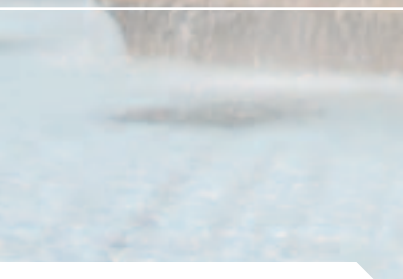
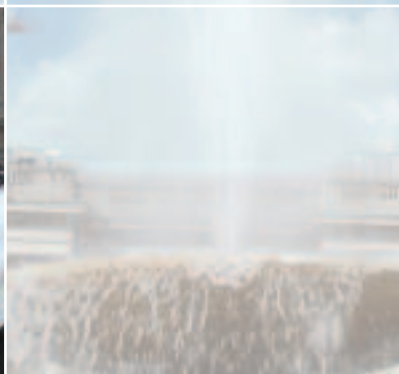


Metropolitan Police Service and
Metropolitan Police Authority
Annual Report
2006/07



**METROPOLITAN
POLICE**

Working together for a safer London

MPA

Metropolitan Police Authority

Metropolitan Police Service and
Metropolitan Police Authority
Annual Report
2006/07

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Foreword

We are immensely proud to lead such a successful organisation; this report details our performance improvements, most notably – 62,000 fewer victims of crime last year, as overall crime fell to an eight year low, the fourth annual consecutive reduction. There have also been significant successes in reducing both gun enabled crime and violent crime and murder numbers are at historically low levels. However, there have been a worrying number of recent attacks involving young people and each of these deaths is a tragedy. We are determined to do all we can to tackle these crimes and to work with others to find lasting solutions.

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

This year will also be remembered for the immense achievement of rolling out a Safer Neighbourhoods Team covering every ward in London – 630 teams of at least one Police Sergeant, two Police Constables and three Police Community Support Officers. We have given Londoners exactly what they asked for ‘visible, accessible and specifically, local teams’ and we have done it 16 months early.

‘Good for the Met’ – the Evening Standard Headline on 19 April 2007, epitomises the year the MPS has had. It was pleasing to see such a positive headline, which recognised the considerable success of this Organisation and the hard work put in by our officers and staff.

We have achieved this, due to a highly motivated and skilled workforce supported by effective leadership at every rank and grade. The average number of sick days taken by Met officers equates to seven days per year, which is two days below the national public sector average. In light of the stressful and sometimes dangerous nature of policing, this is clearly to the Met’s credit.

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



Ken Durrill.



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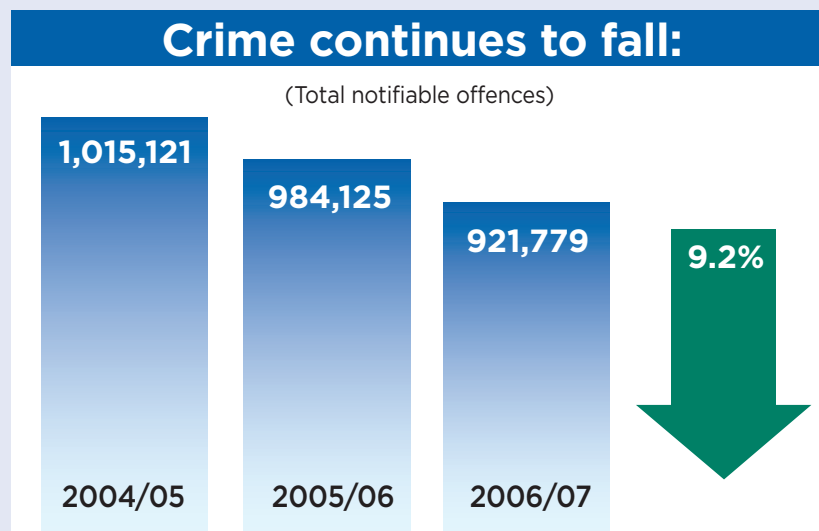
Section 1

Introduction

What we did well in 2006/07

The MPS has achieved a number of successes against last year's objectives and targets. The police service has met the majority of the priorities and targets set by the MPA, particularly in terms of citizen focus, criminal justice and terrorism. Below is an overview of some of the performance achievements for 2006/07:

- Crime Reduction – Crime has fallen for the fourth consecutive year, with 921,779 offences recorded in 2006/07 (making this the lowest annual crime figure since 1998/99).



- Safer Neighbourhoods – We now have in place all 630 Safer Neighbourhood Teams across London, which means that we now have more than 3,500 staff delivering very local policing for the benefit of local people.
- Gun enabled crime fell by 11.3% in 2006/07, some 432 fewer offences. However, the sanction detection rate dropped slightly from 21.2% to 20.4%. Trident gun crime fell by 15.0% meaning there were 40 fewer offences.
- Offences brought to justice are at the highest level ever and the Home Office target set was achieved a year ahead of schedule.
- The number of crimes involving violence fell by 6.1% over the last twelve months, with the most notable decline in violence against the person (down 7.6%, just under 15,000 fewer violent offences). Sexual offences were also down by 9.6%.

What we can do better

The past year has seen a number of challenges and as a result not all targets have been met. In particular, we need to improve customer satisfaction rates across the MPS. There will be greater focus during 2007/08 as all boroughs have been set targets.



Our Mission



Working Together for a Safer London

Our Values

Our values are integral to delivering good performance wherever our people are within the Organisation and whatever they do. Adopting these behaviours will mean that we are citizen/customer focused, committed to delivering quality policing, working together as a team and continually striving to improve our performance.

In order to achieve our mission we have identified 4 key outcomes that form part of our 2006/09 Policing London strategy which are:

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

To help achieve these outcomes, we focused on seven strategic priorities during 2006/07 which were:

- **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 & Protection** – To minimise risk and vulnerability to life and property, create a hostile environment for the terrorists and increase the feeling communities have of safety and confidence
- **Safer Neighbourhoods** – To positively change the local police service we provide in London by listening to the needs of local people and working with partner organisations and communities to tackle crime that negatively impacts on people's feelings of safety and security in their neighbourhood
- **Criminal Networks** – To understand, tackle and reduce the harm criminal networks cause in our communities and neighbourhoods by developing a new understanding of the socio-economic and political impact of criminal networks
- **Capital City Policing** – To provide reassurance that the Metropolitan Police service is working 24 hours a day with our partner agencies to ensure the safety of residents, commuters and tourists in London
- **Information Quality** – To achieve an effective police service for London, good quality information is one of the Metropolitan Police Service's most valuable resources and must be reliable and complete. The effective management of information enables vital decision-making and allows us to be proactive, prevent crime before it occurs and bring offenders to justice
- **Together** – The Together programme is about increasing values based leadership and management capability across the Organisation in support of achieving improved quality of service, enhanced partnership working and increased confidence and satisfaction in the service provided to the public.

