</sup> and overall crime indicate reducing crime levels, with crime falling in successive quarters. BCS comparator crimes -8.8%, violent crime per 1,000 population reduced from 31.6% in 2006/07 to 29.1% in 2007/08, serious acquisitive crime reduced from 38.9% to 35.5%.

Perceptions of anti-social behaviour have also decreased from 25.7% in December 2006/07 to 22.6% in December 2007.

### Improved feelings of security

Throughout 2007/08, the MPS' Safer Neighbourhoods teams have been tackling crime levels and local community priorities. Research suggests that police visibility, keeping people informed about local police activities, reducing worry about crime and anti-social behaviour all assist to increase public confidence in local policing. In

---

<sup>1</sup> BCS comparator crime includes personal robbery, theft, including theft of a pedal cycle, residential burglary, theft of/from motor vehicle, and interference and tampering with motor vehicles, criminal damage, wounding and common assault



2004/05 the percentage of Londoners expressing confidence in their local police was 52%; by 2007/08 this figure had risen to 55% (source: MPS Public Attitude Survey). Recent Home Office figures show that the MPS compared to similar forces enjoys the highest level of public confidence in local policing (source Home Office's Iquanta data).

Also during 2007/08, fear of crime has reduced from 2006/07 according to BCS data – with the fear of violent crime reducing from 28.2% to 22.4%, fear of burglary reducing from 18.4% to 16.2% and fear of vehicle crime reducing from 18.1% to 16.5%.

### **Improved support for offenders Brought To Justice**

There was an increase in offenders brought to justice from 21.1% in 2006/07 to 25.1% in 2007/08. This is a further improvement on 2005/06 when the MPS achieved a sanction detection rate of 18.5%.

The MPS has also made considerable progress in its criminal Justice reform programme, in recent years. Some examples of work undertaken during 2007/08 are as follows:

The MPS has three areas piloting Community Justice Boards. These are progressing well and stakeholder commitment and enthusiasm is high. Work continues within the three project boards to continually refine processes both within the Court and ensuring offenders are correctly bailed to the Community Courts from custody. Early wins within the pilots have been the direct engagement between offenders and magistrates and the judiciary have reported benefits of being able to challenge offenders and get to the bottom of issues.

The Criminal Justice Simple Speedy Summary (CJSSS) project was introduced to speed up and simplify case progression and to adopt a more proportionate approach. This has now been implemented fully across London and signs of significant improvement are being seen.

The MPS is working as part of the London Criminal Justice Board (LCJB) to deliver the Beacon programme. The Beacon programme is a national initiative led by Office for Criminal Justice Reform (OCJR) that seeks to support local criminal justice boards to drive criminal justice change and reform in their area and to deliver improved local services. LCJB agreed last year that London should be one of ten national Beacons and that Westminster should be the case study site. Westminster has made good progress in implementing a number of projects within the Beacon programme during 2007/08.

### **Increased engagement with young people**

Youth engagement is a main priority for the MPS and local Safer Neighbourhoods teams have made a concerted effort in this area. Thus a key activity for Safer Neighbourhoods has been trying to engage with and understand the needs of young people, and since June 2007 all 630 Safer Neighbourhoods teams across London have been tackling specific priorities that reflect the needs of young people. The overriding principle behind youth engagement is to use a problem solving approach to identify and resolve issues of concern to young people.

The central Safer Neighbourhoods Unit has initiated, for the second year running, an on-line youth survey to identify young people's fears and perceptions of crime

throughout London. Most senior comprehensive schools across London boroughs have backed this survey.

### **Reduced harm to vulnerable people**

Recorded rape offences have declined in 2007/08 and are at the lowest level since 1998/99. Recorded sexual offences are also at their lowest level since 2000/01.

All three types of recorded hate crime have fallen, with improved sanction detection rates compared with 2006/07:

- Domestic violence reduced by 6.9%
- Racist crime reduced by 13.3%
- Homophobic crime reduced by 17.1%

A number of strategies were developed during 2007/08 aimed at reducing victimisation and harm. The MPS has developed a Youth Strategy including the government's 'Every Child Matters' agenda, and is focused on reducing the victimisation of young people. The MPS has also developed a Violent Crime Strategy, which includes focusing on vulnerable victims, sexual offences, domestic violence, children and mental health. Both young people and violent crime are part of the MPS' 2008/11 corporate objectives.

Also during 2007/08, the MPS introduced a new computerised search facility that enables Safer Neighbourhoods Teams to identify victims of crime that live on their wards when they have been victims of crime anywhere in London. This greatly reduces the chance of vulnerable victims being missed with no follow-up visit.

### **Hillingdon Safer Transport team combat anti-social behaviour**

Hillingdon Safer Transport team, together with Transport for London (TfL) Revenue Inspectors, carried out an operation based at Bath Road, Harlington Corner. The aim was to combat anti-social behaviour and fare evasion on the bus transport systems. The operation focused on all buses, that traveled through the Bath Road Corridor.

Buses have historically suffered from anti-social behaviour and crime. The Safer Transport team agreed priorities with service providers to focus on robbery, anti-social behaviour, and criminal damage. The operation was the first of many planned partnership initiatives with TfL Revenue Inspectors at identified locations.

Sergeant Kelly Donoghue, of the Hillingdon Safer Transport team, said: "The Safer Transport team is there to prevent and deter crime within the transport systems. Our aim is to reassure the public, and the transport providers' staff when using public transport. We have a committed team who will identify offenders and take the appropriate measures to prevent them from offending. Crime and anti-social behaviour will not be tolerated within the borough and this is the first of many proactive operations."

Several bus drivers have said to the police community support officers (PCSOs) attached to the team that they feel safer now the team is in existence. Members of the public and drivers were supportive on the day of the operation.



## 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’

Key Deliverables for 2007/08:

- To identify and target emerging criminal networks
- To increase the number of criminal networks disrupted
- To reduce harm to communities through the disruption of criminal networks
- To increase the number of criminal networks disrupted that are involved in the supply of Class A drugs
- To reduce harm by maximising opportunities to bring criminal networks involved in drug and firearms offences to justice
- To target those criminal networks causing the greatest level of harm to business communities
- To work with the business community to enhance security against the activities of criminal networks
- To maximise the disruption of criminal networks by targeting cash and assets
- To improve police engagement with those communities linked to priority criminal networks
- To increase the confidence of victims and witnesses in the handling of cases related to criminal networks

The aim of the Criminal Networks strategic priority is to try to tackle the criminals and their networks as well as their support systems in order to impact on the entire range of crime they are engaged in – including serious violence and drugs. Progress in this area includes increases in disruptions of criminal networks, including drug related criminal networks, and those affecting the business community. There have also been significant increases in asset recovery during 2007/08, helping to deprive criminals of the resources they require to continue their activities.

### More criminal networks disrupted

The number of criminal networks disrupted has increased year on year since 2005/06, with a total of 326 disruptions against a target of 225, an increase of 89.5% on 2006/07. We also exceeded our target of 150 drug-related criminal network disruptions.

### Improved support for the business community

The number of criminal networks disrupted that have an impact on the business community also increased significantly during 2007/08 – increasing from 55 in 2006/07 to 84 in 2007/08, and exceeding the target set of 75.

Effort has also gone into increasing the number of prevention initiatives undertaken specifically aimed at assisting the business community. A target of 20 was set for 2007/08, with a total of 71 being undertaken during this time. This should assist businesses in being less vulnerable to becoming victims of criminal networks.

### Reduced gun crime

Following an excellent reduction in gun crime of 11.3% in 2006/07, this has proved a challenging year in terms of trying to achieve further gun crime reductions. We set ourselves a challenging target to achieve a further reduction of 5% during 2007/08, and, whilst this was not attained, the reduction achieved in 2006/07 was sustained with a further reduction of 1.4% realised.

### **Increased confiscation of assets**

The use of the Proceeds of Crime Act (POCA) legislation as a disruption tactic to criminal networks has continued to be an effective tool during 2007/08. With the continued roll-out of training for financial investigators, the knowledge and experience in the use of POCA has increased across the organisation. The legislation is used at two points in an investigation. Firstly a financial investigator is assigned to the investigation from the very onset. A financial picture of the network is then formed and suitable opportunities to seize assets identified. Secondly investigators look to seize assets obtained by the network. They then target those individuals associated or later identified as being members, and they have specific skills in relation to the laundering of monies obtained through criminal activity.

This has resulted in a dramatic increase in the use of POCA legislation during 2007/08. The number of cases where assets were restrained or seized has increased from 945 in 2006/07 to 2,288 in 2007/08, against a target of 1,000. The total value of cash forfeiture and confiscation orders was £35.1 million. This is an increase of 36% on the 2006/07 figure of £25.2 million and meets our ambitious target of £35 million.

### **Engagement with communities**

Progress this year includes identifying those communities most affected by the activities of criminal networks through the use of the criminal networks prioritisation matrix. This work is still underway. This information is being used to develop the most appropriate level of community engagement in collaboration with our Diversity and Citizen Focus Directorate.

### **Improved analysis of victim support**

During 2007/08, work has been undertaken to analyse the causes of attrition for cases against criminal networks. This has included the need to set up a robust mechanism to capture attrition data. This information will then be used to assist the MPS in tackling the issues raised and improve services for victims and witnesses.

Officers from the Serious and Organised Operational Command Unit were alerted to a kidnapping and took steps to secure the assistance of a family member to negotiate the victim's release. Through the deployment of surveillance and intelligence assets, staff managed to identify eleven people connected to this kidnapping and ransom payment. Once the hostage was rescued the kidnappers were arrested. During this investigation £102,000 cash was seized.

## 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’

Key Deliverables for 2007/08:

- To increase satisfaction and confidence in the way we deliver Capital City Policing
- To increase the levels of satisfaction with the way we protect London’s people, buildings and infrastructure
- To ensure proper and effective planning of the 2012 Olympic and Paralympic Games, coordinating with other security and emergency services, in line with the key milestones of the Olympic Security Programme
- To increase the level of satisfaction with the specialist policing resources we provide to prevent and reduce crime, disorder, vulnerability and harm
- To assist in the reduction of crime, disorder, vulnerability and harm through the provision of specialist policing services
- To improve arrest and conviction rates for priority offences

The overall aim of the Capital City Policing strategic priority is to ensure the safety of residents, commuters and tourists in London. Progress in this area includes reduction in those killed and seriously injured in road traffic collisions, including achievement of the target for reductions in children killed and seriously injured this year. Transport Operational Command Unit (TOCU) figures indicated reductions in bus related crime, including significant reductions in the number of robberies .

### Reduction in crime, disorder, vulnerability and harm

In contribution to this priority, specialist units within the MPS have made over 22,000 arrests during 2007/08. These include units such as the Territorial Support Group (TSG) who provide pan-London support to BOCU’s and TOCU. This has assisted in reducing crime and disorder as well as contributing to improved sanction detection rates.

