

# Commissioner's Annual Report to the Metropolitan Police Authority 2010/11



**METROPOLITAN  
POLICE**

**NEW  
SCOTLAND  
YARD**

## MESSAGE FROM THE COMMISSIONER

The Metropolitan Police Service is here for London - working with you to make our city safer.

I am immensely proud of what the men and women of the MPS achieve every day. We continue to make significant progress in our key priorities of improving the safety and confidence of Londoners.

Crime in London has fallen almost a fifth in the last decade. Homicide has decreased by more than 25% and there have also been significant reductions in burglary, vehicle crime and robbery.

MPS enforcement tactics have contributed to the halving of the number of people being killed or seriously injured each year on the capital's roads compared to 2000.

Londoners have recognised the MPS's hard work in these areas. Almost two thirds - 66% - now say that the Service does a good or excellent job - up from 58% in 2006.

The MPS remains committed to neighbourhood policing. We will continue to tackle the issues that matter to communities whilst improving confidence by maintaining a visible uniformed presence throughout London. Dedicated Safer Neighbourhood teams and an enhanced Special Constabulary will contribute to this.

We are committed to tackling violence in all its forms and will continue to work to remove the threat of knives and guns from our street and to target violence through a combination of engagement and enforcement.

We will also continue our focus on domestic violence and violence against women and we remain committed to protecting children from harm, tackling serious and organised crime and targeting the activities of criminal networks.

In the coming year the service faces even greater challenges. Our leading role in countering terrorism and violent extremism continues, both nationally and internationally, as does our pivotal role in planning for and policing the 2012 Olympic and Paralympic Games.

We will also continue to reform our business support functions to achieve greater efficiency and respond to the significant budget pressures that all police services are facing.

The MPS will continue to build on the achievements of the last decade. Much has been accomplished, but we are not complacent. We accept that there will always be more to be learnt and more to be done to position the MPS for the challenge of maintaining and building on our successes into the next decade, and ensuring that we give the people of London the service they want and deserve.

TIM GODWIN

Temporary Commissioner of Police

## POLICING LONDON 2010/11

THIS SECTION OUTLINES OUR PRIORITIES AND OUR CHANGED OPERATING ENVIRONMENT IN POLICING LONDON DURING 2010/11, AND SUMMARISES OUR PERFORMANCE AGAINST OUR CORPORATE OBJECTIVES



TO DELIVER SAFETY  
AND CONFIDENCE  
**PRESENCE**  
**PERFORMANCE**  
**PRODUCTIVITY**  
**PROFESSIONALISM**  
**PRIDE**

## SUMMARY OF PERFORMANCE 2010/11

This report explores work across the Metropolitan Police Service (MPS) to deliver excellent policing for the communities of London and describes our performance in meeting challenging objectives during the 2010/11 financial year. In broad terms our performance in delivering against our seven corporate objectives, described in the Policing London Business Plan 2010-13, is summarised below:

### TOTAL NOTIFIABLE OFFENCES

Down to 822,596 offences in 2010/11 from 829,319 in 2009/10 (-0.8%), a 17% decrease in recorded crimes against 2000/01 and the lowest since 1998/99



## CONFIDENCE

### 1. BUILD CONFIDENCE IN THE POLICE BY DELIVERING ON THE PLEDGE AND IMPROVING PEOPLE'S EXPERIENCE OF OUR SERVICES

Confidence 56.2% (British Crime Survey); satisfaction 78.6%



## SAFETY

### 2. WITH OUR PARTNERS MAKE NEIGHBOURHOODS SAFER BY RESPONDING TO LOCAL PRIORITIES, TACKLING CRIME AND ANTI SOCIAL BEHAVIOUR

Serious acquisitive crime +2.4%



#### AND REDUCING ROAD CASUALTIES

Road casualties (KSI) -14.5%



### 3. REDUCE SERIOUS VIOLENCE AND PROTECT YOUNG PEOPLE

Most Serious Violence -19.6%; number of knife crimes +5.7%; number of gun crimes -21.9%; domestic violence arrest rate 82.3%



### 4. REDUCE SERIOUS AND ORGANISED CRIME BY DISRUPTING CRIMINAL NETWORKS

502 disruptions; Class A drug offences - 12%; £37.7m asset seizures



### 5. ENHANCE OUR COUNTER TERRORISM CAPABILITY AND CAPACITY WHILE DEVELOPING OUR APPROACH TO PREVENTING VIOLENT EXTREMISM

46 disruptions; 127 arrests under Pursue; 17 arrests under Protect



### 6. PLAN FOR AND EFFECTIVELY POLICE MAJOR EVENTS IN LONDON AND PREPARE FOR THE LONDON 2012 OLYMPIC AND PARALYMPIC GAMES

Risk reduction and mitigation on track



## IMPROVEMENT

### 7. LEAD AND MANAGE OUR SERVICE TO ENSURE THE MOST EFFICIENT, EFFECTIVE AND ECONOMIC USE OF ALL THE RESOURCES ENTRUSTED TO US

£409.5m cumulative savings 2008/09 - 2010/11



	Off target
 Amber	Off target but better than last year (i.e. April 2010- March 2011 Vs April 2009- March 2010)
	On or above target

The Commissioner, in the Policing London Business Plan 2010-13, outlined his agenda for policing London - cutting and solving crime, securing our streets, convincing all our communities that we are on their side, delivering the policing communities want and being intolerant of violence in any form.

Our priorities focused on public Safety and Confidence, reducing crime and the fear of crime by tackling knife and youth crime, gangs and guns, violence against women and terrorism. We committed to policing our neighbourhoods and town centres, ensuring safety on public transport and at major events including the London 2012 Olympic Games. We remained determined to engage with our communities, understand local priorities and improve people's experience of our services.

In working to deliver against these priorities, there has been a very real shift in our operating environment over the year, with implications for our approach to policing London, in our focus and our capacity, and in new public, national and local government expectations. Government's stated intention to eliminate the public sector borrowing deficit within the term of this parliament, and subsequent four year comprehensive spending review, resulted in a proposed 20% reduction in police funding over the four financial years 2011/12 -2014/15.

Following the announcement by the Chancellor of the Exchequer on 24 May 2010 about in-year savings, the Home Office notified the MPA/MPS that grant allocations for 2010/11 would be reduced by £30.4m, with a further £5m reduction in Counter Terrorism funding. This was in addition to the £124m of budget reductions already approved in the 2010/11 budget.

Comparison with other police authority budgets shows that for the second year the MPA/MPS was the only authority/service to deliver a reduction in their precept demand (2009/10 -1%; 2010/11 -3.3%). Managing the additional reductions therefore put a significant additional pressure on the Service. MPS Management Board approved a range of options to drive down expenditure, including further reducing inanimate costs, freezing recruitment and accelerating major change programmes.

Government committed to increase democratic accountability and remove bureaucracy, stripping away central targets and excessive performance management. This materially affected our external performance environment, with the Policing Pledge, the single national confidence indicator and the Local Area Agreement framework being scrapped during 2010/11, although a focus on public confidence and satisfaction in policing remained. National Public Service Agreements and the Home Secretary's strategic policing priorities were not refreshed in-year.


The MPS has also responded to the changing expectations of Londoners set against a backdrop of total recorded crime in London having fallen steadily over the past decade. We witnessed increased public protest during the year - the end of 2010 showed us that the nature of public protest, both in scale and preparedness to use violence, is increasing. We have focused on mobilising the UK's largest ever peacetime safety and security operation to deliver a successful Olympic and Paralympic Games, against a backdrop of a significant public order challenge and threat from terrorism and serious and organised crime.


This new reality has raised implications for operational policing performance and delivery of policing services, and sharpened our focus on delivering significant savings whilst doing all that we can to maintain operational capability.

### METROPOLITAN POLICE AUTHORITY


The MPA's strategic framework [Met Forward](#) provides context for the MPS to support delivery of the Policing London Business Plan 2010-13. *Met Forward* (now updated with *Met Forward Two*) set out to guide the MPS in tackling the issues that matter most to Londoners: fighting crime and reducing criminality; increasing confidence in policing; and giving us better value for money. *Met Forward* has eight strands:

**Met Streets** - delivering order, control and safety to the public realm 

**Met Specialist** - driving performance and trust in our non-territorial crime fighting 

**Met Partners** - assembling the coalition to fight crime 

**Met Connect** - a better conversation with those we protect 

**Met People** - valuing our officers and staff 

**Met Olympics** - preparing for our biggest challenge **2012**

**Met Support** - improving the infrastructure that supports crime fighting 

**Met Standards** - identifying and rewarding performance and efficiency 

The Authority described a desire to continue to focus on crimes that affect Londoners – especially violence, dealing with the issues of teenage knife crime and murder; being the voice of the customer – making sure that Londoners get what they want from the Met; partnership working – assembling and driving the wider coalition to fight crime; and squeezing every ounce of value and productivity out of the Met.

### METROPOLITAN POLICE SERVICE

The Commissioner's seven corporate objectives for the MPS focused on public Safety, Confidence in policing, and on Improvement. They are delivered through MPS Business Groups, working together with London's communities and with our partners. Our objectives are supported by Key Performance Indicators (KPIs) and underlying diagnostic indicators against which we assess our performance.