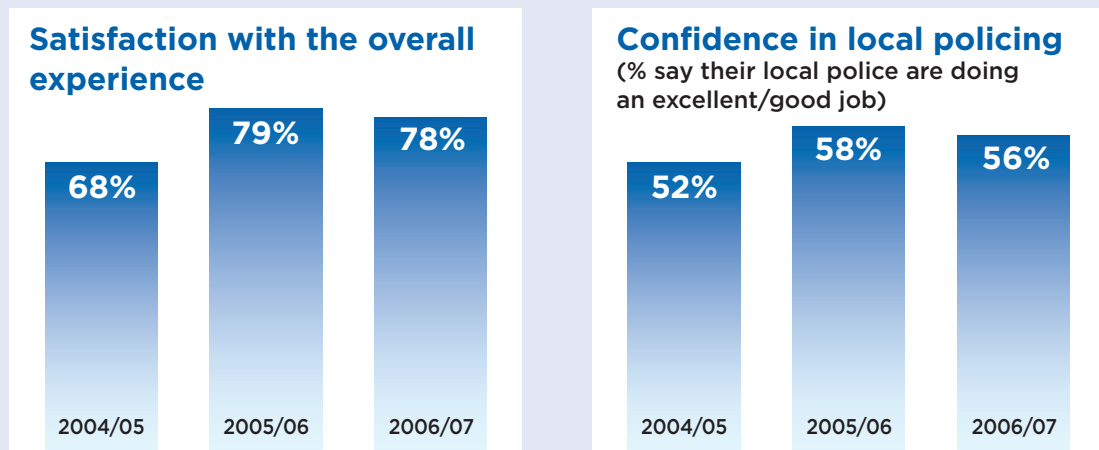
Section 2

Key Priorities

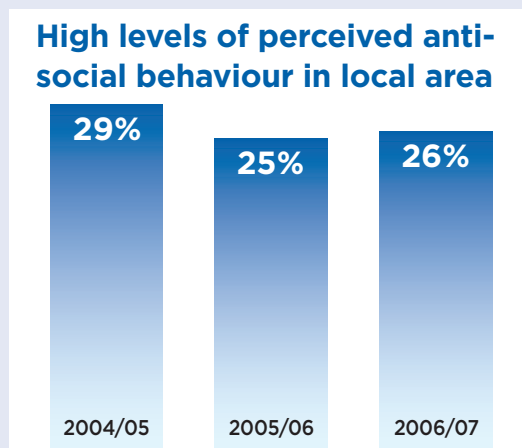
Communities that are engaged with, confident in and satisfied with our service

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

The improvements in confidence in policing and victim satisfaction with overall service provided from 2004/05 to 2005/06 have been largely maintained this year.



The decrease from 2004/05 in the percentage of perceived high levels of anti-social behaviour have also been maintained.



Improving confidence and satisfaction

The Quality of Service commitment was launched nation-wide by the Home Office and the MPS was no exception. This commitment outlines the minimum standard of service a citizen can expect when contacting the police. The Citizen Focus programme continues to embed this work across the service.

Providing good customer service has traditionally been the domain of retail shops, but the Met is looking to improve its own customer service. The Met became the first police service in the country to join the Institute of Customer Services, an independent body whose purpose is to encourage better customer service performance and professionalism. The Met joined the institute as part of its commitment to citizen focus policing, a key element of our policing London strategy. With both internal and external customers (including victims, witnesses and members of the public) the aim is to consistently provide the high quality services expected of us, improve public satisfaction with the services provided, improve public confidence in the police and help generate more community intelligence.



Safer Neighbourhoods media campaign poster

News Story...

“Recruitment advertising award for best on-line marketing campaign for PCSO recruitment”

Improving visibility and problem solving

The rollout of SNTs across London was completed, a full two years ahead of the National Policing Plan requirement. Monday 1 January 2007 was a landmark date for the Met as every ward in London achieved the minimum Safer Neighbourhoods 1-2-3 model of one Sergeant, two Constables and three Police Community Support Officers.

Problem solving is at the very heart of SN policing and involves working with partners and local communities to achieve long-term sustainable solutions.

Working in partnership with local authorities, other partners and the public has resulted in the closure of cannabis factories, crack houses and DVD factories in a number of London Boroughs. In addition to this, arrests have been made in respect of handling stolen property, offensive weapons, dangerous dogs, firearms and street robbery across the capital. Each of the Met SNTs now has a fully equipped base from which to work, meaning that they can access the information they need locally and respond to calls from the public more quickly.

The public can now contact every one of the Met's 630 SNTs wherever they are, as every team is equipped with a mobile phone. March 2007 saw the start of the rollout of Safer Transport Teams to 21 boroughs; they will provide a familiar, visible and accessible uniformed presence across the transport system.

Improving access

Command, Control, Communication and Information (C3i), is an organisational change programme enabled by technology projects that support the development of a world-class command and control service. Below are key areas where the benefits of this programme will be realised:

Emergency

- The Met will have the capacity to deal with the increasing number of emergency calls.
- The new interpreting service provided to support 999 allows people previously unable to contact the Met in an emergency to get through in the knowledge that they will be understood.
- Police officers will arrive at an incident with more information.
- Central Casualty Bureau, acts as a central point of contact for information relating to British nationals who have, or are believed to have been involved in any major incident worldwide

Non-Emergency

- More non-emergency calls will be handled.
- More information is now provided to callers at the first point of contact.
- Officers will be able to access more local information and intelligence through databases managed and maintained by Integrated Borough Operations rooms.

Already delivered

- Officers in many boroughs now have instant access to the range of information they need, either en-route or at the scene of an incident, through new in-car computers (Mobile Data Terminals).
- Police resources are being more effectively targeted through the use of new, specially-equipped vehicles for sergeants and a locally-based supervisor allowing them to monitor, on-the-ground, all deployments and patrol activity.

Planned for delivery

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

Table illustrating performance figures					
Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 Target	2006/07 Performance Year	Comment
Objective: Communities that are engaged with, confident in and satisfied with our service					
SPI 1a	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to ease of contact		No Target		
	Satisfied 86% Completely/very satisfied 56%			86% 57%	
SPI 1b	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to actions taken by police		No Target		
	Satisfied 77% Completely/very satisfied 45%			74% 46%	
SPI 1c	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed		No Target		
	Satisfied 59% Completely/very satisfied 28%			58% 32%	
SPI 1d	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to treatment		No Target		
	Satisfied 92% Completely/very satisfied 68%			92% 68%	
SPI 2a	Using the British Crime Survey, the percentage of people who think their local police do a good job	54%	No Target	54%	BCS for the 12 months ending Dec 06
SPI 3b	Comparison of satisfaction for white users and minority ethnic groups with respect to the overall service provided		No Target		
	White satisfied	80%		80%	
	White completely/very satisfied	49%		53%	
	B&ME satisfied	73%		74%	
	B&ME completely/very satisfied	42%		45%	

Safety and Security is improved and the public feel reassured

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

Improving counter-terrorism response

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

To provide a more effective response to this threat the MPS Special Branch and Anti-Terrorist Branch joined in October 2006 to become the Counter Terrorism Command. At times of greatest demand more than 1,500 officers, from the MPS and other UK police forces, have been involved in the investigations. The resulting intelligence and information will be vital in supporting our efforts to disrupt and prevent similar activity in the future. This year also provided the opportunity to recognise the contributions made by particular officers and members of police staff involved in operations at the scene of the bombings or the subsequent

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

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

An example of these investigations is the ‘Airline Plot’. In August 2006, 11 people were charged in relation to the alleged terror plot. Eight were charged with two offences relating to an alleged plot to manufacture and

smuggle the component parts of improvised explosive devices onto aircraft and assemble and detonate them on board. Those individuals were charged with



Counter-terrorism media campaign poster

conspiracy to murder and the new offence of preparing acts of terrorism contrary to Section 5 of the Terrorism Act 2006. In addition, three were charged with other offences under the Terrorism Act 2000. One was charged with possession of articles useful to a person preparing an act of terrorism and two with failing to disclose information of material assistance in preventing an act of terrorism.

Operation Crevice resulted in the conviction of five men, following a year long trial, for the offence of conspiracy to cause explosions. Two of the group were also convicted of possession of 600kg of ammonium nitrate fertiliser for terrorism. The group was arrested in the spring of 2004 and the investigation showed the links that these men had with Al Qaeda in Pakistan. All five men have been sentenced to life imprisonment for these offences.