A year on year comparison (from February 2007 to January 2008) of key TOCU performance measures indicate that:

- Recorded bus related crime reduced by 13% (5336) from 39540 to 34204
- Robberies reduced by 30% (1921) from 6573 to 4652
- Criminal damage reduced 15% (2015) from 8026 to 6011
- Theft and handling reduced by 11% (1515) from 14820 to 13305.

In addition, the MPS has undertaken several major operations over the last 12 months, which have resulted in over 1,000 arrests, significant partnership working and visible reassurance across London. An example of this is Operation Erica. This was undertaken over the peak 2007 Christmas period and involved implementing a range of tactics to tackle and reduce anti-social behaviour and disorder on buses. The five-week initiative took place across the capital to provide increased public reassurance, and to focus on anti-social behaviour, theft and robbery and criminal damage. TOCU officers and Traffic Police Community Support Officers boarded daytime, early evening and night buses across the network in southeast, southwest, northeast and northwest London. As a result of this action, 368 arrests were made for a range of offences.

### Reduced road casualties

The number of people killed per month or seriously injured in road traffic collisions from April 07-Dec 08 reduced by 3.4% from 2006/07, which is a significant reduction on the target set of 3% (it should be noted that the final figure for 2007/08 will not be available until June 2008). Also, for the first time since figures were recorded, the number of children killed and seriously injured in road traffic collisions has reduced below the target set by the government and the GLA.

### Improved air support capability

The MPS' Directorate of Information (DoI) working with the Air Support Unit (ASU) has developed the most technologically advanced police helicopters in the world. The state-of-the-art technology provided in the three helicopters helps officers to collect higher-quality evidence and provide more effective incident management. Each helicopter is equipped with a digital video recording system and an uplink and downlink system, which transmits images and audio of near broadcast quality over distances never achieved before. The three helicopters have been used to support major public order events within the capital such as the Notting Hill Carnival, Trooping of the Colour and New Year's Eve celebrations.

### Improved satisfaction

During 2007/08 work has been undertaken to improve the satisfaction of those involved in road traffic collisions. There was a slight increase in overall satisfaction of road traffic victims in 2007/08 (73.1%) from 72.05% in 2006/07.

### Continued planning and preparation of the Olympics

The planning year 2007/08 has been one of challenge and success for the Olympic Security Directorate. The programme governance structures have been established, including an Olympic Strategic Oversight Board chaired by the Commissioner. A vast amount of planning and preparation work has been undertaken regarding areas such as counter-terrorism, command and control as well as other operational support, recruitment, training, infrastructure, accommodation and IT support.

### Operation Argon

Three operations ran in September 2007, October/November 2007, and December 2007/January 2008 (Argon) and totalled 60 operations targeting gun crime in and around London's nightclubs. The operation was a partnership between a number of MPS units, including Trident, Clubs and Vice, Specialist Firearms, Met Intelligence Bureau, the Territorial Support Group, Traffic and Dogs.

As 15% of all London shootings occur in and around bars and clubs, Operation Argon was set up to combat this directly. These operations yielded; 904 vehicles identified with possible links to firearms (349), gangs (113), drugs (211). Of these 336 were stopped, 274 searched, resulting in 102 arrests. These arrests were for offences ranging from possession of firearms and other weapons, drug dealing, weapons and violence, theft of motor vehicle, etc.

## 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’

Key Deliverables for 2007/08:

- Saving officer time through less re-keying of information, by joining more systems together, and simplifying access to them securely using single sign on
- Increasing detection rates by making better connections between information stored on our systems
- Making our officers better informed through targeted data quality improvements and sharing of good practice, focusing on front-line systems
- Faster, more accountable decision making by improving the way we manage electronic documents.
- Better access to stored documents using an improved intranet-searching tool
- Helping officers to protect children and vulnerable people by sharing appropriate information with our business partners
- Enabling officers to capture information from incidents by trialling and extending mobile devices.
- Improving the way officers manage information by adjusting attitudes and values.

This year has been one year of significant progress within the strategic priority of Information Quality - from supporting high profile operations with state-of-the-art technology, to ensuring our policing information is of the highest quality.

The work conducted under Information Quality directly supports the MPS corporate objectives through the delivery of projects, programmes and Information and Communication Technology (ICT) services as defined in the Policing London Plan, through:

- Supporting the **Counter-Terrorism** Command and other units with a specialist technology framework to manage sensitive investigative procedures.
- Delivering and supporting a responsive and accessible service for the **citizens of London**, through the utilization of multi mediums
- Supporting criminal investigations focused on gang and gun crime, **Criminal Networks** and other violent crimes with covert and overt technical capabilities
- Providing **Safer Neighbourhoods** teams with the information, communications and technology they need to service their local communities
- Supporting major events and preparing for the Olympic and Paralympic Games by providing information and technology services and solutions to support large scale operational policing under **Capital City Policing**
- Improving the **quality of our policing information**, to support greater operational effectiveness and efficiency in making London safer
- Supporting the **Together** strategic priority, by providing a professional development programme to enable a high performance workforce.

Through the MPS’ Directorate of Information (DoI) we have sought to deliver information and technology solutions that give MPS officers and staff the capability to perform more efficiently, improve operational outcomes and deliver a 21st century police service.

**Introduced single sign on**

The MPS introduced Single Sign On (SSO), a secure password authentication application that allows officers and staff to log on securely to core MPS systems with a single password. SSO is saving officers an average of eight minutes a day, as SSO means officers and staff no longer need to remember multiple passwords, saving them time logging in and reducing the number of passwords resets.

**Improved access to information**

Over 7,000 intelligence professionals across the MPS now have faster access to intelligence information than ever before, as a result of the introduction of an intelligence tool, called IIP (Integrated Information Platform). This is a 'google' like search engine, that allows staff to search across five core MPS systems simultaneously through a single search. This allows staff and officers to make quicker and more effective deployment decisions, based on the richer information obtained.

**Increased efficiency**

Reducing the amount of re-keying within the MPS is priority initiative of the Information Quality programme. During 2007/08, copy and paste capabilities were developed, allowing records to be copied between MPS core information systems - saving officers time and increasing efficiency. Officers can now view custody records within the crime management system (CRiS) and paste more information within the national missing persons database (MERLIN), which saves them time when reporting incidences involving multiple vulnerable subjects, for example children.

**Improved Information Quality**

Helping officers and staff to record information more accurately, find information more efficiently and share information more confidently, has been the mission of the 'IQ (Information Quality) Helping you Campaign'. Driven by the DoI, the campaign has been supporting MPS priorities through a series of road shows, promotional campaigns, presentations and communications, demonstrating helpful techniques and practices to all front line staff across the 32 boroughs.

Again Information Quality has played a part in the successful outcomes for the other five MPS strategic priorities during 2007/08. For instance:

- The number of successful court convictions based on evidence gained from CCTV footage has improved as a result of the introduction of a new software package, PLUTO, which allows officers to view and analyse CCTV footage from any computer station in the MPS. The software allows officers to analyse CCTV footage from their desktops to identify suspects and provide evidence in pre-trial hearings.
- The introduction of the Prisoner Intelligence Notification System (PINS) is also helping officers to bring criminals to justice more quickly and assisting the tracking of Prolific and other Priority Offenders (PPOs). This unique crime management system allows any MPS unit or individual to be warned in advance of a prisoner's release date from prison.



## Together

‘The work conducted under Together directly supports the MPS’ strategic priorities, it is about how we aspire to be when we delivering London’s policing service and the perception we want our colleagues, partners and the public to have of us as an organisation’

Key Deliverables for 2007/08:

- Tailored local intervention delivered to Operational Command Units to enhance management and leadership capability
- Leadership development programme for Command Leaders (Chief Superintendents and police staff equivalents)
- Leadership development programme for MPS Programme Leaders (Commanders, Directors and Deputy Assistant Commissioners)
- Development of a web-based learning portal to be available on the local intranet and the internet.

### Improved leadership development

Through Human Resources (HR) we have sought to meet our aspirations of further improving our leadership and people skills across the MPS for a 21st century police service.

The Leadership Academy (set up in June 2006) has a crucial role in delivering the leadership and managerial development that is central to the MPS’ Together strand. Over the last year it has expanded its portfolio and has delivered the following courses:

- Leadership development programme for Programme Leaders
- Leadership development programme for Command Leaders
- Leadership development programme for Portfolio Leaders
- Leadership development programme for Team Leaders

The benefits to staff in attending these courses are numerous, but specifically these programmes:

- Provide the key skills and knowledge that enable staff to lead and perform effectively
- Lead their teams to provide better policing services and make best use of the financial and people resources under their command;
- Engage staff with the values and behaviour of the organisation;
- Are a means by which to enable individuals to make the values and behaviours a practical reality for themselves and their commands; and
- Are a catalyst for organisational change.

### Increased access to leadership roles

During 2007/08 under Together, the MPS Career Management Unit (CMU) sought to increase the number of staff from under represented groups holding leadership positions through a range of positive action programmes. In summary, 98 people from under represented groups took part in positive action programmes arranged by the CMU during 2007/8.

### Developed local interventions

Leadership Academy (LA) local schemes were delivered in 2007/2008 to four BOCUs initially (Wandsworth, Hillingdon, Hackney and Greenwich) and were expanded to include the Central Communications Command. These schemes have the aim of providing MPS officers and staff with the skills and tools of effective leadership; engaging officers and staff at the local level in helping make the MPS a more values consistent workplace; and of ensuring that the connection between operational activity and the values is clear to all staff.

### Introduced 'Your Views Count' staff survey

The 'Your Views Count' staff survey has helped provide an insight into the culture of the organisation, highlighting its strengths and areas for development, allowing the MPS to make better-informed decisions in its attempts to continually improve the service we deliver.

The survey is sent out to approximately 1200 members of staff every month and measures aspects of an individual's working life that are linked to employee satisfaction. Questions have also been selected to ensure that benchmarking against other public sector organisations is possible.

Results from October-December 2007, which sought the views of 3,188 members of staff, were very positive

- Respondents' satisfaction with their current job has increased to 60% since the previous quarter
- 84% of respondents agreed that "In my team we take pride in delivering quality policing"
- 82% of respondents stated that they were clear what the priorities were for their team
- 14% more MPS respondents than the Ipsos Mori public sector norm stated that they were trained to fulfil their current role
- 27% more MPS respondents than the Ipsos Mori public sector norm stated that they made good use of their skills and abilities.

One of the five major themes of the 'Your Views Count' staff survey is that it covers staff views of the **MPS' Values**. The fact that staff are able to say what they think (all responses are confidential and anonymous) has given the MPS the opportunity to develop open and honest communication channels with the MPS Management Board.

The survey in conjunction with the 'Your Voice Counts' public survey have been vital tools in gathering feedback on the MPS' performance. Thus helping us to tailor any initiatives like Citizen Focus to be more effective.