Our objectives, in the Policing London Business Plan 2010-13, are built firstly around public Confidence and Satisfaction: providing a visible and accessible policing presence in our communities, understanding and responding to local priorities and delivering consistently high quality service. The key indicators focused on identified drivers, evaluated through survey based public assessments of police performance.

Secondly, Safety: reducing crime and anti-social behaviour, saving life, tackling violence and delivering security on our streets. This includes the enduring threat from terrorism and domestic extremism, from serious organised crime, and our commitment to safety and security at the London 2012 Olympic Games. The key indicators focused on crime and sanction detections, disruptions and mitigating risk.

Thirdly, Improvement; providing a more efficient and effective police service, with effective use of all our resources and delivering value for money within increasingly constrained finances whilst protecting our operational capability. The key indicators focused on cashable efficiencies, business operations and effective use of assets.

## RESPONDING TO PRIORITIES

THIS SECTION EXPLORES OUR PERFORMANCE AGAINST OUR CORPORATE OBJECTIVES AND KEY PERFORMANCE INDICATORS FOR 2010/11



TO DELIVER SAFETY  
AND CONFIDENCE  
**PRESENCE**  
**PERFORMANCE**  
**PRODUCTIVITY**  
**PROFESSIONALISM**  
**PRIDE**

**BUILD CONFIDENCE IN THE POLICE BY DELIVERING ON THE PLEDGE AND IMPROVING PEOPLE’S EXPERIENCE OF OUR SERVICES**

The MPS is committed to working in our communities to build a shared confidence in policing London. Our focus is on the quality of our engagement with communities, in problem solving to reduce crime and anti-social behaviour (ASB), and on the quality of individual interactions with people, delivering consistently excellent individual service. We also know that people who feel well informed about local policing feel more confident in their local police. Our Safer Neighbourhoods Teams remain at the heart of this visible and accessible local approach to building confidence in policing.

Our priorities in the Policing London Business Plan 2010-13 were to keep Londoners safe from harm with a visible and accessible policing presence in our communities through Safer Neighbourhood Teams; to engage with communities to understand local priorities and ensure that neighbourhoods are informed about local crime and policing issues; and to behave with professional courtesy and treat people fairly.

Key Performance Indicator Performance for rolling year (British Crime Survey)	Target 2010/11	April-December 2010
Percentage of people who agree that the police and the local council are dealing with anti-social behaviour and crime issues that matter in their area. [APACs 2.2]	55.4%	<b>56.2%</b> Green

- Public confidence in policing London, 56.2% at December 2010, has steadily improved against a baseline of 47.4% in September 2008 (+8.8 percentage points)
- The MPS was the top performer in our national Most Similar Forces (MSF) group
- In terms of supporting indicators, 59.9% of respondents in London (BCS) thought that local police were doing a good job in their area - the best result in our MSF.

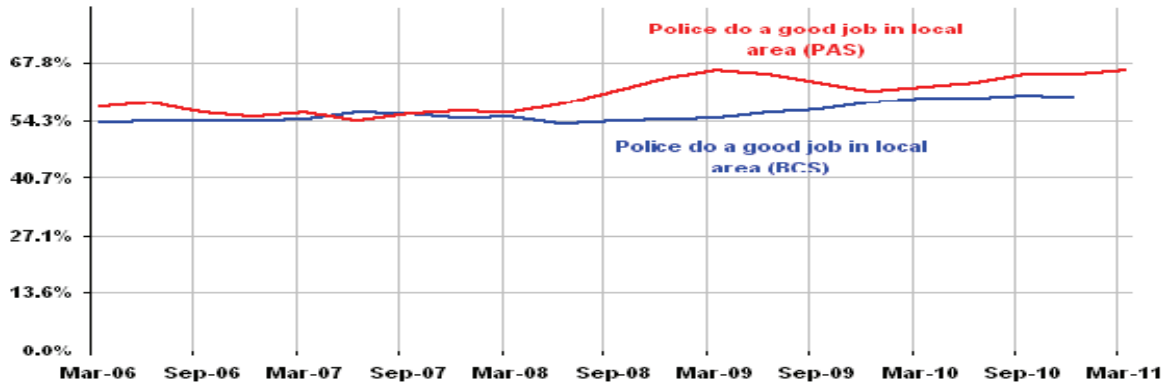
This develops our work to better understand the drivers of public confidence in policing. MPS research suggests that engagement and fair treatment are the strongest drivers, supported by police effectiveness, and alleviating anti-social behaviour and dealing with community priorities. These drivers are underpinned by providing Londoners with information about the issues which are important to them.

The MPS Public Attitude Survey (PAS) suggested that in 2010/11, compared to 2009/10, Londoners felt more confident in local police being there when needed and dealing with minor crimes (+13 percentage points), and felt that they listened to the concerns of local people (+8 percentage points), both key to Engagement.

Londoners also felt that the police in their area were helpful, friendly and approachable (+10 percentage points), and treated people fairly (+9 percentage points) and with respect (+6 percentage points), all key to Fair Treatment.

We continued to work to deliver consistent improvements across all drivers, with Londoners seeing more visible presence (+4 percentage points) in 2010/11 compared to 2009/10, and more people feeling that drunk and rowdy behaviour was not a problem in their area (+5 percentage points).

Good Job Confidence Measure, Rolling year



**PUBLIC SATISFACTION**

The MPS is committed to improving the satisfaction of Londoners with our service. Our focus is on improving individual access to police services, offering choice in how people contact us, and on providing a quality 24 hour response to emergency and non-emergency needs, including to more than two million 999 calls each year. As part of our Customer Service Strategy we aim to provide resolution at first contact.

Our priorities in 2010/11 were to meet promises made in the Policing Pledge, including meeting response times, keeping appointments and developing access to police services; to ensure that we treat people fairly, working with communities and partners to build trust; and to improve the experience of victims and witnesses of crime, including working to reduce the satisfaction gap between black & minority ethnic and white victims. Although the Policing Pledge was withdrawn by Government during the year, the priorities remained core to MPS activity.

Key Performance Indicator (User Satisfaction Survey)	Target 2010/11	April 2010-March 2011
User satisfaction with overall service [APACS 1.1]	80%	<b>78.6%</b> Amber

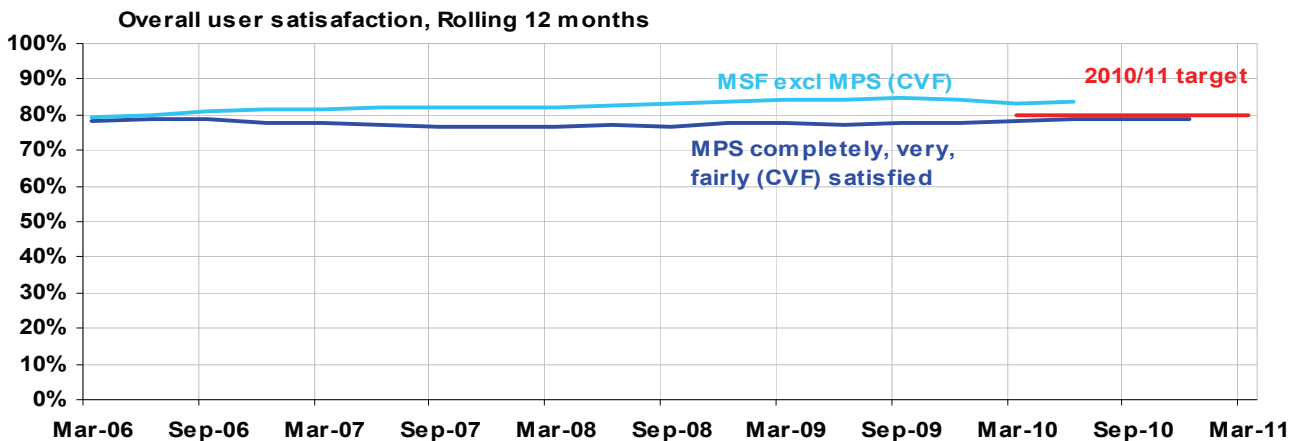
- 78.6% of service users were satisfied with the service they received from the MPS during the financial year 2010/11
- This was below the target and has remained relatively flat for the past four years.

We have worked to understand the drivers of public satisfaction. Police actions and treatment were the two strongest drivers - arriving in a timely manner, explaining what is happening and treating victims fairly - with follow-up and ease of contact also important.

During 2010/11, compared to 2009/10, we improved satisfaction with ease of contact by 10 percentage points to 94%, due in part to the roll out of our Central Communications Command, and follow-up by 10 percentage points to 68%, due in part to the roll out of Victim Focus Units. However, the impact on overall satisfaction was limited by flat performance in the other two drivers, with satisfaction with police

actions at 77% and police treatment at 88%. The MPS Customer Service Strategy has been developed to address this.

Satisfaction with treatment stabilised towards the end of 2010/11 after a fall driven largely by violent crime victims. These victims were the least satisfied partially because they were more likely to be multiple repeat victims and considered themselves to be vulnerable. The influence of police actions has remained largely stable for the last 4 years, with respondents' assessment of overall service mirroring this performance very closely.