Also, in November 2006, Dhiren Barot was jailed for life (with a recommendation that he serve at least 40 years) for conspiracy to murder in the UK and US. Had his activities not been disrupted by his arrest, Barot's plans to blow up British and American targets would have resulted in the killing of hundreds, if not thousands, of people.

Communities have a key role in defeating terrorism. For this reason during this reporting period, significant effort has been directed at embedding Counter-terrorism within local policing activity and processes. All Borough Operational Command Units now have a CT lead at senior management team level. By making CT issues 'business as usual' at BOCU level, greater awareness, understanding and trust will develop. Enhancing our engagement with the community, and in due course improving the flow of information and intelligence.

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

On 23rd November 2006, Alexander Litvinenko died following exposure to the radioactive chemical Polonium 210. The subsequent investigation was treated as murder. The investigation itself presented a number of challenges in relation to ensuring effective liaison and support from a foreign government but these were far outweighed by the danger to public health posed by the risk of contamination from Polonium 210. New protocols were developed for future major incidents.



Counter-terrorism media campaign poster

Improving safety on public transport

Operation Chicago – A partnership operation aimed at targeting crime on the bus and railway network in South East London involved the MPS working with Transport for London, and British Transport Police.

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

News Story...

“The growing improvement and success of problem solving was celebrated at the second Safer London Problem Solving Awards (a collaboration between the MPA, MPS and the Safer London Foundation) in February. It celebrates initiatives that develop problem oriented policing techniques – that are responsive to local needs, are people focused and address the causes of crime, not just the consequences. The winner was Operation BusTag.”

Table illustrating performance figures					
Performance Indicator ID	Measure		2005/06 Performance Year	2006/07 Target	2006/07 Performance Year
Objective: Security is improved & the public feel reassured					
SPI 10a	Using the BCS, the fear of crime (Burglary) (12 months ending Dec 2006)		18%	No Target	18%
SPI 10a	Using the BCS, the fear of crime (Vehicle Crime) (12 months ending Dec 2006)		18%	No Target	19%
SPI 10a	Using the BCS, the fear of crime (Violent Crime) (12 months ending Dec 2006)		27%	No Target	29%
SPI 10c	Using the BCS, perceptions of local drug use/dealing (12 months ending Dec 2006)		31%	No Target	34%
PP	To improve our mobile response to Embassy Warning System activations to diplomatic, government and vulnerable communities within 6 minutes		94%	90%	95%
PP	To improve our attendance to all personal attack alarm and perimeter alarm activations on the main Parliamentary Estate to within 3 minutes		93%	80%	88%
PP	Calls to anti-terrorist hotline answered within set time		78%	85%	98%
PP	Intrusions within the red zone of the Parliamentary Estate		0	0	0
PP	Intrusions into the protected secure residence of the Principal (red and purple zones)		0	0	1
PP	Reduce the gap between Budget Workforce Targets and actual strength by half by 31 March 2007 (This data is currently unavailable)			-50%	
PP	To increase the coverage of Counter Terrorist Intelligence Officers to 70% of London boroughs		55%	70%	76%
PP	Suspected or actual terrorist incidents to achieve a rating of "appropriate" for scene management		98%	90%	98%
PP	Explosives officers to attend improvised explosive device and other suspect device calls within set time		100%	95%	100%
SPI 9a (i)	Number of people killed in under 30 days or seriously injured in road traffic collisions (monthly average)		323 (provisional)	No Target	384 (provisional)
SPI 9a (ii)	Number of people killed in under 30 days or seriously injured in road traffic collisions per 100 million vehicle km travelled		1.0 (provisional)	No Target	1.2 (provisional)

SPI: Statutory Performance Indicator

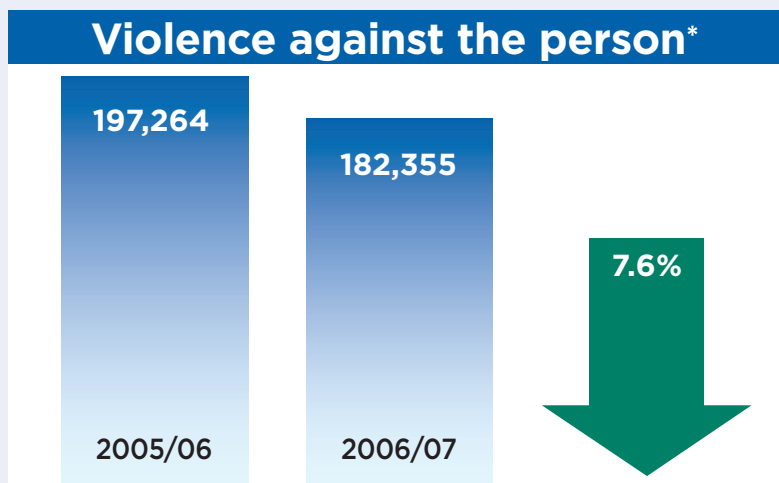
PP: Policing Plan

Crime, disorder, vulnerability and harm are prevented and reduced

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

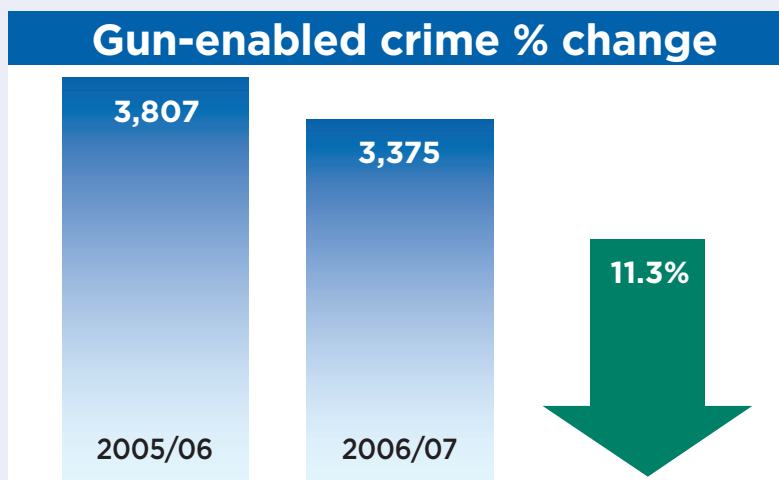
Crime & Disorder

In our efforts to reduce violent and drug related crime, we have achieved significant success this year, particularly in reversing the trend in recorded violent crime.



* Violence against the person is classed as murder, grievous bodily harm (GBH), actual body harm (ABH), common assault, harassment, use of offensive weapons and other violence, which includes assault on a police officer, cruelty to children and death by driving.

We have also achieved a significant reduction in the number of recorded life threatening and gun crime and acquisitive crime offences (related to drug criminality).



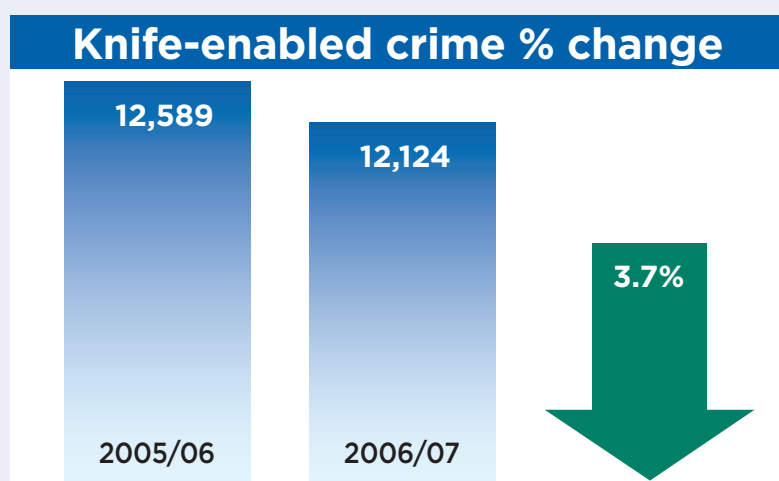
From July 2005 until December 2006 officers from Operation Trident/Trafalgar conducted a proactive operation targeting a criminal network engaged in serious gun and drug criminality across London. During the period, the dedicated team conducted numerous deployments with the support of a number of MPS units

including Force Firearms. This was an intelligence led operation that resulted in the arrest of 33 persons, recovery of 12 firearms (handguns, machine pistols, sawn off shotguns and silencers), £30k in cash and three separate seizures of heroin (totalling 242 kilos estimated street value of £4.3m). Information indicates that the success of this operation was instrumental in preventing a number of murders and serious assaults within the communities of London. The investigation led to the dismantling of a criminal network whose members considered themselves untouchable from law enforcement agencies.