### Development of a web-based learning portal

The MPS' web-based learning portal, Teammet.com, has recently gone live and is available via both the internet and intranet. This allows staff access to information related to the Together programme, the MPS' leadership programmes, the Crime Academy as well as further and higher education opportunities.



## Section 3. Corporate Social Responsibility

### Environment and sustainability

The MPS' five year Environment Strategy demonstrates how it will manage its environmental impacts through the delivery of 24 strategic objectives and the achievement of annual environmental targets. Progress against the Environmental Strategy is monitored by the MPS and the MPA and reported annually in the MPA/MPS Environment Report. Environmental achievements in 2007/08 include:

- The MPS has worked in partnership with Transport for London (TfL), the London Development Agency (LDA) and London Fire and Emergency Planning Authority (LFEPA) to take part in the first phase of the Clinton C40 Climate Change Initiative (CCI) to deliver carbon emission reductions and better energy efficiency in London. A Building Energy Efficiency Programme (BEEP) has been developed which will involve energy efficiency improvements to ten MPS buildings. This is in line with the MPS Environment Strategy and the Climate Change Action Plan (CCAP) Programme, under which the MPS is required to reduce carbon emissions by 10% by 2010 and 30% by 2025. The MPA has allocated £5.7 million to the delivery of a programme of energy efficiency works with a further £2.5 million within the capital programme for 2010/11 and 2011/12. The works could save 25% of the building carbon emissions, which would result in a saving of 2,500 tonnes of CO<sub>2</sub> per annum, if implemented on all ten sites
- The MPS has successfully delivered its first renewable energy system for one of its buildings. A 50kWp (Kilo Watt Peak) photo voltaic and solar water heating system has been installed as part of a roof refurbishment, which is expected to save 41,000kWh/annum of energy and 21.3 tonnes of CO<sub>2</sub> per annum. Further renewable energy systems are being developed as part of the MPS Estate Renewal Programme building design
- Sustainable waste management plans for North and South of the MPA estate have been developed, which set out how we will achieve the 45% recycling level and 25% waste reduction level by 2010. The MPS has achieved a recycling level of 29%, which is an increase of 9% on the previous year. A variety of MPS waste streams are recycled including horse waste, uniforms and cooking oil
- The MPS utilises over 2,000 bicycles for operational policing activities and over 5,000 staff are cycle trained. The use of cycles brings many benefits including being more approachable and accessible within the local community. In addition, bicycles are a more sustainable form of transport that does not produce any emissions
- The MPS utilises 135 hybrid vehicles, mainly used by Safer Neighbourhoods teams to travel within larger wards across the boroughs. The MPS also continues to trial the use of alternatively fuelled vehicles, is participating in the London Hydrogen Partnership and will be the lead Greater London Authority user of hydrogen-powered cars vans and motorcycles in phase one of the Mayor's initiative to introduce 70 hydrogen-powered vehicles to the Capital
- Contributing to the funding the Greater London Authority Central Responsible Procurement Team and collaboration with London Remade on the development of the Mayor's new Green Procurement Code
- The MPS in partnership with TfL has implemented a programme of work to develop site-specific Green Travel Plans in line with the Mayor of London's

Transport Strategy. Travel surveys and audits have been completed at 36 of the MPS's largest sites

- Within the 2007/08 Environmental Management Programme, 66% targets were achieved. The Environmental Management Programme for 2008/09 has been published
- In partnership with the London Probation Service and local authorities, the Community Payback initiative has been rolled out to each London Borough with over 270 projects taking place each week during 2007/08. 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. Additionally, the Community Payback Initiative has now been rolled out to eight primary care trusts. During 2007/08 the MPS participated in the 100 day clean up activities and over 48 projects took place across London
- Safer Neighbourhoods teams completed 5,713 Environmental Visual Audits. A total of 2,057 environmental crimes were prioritised by the local community to be tackled through a multi agency approach in partnership with local communities
- To further prioritise the importance of tackling environmental anti-social behaviour and crime, the Pan-London Anti-social Behaviour Board has assisted the 2008 Capital 100 Clean-up campaign by highlighting a number of key areas where Safer Neighbourhood teams have identified environmental issues in secondary shopping areas environmental issues. To reinforce the links between anti-social behaviour and environment, in 2007/08 a new chair was appointed who is also a director within ENCAMS.

The 2006/07 MPA/MPS Environment Report containing the latest environmental performance data and case studies is available to view at <http://www.met.police.uk/about/environment/>. The 2007/08 MPA/MPS Environment Report will be published during September 2008.

### **Equality and diversity**

The MPS is committed to the adoption of an equalities performance management framework, which sets out the standard for the mainstreaming of equality and diversity across all of its business units. During 2007, working with the assistance of an accredited assessor, the MPS has demonstrated that it has achieved Level 3 of the Equality Standard for Local Government. The MPS will now look to develop a bespoke equalities performance management framework for the police service.

The MPS continues to undertake a very wide range of community engagement activity across London, including with traditionally 'hard to hear' and vulnerable communities, to shape its services. Some examples of work over the last year include: engagement to improve our understanding of the needs of migrant domestic workers; engagement with communities vulnerable to radicalisation, addressing the community safety issues of refugees; and the development of a DVD aimed at 16-17 year olds for distribution to schools across London to help identify and tackle extreme behaviour.

During 2007 the MPS launched the Policing Diversity on-line intranet resource for staff that provides practical information about London's diverse communities which all MPS staff can access.

A number of areas of work were identified that the MPS would give particular emphasis to during 2007/08, some of the key achievements in these areas include:

- **Stop and search** The MPS has continued to improve borough performance in stop and search through Operation Pennant. This is focused on increasing arrest rates, addressing disproportionality and improving the accuracy and timeliness of the information recorded
- **Rape** During 2007/08, the MPS has continued to demonstrate its commitment to improving victim care and the investigation of rape, through the work of Sapphire Teams and The Havens - Sexual Assault Referral Centres (SARCs). The MPS set a sanction detection target for rape of 32%, performance during 2007/08 was 33%
- **Procurement** The MPS has introduced procurement policies that promote equality and diversity, ensuring that these principles are embedded into all procurement/tender specifications and contract processes. For example, diversity questionnaires are distributed with all invitation to tender packs
- **Diversity of our workforce** The diversity of newly recruited police officers continues to increase with 20.0% of new recruits coming from a black and minority ethnic (BME) background and 40.5% being female. Of the PCSOs recruited in 2007/08 26% were BME and 37% female. Our recruitment results demonstrate the continuously improving status of the MPS as an employer of choice and continued success of campaigns to recruit officers from a wider range of communities
- **Progression of women** We continue to run a range of positive action initiatives to support the progression of women. This has included leadership programmes to support the progression of women into senior roles, a personal development programme for women in non-managerial roles, a co-coaching programme with senior female leaders in other organisations and mentoring schemes

### Health and safety

Health and safety is corporately driven through the Commissioner and MPA Corporate Health and Safety Policy. A new policy was published in January 2008. The new revised policy now provides:

- A more user-friendly policy with an improved layout
- The roles and specific tasks of those responsible have been specified in clearer language
- Inclusion of new responsibilities e.g. MPA, MPA Corporate Governance Committee, Training Management Board and their relationships with other stakeholders.

Overall the MPS accident rate per 1000 staff fell by 6.28% when compared against the previous 2006/07 reporting period, although the accident rate did increase against a number of specific reporting categories.

Audits indicate that safety performance is continuing to improve when compared against the previous 2006/07 reporting period.

Work continues, in consultation with the MPA, to develop a safety assurance process.

## Section 4. Financial Performance

### Revenue

2007/08 presented a number of key challenges, particularly around the prevention of terrorism and associated operations, which were necessary to help keep London a safer city, such as Operation Seagram (relating to the response to the explosive device found in Haymarket in June 2007). Additionally, public order requirements such as Operation Hargood (policing of the environmental camp at Heathrow Airport), the London Arms Fair, the opening and subsequent events at the new Wembley Stadium, the Tour de France and many other events made financial management a key issue.

The budgets for 2007/08 reflected a number of major developments including:

- Continued roll-out of Safer Neighbourhoods teams across the whole MPS area to enable all wards to have a full complement of 1 sergeant, 2 constables and 3 Police Community Support Officers, with extra coverage in 87 large wards;
- The funding of Integrated Borough Operations
- Improved MPS resilience in the area of Counter-Terrorism as a consequence of heightened security threats
- Investment in the implementation of the Met Modernisation Programme
- Planning the policing of the 2012 Olympic and Paralympic Games
- Investment in the reconfiguration of HR services delivery
- The establishment of 21 Safer Transport teams to focus on crime and anti-social behaviour on and around public transport.

Despite all of the above pressures and against a background of falling crime figures the MPS were still able to deliver an underspend position.

Targeted efficiency savings (cashable and non-cashable) of £76.1 million were over-achieved by £47.3 million (unaudited) during the year.

### Capital

The provisional MPS capital programme outturn for 2007/08 is £154.9m, which is £24.9m below the revised budget of £179.8m. This can be attributed to the planned re-phasing of projects into future years.

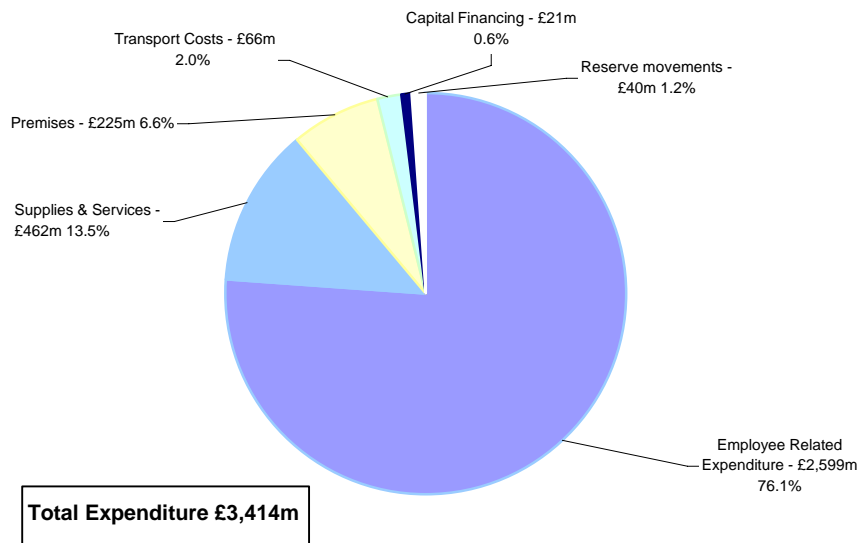
The MPS has successfully developed operational properties that are suitable to provide for the modern policing agenda, including introduction of patrol bases, custody clusters and the continuing implementation of the Safer Neighbourhoods programme. There has been significant investment in Information Technology, mainly in the delivery of the Infrastructure Renewal Programme, Information Strategy Implementation and the C3i and Airwave Projects. The vehicle fleet continues to be updated as part of the ongoing Transport Fleet Replacement Programme.