Our Central Communications Command (CCC) answers all emergency and non-emergency calls, faxes and emails and despatches police units to incidents across London. During 2010/11 CCC managed on average 15,000 emergency and non-emergency calls each day. On Monday 5th July 2010 a record 18,407 calls were received, the highest demand ever experienced in a single day.

- Over 90% of 999 calls were answered within 10 seconds and 91% of non emergency calls within 30 seconds in 2010/11
- 82% of police response units arrived at emergencies within 12 minutes.

There remained in 2010/11 a difference between the relative satisfaction with police service of white users and those from BME groups

- 80.1% of white users and 73.8% of BME users were satisfied with overall service
- Satisfaction for the full year for both groups was above their respective averages of 77.0% and 72.3% for the previous five years.

The difference in satisfaction between BME and white users occurs in most other forces - the MPS is in line with our MSF group. The gap is partly explained by demographics - BME users are likely to be on average younger than white users, more likely to use front counters and more likely to report crimes via 999, all of which influence user satisfaction.

We continued to address this relative satisfaction - the MPS launched the Equality Standard for the Police Service (ESPS) as a means of monitoring how effectively we serve diverse communities. This provides a framework for improvement in the delivery of equality through an active approach to diversity - during 2010/11 97% of MPS units achieved the baseline ESPS standard, against an 80% target.

**WITH OUR PARTNERS MAKE NEIGHBOURHOODS SAFER BY RESPONDING TO LOCAL PRIORITIES, TACKLING CRIME, ANTI-SOCIAL BEHAVIOUR AND REDUCING ROAD CASUALTIES**

We are committed to tackling crimes that matter to the community. We focus on violent and property crime – keeping people and their possessions safe – and concentrate our activity on the most vulnerable and repeatedly targeted victims, on the people repeatedly committing crime, and on the places and times most in need of policing. This VOLT (Victim, Offender, Location, Time) approach was strengthened during 2010/11 with targeted activity to reduce crime and the fear of crime.

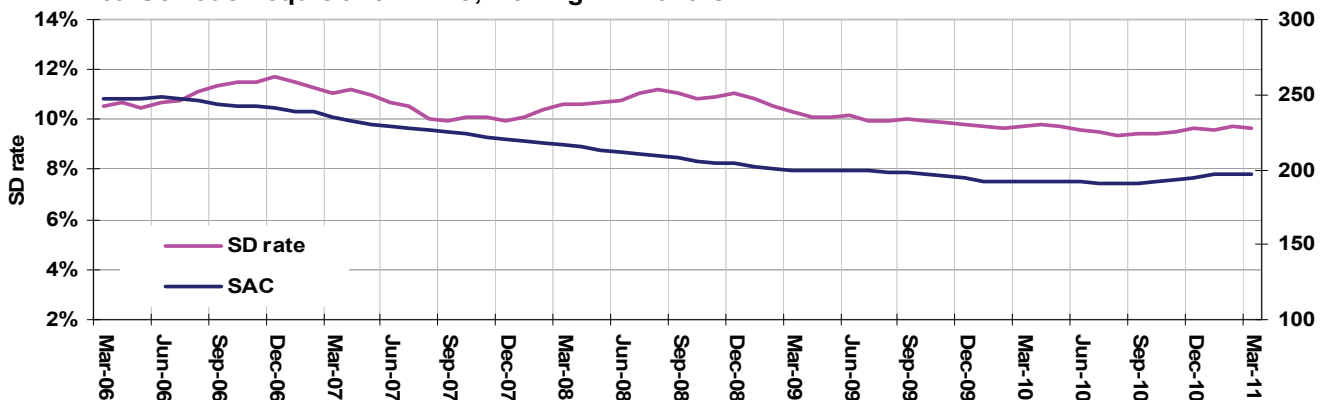
Our priorities, in the Policing London Business Plan 2010-13, were to ensure that the people of London feel safer and were confident that we made neighbourhoods safer. We said that we would strive to reduce crime and the fear of crime in our communities, working with our partners to alleviate anti-social behaviour and acquisitive crime; protect vulnerable people and tackle those offenders that cause the most harm; and bring more offenders to justice and, with our partners, improve criminal justice outcomes particularly for persistent priority offenders.

Key Performance Indicators	Target 2010/11	April 2010-March 2011
Serious acquisitive crime rate [APACS 5.2]	-3.2%	<b>2.4%</b> Red
Serious acquisitive crime sanction detection rate	12.2%	<b>9.6%</b> Red

- There was a 2.4% increase (4,537 additional offences) in Serious Acquisitive Crime (SAC) against a reduction target of 3.2% in 2010/11
- Of the three components to SAC, the overall increase was driven by robbery and motor vehicle crime but was partially offset by a fall in residential burglaries
- This was the second fewest number of SAC offences since 1998
- The sanction detection (SD) rate for 2010/11 was 9.6%, below the target of 12.2%.

Our strategic intelligence-led approach focused on crime hotspots and on suspects who represent the highest risk of offending. This maintained our borough driven focus to identify geographic vulnerabilities mapped against timings of offences with a commitment to arrest, prosecute and convict those who commit violent crime, and to lead enforcement, responding to the concerns of our communities.

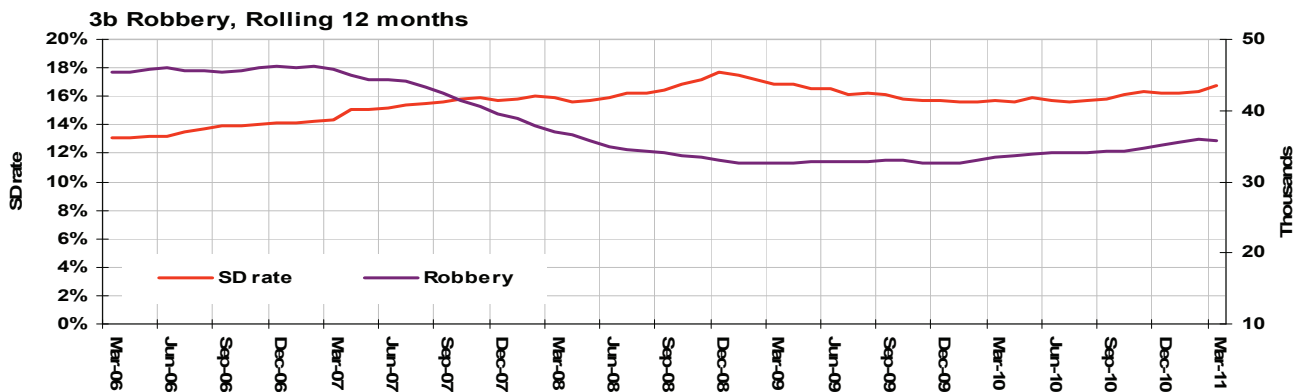
**3a Serious Acquisitive Crime, Rolling 12 months**



## ROBBERY

- Robbery was up 7.1% in 2010/11 (2,370 offences) against a 3% reduction target. This was the third lowest number of robberies in the last 10 years
- Personal robbery was the main driver, up by 8.7%, attributable to a 27% increase in mobile phone robberies and a 31% increase in gold jewellery robberies
- Business robberies reduced by 8.3% in 2010/11
- Overall robberies involving a gun fell by 29%, about 4% of robberies. Robberies involving a knife rose by 14.3%, although the number where knives were used to injure fell by 0.1%
- The robbery sanction detection rate was 16.7% against 15.7% in 2009/10, the second best rate during the last 10 years. Over 600 more people were charged with robbery in 2010/11, an increase of 13% over 2009/10.

The resale value of new generation phones and the escalation in the price of heroin, as well as in the price of gold, may have driven robbery during 2010/11. The MPS devoted a great deal of effort to tackling personal robberies and particularly those with knives during 2010/11. We ran 'Autumn Nights', a pan London robbery initiative including a publicity campaign, a focus on tackling top repeat robbery offenders, and a wanted offender focus. Other major initiatives included Blunt 2 (knives) and Safer Transport Crime Squads assigned to boroughs encountering particular problems. This work reduced the rate of rise in offences and contributed towards a reduction on many boroughs during the first months of 2011.