MPS officers from the Middle Market Drugs Project in partnership with Serious and Organised Crime Agency arrested two men for possession with intent to supply in excess of 200 kilos of cannabis resin. Approximately £100k cash was also seized. This disruption to drugs supply will reinforce the message that the MPS will continue to combat and seize the benefit of criminal networks engaged in drug trafficking.

Between 15th May and 9th July 2006, officers from across the Met carried out hundreds of pro-active operations under Operation Blunt – in support of the national knife amnesty. During this period more than 1,000 people were arrested for knife-related offences and in excess of 9,000 knives were taken off the streets. Tactics deployed include the use of search arches, Automatic Number Plate Recognition, test purchase and high visibility patrols. Officers also delivered more than 1,400 anti-knife lessons to schools, colleges and youth centres across London.

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



As well as the corporate targets being surpassed BOCUs have achieved their bespoke DV and racist crime sanction detection rates for the year 2006 to 2007, being the best DV and hate crime performance outcomes that the MPS has ever achieved. 28 of our 32 BOCUs achieved their homophobic crime detection targets. These combined outcomes also reflect an additional 5,916 extra sanction detections across the three generic crime groups, when compared against Financial Year 2005/06.

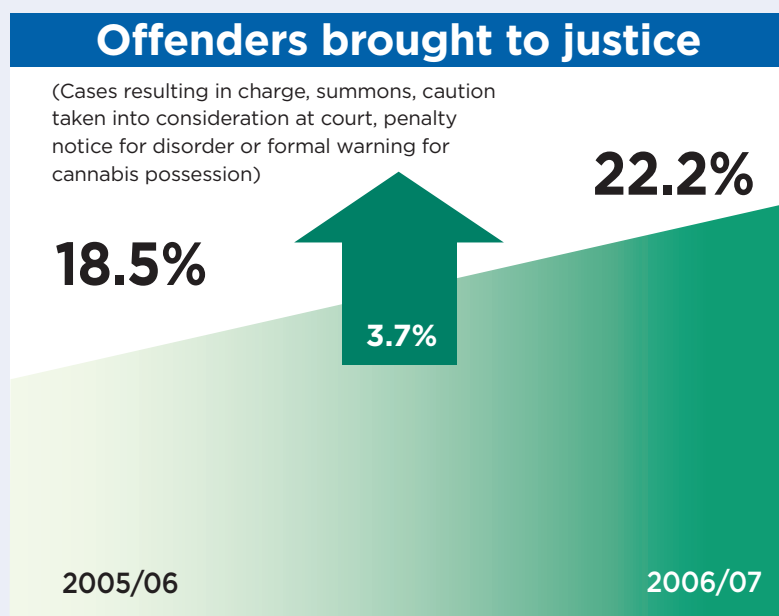
Table illustrating performance figures					
Performance Indicator ID	Measure		2005/06 Performance Year	2006/07 Target	2006/07 Performance Year
Objective: Crime, disorder, vulnerability & harm are prevented & reduced					
SPI 4a	Using the British Crime Survey (BCS), the risk of personal crime (12 months ending Dec 2006)		8%	No Target	9%
SPI 4b	Using the BCS, the risk of household crime (12 months ending Dec 2006)		20%	No Target	21%
SPI 5b	Violent Crimes per 1,000 population (This indicator is different to the violent crime indicator in the critical 13, as it includes all violent crime offences including robbery)		33.7 (-0.1%)	No Target	31.6 (-6.1%)
SPI 5e	Life threatening and gun crime per 1,000 population (This indicator is different to the gun crime indicator in the critical 13, as it includes life threatening offences which did not involve a firearm)		0.9 (+1.2%)	-4%	0.7 (-14.5%)
SPI 5f	Acquisitive crime per 1,000 population		41.6 (+4%)	No Target (forms part of BCS overall crime)	38.9 (-6.4%)
PP	SMT representation and attendance at Children's Trust meetings and local Safeguarding Children Boards		N/A	100%	97%
PP	Successful interventions in kidnap offences related to criminal networks investigated by SCD		0	No Target	61
PP	Percentage of citizens who think organised violence between or within criminal groups or gangs is a problem		3%	Baseline	5%
PP	Percentage of citizens who think organised crime is a problem		5%	Baseline	4%
PP	Percentage of citizens who think gun crime is a problem		9%	Baseline	8%

More offenders are brought to justice

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

Offenders brought to justice

The MPS' dedication to bringing those who commit crime to justice is evident by the increase in performance this year – going from 18.5% in 2005/06 to 22.2% in 2006/07.



Outlined below are a few cases highlighting the good work undertaken by our staff during the year and also some examples of work in progress to improve our use of technology in this area.

Five people were arrested when the MPS Film Piracy Unit assisted by Trading Standards and Federation Against Copyright Theft discovered over 50 DVD burner machines at a London address. On searching the light industrial premises, officers also found 30,000 blank DVDs and a large quantity of printed cover inlays.

The factory, theoretically, had the capacity to produce 450 DVDs every ten minutes, (2,700 DVDs per hour).

If the factory was operational for 24/7 hours it could produce 64,800 DVDs per day. This is believed to be the largest DVD piracy factory ever to be discovered in the UK. Four males and one female all aged between the years of 21 and 41 were arrested. This is the first operation undertaken by the MPS FPU, which was launched earlier this year.

London's Regional Asset Recovery Team, in conjunction with Serious Fraud Office prosecutions obtained a confiscation order for £10m, one of the highest orders ever reached. Following his conviction, the former chairman and chief executive of a private company was also sentenced to six years imprisonment for conspiring to defraud private investors.

Officers working under Operation Foist seized 1,806 uninsured vehicles in just four weeks, targeting uninsured drivers in Hackney, Haringey and Newham boroughs. The joint initiative with TfL was launched after research carried out found that these three boroughs had the highest fail to stop figures. A government report also showed that uninsured drivers were far more likely to be involved in a fail to stop collision. During the four-week operation, £12,000 of cash was found, 0.5kg of heroin seized

and 212 people were arrested for a variety of offences. Officers seized two Porsches, valued in excess of £150,000, a BMW Z4 and a Hummer. Almost half of the uninsured seizures were from drivers with previous convictions, 109 vehicles were scrapped and 44 offenders arrested for driving with no insurance, drink/drive or other driving offences. In the period 1 April 2006 to 31 March 2007 the MPS, through the vehicle Recovery and Examination Service also seized over 10,000 uninsured vehicles, which included those from Operation Foist.