In accordance with statute, the audited final accounts for the year 2007/08 will be published by 28 September 2008.

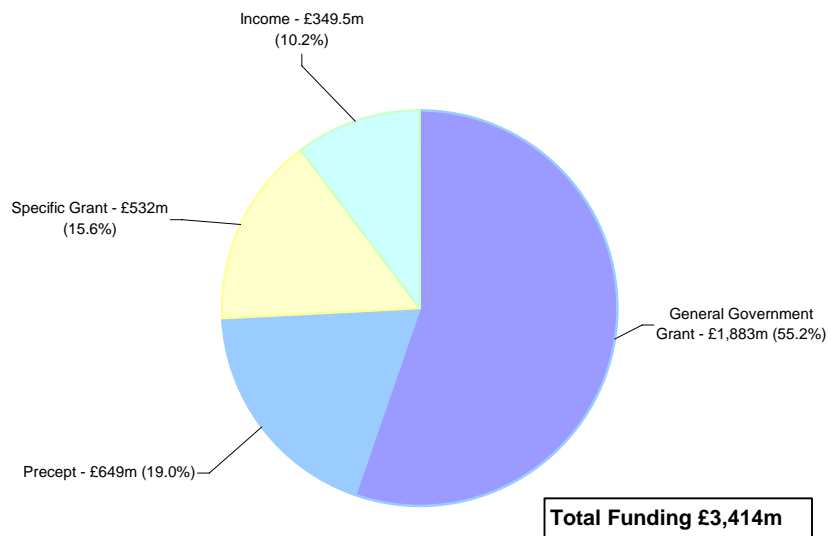
	2006/07 Performance	2007/08 Target *	2007/08 Performance
<b>Delivery of efficiency targets</b>			
Cashable	3.7%	1.5%	3.7%
Non cashable	0.7%	1.5%	1.2%
Cashable & non Cashable	4.4%	3.0%	4.9%

\* Note that the HMIC target is an overall target of 3% of which a minimum of 1.5% must be cashable

**Provisional analysis of Revenue Expenditure in 2007/08**



**Provisional analysis of Revenue Expenditure Funding in 2007/08**



## Section 5. MPS Performance in 2007/08

### MPS Performance in 2007/08

#### The Critical 12

Critical Performance Area	April- March 2006-07	Target	April- March 2007-08	Trend & Additional Information
Crime victim satisfaction with the overall service provided	78.3%	82.5%	77.0%	
Comparison of satisfaction of white and B&ME with respect to the overall service provided	6.3% pts gap	5.3% pts gap	7.0% pts gap	
Percentage of people think their local police do a good job (measured via British Crime Survey)	54.7%	0.5% increase on 2006/07	55.0% (Jan 07-Dec 07)	British Crime Survey data for the current year represents the twelve months ending December 2007
Reduction in the number of people killed or seriously injured for all road users	-2.0%	3% reduction	-3.4% (April 07-Dec 07)	Target achieved although the final figure for the year will not be available until June 2008
Reduction in 10 British Crime Survey comparator crimes	-6.8%	5.5% reduction	-8.8%	Target achieved
Reduction in BCS Violent crime	-7.7%	5.6% reduction	-7.9%	Target achieved
Percentage of domestic violence <b>incidents</b> where an arrest was made related to the incident (MPA target)	45.5%	50.0%	42.1%	The target of a 50% arrest rate for DV incidents was unrealistic. Therefore we are showing both performance against the 50% target and against the internal MPS target of 60% of DV offences.
Percentage of domestic violence <b>offences</b> where an arrest was made related to the incident (MPS internal target)	58.8%	60.0%	64.3%	
Reduction in the levels of gun enabled crime	-11.3%	5% reduction	-1.4%	
Number of criminal networks disrupted	14.3	18.8 monthly average	27.1 monthly average	Target achieved
Percentage of notifiable offences resulting in sanction detection	21.1%	24.0%	25.1%	Target achieved
Homicide detection rate	83.9%	85.0%	90.6%	Target achieved
The number of offences brought to justice	17,093	16667 monthly average	18,785	Target achieved although the final figure for the year will not be available until June 2008.

April-March 2007/08 unless otherwise stated.

Population based data reflects 2006 Mid-Year Estimates.

SPI = Statutory Performance Indicator

PP = Policing Plan

Performance Indicator		April- March 2006-07	2007/08 Target	April- March 2007-08
Strategic priority: Citizen Focus / Counter-Terrorism, Security and Protection				
PP	Emergency calls answered within 10 seconds	81%	90%	82%
PP	Non-emergency calls answered within 30 seconds	N/A	90%	86%
PP	Suspected or actual terrorist incidents to achieve a rating of 'appropriate' for scene management	98%	90%	99%
PP	Explosives officers to attend improvised explosive device and other suspect device calls within set time	100%	95%	100%
PP	Every Safer Neighbourhoods team to receive Counter-Terrorism (CT) briefing by CT intelligence officers within 2 months of appointment	N/A	80%	82%
PP	To increase dedicated coverage of Counter-Terrorism Intelligence Officers (% of London Boroughs)	76%	85%	91%
PP	Calls to the Anti-Terrorist Hotline answered within set time	98%	85%	98%
PP	No intrusions into the Royal residence (red or purple zones)	1	0	0



Performance Indicator		April- March 2006-07	2007/08 Target	April- March 2007-08
<b>Strategic Priority: Making Neighbourhoods Safe</b>				
<b>PSA1</b>	Reduction in 10 BCS comparator crimes	-6.8%	<b>-5.5%</b>	-8.8%
<b>SPI 1a</b>	Using the Crime Victims Survey (CVS), satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to ease of contact	Satisfied 85.8%	<b>No target</b>	Satisfied 89.4%
		very/completely 57.2%		very/completely 64.4%
<b>SPI 1b</b>	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to actions taken by police	Satisfied 73.7%	<b>No target</b>	Satisfied 73.3%
		very/completely 46.3%		very/completely 50.4%
<b>SPI 1c</b>	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed	Satisfied 57.6%	<b>No target</b>	Satisfied 59.2%
		very/completely 32.1%		very/completely 36.7%
<b>SPI 1d</b>	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to treatment	Satisfied 92.2%	<b>No target</b>	Satisfied 90.8%
		very/completely 67.8%		very/completely 70.8%
<b>SPI 1e</b>	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to overall service provided	Satisfied 78.3%	<b>82.5%</b>	Satisfied 77.0%
		very/completely 50.8%		very/completely 53.7%
<b>SPI 2a</b>	Using the British Crime Survey, confidence in local policing: Question - "how good a job are the local police in this area doing?"	54.7%	<b>55.2%</b>	55.0%
	<i>British Crime Survey data for the twelve months ending December 2007</i>			
<b>SPI 3a</b>	Using the CVS, satisfaction of victims of racist incidents with respect to the overall service provided	Satisfied 63.8%	<b>No target</b>	Satisfied 68.8%
		very/completely 41.9%		very/completely 47.9%



Performance Indicator		April- March 2006-07	2007/08 Target	April- March 2007-08
<b>Strategic Priority: Making Neighbourhoods Safe</b>				
<b>SPI 3b</b>	Comparison of satisfaction for white users and minority ethnic groups with respect to the overall service provided		<b>5.3% pt difference</b>	
	White satisfied / very/completely	79.8% / 52.7%	<b>in satisfied</b>	78.8%/57.1%
	B&ME satisfied / very/completely	73.5% / 44.9%		71.8%/45.1%
				7.0% difference
<b>SPI 3c</b>	Percentage of PACE searches which lead to arrest by ethnicity of person searched		<b>No target</b>	
	White	11.6%		10.4%
	B&ME	12.9%		11.7%
<b>SPI 3d</b>	Comparison of sanction detection rates for violence against the person offences by ethnicity of victim		<b>No target</b>	
	White victims	26.5%		32.6%
	B&ME victims	20.6%		26.5%
<b>SPI 4a</b>	Using the British Crime Survey (BCS), the risk of personal crime	8.6%	<b>No target</b>	7.9%
	<i>British Crime Survey data for the twelve months ending December 2007</i>			
<b>SPI 4b</b>	Using the British Crime Survey, the risk of household crime	20.6%	<b>No target</b>	19.0%
	<i>British Crime Survey data for the twelve months ending December 2007</i>			
<b>SPI 5b</b>	Violent crime per 1,000 population	31.6	<b>5% reduction in BCS violence</b>	29.1
<b>SPI 5e</b>	Life threatening and gun crime per 1,000 population	0.74	<b>No target</b>	0.70
<b>SPI 5f</b>	BCS acquisitive crime per 1,000 population	38.9	<b>No target</b>	35.5
<b>SPI 6b</b>	Percentage of offences brought to justice	22.1%	<b>Achieved through 7a below</b>	25.5%
	<i>Needs updating</i>			

Performance Indicator		April- March 2006-07	2007/08 Target	April- March 2007-08
<b>Strategic Priority: Making Neighbourhoods Safe</b>				
<b>SPI 7a</b>	Percentage of notifiable offences resulting in a sanction detection	21.1%	<b>24.0%</b>	25.1%
<b>SPI 8a</b>	Percentage of domestic violence incidents where an arrest was made related to the incident (MPA measure)	45.5%	<b>50.0%</b>	42.1%
<b>Critical 12 measure</b>	Percentage of domestic violence offences where an arrest was made related to the offence (MPS measure)	58.8%	<b>60.0%</b>	64.3%
<b>SPI 10a</b>	Using the British Crime Survey, the fear of crime (Burglary)	18.4%	<b>No target</b>	16.2%
	<i>British Crime Survey data for the twelve months ending December 2007</i>			
<b>SPI 10a</b>	Using the British Crime Survey, the fear of crime (Vehicle Crime)	18.1%	<b>No target</b>	16.5%
	<i>British Crime Survey data for the twelve months ending December 2007</i>			
<b>SPI 10a</b>	Using the British Crime Survey, the fear of crime (Violent Crime)	28.2%	<b>No target</b>	22.4%
	<i>British Crime Survey data for the twelve months ending December 2007</i>			
<b>SPI 10b</b>	Using the British Crime Survey, perceptions of anti-social behaviour	25.7%	<b>No target</b>	22.6%
	<i>British Crime Survey data for the twelve months ending December 2007</i>			
<b>SPI 10c</b>	Using the British Crime Survey, perceptions of local drug use/dealing	34.3%	<b>No target</b>	30.2%
	<i>British Crime Survey data for the twelve months ending December 2007</i>			
<b>SPI 11a</b>	Percentage of police officer time spent on frontline duties	64.8%	<b>No target</b>	63.8%
	<i>MPS proxy figure</i>			
<b>PP</b>	Number of outstanding fail to appear warrants owned	6,898	<b>6,500</b>	5,825