## BURGLARY

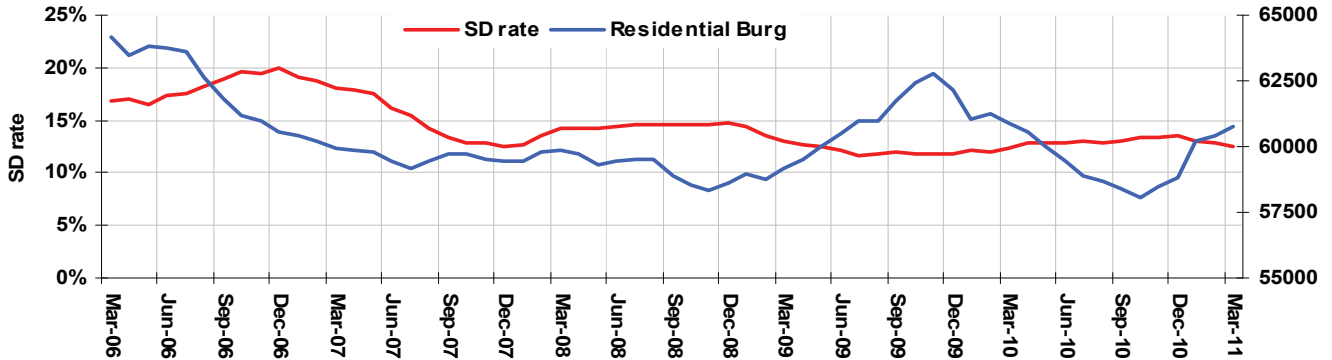
- Residential burglaries fell by 127 in 2010/11, a 0.2% reduction against 2009/10
- The sanction detection rate for residential burglary offences was 12.5%, marginally above last year but short of our 16% target
- Over 350 more people were charged with residential burglary in 2010/11, an increase of 13% over 2009/10 and the highest rate since 2003/04
- Jewellery and small electronics were the most frequently stolen items, whilst the number of mobile phones stolen in burglaries reduced.

'Bumblebee' was a highly effective anti-burglary initiative for the MPS. In addition we launched Operation Focus in January 2011. This uses the VOLT (Victim, Offender Location & Time) approach to support boroughs to tackle burglary, and ensure that

## SAFETY

resources can be deployed where demand is greatest. Boroughs drive MPS anti-burglary activities - sustained activity resulted in a marked decrease in offences at year end, reversing the upward trend in the final quarter of 2010/11.

**3c Residential Burglary, Rolling 12 months**

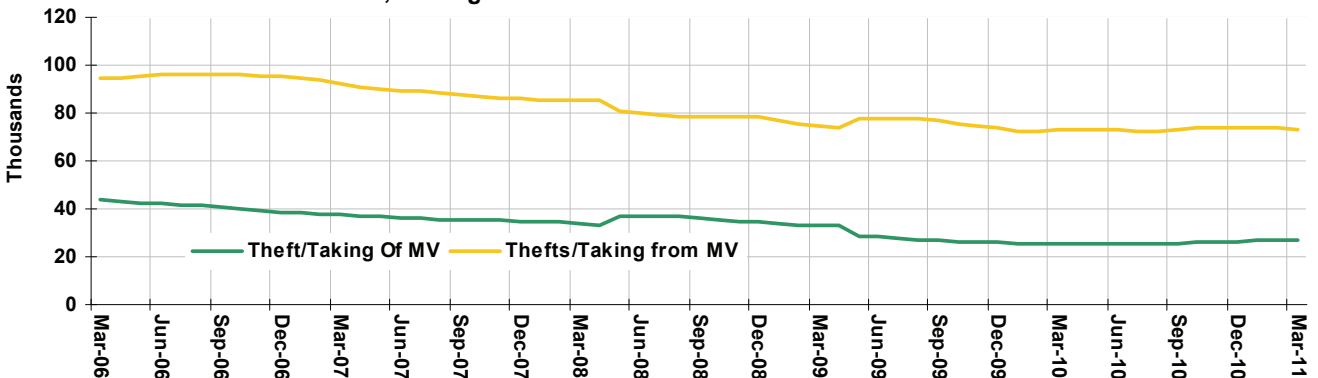


### MOTOR VEHICLE

Motorists are suffering substantially less vehicle crime than in 2000/01. Theft of motor vehicles was 57% lower in 2010/11, with just over 27,000 recorded cases across London against 62,452 in 2000/01. Over 10 years motor vehicle crime peaked in 2001/02 – the 2010/11 figures are 42% below that level.

- Motor vehicle crime was up 2.3% in 2010/11 compared to 2009/10
- The sanction detection rate for motor vehicle crime was 5.4%, a 0.7% decrease on last year. However, 189 more offenders were taken to court in 2010/11
- There were 1,605 (6.3%) more vehicles stolen, the second lowest number since 1998. The sanction detection rate was 6.7%, 0.7% lower than in 2009/10
- There were 689 (0.9%) more thefts from a motor vehicle, about 75% of all motor vehicle crime. The sanction detection rate declined by 0.7% from 5.6% to 4.9%.

**3d Motor vehicle crime, Rolling 12 months**



There were several drivers of increased motor vehicle crime in 2010/11 against 2009/10 - the rising price of scrap metal encouraged a significant increase in the theft of vehicles ten years old or over, while thefts of newer cars declined except for certain luxury vehicles. Re-saleable registration plates and satellite navigation systems accounted for about 20% of thefts from motor vehicles, although the most significant relative increases were in cash & credit cards up 11% and tools up 30%.

## ROAD SAFETY

Road safety has featured consistently in the top five public priorities for policing, with speeding and dangerous driving major concerns. In the Policing London Business Plan 2010-13 we committed to work with partners to reduce road casualties and remove uninsured vehicles from our roads (Operation Reclaim), and to improve safety on London's transport network. Through sustained activity with our partners:

- 461 fewer people were killed or seriously injured (KSI) in traffic accidents in the calendar year to December 2010, a 14.5% decrease on 2009
- This was an average of 227 KSIs a month in the calendar year to December 2010, 18% less than our target of fewer than 277 KSIs a month
- 25 fewer people were killed in collisions on the road in the 2010/11 financial year, down to 140 from 165 in 2009/10.

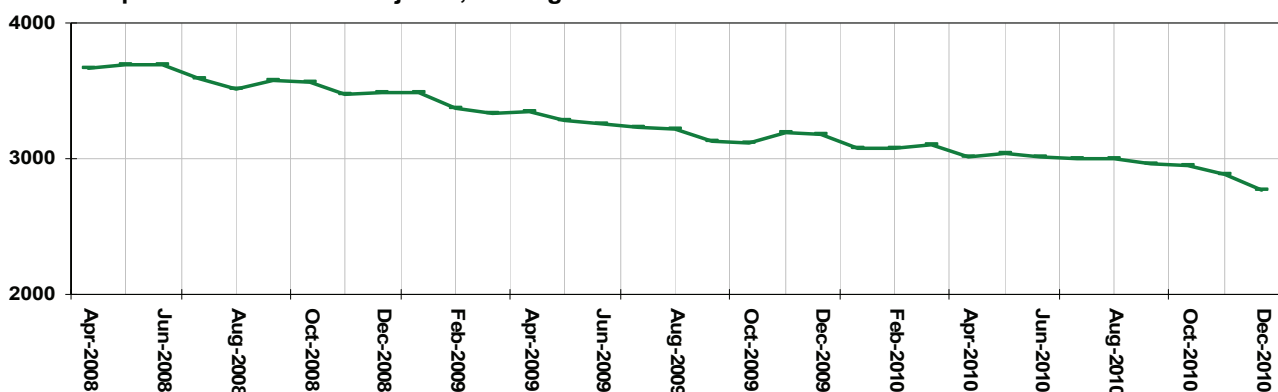
Key Performance Indicator Rolling year to December 2010	Target 2010/11	Jan - December 2010
Number of people killed or seriously injured in road traffic collision [APACs 9.1]	<277 per month	<b>227</b> Green

The MPS continued to work with partners to identify dangerous drivers and vehicles, offer road safety advice to drivers, motor cycle riders, pedal cyclists and pedestrians and promote road safety issues affecting communities. By autumn 2010 MPS enforcement tactics contributed towards a halving of the number of people being killed or seriously injured each year on the capital's roads compared with 2000.

A key part of our campaign involved taking dangerous drivers and dangerous vehicles off the road - in the 2010/11 financial year more than 4,450 people were disqualified from driving, 8% more than in 2009/10. Our Traffic Criminal Justice Unit prosecuted 60,000 traffic offenders during 2010/11, including for speeding and driving while using a hand-held mobile phone

Met Traffic officers seized a significant number of vehicles being driven without the correct insurance, licence or both during 2010/11, and issued notices prohibiting vehicles from being driven due to serious faults. Our Commercial Vehicle Unit continued operations to check commercial vehicles and drivers, including coaches, for road worthiness, compliance and criminal activity.

### 5a People killed or serious injured, Rolling 12 months



### REDUCE SERIOUS VIOLENCE AND PROTECT YOUNG PEOPLE

The loss of life on London's streets, particularly amongst young people, and involvement with gangs, guns and knives remains a real concern for Londoners. Our priorities, in the Policing London Business Plan 2010-13, were to reduce serious violence, notably violence with injury and homicides involving young and vulnerable people; to reduce serious youth violence, and to reduce weapon-enabled crime.

The MPS Anti Violence Strategy was developed during 2010/11 to coordinate and improve the police response to violence. It aims to reduce the level of violent crime in London, improve victim care and satisfaction and public perception of safety, achieve criminal justice outcomes, and reduce the cost of violent crime in London.