Improving our use of technology

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

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

Table illustrating performance figures				
Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 Target	2006/07 Performance Year
Objective: More offenders are brought to justice				
PP	Number of outstanding warrants			
PP		Owned Residing	9406 8668	8550 7985
SPI 8c PP	The value of assets identified by court order for seizure	35.2m	No Target	25.1m
SPI 6b	Value of cash forfeiture orders and confiscation orders per 1,000 population	£4,688	No Target	£3,356
PP SPI 3c	The number of cases where assets are restrained or cash seized	207	200	945
SPI 3d	Percentage of offences brought to justice	18.5%	No Target	22.2% (provisional)
	Achieve gun enabled crime sanction detection rate	21.2%	25%	20.4%
	Percentage of PACE searches which lead to arrest by ethnicity of person searched			
		White B&ME	12.2% 13.8%	No Target
	Comparison of sanction detection rates for violence against the person offences by ethnicity of victim:			
		White victims B&ME victims	19.5% 15%	No Target

Business Transformation

Citizen Focus

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

The joint MPA/MPS Community Engagement Strategy published in early 2007. We know actively engaged communities contribute significantly to the improvement of policing services and this strategy demonstrates the commitment of the MPS and MPA to listen and learn to its communities to ensure the very best police service is delivered to the highest standard.

The Her Majesty's Inspectorate of Constabulary's Baseline Assessment rated Citizen Focus in the MPS as fair and the direction of travel as improving. This was an improvement on the previous figures as we continue to make progress in the areas of fairness and equality in service delivery, neighbourhood policing, problem solving, customer service and accessibility.

Citizen Focus principles now form part of all our current and future selection processes and promotion processes for all police officers and staff.

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

More non-English speakers are now able to get the assistance they require from the police, thanks to the extension of the 999 Interpreting service to non-emergency calls. Over 13,000 people have benefited from this service over the past year.



Information Quality

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

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



Together media campaign poster

Together

Over the past few years the MPS has received a significant increase in our capacity.

The focus of the MPS must now be on ensuring that the 'organisational capability', particularly around leadership and management is developed. Together as one of the MPS strategic priorities describes how we aspire to be when delivering London's policing service.

The past year has been extremely successful for the Together Programme. In June 2006, Together launched the MPS Leadership Academy which designs, develops and delivers high-quality leadership programmes and tailored products and services to meet the needs of policing locally, nationally and internationally. One of the key initiatives launched during 2006/07 was the

'Leadership Programme for Team Leaders', which trains newly promoted sergeants; inspectors and police staff equivalents all together in people management and values based leadership. The programme has the capacity to provide for approximately 1,200 staff every year.

The Met has launched Transforming HR, a change programme, which will result in a more modern Human Resources service using staff and technology more effectively. Thanks to the 30+ Scheme, which relates to police officers' length of service, the skills and experience of 170 police officers who would have otherwise retired, have been retained.



News Story...

“GG2 Leadership & Diversity Awards – Met Police Community Award to Black Police Association Voyage Team – in recognition of outstanding members of the MPS who have made a significant contribution to policing diversity.”

Section 3

Corporate Social Responsibility

Environmental Issues

The MPS has a significant impact on the environment associated with its workforce, its estate and vehicle fleet. For many years it has recognised the need to conserve natural resources, not only to ensure an efficient police service but also to fulfil its corporate responsibility to protect the environment for the future.

The MPS five year Environment Strategy, aligns very strongly with the Mayor of London's Environmental Strategies and demonstrates how it will manage its environmental impacts through the delivery of 24 strategic objectives and the achievement of annual environmental targets. The MPS Environment Team co-ordinates the delivery of the environmental strategy and management programme as well as monitoring impacts and communicating with internal and external stakeholders.

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

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

Environmental Achievements in 2006/07 include:

- The MPS has signed up to the Mayor of London's Climate Change Action Plan. It is committed to reduce carbon emissions by 10% on 2005/06 levels by 2010 and by 30% by 2025 on 1990 levels.
- A £4.6 million programme of investment has been agreed by the MPA to implement energy efficient technologies such as lighting controls and Building Management Systems in poorly performing buildings.
- There are currently 128 hybrid vehicles in use by SNTs and MPS Fire Officers and over 1,200 bicycles for operational use.
- The MPS will achieve a minimum of 30% recycling of office wastes by the end of 2007 and a minimum of 45% by the end of 2010. In addition, the MPS is committed to minimising the generation of waste by 25% by the end of 2010.
- In partnership with the London Probation Service and Local Authorities, the Community Payback initiative has been rolled out to each Borough within the Metropolitan Police District. Community Payback enables unpaid work done by offenders to receive public recognition and allows the public to contribute ideas of where work should be undertaken. These are usually areas of environmental crime such as graffiti, litter and clean up of local areas.

News Story...

“In 2006, the MPS received highly commended in the Mayor’s Green Procurement Code Extra Mile Award... Runner up in the Sustainable Procurement category of the Sustainable Cities Awards in early 2007... Two ‘Green Oscars’ in the City of London’s Sustainable City Awards... Winner of the Traffic Reduction and Transport Management category at the Sustainable Cities Awards in early 2007, for reducing carbon emissions from the transport fleet.”

Equality and Diversity

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

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

In April 2006 the MPS published its Race and Diversity Strategy to lead the Met towards having an equalities scheme by late 2006. The Race and Diversity Strategy is driven by the Equality Standard for local government to effectively allow us to compare ourselves with similar organisations. We were the first police service to sign up to this approach and are committed to attaining the top level. Part of this process was the formation of local action plans for each BOCU, which would allow all plans to be tailored to each working area within the Met.

In December 2006 the MPS Equalities Scheme 2006-2010 was published providing a framework through which policies and procedures are assessed, reviewed and consulted on, to ensure that we promote the positive aspects of the duties set out in law and ensure we do not discriminate on the basis of age, disability, gender, race, religious belief or faith or sexual orientation.

It sets the standard for how people can expect to be treated in, and by the MPS, as it seeks to put London’s diverse citizens at the heart of everything it does. It was ambitious because it set out how the MPS would meet, and in fact exceed, the existing and future legal requirements governing the different areas of diversity:

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



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

News Story...

“Pink Paper readers’ awards for Employer of the Year & Best Police Force for the second year running...One of the most progressive employers in the UK in ‘The Times’ Where Women Want to Work Top 50...Employer of the year Working Families Award in recognition of excellence in work-life balance practices...Charities Aid Foundation Gold Award for payroll giving.”

Safety and Health

The Safety and Health Risk Management Team produced a Dynamic Risk Assessment Training package to support operational police officers and staff. This training replaces policing safely and is already incorporated into recruit training for police officers, PCSOs and MSCs. The film, “Red Mist”, within the pack has won a number of major National and International accolades. The pack has now been sold to 43 UK law enforcement forces/agencies and an international force has also placed orders. The MPS has held several training days for other forces to deliver this material.



Internal SHRMT media campaign poster re slips, trips and fall

Section 4

Partnerships

Working in partnership with customers/stakeholders

The imperative for the MPS to work in partnership remains as strong as ever. While this is true of every business group and at all levels within the Service, it is perhaps most apparent across the 32 boroughs. Each London borough has a statutory partnership, usually referred to as the Crime and Disorder Reduction Partnership. Since 1998, the CDRPs have had the responsibility of producing a three-year crime and disorder reduction strategy, based on an audit of issues across the borough. The current strategy period 2005 – 08 is in fact the last under the current system. 2006 saw the publication of the Crime and Disorder Act Review, which contains a set of recommendations including the cessation of the audit/strategy cycle. In place of that model, partnerships will be expected to carry out yearly strategic assessments – based on the National Intelligence Model – within the context of rolling, three-year strategies. Indeed, it is fair to say that many boroughs are already developing their systems to carry out such assessments.

2006/07 has seen the negotiation and signing of Local Area Agreements in the remaining fifteen boroughs. These agreements, negotiated through the boroughs Local Strategic Partnership, cover the full range of public service delivery. The MPS has been actively engaged in the negotiation of these agreements.