Performance Indicator		April- March 2006-07	2007/08 Target	April- March 2007-08
<b>Strategic Priority: Criminal Networks</b>				
<b>PP</b>	Gun enabled crime per 1,000 population	-11.3%	<b>-5%</b>	-1.4%
			<b>(0.427 crimes per 1,000 population)</b>	0.443
<b>PP</b>	Number of taskings commissioned regarding criminal networks from the Criminal Networks prioritisation meeting	N/A	<b>Baseline</b>	4
<b>PP</b>	Percentage of citizens (via Public Attitude Survey) who think that gun crime is a problem	8%	<b>No increase on 8%</b>	15%
<b>PP</b>	Number of criminal networks disrupted impacting on the business community	55 in total	<b>75 in total</b>	84 in total
<b>PP</b>	Number of prevention initiatives targeting the business community	N/A	<b>20</b>	71
<b>PP</b>	Value of cash forfeiture orders and confiscation orders	£25.2m	<b>£35m</b>	£35.1m
<b>SPI 8c</b>	Value of cash forfeiture orders and confiscation orders per 1000 population	£3,362	<b>No target</b>	£4,677.1
<b>PP</b>	Number of cases where assets were restrained or seized	945	<b>1000</b>	2288
<b>PP</b>	Gun enabled crime sanction detection rate	20.4%	<b>25%</b>	20.3%
<b>PP</b>	Number of criminal network nominals arrested that are charged with an offence	N/A	<b>80%</b>	N/A
	<i>Data currently unavailable for this indicator</i>			
<b>PP</b>	Victim satisfaction as measured by victim satisfaction survey for commercial robbery	N/A	<b>Baseline</b>	N/A
	<i>Data currently unavailable for this indicator</i>			

Performance Indicator		April- March 2006-07	2007/08 Target	April- March 2007-08
<b>Strategic Priority: Capital City Policing</b>				
<b>PP</b>	Satisfaction level of victims in the contact they have with Central Operations	N/A	<b>No target</b>	N/A
	<i>This item is under development and will not be available for 2007/08</i>			
<b>PP</b>	Satisfaction level of stakeholders in the service they receive from Central Operations	N/A	<b>No target</b>	N/A
	<i>This item is under development and will not be available for 2007/08</i>			
<b>PP</b>	Passenger perception of safety on buses	83%	<b>No target</b>	80%
<b>PP</b>	Passenger perception of safety and security at bus shelters	79%	<b>No target</b>	83%
<b>PP</b>	Provide emergency response to personal attack and perimeter alarm activations on the Parliamentary Estate within 3 minutes	88%	<b>80%</b>	75% personal attack
		N/A		90% perimeter
<b>PP</b>	Provide emergency mobile response to embassy warning system activations to diplomatic, government and vulnerable communities within 6 minutes	95%	<b>90%</b>	94%
<b>PP</b>	No intrusions into the Parliamentary Estate	0	<b>0</b>	0
<b>SPI 9a (i)</b>	Number of people killed in under 30 days or seriously injured in road traffic collisions  <i>Data for April 2007-Dec 07</i>	-2.0%	<b>Reduce killed and seriously injured (KSIs) by 3%</b>	-3.4%
<b>SPI 9a (ii)</b>	per 100 million vehicle km travelled	11.7		10.1
	<i>Final 2007/08 figures will be confirmed in June 2008</i>			

Performance Indicator		April- March 2006-07	2007/08 Target	April- March 2007-08
<b>Additional PPAF measures delivered within Business Group Priorities</b>				
<b>SPI 12a</b>	Delivery of cashable and non-cashable efficiency targets (% of net revenue expenditure)	Cashable - 91.4m  3.7%	<b>38.05m</b>	Cashable - 93.4m
	<i>Final 2007/08 figures will be confirmed in June 2008</i>	Non- cashable - 16.3m  0.7%	<b>38.05m</b>	Non-cashable - 30.4m
<b>SPI 13a</b>	Percentage of available hours lost due to sickness for police officers	3.2%	<b>No target</b>	3.2%
<b>SPI 13b</b>	Percentage of available hours lost due to sickness for police staff	4.3%	<b>No target</b>	4.3%
<b>SPI 3e</b>	Proportion of police recruits from minority ethnic groups compared to the proportion in the economically active population recruits	17.4%	<b>24.0%</b>	20.2%
	Economically active population	26.1%		26.1%
<b>SPI 3g</b>	Percentage of female police officers compared to the overall force strength	20.9%	<b>21.0%</b>	21.6%

## Section 6. MPA Review of Performance

### Introduction

The MPA is part oversight body, with responsibility for overseeing the largest police service in England and Wales, representing nearly a quarter of the national provision in terms of officers, staff and budget, and part strategic decision making authority responsible for the financial probity, strategic direction and control of the service. These, and many other specific duties, are carried out on behalf of Londoners by the Authority's 23 members, 12 of whom are directly elected members of the London Assembly.

The Authority's remit includes oversight of all the MPS' functions, ranging from local policing through to specialist protective services, much of London's transport policing and the policing of Heathrow and City Airports. Our responsibility also extends to oversight of the MPS's national and international operations conducted around the world, including diplomatic and royal protection and its crucial lead in UK counter terrorism work.

We have distinct responsibilities at a borough level, as a statutory partner on CDRP's , and are required by law to undertake community engagement and consultation to inform the development of its work. This is achieved in part by funding a community engagement group in each London borough. With the increasing focus on local accountability and responsiveness, this part of the MPA's role is of ever-greater significance.

The safety and security of Londoners without doubt forms the foundation of the Authority's work. We gave our full support to the early introduction and extension of Safer Neighbourhoods policing across the entire capital, working assiduously to secure the political consensus and financial backing to make the ambition a reality. Our oversight of the programme and its continued development is essential to ensure that it performs to its full potential and continues to reduce crime and anti-social behaviour at the local level.

The MPA improvement programme has continued throughout 2007/08 to strengthen specific work streams, including scrutiny and performance management, while our community engagement responsibilities have been integrated to enhance the services provided. The focus moving forward is to make the values and behaviours live within the organisation so that we become more proactive and focused on results.

The Authority has seen some significant changes within its senior staff during the year. Deputy chief executive David Riddle retired on 3 March, while agreeing to stay on in a temporary capacity as Solicitor to the Authority, and we welcomed Martin Davis, the new head of Engagement and Partnerships.

Looking ahead, the London Mayoral and Assembly elections in May 2008 will not only bring changes in the way the MPA conducts its business but also in how it sets the direction of policing in London.

The Authority has already begun to develop a new business model and performance management framework, and is seeking to realign our own business planning cycle to ensure we take a strong leadership role in setting the strategic direction of London's policing. These, and other developments, will place us firmly in the driving

seat to deliver substantive improvements in our oversight of policing. This work will be spearheaded by the new assistant chief executive who took up post in April 2008.

There are a number of challenges facing the Authority:

- The increasing importance of community engagement and making services more directly responsive to local agendas – citizen focus at work – which we need to be ever more alert and responsive to. Changes already enacted within the Authority's Engagement and Partnerships Unit have prepared the way for this
- Recognising and addressing the financial challenge and the need to make substantial efficiency gains and productivity improvements
- Engaging with young people to drive down crime and increase confidence in policing
- Ensuring we maximise opportunities to change MPS culture and systems, thereby creating sustainable improvements in service delivery, and
- The Authority itself must become more proactive in our approach to setting MPS strategic priorities to ensure the policing concerns and needs of Londoners are met.

Overall, the Authority must hold the commissioner and his senior management team to account for the performance of the MPS and ensure that the service continuously improves its operational performance. To perform this duty, members and staff of the Authority, working alongside MPS colleagues, must step up to the challenge to make sure that London's police continue to provide the world-class service that Londoners need and deserve.

### **Crime in London**

Total recorded crime in London is down by 6.5% or nearly 60,000 fewer crimes when comparing 2007/08 with 2006/07. The number of recorded crimes is under 900,000 for the first time in 10 years. With the exception of Trident gun crime, all crime categories have seen a reduction when comparing recorded crime in 2006/07.

The overall sanction detection rate has continued to rise and stands at 25.1%. This has exceeded the target set by the MPA of 24%. Decreases in sanction detection rates are seen for rape (-0.2 percentage points) and residential burglary (-3.8 percentage points).

Recorded gun enabled crime (GEC) is now at its lowest level since 2000/01 financial year, but the MPS has not met the 5% reduction target set for 2007/08. GEC fell by 1.4% year on year or by 47 recorded crimes. The sanction detection rate for GEC stands at 20.3% but did not meet the target of 25%.

Violent crime in total is down by 8% or nearly 19,000 fewer recorded crimes.

### **Performance management**

The main way in which the Authority holds the MPS to account for the people of London is by setting annual priorities and performance targets and monitoring progress against these. To support this the MPS has its own internal performance management arrangements including the MPS Performance Board, chaired by the deputy commissioner, and the Crime Control Strategy Meeting process which focuses on specific areas of performance across boroughs. This process identifies concerns and works to achieve improvements, while also highlighting best practice

which is then broadcast to key staff at regular events. The Authority influences the choice of focus areas in response to concerns it has, thereby contributing to service improvements.

### Financial scrutiny

The MPA is ultimately responsible for the finances of the MPS, which as a £3.3 billion operation is the largest local authority budget in the country.

The budget requirement for the MPA /MPS for 2007/08 totals £2,532.7 million (£3.3 billion gross expenditure). Efficiency savings of £123.4 million were made during the year, contributing to a total of £570.9 million since 2000/01.

The 2007/08 budget allowed for:

- the continued rollout of Safer Neighbourhoods to enable all wards to have a full complement of 1 sergeant, 2 officers and 3 Police Community Support Officers (PCSOs) a full 18 months ahead of schedule
- a significant growth in PCSO numbers, alongside a small amount of further growth in police numbers
- the funding of integrated borough operations, and
- improved resilience in the area of counter terrorism as a consequence of heightened security threats.

In addition to planned expenditure, £5.3 million was spent on Operation Seagram, the response to the vehicle-borne improvised explosive device (VBIED) found in Haymarket at the end of June 2007.

In terms of budget setting, the Authority has recognised the challenges we face in the foreseeable future, the need for resources to be used more efficiently and the benefits of an integrated business and financial planning process. To this end, key changes were made to the future 2008/09 planning process:

- closer alignment of resources to strategic priorities
- improvements to future year planning, to align with the government's three-year planning horizon for determining grant allocations
- clearer overview of the efficiency planning process from start to finish
- setting of objectives, measures and targets earlier in the planning process, and
- closer alignment of local and central planning processes.

A key duty of police authorities is to oversee the provision of an efficient and effective police service. While the MPA is responsible for managing overall expenditure within the budget, day-to-day financial management is delegated to the Commissioner in accordance with the financial framework agreed by the Authority. One of our key responsibilities is financial control, and monitoring of the actual and projected spend of the MPS is overseen by the MPA Finance Committee, advised by the MPA Treasurer. The Authority recommends each year's budget submission to the Mayor who provides approximately 25.6% of the budget finance from council tax raised in London with the remaining finance coming from central government grants.