Key Performance Indicators	Target 2010/11	April 2010-March 2011
Most serious violence rate [APACs 5.1]	-4.0%	<b>-19.6%</b> Green
Most serious violence sanction detection rate	35.0%	<b>40.3%</b> Green

As a result of focused activity lead by the MPS Anti Violence Board:

- Most Serious Violence (MSV) declined by 19.6% in 2010/11 against 2009/10, whilst our sanction detection rate improved by 5.3%
- There were 4,300 fewer people injured in violent assaults (VWI) in 2010/11 than in 2009/10, a decrease of 6.1%
- There was a 1.4% decrease in knife used to injure offences in 2010/11
- There were 71 fewer offences where a firearm was discharged in 2010/11, a 10% reduction on 2009/10.

### HOMICIDE

There were 135 homicides in London during 2010/11, 15 more than in 2009/10 but the second lowest total in the last 10 years

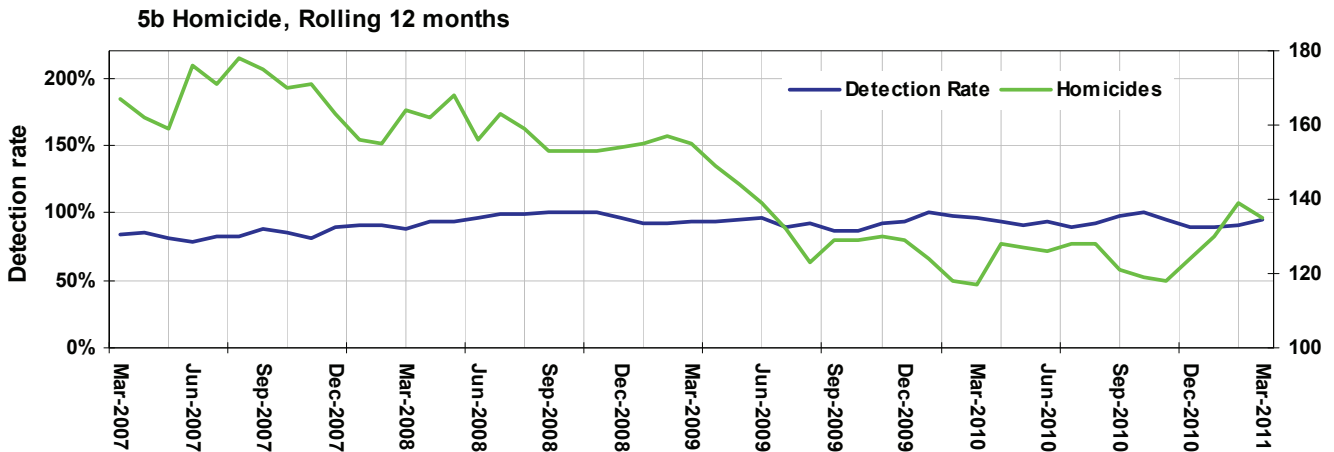
- There were 27 homicides where the victim was aged 1-19, 11 more than in 2009/10 but fewer than in the three years before 2009/10
- The homicide sanction detection rate was 92.7% against an 85% target.

Homicide and violent crime rates in London in 2010/11 remained much lower than for most cities with populations above five million at 18 fatalities for every million London residents, just over a quarter of the rate in New York. Around three quarters of homicide victims in London were aged 20 or over.

Twelve young people were killed by a knife or sharp object, two more than 2009/10. Seven were killed by firearms against none in 2009/10, but there were six in 2007/08.

The MPS continued to develop new initiatives to prevent, detect and investigate homicides during 2010/11, including the use of information providing real time analysis of murder by borough & ward, increased partnership in investigating whether a homicide was preventable or predictable, and greater coordination and identification of links between homicide events.

## SAFETY



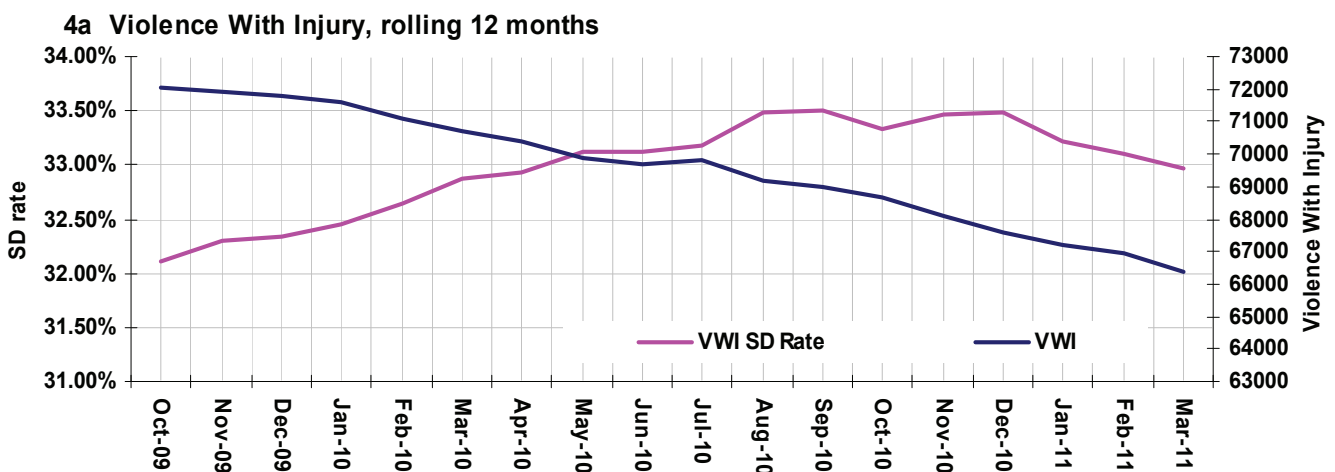
Advanced forensic services have improved homicide detections, with enhanced DNA examination, the increasing sophistication of fingerprint retrieval and the introduction of NABIS (a ballistic comparator for all firearms across the UK). Legislative changes, such as the use of anonymity in gangs, contributed to investigation and detection.

We commenced a review of 'cold case' unsolved murders during the year, through re-assessment of cases dating back to 1979 and by applying improved forensic capabilities, resulting in detections and new charges. This is progressing, with the aim of mapping and reviewing all unsolved homicides since 1979.

### SERIOUS VIOLENCE

- There were 4,330 fewer violence with injury (VWI) offences in 2010/11, a reduction of 6.1% against 2009/10
- The VWI sanction detection rate was 33% in 2010/11, an improvement on 2009/10 and the highest rate in the last five years.

This was the fourth consecutive annual decrease in violence with injury offences since 2006/07, when there were over 13,000 more VWI assaults than in 2010/11. The 6.1% reduction exceeded the target of a 4% decrease for most serious violence. Both gun and knife VWI fell, by 104 offences (13.7%) and by 219 offences (4.5%) respectively. The sanction detection rate for VWI has been improving steadily since May 2009, and in 2010/11 stood 7.4% points above the rate in 2006/07.



In March 2011 the MPS launched a major new initiative to crack down on violence driven by gang culture. Operation Connect was implemented to support and inform boroughs in a targeted response to tackle high harm individuals linked to gang violence - Connect is a five Borough project first piloted in Waltham Forest.

The Operation Connect unit analyses intelligence from a number of sources to identify and tackle the most harmful gang members in London, those posing the greatest threat. Resources have been targeted against these individuals - in March 2011 26 suspected offenders were arrested across London during raids to tackle gang-related criminality, and were charged with conspiracy to supply Class A drugs amongst other offences. Connect has engaged enforcement methods such as seizing financial assets and vehicles and taking out 'gang injunctions' - seizures have included cash, class A drugs, firearms and ammunition.

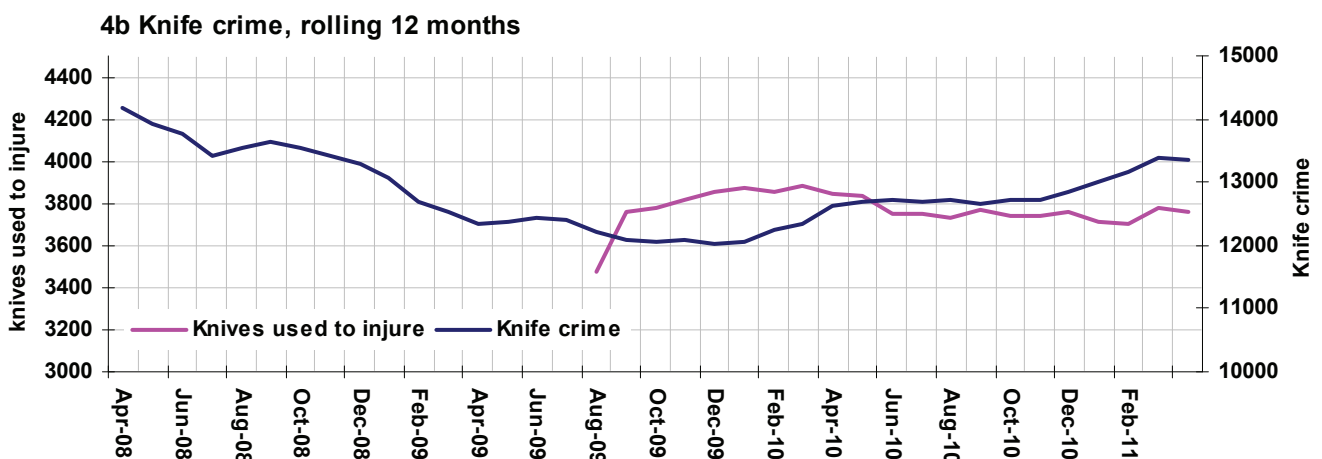
Connect has also been used to identify opportunities for intervention both with youngsters who want to leave gangs and those in danger of getting involved in them. Young people in Waltham Forest have taken part, with their families, in an innovative scheme to help assess the impact of their activities on themselves and their families.