The recent local government white paper has outlined plans for a major development of the LAA process, which will lead to changes being made to all such agreements by April 2008. The MPS, through the boroughs and centrally, will be fully involved in the planning and negotiation of these important strategic documents. The borough CDRPs will play a pivotal role in the development and delivery of these agreements, notably in the area of community safety.

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

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

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

Section 5

Financial performance

Revenue

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

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

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

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

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

Capital

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

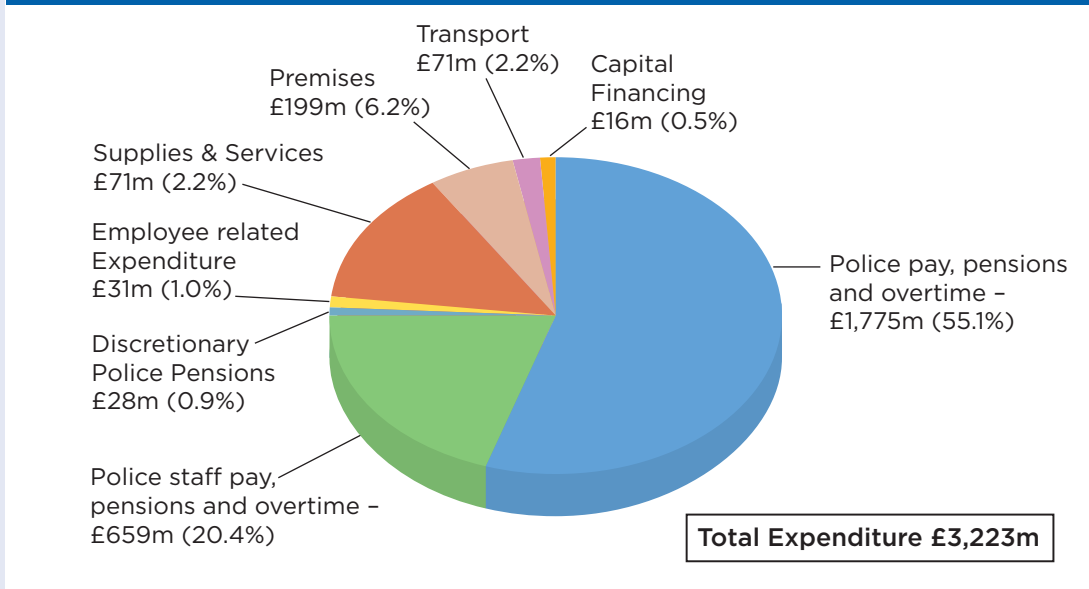
The MPS have successfully developed operational properties to provide the modern policing agenda including introduction of patrol bases, custody clusters and the continuing implementation of the SN Programme. There has been significant investment in Information Technology, mainly in the delivery of the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

Table illustrating performance figures				
Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 Target	2006/07 Performance Year
Additional PPAF measures delivered within Business Group Priorities				
SPI 12a	Delivery of efficiency targets (Home Office)			
	Cashable	2.4%	3% (for year)	3.7%
	Non Cashable	1.8%	1.5%	0.7%

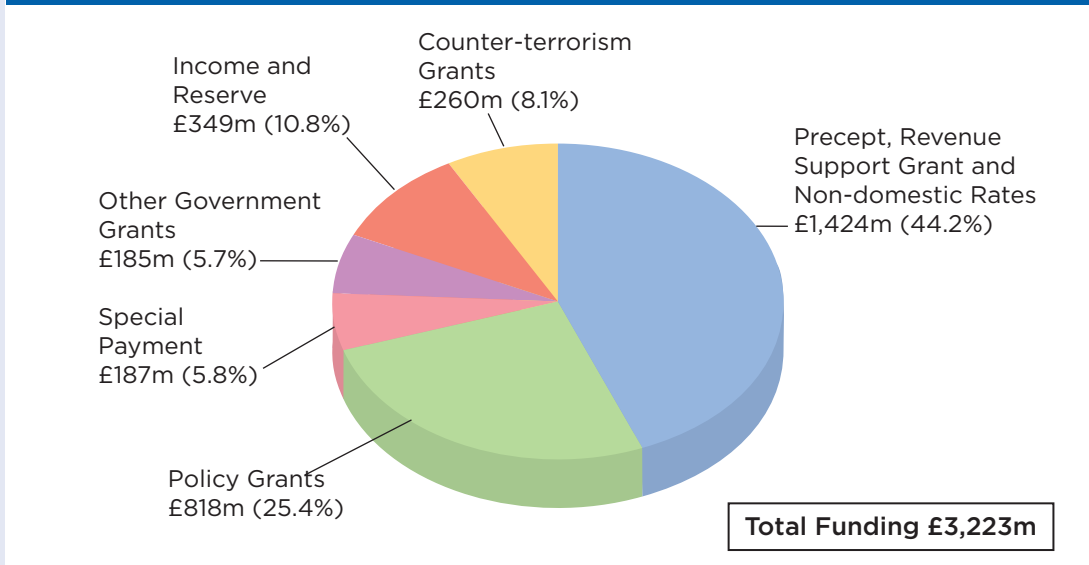
SPI: Statutory Performance Indicator

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

Provisional analysis of Revenue Expenditure in 2006/07



Provisional analysis of Revenue Funding in 2006/07



Section 6

MPA review of performance 2006/07



The role of the Metropolitan Police Authority in London's policing

The MPA is the statutory body empowered by primary legislation to oversee the work of the MPS, with the express aim of securing an effective, efficient and fair police service for London.

Working with the GLA and the office of Mayor of London, the MPA provides democratic accountability, open scrutiny and review of police policies and performance.

Over the past seven years since the Authority's inception, close working relations with the MPS have achieved real benefits for the people of London and the future direction of the service. Together, working with our partners and stakeholders, the Authority and the MPS have secured notable successes, such as the unprecedented growth in police numbers and the introduction of PCSOs. The future promises many more challenges and achievements.



Involving Londoners in counter-terrorism

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

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

Community engagement

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

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

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

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

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

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

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

London's boroughs

The MPA is actively involved in reducing crime and disorder across the whole capital and has a statutory duty to play a significant role in each of London's 32 CDRPs.

This area of Authority activity is now well developed and recognised, and is a primary vehicle for communicating our important 'oversight and direction' functions for the police.

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

1. Participation

The MPA is involved at a 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 has supported, and been actively involved in, improvements in cross borough working in areas of MPS activity, such as a five-borough gang project, strategic work to address the policing of public spaces, and the London Week of Peace.

2. MPA Chair annual visits to the CDRPs

The MPA Chair takes an active interest in partnership activity and CDRPs and endeavours 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 borough command units, contributes to a wide range of partnership activities. We allocate £50,000 to each borough and have used it to promote initiatives relating to:

- Community engagement with black and minority ethnic groups, young people – crime prevention and diversion;
- Witness support;
- Victim support;
- Anti-social behaviour;
- General consultation/communication;
- Tackling hate crime;
- Safer neighbourhoods;
- Crime reduction; and
- CCTV.

4. Safer London Problem Solving Awards 2007

The Authority is committed to a problem solving approach to policing. It enables the economic and sustainable delivery of long term solutions to those local problems that are the key to community development and cohesion. This year, in partnership with TP and the Safer London Foundation, we hosted over 380 delegates at the Awards for which a total of 22 projects were entered, ranging from anti social behaviour, burglary reduction, drugs, violence reduction, criminal damage, robbery and theft of cycles to fear of crime, victim support and youth engagement. The award and £10,000 prize was won by the BusTag entry submitted by TOCU.

Sponsorship

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

Sponsorship enables us to inform communities of the work we carry out to improve their experience of policing in the capital and is also a valuable way for us to consult with Londoners and talk with them directly about the issues that affect them. It also enables the Authority to increase the confidence to, and build bridges with, communities so that they can play their part in the partnership that is necessary to police London successfully.