The Authority has further developed its informal scrutiny arrangements during the year to ensure appropriate scrutiny was given to a wide range of important MPS



activities. These covered areas of activity such as IS/IT, estates, human resources, procurement, budget and overtime and European Union funding.

Bringing rigour to the MPS's financial management has resulted in better use of resources and some £570.9 million cashable and non-cashable savings since 2000/01. The Audit Commission commented in their annual letter that the Authority's hard won financial position has been consolidated against a background of substantial financial pressures and demanding efficiency targets. A secure financial basis has also enabled the service to expand rapidly, witnessing the biggest increase in police numbers in the MPS's history together with the introduction of dedicated neighbourhood policing across London.

### **Recovery of policing costs for Heathrow Airport**

The Authority successfully led negotiations during the year with Heathrow Airport Limited to conclude the first formal Police Services Agreement. This agreement sets out for the first time the level of policing, the payments that Heathrow Airport are to make, and any accommodation and facilities provided. It provides certainty for all parties and provides a fair recovery of policing costs for the benefit of Londoners.

### **2012 Olympic and Paralympic Games**

The MPA has been working hard to ensure that the governance and finances for the policing and security arrangements for the London 2012 Olympic and Paralympic Games are coherent and fit for purpose. We have established the National Olympic Security Oversight Group, bringing together chairs of all the police authorities, fire authorities and ambulance trusts with 2012 venues in their areas. We have been an active member of the MPS management board's Olympics Oversight Group, the Home Office's Olympics Safety and Security Strategy Group and the ACPO Olympic Preparation Committee. The MPA has held constructive discussions, both in committee and informally, on matters relating to the 2012 Games and is to establish a formal Olympic and Paralympic Committee dedicated to ensuring optimum MPS contribution to a safe and secure Games.

### **Community engagement**

The MPA believes its responsibilities to engage and consult with London's communities are essential to increase and enhance their say in how their city is policed. One of the Authority's corporate priorities is to 'transform community engagement to help Londoners secure more responsive policing' and to achieve this the MPA has developed its community engagement strategy.

The Authority is committed to robust and effective community engagement arrangements being in place for each London borough. Transforming the nature of community engagement has been at the heart of our reform programme. This is being done through the development and, in some boroughs the establishment, of community and police engagement groups (CPEGs). These groups provide the structure that enable local people to consult with the police, the MPA, key stakeholders in crime and disorder reduction (local authority, probation service etc.), and each other about strategic policing, neighbourhood policing and crime reduction. Many groups have developed improved links with local partnerships over the year, and the MPA has encouraged them to involve Safer Neighbourhoods panels in their work.

The MPA held its 3rd annual community engagement conference in November 2007 to enable participants to learn from best practice and identify and explore the key

elements of a strategic approach to engaging young people. Most importantly it provided participants with the opportunity to hear directly from young people about effective means of engaging with them and their peers.

The sum of £80,000 was set aside within the 2007/08 community engagement funding round to fund innovative community engagement initiatives and has proven a popular scheme to encourage new thinking in crime and disorder reduction. Additionally, a new funding stream will be available to borough-based community engagement groups that develop community engagement activities that link together two or more boroughs, which will encourage collaboration on issues that cut across borough boundaries.

### **London's boroughs**

The MPA is strongly involved in reducing crime and disorder across the whole of London and has a statutory duty to play a major role in each of London's 32 CDRPs, a primary vehicle for communicating our oversight and direction functions over the police.

The Authority achieves its 1998 Crime and Disorder Act statutory duties in four ways:

#### **1. Participation**

The MPA is involved at the borough level in monitoring the efficiency and effectiveness of the MPS in its delivery of crime reduction activity, and participates in the setting of annual local policing plan targets across the 32 boroughs. The Authority is also involved, when needed, in CDRP operational working groups to address crime reduction activity, and has supported development of the government's new vehicle (LAAs) for delivery of partnership activity for safer communities.

Additionally, the Authority leads the London Safer Communities Policy Forum and continues to support, and is actively involved in, the work of the London Community Safety Partnership and the London Anti-Social behaviour Board. We are also actively engaged in cross-borough areas of MPS activity, such as the five borough gang project, strategic work to address the policing of public spaces, and the London Week of Peace.

#### **2. Generating local/borough engagement between London's communities and the MPS**

The MPA takes an active interest in partnership activity and CDRPs, and works to visit each of the 32 CDRPs on an annual basis to discuss performance, strategies and challenges first hand. These visits have proved to be a valuable means of exchanging information and views with key borough representatives and partners.

#### **3. Partnership fund**

The Partnership Fund is the means by which the Authority, through MPS 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 and crime prevention and diversion
- Witness support
- Victim support
- Crime prevention and diversion

- Anti-social behaviour
- General consultation/communication
- Tackling hate crime
- Safer Neighbourhoods
- Crime reduction
- CCTV.

#### **4. Safer London Problem Solving Awards 2008**

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. Once again this year, in partnership with Territorial Policing and the Safer London Foundation, we hosted these annual awards for which eleven projects were short listed, ranging from reducing the harm of an open cannabis market in a local area to making children's journeys to school safer and healthier, combating local anti-social behaviour, tackling the problem of robbery at a large central London venue, addressing the problem of criminal damage on a bus route and tackling the problem of dangerous and nuisance animals. The award and £10,000 prize was won by the Gascoigne Estate burglaries project from Barking and Dagenham.

#### **Stop and search**

Stop and search continues to be a major issue for all Londoners. The MPA is working constantly 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. To facilitate this, the Authority created the Stop and Search Community Monitoring Network 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
- 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).

Almost all of the 55 recommendations made by the Authority's in-depth scrutiny to secure further trust and confidence in the use of stop and search were completed by the close of the year. Improvements enacted include more detailed and efficient monitoring of the powers across the capital and clearer communication of the rights of those stopped and/or searched

A DVD has been developed as a training and education resource for the MPS and community groups. It will provide an effective tool to help young people understand stop and search, especially the rationale behind its use, as well as their rights. Development of the DVD as an information vehicle complements the Authority's work of informing London's communities about their rights, usually fulfilled by distributing over 7,000 'Stop and Search - Know your Rights' cards every year. The DVD project

board exemplified a partnership approach, and included the MPA, MPS, Safer London Foundation, youth and community monitoring groups and Greater Manchester Police Authority

In February 2007 the Home Secretary applauded the MPA/MPS stop and search teams for their trail blazing improvements in the delivery of the powers. In a parliamentary statement responding to the Flanagan report, Jacqui Smith lauded the MPA/MPS work to cut bureaucracy while maintaining accountability. The Authority will continue to influence government review of the use of stop and search under Counter-Terrorism legislation and will respond to the green paper on police reform when it is published.

### **Independent Custody Visiting**

Providing an Independent Custody Visiting (ICV) scheme in London is another of the MPA's statutory duties. Independent Custody Visitors, 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, operate panels in every London borough and almost 400 volunteers visit detainees in 76 stations across the Met, 52 of which are in permanent 24/7 operation. During 2007/08 a total of 2245 custody visits were carried out.

In the past year the MPA has continued to develop the scheme in London. A comprehensive handbook for ICVs was distributed in April, providing guidance on all issues relating to custody visiting. In addition to developing new publicity materials to assist our year round recruitment drive, the Authority established bi-annual ICV open evenings to exchange best practice and foster belonging to the London-wide scheme.

This year custody facilities in London have been impacted by Operation Safeguard, MPS facilities holding detainees held on behalf of the prison service, while immigration detainees also continue to impact on custody. ICVs are able to see all categories of detainee in police detention, including those held under the Terrorism Act 2000. Many detainees seen by ICVs in London are particularly vulnerable, due to a high prevalence of mental health issues and/or drug and alcohol dependency.

ICVs in London continue to provide a high level of service and commitment to all detainees held in police custody. Their valuable contribution is appreciated by the MPA and provides important community reassurance.

### **Safer Neighbourhoods**

Safer Neighbourhoods is about local policing, people working with the police and partners in their own communities to identify and tackle issues of concern in the neighbourhood. Safer Neighbourhoods teams in 630 wards across the capital are now supported by 21 borough-based Safer Transport teams which were successfully rolled out during the year to ensure passenger safety on major transport routes. Each of these transport teams comprises two sergeants, one PC and 18 PCSOs. The MPA continually scrutinises the ongoing development of the programme to ensure the MPS builds on the work done to date to embed the teams within their communities, and that the investment made has a more positive impact on satisfaction with local policing across London.

The MPA conducted a valuable research project during the year exploring the use of Key Individual Networks (KINs), representative cross sections of individuals who play a key role in the community (e.g. shopkeepers, faith group representatives, teachers,

young people, park keepers, residents and those who work and commute in the area), by Safer Neighbourhoods teams. We believe KINs are a vital tool to engage with individuals in a ward and there is considerable scope to utilise these mechanisms to improve local policing responses by gathering local intelligence, and broadcast successes, for example by the fast time distribution of information to the community.

We were pleased to see hear that Her Majesty's Inspectorate of Constabulary (HMIC) inspection graded MPS neighbourhood policing 'Excellent' in 2007.

### **Counter-Terrorism oversight**

The MPS has responsibilities to protect the UK from terrorist activity. Following the establishment of new Counter-Terrorist Units based in four 'host' regions across the UK, the MPA was clear that police authority oversight needed to be established nationally and has pioneered arrangements informed by our longstanding experience of scrutinising MPS's activity in this area.

While the day-to-day oversight remains the responsibility of the host police authority, effective oversight of this significant national resource requires collaborative work between the four authorities and the Association of Police Authorities. To facilitate this the MPA established the Joint Counter-Terrorist Oversight Group. The MPA has also worked to develop and promote the Prevent strand of the government's counter terrorist strategy both in London and nationally, while continuing to oversee the work carried out by the MPS to reassure our communities.

### **MPA scrutiny activity**

The MPA carries out a regular programme of in-depth scrutinies investigating specific aspects of MPS performance in its role of monitoring and securing continuous improvement in service delivery. During 2007/08 the Authority carried out the following scrutinies:

- Succession planning and career development scrutiny: a short scrutiny to ensure that the MPS' senior officers of the future continue to be of the highest calibre. Recommendations were made to identify and address gaps and support an accessible and transparent process to provide police officers with the skills they require to be effective leaders, and the MPS with the right calibre of leaders, at every rank
- Crime data recording scrutiny; to examine the accuracy of MPS crime recording. Accurate recording is vital to issues of public confidence. If the police are to show real evidence of addressing public concern there must be trust that the figures recorded are accurate. In addition, accurate recording is an important process that can help to drive intelligence, tasking and performance improvements in the MPS, while it is also essential to enable the MPA to effectively hold the MPS to account. Recommendations were set to improve the accuracy of data recording
- Drugs: to evaluate the current MPS position and ensure the MPS has a coherent strategic approach to combating drugs. Recommendations were made to influence MPS policies and procedures in dealing with people involved in drugs and acknowledge more widely the impact drugs have on overall crime.