During 2010/11 the MPS continued with Operation Verano to provide a pan-London pro-active response to emerging violence flash points, as well as assigning 80% of our Territorial Support Group's time to tackling violent crime. Boroughs continued to apply VOLT tactics to tackle violence by targeting dangerous places, times and vulnerable or dangerous people.

### KNIFE CRIME

- Overall knife crime increased by 5.7% in 2010/11 against a 4% reduction target, but there was a 1.4% reduction in knives used to injure compared to 2009/10
- The knife crime sanction detection rate was 24.6% in 2010/11, up on 2009/10. The rate for knives used to injure was 32.2%, up 0.9% on 2009/10.

Threats and intimations made up the majority of knife related allegations in 2010/11, whilst the number of offences involving a knife being used to injure fell slightly. The overall increase in knife crime was driven by an increase in robbery offences involving a knife, although there was only a very small increase (0.2%) in knives used to injure in personal robberies (one more than 2009/10).



Knife crime tactics, including Operation Blunt 2 and publicity campaigns, have focused on homicide prevention, particularly in the 13-19 age range. Blunt 2 remained the strategic focus for intelligence-led enforcement against dangerous places and people, those at risk of serious youth violence, during 2010/11. Action was taken to create a hostile environment for the carriage and use of weapons, and to arrest, prosecute and convict people who committed violent crime. Blunt 2 also increased its focus on robbery, in response to the rise in knife enabled robbery.

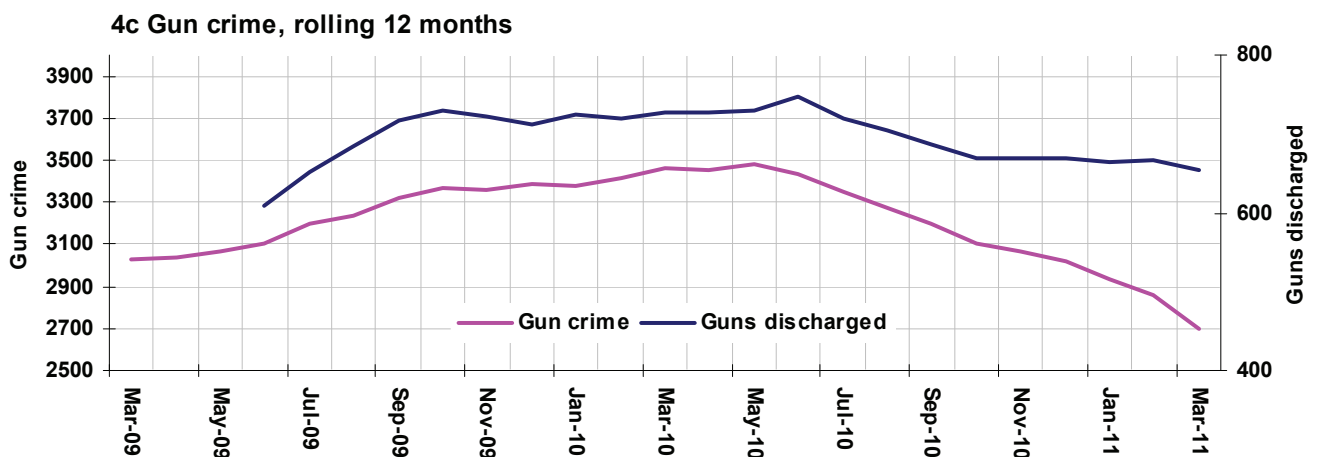
There were 81 more serious youth violence offences in 2010/11 than in 2009/10, an increase of 1.2%. To keep young people safe, we continued to maintain our tactical focus through Operation Verano, which includes the Blunt 2 taskforce, Safer Schools officers, Safer Transport Teams and local borough officers working together to ensure a safe journey for young people between home and school.

Under Operation Protect, schools officers and Safer Transport teams worked to minimise youth victimisation, with enhanced resources and activity in pre and post school periods and in the weeks leading up to school breaks. Our focus in tackling serious youth violence remained on prevention. Much police activity is about suppression, so the prevention work carried out with our partners in government, local government and our communities remained vital.

### GUN CRIME

- Gun crime fell by 21.9% (759 offences) in 2010/11 compared to 2009/10, against a 5% reduction target
- The number of guns discharged fell by 9.8%
- The gun crime sanction detection rate was 29.1%, 2.4% higher than 2009/10
- Shootings resulted in 25 deaths in 2010/11, 9 more than in 2010/11.

Gun crime was a major focus during 2010/11, with significant reductions driven by sustained, co-ordinated activity across the Service. Gun crime was managed through our Strategic Gun Crime group while, at a tactical level, our Gun Crime Delivery Group co-ordinated activity across London. Project Moss also provided tactical management of MPS activity in conjunction with the Serious and Organised Crime Agency and the UK Borders Agency.



Specialist intervention was provided by units including our Specialist Crime flying squad and Trident gun crime unit. The flying squad reactively and proactively investigated every allegation of robbery, armed or not, against cash in transit companies, building societies, betting offices, post offices, jewellers, casinos and banks. They also investigated all robberies at commercial premises where a firearm was produced or intimidated. Cash in transit robberies reduced by 21.9% in 2010/11.

We focused on emerging trends, including local and national patterns in conversion, supply and recovery of firearms. This included activity with partners to disrupt supply, including working with Royal Mail to combat supply through the postal system. We also reviewed our work with the National Ballistic Intelligence Service to maximise forensic opportunities.

Traditionally specialising in black on black gun crime, Trident's remit was widened to investigate all gun crime murders irrespective of ethnicity. Trident implemented a significant number of joint-action plans with boroughs around key events or trends identified through intelligence, and led proactive and disruptive operations with specialist firearms units and boroughs that focused on hotspots. We continued to look to mediation and intervention, particularly with gangs, to reduce gun crime and violence – intelligence suggests that this prevented several murders and numerous shootings. We developed a more proactive use of media to increase public understanding, provide reassurance, and encourage two-way information.

#### **RAPE AND SERIOUS SEXUAL OFFENCES**

Combating violence against women and girls remains a priority for the Service. Our dedicated Sapphire teams identify dangerous offenders to inform a pro-active response into linked series, stranger and group offences, and investigate all rape and serious sexual assault, supported by specially trained forensic practitioners. They work closely with community stakeholders and staff at the 'Havens'.

We committed, in the Policing London Business Plan 2010-13, to prevent rape and other serious sexual offences, enhancing our support to victims and, with our partners, improving criminal justice outcomes for rape.

Key Performance Indicator	Target 2010/11	Jan - March 2011
Percentage of rape victims satisfied with the way police initially dealt with them (66/70 respondents)	Baseline	<b>89%</b> Green

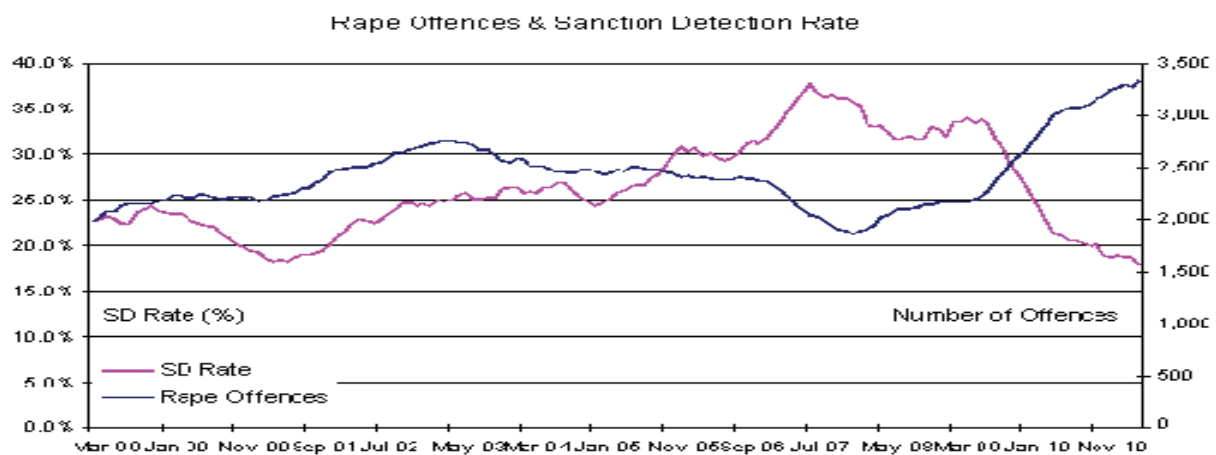
- The number of recorded rapes in London increased by 16.7% to 3,312 in 2010/11
- Overall serious sexual offences increased by 7% to 8,012 compared to 2009/10
- During January-March 2011, 89% of respondents to our rape victim survey were completely or very satisfied with the way they were treated initially by the police.