It is also a useful way for us to provide Londoners with information about policing issues and their rights. One of our information campaigns has been to inform individuals of their rights should they be stopped, or stopped and searched, by police officers, and how to exercise those rights.



MPA Stop and Search Review Board

In October 2004, the Authority published a Scrutiny Report on MPS Stop and Search Practice, making 55 recommendations to the MPS, MPA and key stakeholders aimed at improving how the police use stop and search. In order to check the progress made against the recommendations, the Authority's Stop and Search Review Board was created and agreed that it would sanction up to three years for all 55 recommendations to be properly implemented. Since January 2007 the MPA has signed off 13 recommendations as discharged by the MPS. Three have been referred for further work before final completion and are still in progress. Seven recommendations assigned to the MPA have also been agreed as completed. Later on this year, the SSRB will take evidence from the Department for Education and Skills in reference to their research on school exclusion and its impact of stop and search on young people.

Stop and Search Community Monitoring Network

Stop and search continues to be a major issue for all Londoners. The MPA is working consistently with London's communities to build trust and confidence in the police use of stop and search powers and ensure there is an acceptable degree of transparency and accountability. The MPA therefore created the Stop and Search Community Monitoring Network to empower local people to meet regularly and examine stop and search issues in their borough, challenging discrepancies and trends that are causing community concern. There are now 30 borough-based networks across London, and in the past year their members have:

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

Independent Custody Visiting

The MPA has statutory responsibility for maintaining an Independent Custody Visiting scheme in London. ICVs are trained members of the community who drop in to police stations unannounced to check and report on the welfare of those being held in police custody. The scheme operates through 32 borough based panels, with approximately 450 volunteers responsible for visiting detainees in 76 stations across the MPS, 52 of which are in permanent 24/7 operation. ICVs in London continue to provide a high level of service and commitment. Their valuable contribution is appreciated by both the MPA and the MPS, and provides important community reassurance.

MPA Domestic Violence Board

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

Race Hate Crime Forum

Hate crime continues to be of concern to the Race Hate Crime Forum, despite the apparent fall in reporting: race hate crime fell from 11,322 in 2005/06 to 9,976 in 2006/07. There is still much for the forum to do, but even more in terms of identifying and sharing good practice. The Hate Crime Coordinators Group provides a network by which local authority hate crime officers can share information and the support they receive from forum staff, and the forum intends to expand on this in its next phase of work. In the coming year the forum will be looking at expanding its current remit to incorporate all hate strand areas.

MPA Generic Equality Scheme

The MPA GNES is the major action plan for ensuring that the MPA does not discriminate as it provides services in relation to employment, service delivery and community engagement. The GNES is a legal requirement and also places a duty on the Authority to promote good relations between different people irrespective of their age, disability, faith or non-belief, gender, race or sexual orientation. This framework uses a continuous performance management cycle of review, assessment and consultation, action, and monitoring, within which there are five levels of achievement. We are working to publish our GNES by December 2007.

People

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

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

Table illustrating performance figures

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 Target	2006/07 Performance Year
Additional PPAF measures delivered within Business Group Priorities				
SPI 13a	Percentage of available hours lost due to sickness for police officers	3.1%	No Target	3.2%
SPI 13b	Percentage of available hours lost due to sickness for police staff	4.3%	No Target	4.3%
SPI 3e	Minority ethnic recruitment. Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	13.3% recruits 26.1% economically active population	No Target No Target	21.0% recruits 26.1% economically active population
SPI 3g	Female officer representation	20.1%	No Target	20.9%

SPI: Statutory Performance Indicator

Changing faces

During the year the MPA said goodbye to Abdal Ullah who had been an independent member since the MPAs inception in 2000. When appointed at the age of 24, Abdal was said to be the youngest member of a police authority in the country, and led on youth matters, although he also played a full role in all of the

Authority's business and will be sorely missed. He is now a Tower Hamlets Borough councillor, with cabinet responsibility for environment, policing and transport.

Faith Boardman, who is serving a four-year term, filled the vacancy left by Abdal. Faith was chief executive of Lambeth Borough Council 2000 - 2005. Prior to that she was chief executive of the Child Support Agency and the Contributions Agency. She is MPA link member for Tower Hamlets.

The police estate

Effective policing cannot be delivered without the right property to operate with. As owner 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. Our staff deserve excellent working conditions to help them carry out their duties and the public need accessible and friendly police facilities in the right locations.

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

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

MPA Improvement Programme

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

Scrutiny

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

- Media and communication in respect of the MPS' approach to managing communications and the media
- High-tech crime scrutiny, including a review of all MPS high-tech assets and external relationships

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

The MPA continued to monitor the implementation of service improvement and best value reviews of custody capacity, security clearances and security guarding. The Authority is pleased with the progress being made in all three of these areas. It also received confirmation that the implementation of the recommendations of the managing demand service improvement review is complete.

HMICs baseline assessment of the MPS found the Organisation to be 'Excellent' or 'Good' in 15 out of the 23 areas assessed during the inspection. No areas were graded 'Poor', 21 out of 23 areas were stable or improved.

The MPA has continued to monitor implementation of the recommendations made, including the progress made by the MPS in implementing the Rape Scrutiny. Whilst excellent progress has been made, there are still concerns particularly about rates of attrition. The Authority will continue to monitor progress in this area.

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

Internal Audit

The stated internal audit priority is to drive the MPS to make the most effective, efficient and cost conscious use of all of its resources. MPA Internal Audit continues to help improve the way the MPS runs its internal business. It provides an independent and objective evaluation, aiming to improve the efficiency and effectiveness of the MPS.

During the year Internal Audit:

- Evaluated the adequacy and effectiveness of the corporate control framework. Working towards improving the overall level of Corporate Governance in the MPS
- Conducted risk based reviews of key systems within the MPS
- Produced audit reports making recommendations for improving control corporately and locally within BOCUs
- Advised on the adequacy and effectiveness of controls in the major new and developing systems, such as Transforming HR, the outsourcing of major services and Met Modernisation
- Advised on the prevention and detection of fraud affecting the MPS, contributing to the pan-London work of the London Public Sector Fraud Partnership and National Fraud Initiative
- Investigated waste or abuse within the systems that support the policing of London, conducting investigations into a range of suspected fraud and abuse
- Provided reports and analysis to the MPA about the adequacy and effectiveness of internal control within the MPS

National Crime Recording Standard

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

Overview of Performance

Overall, crime is falling in London. Total notifiable offences are down by 6.3% or 62,346 offences year on year. Violent crime is down 6.1%, burglary dwelling is down 6.6% and vehicle crime is down 5.8%. There are still areas for improvement e.g. robbery offences have risen by 1.0% 2006-07 compared to 2005-06. We are not complacent and are pleased with most results but haven't taken our eye off developing trends and expect the MPS to do the same.

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

In order to establish best practice and promote performance improvement, the MPA Planning and Performance Unit has conducted a number of research projects into areas that relate predominantly to SN, most notably diversity of PCSO recruits compared to police officer recruits and SNTs use of their key individual networks.

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

Performance Details

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

1. Victim satisfaction with overall service (SPI 1e) is 78% against target of 81%;
2. Victim of racist incidents' satisfaction with overall service (SPI 3a) is 64% against target of 72%;
3. % Of people who think anti-social behaviour is a problem (SPI 10b) is 26% against a 25% target.

The following table details the 13 CPAs set out in the Policing Plan 2006-07.