Progress of recommendations made by the Authority is reviewed regularly through our committee structure.



The Authority also began an ambitious scrutiny to explore young people's experiences as victims, witnesses and perpetrators of crime in the capital and how this influences their interactions and relationships with the MPS. A major strand of this work is to engage directly with young Londoners at consultative events and in focus groups. This major piece of work will report its findings in the forthcoming year.

### **Equal opportunities and diversity**

An important role of the MPA is to increase community confidence and trust in London's police. If the MPS is to police all London's diverse communities fairly, it must recognise that professional competency includes actively embracing the celebration of diversity, and unrelentingly challenge discrimination, both personally and institutionally. Providing effective training is of vital importance. Our police officers need to know how to respond appropriately to the needs of London's diverse communities. This area of work is overseen by the MPA Equal Opportunities and Diversity Board (EODB). Each meeting of the board has a focus item, where, uniquely, members of London's communities have the opportunity to question an aspect of policing. In the past year, there have been focus items on counter-terrorism, gun crime and officer training.

### **MPA Generic Equalities Scheme**

The MPA has developed and published a Generic Equality Scheme (GNES) which recognises that people cannot be defined purely by their particular group or community – many factors contribute to an individual's identity. Our GNES enables us to review our services with full recognition of the complexity and diversity of London's communities. The MPA scheme performs three key functions: it sets out what we have to do to meet our legal duties in relation to age, disability, faith/belief/non-belief, gender, race and sexual orientation; outlines how we will safeguard and promote employment rights; and publishes action plans on how specific areas of service delivery and community engagement will be delivered with and to Londoners.

During 2007/08 we:

- Completed the MPA Gender Equality Scheme
- Reviewed the MPA Race Equality Scheme, and
- Reviewed the MPS Race Equality Scheme.

### **MPA Equality Standard for Local Government**

Originally designed for local authorities, the ESfLG is a benchmark for measuring an organisation's progress in delivering fair, equitable and responsive services in employment, service delivery and community engagement. The Standard has five levels of attainment. In December 2007 the MPA was self-assessed at levels 1 and 2. This means the Authority has publicly demonstrated a commitment to a comprehensive equality policy (level 1) and assessment and consultation/participation (level 2). To reach the next level the MPA is using the services of Capital Ambition, a resource network created to support local councils reach level 5. Work continues to link the evidence provided through the MPA Generic Equalities Scheme to the standard to ensure the Authority attains level 3.

### **Race Hate Crime Forum**

It has taken four years to complete the forum's initial scrutiny of all 32 London, bringing together police and local councils to explain partnership plans to support victims and deal with perpetrators of hate crime.

There is now a baseline of activity carried out across London. Those accused and charged with race hate crimes during this period of scrutiny have increased from 18.3% in 2004 to 35.2% at the end of the reporting year in 2007.

The MPA has taken the decision to assume sole responsibility for maintaining the work of the forum, which will expand its current remit to take account of all hate crime, therefore adding age, disability and gender to its current remit. The new forum will be renamed the London Hate Crime Forum (HCF) in recognition of these changes.

### **Stockwell**

During this year the ramifications and consequences of the tragic death of Jean Charles de Menezes at Stockwell on 22 July 2005 continued to unfold. Following the investigation into the circumstances that led to the shooting, carried out by the Independent Police Complaints Commission (IPCC), the MPS was prosecuted for a breach of health and safety at work and was convicted and fined in October 2007. Shortly afterwards the IPCC published the full report of their investigation - earlier it had published its investigation of complaints about the way the MPS responded after the shooting and about allegations of misinformation.

Both the IPCC reports raised penetrating and wide-ranging issues about the effectiveness of the MPS command and control systems in the face of the unprecedented challenges of July 2005. The coroner's Inquest into the death of Mr de Menezes will not take place until September 2008, when all the evidence relating to his death will be presented and examined in public.

The MPS has already made substantial changes to address the recommendations made by the IPCC - dealing with operations, communications and strategic direction of major incidents. HMIC has independently reviewed the MPS progress and reported in favorable terms. For its part, the MPA will strive to ensure that the necessary learning is disseminated and embedded in MPS policy or operations. The Authority itself has initiated a major scrutiny of the action taken so far by the MPS to address the wide-ranging recommendations from the IPCC reports, and the outcome of that in depth scrutiny will be published as a report to Londoners in the summer of 2008.

The two IPCC Reports also raised issues about possible misconduct by senior officers of the MPS. In both cases, the MPA eventually concluded that there was no ground for disciplinary proceedings, decisions that were confirmed by the IPCC.

The challenge of securing the public of London against terrorism, and suicide bombing in particular, is immense. The tasks faced by the Met in July 2005 were unprecedented. The MPA values and commends the courage, skill and dedication of all those police officers who day in and day out strive to protect the lives of Londoners, and the Authority will continue to work with the Commissioner to ensure that this vital aspect of policing is carried out safely with total professionalism.



## **Professional standards**

Maintaining a high level of professional standards in policing, and particularly the handling of complaints and misconduct, is vital to building and keeping the trust and confidence that is the foundation of the relationship between police and the public. The MPA has oversight of standards and conduct by police officers and staff in London, including the handling of complaints and misconduct matters, and monitoring the way the MPS tackles corruption and other internal threats.

During 2007/08 the total number of public complaints fell by 4% from the previous year, and internal allegations also fell by 5%. One third of all complaints were resolved informally at local level which the Authority believes is the best route for customer satisfaction, though it is disappointing that the MPS has not yet achieved the target of 50%.

The timeliness of complaint handling has improved, this year the average being 71 days to complete a full investigation. However, the number of appeals to the IPCC against decisions made by the MPS has increased by a third, and the proportion of appeals upheld has also risen. These trends are disappointing and the Authority will keep this under review as it reflects on the quality of local decision making.

Overall, only a very small proportion (1%) of public complaints were found substantiated after investigation. The kinds of complaints received show concern with oppressive behaviour and incivility by police, but at a declining level compared with previous years. There is also a high level of complaint about 'failure in duty', which often reflects the reality that the police force has to establish priorities for responding to incidents and crimes.

## **Senior police appointments**

The Authority is responsible for the appointment of Association of Chief Police Officer (ACPO) ranks and carried out three selection exercises in 2007/08. Robert Quick QPM (formerly chief constable of Surrey) was appointed assistant commissioner (Specialist Operations) and John McDowall (formerly an MPS commander) was appointed deputy assistant commissioner (National Co-ordinator of Terrorist Investigations). The most recent selection process was for Commanders and there were nine appointments.

## **Police Advisory Board for England and Wales (PABEW)**

A key activity this year was the Authority's involvement in drafting the new discipline/conduct regulations and guidance following the 'Taylor Review - Reform of Police Misconduct Procedures.' The aim of the new regulations are to give managers the means to deal with unsatisfactory performance, attendance and misconduct in a way that is proportionate, equitable and timely. The MPA has a key role in relation to senior officers' conduct matters, monitoring police conduct and discipline procedures and in Police Appeal Tribunals, which are 'owned' by police authorities and deal primarily with appeals against dismissal and other disciplinary sanctions.

## **Police Negotiating Board (PNB)**

Undoubtedly the most contentious issue this year was police pay which went to arbitration for the second year running. The Police Arbitration Tribunal recommended 2.5%, but following decisions made by the Home Secretary the award was in effect worth only 1.9% on the basis of affordability and government pay policy. The chair of the Authority wrote to the Home Secretary asking her to agree the tribunal ruling in

full with a view to concentrating on the essentials of agreeing a fair way in determining police pay in the future. The latter point was a reference to Sir Clive Booth's review of the police negotiating machinery that took place during the year. The thrust of the Authority's response to this review was a desire to negotiate directly with the police staff associations in order to manage the process more efficiently and to explore the scope for pay to rise in return for real and significant changes in productivity. The MPA firmly believes it is time to move towards local pay determination to address London's specific operational and organisational needs. In response to the review, the Home Secretary opted for a Pay Review Body (PRB) covering all police officers, including chief officers.

### **Internal Audit**

Internal Audit assists both the MPA and the Commissioner in the discharge of their responsibilities for the policing of London.

Internal Audit is an assurance function that provides an independent and objective opinion to the MPA and MPS on the control environment, by evaluating their effectiveness in achieving their objectives.

The work of Internal Audit primarily supports the MPA priorities of holding the Commissioner rigorously to account for improving the operational performance of the MPS, and driving the MPS to make the most effective, efficient and cost conscious use of all its resources.

During 2007/08 Internal Audit:

- Evaluated the adequacy and effectiveness of the corporate control framework within the MPS, which is showing an improvement
- Conducted over 60 risk-based reviews of systems, making recommendations that will further improve the internal control framework
- Advised on the adequacy and effectiveness of planned controls in new and developing systems within the MPS, ensuring key systems that support front line policing are more effective.
- Promulgated areas of best practice across the MPS
- Advised on the prevention and detection of fraud affecting the MPS, investigating waste or abuse within the systems that support the policing of London. As a result of this work savings or losses stemmed during the year were approximately £4.3 million and a contribution made to recoveries of approximately £0.3 million.

One matter in the year received, and continues to receive, considerable concern from both internal and external sources – Amex corporate charge cards issued to officers who have to travel outside London on duty. Investigations are continuing by the MPS Directorate of Professional Standards and MPA Internal Audit, and the IPCC is overseeing this work. The substantial values of 'unreconciled' expenditure reported in the media have largely been brought to account and the bulk of the funds are no longer at risk. Both the MPA and MPS continue to work together to bring the matter to a conclusion.

The Director of Internal Audit's annual report containing his opinion on the control environment in the MPS and details of audit performance will be submitted to the MPA Corporate Governance Committee in June of this year. It will be published on the MPA website.

## The police estate

Effective policing cannot be delivered without the right property to operate with. As owners of the Metropolitan Police Estate, the MPA places great value on ensuring we have the right property and supporting the need to modernise our accommodation and facilities across London. The estate has to be modernised to provide accommodation that enables a more accessible, flexible and effective police service for each borough. Changes to the estate will directly improve policing by increasing public accessibility by being located closer to the communities the MPS serves, maximising the use of current space and providing more space to accommodate an evolving police service.

We need to move out of old and out of date buildings and focus on more sustainable buildings, from planning through to occupation, with reduced maintenance costs, which will also lead to costs savings for the police service. Work on providing a network of Safer Neighbourhoods bases serving every ward in London is well underway. 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 will lead to a more efficient police service and improved response times.

Plans to modernise our facilities have been published for each of the capital's 32 boroughs. These asset management plan (AMPs), outlining the local strategy to improve facilities, including the provision of front counters, patrol bases, custody centres, Safer Neighbourhoods team bases and office accommodation, as well as ensuring the buildings are fully accessible in line with legislation, offered local communities the unique opportunity to make their voices heard in the drive to make the police service more responsive to their needs. We will carefully consider the views received before producing revised versions of the AMPs and starting to implement proposals.