We worked hard during 2010/11 to encourage more rape victims to come forward - our analysis into the rise in the number of reported rapes supports this, with more reporting through partners, better crime recording and a reduction in 'no crime' decisions. However, rape remains a significantly under-reported offence, with an estimated 10% of all sexual offences and 20% of rapes reported to police.

Our lead performance indicator for 2010/11 focused on the victim. Due to the violent nature of rape and serious sexual assaults, and the trauma suffered by victims, it proved challenging to validate results from relatively small sample sizes in our Rape Victim Survey. Those responses received were consistently positive, with over 85% of victims satisfied with the services received from the police. 91% were satisfied with treatment by their Sexual Offences Investigation Techniques (SOIT) officer.

Forty six percent of respondents suggested that they were dissatisfied with the explanation as to why a suspect was not charged, although this was an improvement on the October-December 2010 quarter. We worked with the Crown Prosecution Service (CPS) to improve explanations to victims. We will in future ask for feedback at the point a suspect is charged (if appropriate) and at the closure of their case to better understand feedback from victims of rape and to improve our services.

In prioritising rape and serious sexual offences we continued to focus resources on those areas that pose the greatest risk. We allocated more resource during 2010/11 to deal with the rise in recorded rape, predominately SOIT officers and additional Sapphire detectives. The Sapphire Cold Case Investigation team worked closely with forensic providers and the Crown Prosecution Service to review unsolved rape investigations and any new evidential opportunities which could support a prosecution. During 2010/11 investigations by the team have led to 105 years imprisonment being secured in connection with 14 rape convictions.



We continued to develop ongoing partnership work. This led to a new CPS rape charging centre that takes all decisions for London to help reduce case attrition - the next initiative is a centralised charging and prosecution team. We worked extensively with the Havens through the Havens Strategic Board, and started to develop a new contract with the NHS to focus Haven services on the changing victim and reporting profile and to ensure specialist services and accessibility for children.

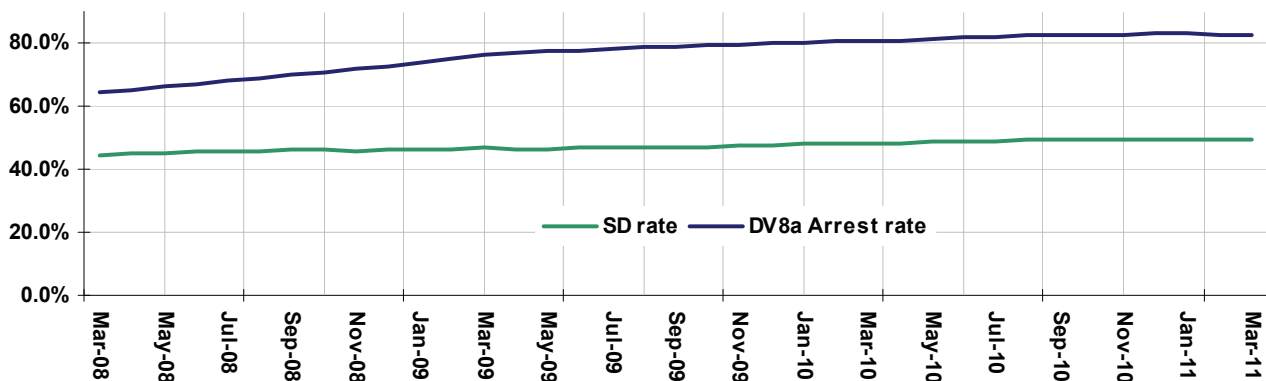
We also started to develop an additional source of feedback with Victim Support and the expanded Rape Crisis provision across London to improve our understanding of issues for victims and to identify areas where we can improve service to victims.

## DOMESTIC VIOLENCE

We committed, in reducing serious violence, to improve the arrest rate for domestic violence offences and, with our partners, to improve the criminal justice outcomes for victims

- Domestic violence (DV) offences declined by 6.1% in 2010/11 compared to 2009/10
- The DV arrest rate was 82.3%, 1.6% higher than in 2009/10 and the highest arrest rate achieved since 2005/06
- The sanction detection rate was 49.3% against a target of 47%.

4e Domestic violence, rolling 12 months



The MPS strategy for responding to domestic violence has been developed with the Association of Chief Police Officers (ACPO), including the introduction of a national ACPO DASH risk assessment model for domestic violence. The strategy aims to protect victims and their children from harm and hold abusers to account - during 2010/11 the MPS published updated procedures for investigating domestic violence encompassing honour based violence, forced marriage and abuse of children.

In supporting victims of domestic violence we continued to work with London's 32 borough partnerships to ensure that they attain the 8 London Mainstream Model minimum standards of support, including supporting courts working towards specialist domestic violence courts (SDVC) accreditation. These initiatives are designed to improve the support to victims of domestic violence and bring more offenders to justice, particularly violent or dangerous offenders.

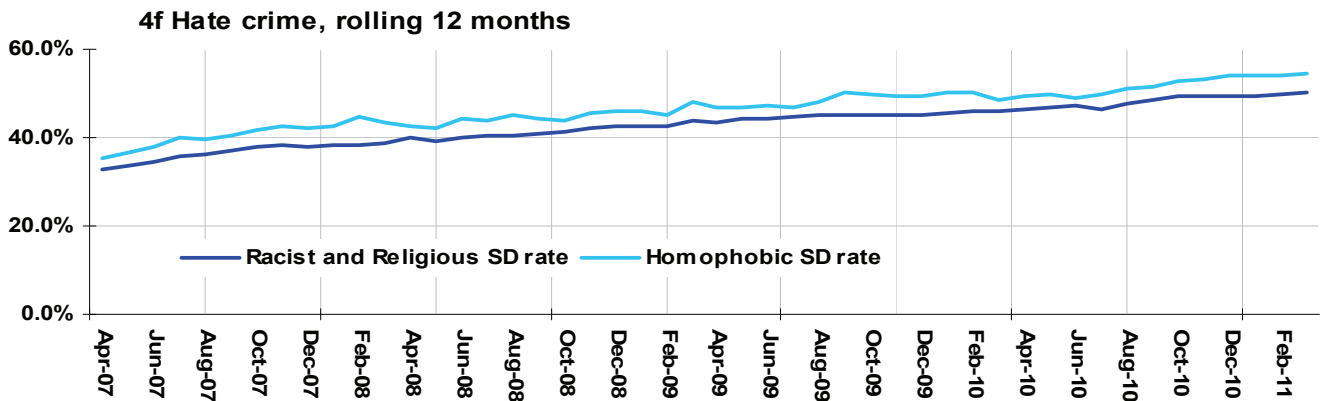
On Operation Athena Day in May 2010 more than 200 people were arrested for offences including violence against the person, harassment and offences against property. Of these, more than 100 were charged or cautioned. These operations support the sustained work of local independently funded domestic violence support agencies and Independent Domestic Violence Advisors who work with victims.

During November 2010, under Operation Athena, the MPS arrested 147 people during dawn raids to tackle domestic violence and other hate crimes across the capital. Offences ranged from violence and common assault to breach of court orders. The operation was timed to coincide with the International Day for the Elimination of Violence against Women, or White Ribbon Day.

## HATE CRIME

Operation Athena, now in its tenth year, also targets dangerous and prolific suspected offenders for hate and faith crimes. This includes racist, homophobic and disability motivated crime, as well as crimes against the vulnerable or elderly by members of their own family or carers.

- There were 1,156 fewer reported racist and religious crimes in 2010/11 compared to 2009/10, an 11.6% reduction
- The sanction detection rate for racist and religious offences, at 50.2%, exceeded the 2010/11 target by 5.2%. This is the highest rate in the past 10 years
- There were 20 fewer reported homophobic crimes, a 1.5% reduction on 2009/10
- The sanction detection rate for homophobic offences, at 54.5% exceeded the 2010/11 target by 9.2%. This is the highest rate in the past 10 years.



The MPS published, in November 2010, a new hate crime policy that offers clear direction in the investigation of hate incidents to ensure that hate crime offenders are held to account for their actions and that victims receive the best possible support to meet their individual needs. The policy addresses racist, religious and homophobic hate crime, and also transphobic and disability targeted hate crime through the Victim, Offender, Location, Time (VOLT) model.

As well as enforcement, we worked with partners during 2010/11 to raise awareness across London - Home Office estimates suggest that about 90% of homophobic hate crime goes unreported, with an even higher rate for transphobic hate crime.

We developed a new, easy to use online reporting tool that allows victims to report hate crime in confidence through a secure link to the Police National Network. This forms part of the True Vision website, launched by the Association of Chief Police Officers (ACPO) Hate Crime Group. The site and online reporting form provides victims and witnesses with information and a way of coming forward where they feel uncomfortable in going directly to the police.

We also produced an early warning system that identifies repeat disabled victims as well as repeat victims of lesbian gay bisexual transgender (LGBT) hate crime. In an effort to standardise the MPS response to victims and increase reports across all hate crime the Service supported 'Stop Hate UK', a nationally recognised third party reporting system, in eight boroughs.