Critical Performance Areas All data is 2006/07 unless otherwise stated	Performance	Target	Additional Information
Victim satisfaction with overall service (SPI 1e)	78%	81%	
Victims of racist incidents' satisfaction with overall service (SPI 3a)	64%	72%	
% Of police officer time spent on frontline duties (SPI 11) (January 2007)	64.8%	Monitor	Proxy measurement calculated by Performance Directorate
% Of people who think anti-social behaviour is a problem (SPI 10b)	26%	25%	BCS for 12 months ending December 2006
Counter-terrorism performance indicator	-		Proposed not to set a target for 2006/07
Change in BCS recorded crime basket (PSA 1 proxy)	-6.8%	-6.3%	Target achieved
Change in BCS recorded violent crime	-7.7%	-5.0%	Target achieved
Change in violence against the person	-7.6%		
Change in robbery	+1.0%		
Crime in most challenging wards	-		No target set
% Domestic violence incidents where an arrest was made related to the incident	45%	40%	Target achieved
Change in gun crime	-11.3%	-4%	Target achieved
Number of criminal networks disrupted	172	150	Target achieved
Sanction detection rate for notifiable offences (SPA 7a)	21.1%	20%	Target achieved
The number of offences brought to justice - monthly average (PSA 3)	17,071	15,417	Target achieved

 **Target Achieved**
 **Target Not Achieved**

Statutory Reporting

Honours, Awards and Commendations

Most Excellent Order of the British Empire (MBE)

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

Queens Police Medal (QPM)

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

Member of the Royal Victorian Order (MVO)

Peter Brown	Inspector
Piers Brandling-Harris	Sergeant

Royal Victorian Medal (Silver)

William Hallworth	Constable
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Commissioner's High Commendations: 23

Commissioner's Commendations: 236

Royal Humane Society Awards: 42

Misconduct & complaints proceedings and death during or following police contact -2006/07

Unfortunately, we are unable to provide data at the time of reporting, as verification from the Independent Police Complaints Commission regarding the end of year figures is not anticipated until late June/July 2007. Please refer to the IPCC website www.ipcc.gov.uk

Threatened/civil actions and damages paid

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

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

Section 7

Looking ahead to 2007/08



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

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

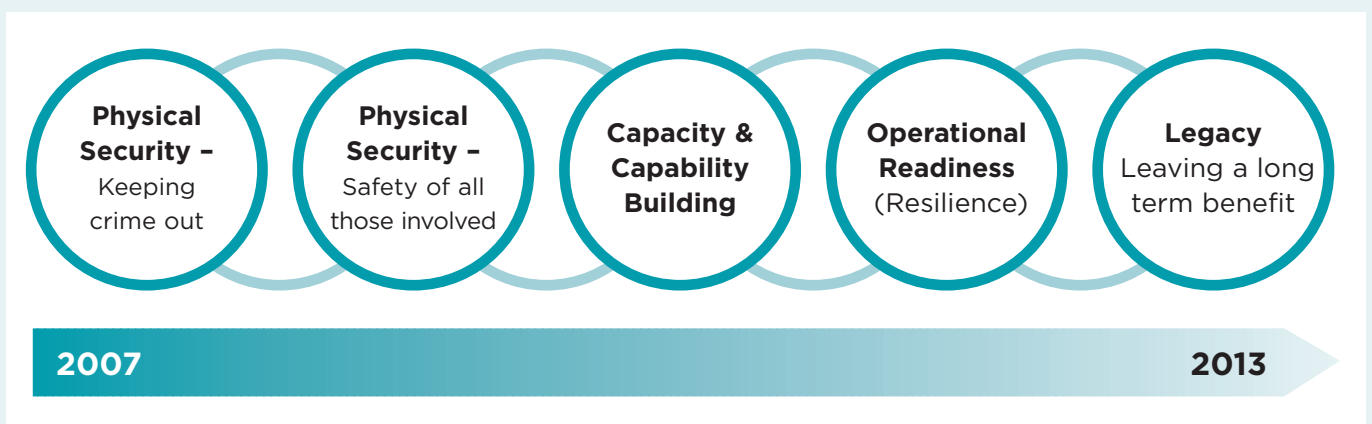
With these challenges in mind, our existing strategic priorities of Citizen Focus; Counter-Terrorism; Safer Neighbourhoods; Criminal Networks; Capital City Policing; Information Quality and Together will remain.

The Olympics

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

The MPS is the lead agency within the Olympic Security Directorate, and a success of the past year has been establishing the working relationships between the partners that constitute the Directorate. Formed of 24 agencies, the OSD has responsibility for coordinating the agencies involved in providing safety, security and resilience to the Games. Together with its partners and the community, the OSD is aiming to deliver a safe, secure and peaceful celebration of the London 2012 Olympic and Paralympic Games.

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



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

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

www.met.police.uk

www.mpa.gov.uk

Glossary

ANPR	Automatic Number Plate Recognition	LAA	Local Area Agreement
BME	Black & Minority Ethnic	LESPL	London Emergency Services Liaison Panel
BOCU	Borough Operational Command Unit	MoPI	Management of Police Information
C3i	Command, Control, Communication and Information	MPA	Metropolitan Police Authority
CCB	Central Casualty Bureau	MPS	Metropolitan Police Service
CDRP	Crime & Disorder Reduction Partnership	MSC	Metropolitan Special Constabulary
CJU	Criminal Justice Unit	NHS	National Health Service
CO	Central Operations	OCU	Operational Command Unit
CPA	Critical Performance Areas	OSD	Olympic Services Directorate
CSU	Community Safety Unit	PCSO	Police Community Support Officer
CT	Counter-terrorism	PCCG	Police Community Consultative Group
CTC	Counter-terrorism Command	PPRC	Planning Performance and Review Committee
CTIO	Counter-terrorism Intelligence Officer	RART	Regional Asset Recovery Team
DoI	Directorate of Information	RPI	Revenue Protection Inspector
DoR	Directorate of Resources	SCD	Serious Crime Directorate
DSU	Dog Support Unit	SFO	Serious Fraud Office
DV	Domestic Violence	SHRMT	Safety and Health Risk Management Team
DVI	Disaster Victim Identification	SN	Safer Neighbourhoods
DVLA	Driving and Vehicle Licensing Authority	SNT	Safer Neighbourhoods Team
EIDU	Events and Income Development Unit	SO	Specialist Operations
ELVIS	Easy Link Vehicle Information System for Vehicle Recovery	SOCA	Serious and Organised Crime Agency
ESP	Estates Strategic Plan	SSRB	Stop and Search Review Board
FMS	Facilities Management Services	STT	Safer Transport Team
FPU	Film Piracy Unit	TfL	Transport for London
FY	Financial Year	TOCU	Transport Operational Command Unit
GNES	Generic Equality Scheme	TP	Territorial Policing
HMIC	Her Majesty's Inspectorate of Constabulary	TSG	Territorial Support Group
HO	Home Office	TSU	Training Support Unit
HR	Human Resources	VAP	Violence against the person
HRD	Human Resources Directorate	VRES	Vehicle Recovery and Examination Service
IAG	Independent Advisory Group		
IBO	Integrated Borough Operations		
ICV	Independent Custody Visiting		
IPCC	Independent Police Complaints		
IT	Information Technology		

MPS and MPA Annual Report 2006/07

This is the joint report of the Commissioner of the MPS and the Chair of the MPA Annual Report 2006/07. This report can be made available in the languages listed below, large print, audiotape or Braille by writing to the Director of Communications at the MPA whose address can be found below.

Arabic
Bengali
Chinese
French
Greek
Gujurati
Hindi
Portuguese
Punjabi
Somali
Spanish
Turkish
Urdu
Vietnamese

Further copies of the joint MPS/MPA Annual Report can be obtained from either the MPA or MPS website as shown above. The report can also be seen at your local library or police station or you may write, requesting a copy to either of the addresses below.

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