## Every Child Matters

Following the tragic death of Victoria Climbié, which highlighted woeful inadequacies in childcare provision, the government acted to introduce a new approach to caring for children. Every Child Matters, incorporated within the Children Act 2004, seeks to provide a more joined up approach to safeguarding children. All agencies involved with providing services to children, including the police, need to work in a more joined-up way, sharing information and working together to protect children from harm.

The Authority has been noted as a leading authority for its oversight and scrutiny of MPS activity and performance in child protection and youth policy. But while oversight of police force activity is a major part of police authority compliance with the Act, it is not enough on its own. The Association of Police Authorities, actively assisted by the MPA, has developed clear guidance for national police authority policy, placing further duties on them to help meet the legislative requirements of the Act by 2008. In carrying out its duties the Authority has developed a benchmark tool to monitor MPS delivery and we will receive updates twice a year, while we will also monitor our own performance under duties placed on us in the Act.

**London European Office**

The MPA and MPS joined the partnership with London's European Office (LEO) in April 2007. The main functions of the partnership are to:

- develop relations with EU institutions and relevant organisations
- monitor up-coming policies and legislation
- ensure EU policy makers are aware of London's interests and best practice.

Security and justice has risen up the Union agenda, particularly building relationships to fight serious and organised crime and terrorism. To ensure that the venture partnership works effectively to promote London's interests the Authority has established an oversight group to enhance it's ability to scrutinise European working across the MPS. In particular the group will support the MPS in identifying financial and policy opportunities available across the EU.

**Statutory review of reporting****Honours, Awards and Commendations**

Commander of the British Empire  
Mr William Griffiths

Director of Leadership Development

Member of the British Empire (MBE)  
Mr Ellis Parker (known as Dave Parker)  
Mr Michael Flockhart

Retired Higher Catering Officer

Mr Alastair Thompson

Lately Forensic Engineer  
Specialist Crime Directorate  
Director Of Logistical Services  
Human Resources

**Order of the British Empire (OBE)**

Mr John Azah

Vice Chair Independent Advisory  
Group

Mr John Barradell

Lately Chief Officer of the  
Metropolitan Special Constabulary

**Queen's Police Medal (QPM)**

Susan Akers  
Stephen Bloomfield  
Timothy White  
David Douglas  
David Commins

Commander  
Chief Superintendent  
Detective Chief Superintendent  
Detective Superintendent  
Chief Superintendent  
(retired 21/10/07)  
Deputy Assistant Commissioner  
Detective Sergeant  
Detective Superintendent  
Detective Chief Superintendent

Alfred Hitchcock  
Kenneth MacRae  
John MacBrayne  
Andrew Murphy

**Member of the Royal Victorian Order (MVO)**

Christopher Collins (retired)  
John Smyth

Inspector  
Inspector

**Royal Victorian Medal (Silver)**

William Morris  
David Smith  
Keith Chadband

Police Constable  
Police Constable  
Police Constable

Commissioner's High Commendations  
Commissioner's Commendation  
Royal Humane Society Awards

4  
71  
22

Sun Bravery Awards  
These figures refer only to MPS staff.

3

## Misconduct and complaint proceedings

### Allegations Recorded 2007/08

Allegation Type	Number
A Serious Non-Sexual Assault	28
B Sexual Assault	29
C Other Assault	1375
D Oppressive Conduct or Harassment	531
E Unlawful/unnecessary arrest or detention	553
F Discriminatory Behaviour	413
G Irregularity in relation to evidence/perjury	185
H Corrupt Practice	60
J Mishandling of property	337
K Breach of Code A Stop & Search	239
L Breach of Code B on Searching Premises and Seizure of Property	188
M Breach of Code C on Detention, Treatment and Questioning	242
N Breach of Code D on Identification Procedures	13
P Breach of Code E on Tape Recording	1
Q Lack of fairness & impartiality	204
R Multiple or unspecified breaches of PACE which cannot be allocated to a specific code	11
S Failures in duty	2444
T Other irregularity in procedure	124
U Incivility, impoliteness and intolerance	1867
V Traffic irregularity	70
W Other	127
X Improper disclosure of information	80
Y Other sexual conduct	3
<b>Grand Total</b>	<b>9124</b>

### Threatened/civil actions and damaged paid

	2005 – 2006	2006 – 2007	2007 – 2008
<b>Actions received</b>			
Civil actions	50	78	108
Threatened actions	433	446	400
<b>Number of threatened &amp; civil action cases settled</b>			
Settled civil actions	40	48	57
Settled threatened actions	82	85	83
Court awards	4	5	4
<b>Settlement amount</b>			
Settled civil actions	£1,149,992	£1,057,828	£508,299
Settled threatened actions	£760,015	£274,603	£392,376
Court awards	£24,370	£62,500	£16,000

## Section 7. Looking Ahead to 2008/9

### Policing Plan 2008-11

The MPS is constantly focused on our mission of Working Together for a Safer London.

- As such, we are committed to improving service delivery to all those who require our services, particularly victims and witnesses. This includes implementing the Home Office's Quality of Service commitment
- While we have made progress in our service delivery over the last few years (and these gains have largely been maintained during 2007/08), we recognise that there is still much to do, both to improve people's experience of our service and satisfaction with the quality of our service. In 2008/09 one of our key aims is to set compliance targets for the Victim Code of Practice (VCoP) to further improve the level of victims' contact within the MPS, resulting in victims being kept better informed on the progress of their case
- The MPS has been involved with partners in the formation of a national Counter - Terrorism Strategy covering the four key strands of Prevent, Protect, Pursue and Prepare. During 2008/09, the MPS plans to implement these four strands within all areas of policing from the local Borough level to the wider international aspects of policing

Despite reductions in recorded violent crime in recent years, there is continued concern from the people of London, the Home Office and stakeholders about levels of serious violence, particularly in relation to young people. The MPS will look to reduce the levels of victimisation of young people and to work with partners to help prevent them becoming offenders. During 2008/09, we will place particular focus on sexual violence, gun enabled crime and serious violence as part of our Serious Violence Strategy and reducing victimisation as part of our Youth Strategy

- The Corporate Strategic Assessment highlights the significant challenges faced by the MPS and its partners through young people becoming involved in gangs and carrying weapons, increasing their risks of committing, or becoming victims of serious violence. Whilst our performance in disrupting criminal networks has improved from 167 in 2006/07 to 251 in the 2007/08 financial year to date, during 2008/09 we look to further increase the number of criminal networks disrupted, the number of sanction detections for trafficking Class A drugs and seize more assets to reduce the harm caused to communities and individuals
- Now that all our Safer Neighbourhoods teams are in place, we are focusing our efforts on developing these to provide effective frontline policing, public reassurance and to further improve public confidence
- During 2008/09 we will continue to focus on partnership working to solve local problems relating to reducing crime, anti-social behaviour and bringing more offenders to justice. We will also work with partners to enhance safety when travelling around London and reduce the number of road casualties
- The 2012 Olympic and Paralympic Games is one of the largest security operations ever conducted in the UK, with the MPS working in partnership to ensure a safe, secure and peaceful celebration of the games. During 2008/09 we will, subject to funding, continue preparation for the games in accordance with our Olympics programme.



## Glossary of Terms

ASB	Anti-social Behaviour
ASU	Air Support Unit
BEEP	Building Energy Efficiency Programme
BCS	British Crime Survey
BME	Black and Minority Ethnic
BOCU	Borough Operational Command Unit
CBNRE	Chemical, Biological, Radiological, Nuclear and Explosive
CCAP	Climate Change Action Plan
CCC	Central Communication Command
CCI	Climate Change Initiative
CCTV	Closed Circuit Television
CMU	Career Management Unit
CRiS	Crime Reporting Information System
CT	Counter-terrorism
CTIO	Counter-terrorism Intelligence Officer
CVS	Crime Victims Survey
C3i	Command, Control, Communication and Information
DOI	Directorate of Information
DV	Domestic Violence
ENCAMs	Environmental Campaigns
GLA	Greater London Authority
HMIC	Her Majesty's Inspectorate of Constabulary
ICT	Information and Communication Technology
IIP	Integrated Information Platform
IQ	Information Quality
LA	Leadership Academy
LDA	London Development Agency
LFEPA	London Fire and Emergency Planning Authority
MBE	Member of the British Empire
MERLIN	Missing Person Linked Indices
MPA	Metropolitan Police Authority
MPS	Metropolitan Police Service

MVO	Member of the Royal Victorian Order
OBE	Order of the British Empire
OCU	Operational Command Unit
PACE	Police and Criminal Evidence
PCSO	Police Community Support Officer
PINS	Prisoner Intelligence Notification System
POCA	Proceed of Crime Act
PP	Policing Plan
PPAF	Policing Performance Assessment Framework
PPO	Prolific and other Priority Offender
QPM	Queen's Police Medal
SARC	Sexual Assault Referral Centre
SN team	Safer Neighbourhoods team
SO	Specialist Operations
SPI	Statutory Performance Indicator
SSO	Single Sign On
TfL	Transport for London
TOCU	Transport Operational Command Unit
TSG	Territorial Support Group
VCoP	Victim Code of Practice

**Further Copies and Alternative Languages**

This document is the joint MPA and MPS Annual Report 2007/08. This document can be made available in the languages listed below, large print, audiotape or Braille by writing to communications at the MPA whose address can be found below:

Arabic

Bengali

Chinese

French

Greek

Gujurati

Hindi

Portuguese

Punjabi

Somali

Spanish

Turkish

Urdu

Vietnamese

## **Contact Details**

### **How to contact us**

We welcome feedback and if you have any comments about this Annual Report they should be sent to:

**The Chief Executive  
Metropolitan Police Authority  
10 Dean Farrar Street  
London  
SW1 0NY**

You can also email us at: [enquiries@mpa.gov.uk](mailto:enquiries@mpa.gov.uk)

### **Consultation opportunities**

The MPA holds regular meeting about policing with the people who live and work in London. Details of these can be found in main libraries on the Metropolitan Police Authority Internet site or by ringing us on 020 7202 0202.

### **Paper copies**

Paper copies of this joint MPA/MPS Annual Report 2007/08 can be obtained from by contacting the email address above, calling 020 7202 0202 or by writing to either of the addresses below:

**The Director of Communications  
Metropolitan Police Authority  
10 Dean Farrar Street  
London SW1H 0NY**

**Metropolitan Police Service  
Met Modernisation Programme  
New Scotland Yard  
Broadway  
London SW1H 0BG**

### **Internet addresses**

Metropolitan Police Authority: [www.mpa.gov.uk](http://www.mpa.gov.uk)

Metropolitan Police Service: [www.met.police.uk](http://www.met.police.uk)

Her Majesty's Inspector of Constabulary: [www.inspectorates.homeoffice.gov.uk/hmic](http://www.inspectorates.homeoffice.gov.uk/hmic)