## REDUCE SERIOUS AND ORGANISED CRIME BY DISRUPTING CRIMINAL NETWORKS

We are committed to tackling criminal networks and reducing the harm they cause to communities. Criminal networks range from street gangs involved in robbery, drug dealing and violence through to organised international groups impacting on London through the supply of drugs and firearms, human trafficking and economic crime.

Our priorities, in the Policing London Business Plan 2010-13, were to identify and disrupt those criminal networks and gangs causing the most harm in communities, to improve police engagement with those communities, and to increase the confidence of victims and witnesses.

- During 2010/11 the MPS disrupted over 500 Organised Crime Groups operating within London's communities.

There were 502 confirmed disruptions of Organised Crime Groups in the 2010/11 financial year (we aligned ourselves during 2010/11 to the national tracker system and now use the standardised terminology of Organised Crime Groups). Our activity during 2010/11 included increasing cash and asset seizure, reducing the supply of class A drugs, and tackling the supply and use of firearms.

- 1,578 asset seizures were carried out in 2010/11, with a total value of £37.7 million
- There were 7525 Class A drugs offences recorded in 2010/11, 12% or 1030 fewer than in 2009/10
- 481 lethal-barrelled firearms were seized during 2010/11, against 558 in 2009/10.

In total, 63,365 Class A, B and C drugs offences were recorded between April 2010 and March 2011, a 6% reduction on 2009/10. A significant number of operations to restrict the supply of class A drugs were carried out - in May 2010 four men were jailed for a total of nearly 40 years for their roles in a £1 million cocaine haul, which resulted in the recovery of a loaded MAC-10 sub machine from a child's bedroom.

During 2010/11 our Financial Investigation Unit secured over £5 million in confiscations and forfeitures under the Proceeds of Crime Act (POCA). The unit unravelled many complex arrangements to remove criminal benefits from UK jurisdiction, including investment in high value art and overseas properties, often disguised through foreign corporations and off-shore companies. Most operational teams tackling criminal networks also include a financial investigator.

Over the year we worked to develop an MPS Harm Reduction Matrix. This allows for reactive and proactive law enforcement activity against organised groups and gangs operating within London's communities to be reviewed and assessed in terms of harm reduction. This work is ongoing.

In April 2010 our Human Exploitation and Organised Crime Command was launched, pooling expertise in clubs and vice, human trafficking and immigration crime. The unit investigated the trafficking of adults for sexual exploitation, forced labour and domestic servitude. Initiatives during 2010/11 included Operation Maxim to tackle organised immigration crime in London, including human smuggling, and Operation Swale, a joint operation with UKBA focused on those who profit from smuggling and exploiting migrants to the UK and on foreign criminals who cause harm.

## ENHANCE OUR COUNTER TERRORISM CAPABILITY AND CAPACITY WHILE DEVELOPING OUR APPROACH TO PREVENTING VIOLENT EXTREMISM

Terrorism presents a significant and enduring threat to the United Kingdom. During 2010/11 our Counter Terrorism activity followed four clear aims - *Prevent, Pursue, Protect, Prepare* - mirroring Government's CONTEST Strategy. Whilst the primary focus of CONTEST is international terrorism, the MPS approach has been broadened to include domestic extremism and other forms of terrorism.

- The Counter-Terrorism Command (CTC) disrupted 46 terrorist networks or their activities between April 2010 - February 2011
- CTC investigations resulted in 127 arrests and 29 defendants convicted in 2010/11
- The National Terrorism Fraud Investigation Unit, of which the MPS is host and major contributor, carried out 60 seizures valued at over £800,000 in total
- There were 17 arrests for intrusions into the Parliamentary Estate during 2010/11.

### *Prevent - to stop people becoming or supporting terrorists or violent extremists*

The Channel project, a multi-agency scheme that diverts people away from violent extremism, was established across all London boroughs during 2010/11, with training support to local Channel panels. We also developed and delivered a radicalisation awareness programme, and a Prevent toolkit to deal with individuals and groups involved with or drifting into violent extremism. Our activity was focused through uniform police officers using existing police powers to disrupt activities.

### *Pursue - to stop terrorist attacks*

In the eleven months to February 2011, CT activities led to 46 disruptions of either terrorist networks or their activities including fraud, fundraising, money laundering and planning for terrorist attacks. The National Terrorism Fraud Investigation Unit made cash seizures totalling £742,194 and US\$109,423. During 2010/11 CTC investigations resulted in 127 arrests. 29 defendants were convicted at court with an estimated 123 years imprisonment (4 with life sentences with a minimum to serve).

### *Protect - to strengthen our overall protection against terrorist attacks*

A significant focus during 2010/11 was the provision of 'protective security' which, as well as high visibility patrolling, included security planning for high profile events such as the Royal Wedding and for HMG's Libya Conference. These involved MPS Security Coordinators, specialist search teams (POLSA), Counter Terrorist Security Advisors and the Counter Terrorist Protect Bureau. To support a coordinated approach, work to develop a London Security and Resilience Plan was progressed.

### *Prepare - Where we cannot stop an attack, mitigate its impact*

During 2010/11 the MPS fully engaged with the London Regional Resilience Forum (LRRF) and London Resilience Team (LRT) in delivering a multi agency preparedness response for London. The partnership includes the police, ambulance service, fire brigade, military, Port of London Authority, Local Authorities, utilities, transport companies, National Health Service, Health Protection Agency, Government and the voluntary & business sectors. Plans developed include a mass evacuation plan, mass fatality plan, and warning and informing plan.

**PLAN FOR AND EFFECTIVELY POLICE MAJOR EVENTS IN LONDON AND PREPARE FOR THE LONDON 2012 OLYMPIC AND PARALYMPIC GAMES****PUBLIC ORDER POLICING**

During 2010/11 we policed a significant number of public events, including the Notting Hill Carnival in August 2010, student protests in December, and the TUC rally in March 2011, in addition to sporting events such as football matches, the London Marathon and Wimbledon. We also planned for the Royal Wedding in April 2011 and the State visit of President Obama in May 2011.

Our priorities, in the Policing London Business Plan 2010-13, included our ambition to plan for and effectively police major public order events; to manage the larger number of events expected in the run-up to the 2012 Olympics; and to develop the MPS' capability to plan for and respond to major incidents and emergencies.

- In the 12 months to March 2011, 86% of people agreed that the Metropolitan Police Service does a good job in policing major events in London.

In August 2010 we policed the annual Notting Hill Carnival and ran Operation Razorback, our crackdown on troublemakers ahead of carnival. During Razorback we made 101 arrests and seized knives, weapons and drugs. Dawn raids resulted in £64,000 cash being seized and large quantities of drugs including crack cocaine and cannabis. During the carnival we used proactive and reactive policing tactics and engaged with carnival-goers to ensure the safety of more than one million visitors. Although we made 230 arrests, once again there were no firearms incidents and reported crime fell by more than 31 per cent compared to 2009.

The MPS is committed to facilitating peaceful protest. However, the level of public protest, both in scale and preparedness to use violence, increased in 2010. We planned for peaceful demonstrations and worked with those organisers who made contact with us, but on occasion the pre-event information and intelligence suggested a need for capacity to respond to serious disorder. Our response to public order challenges inevitably impact on local policing. We have to retain the rapid deployment capacity to respond to such events and this does mean that large numbers of officers are taken away from visible policing in Boroughs in London.

In policing protests successfully and continuing to improve public confidence we have committed to continue to engage with protest organisers and communities, to employ sure-footed tactics on the ground, intervene quickly to prevent criminal behaviour and to track down those responsible for violence, and to use intelligence to good effect.

On 9 December 2010 some 3000 students marched through central London to Parliament Square, where numbers swelled to around 20,000, including organised groups of activists and street gangs. A large number of protesters committed acts of violent disorder. Throughout, those who remained peaceful were able to leave. Sporadic disorder also took place in the West End, including an attack on the car carrying the Prince of Wales and the Duchess of Cornwall. The police operation involved 2,800 officers - more than 30 were injured. Thirty three arrests were made during protests, increasing to 40 by 14 December and significantly more as the criminal investigation continued. A number of people have subsequently been jailed.

In March 2011, the MPS worked closely with the TUC to ensure that 500,000 people could march peacefully through central London. This well organised and good natured event was marred when some people broke away to commit criminality and violence - by 28 March 201 people had been arrested and 149 charged. The independent observer Liberty concluded the police "reacted proportionately and gave appropriate consideration to the rights of peaceful protesters".

The MPS responded to political and public comment on the tactics used to police public order, much of which challenged the use of containment. This remains an important tactic, when used appropriately. Containment is a tactic of last resort but at times may be the only way to prevent serious disorder and violence.

The MPS also responded to recommendations on public order policing from HMIC and the MPA during 2010/11, adapting our approach and refining training and tactics. We produced leaflets with protest organisers to advertise agreed routes, and used social media such as Twitter to engage with protesters. We also adapted our intelligence gathering to reflect social networking by the new generation of protesters.

The widely praised policing operation for the Royal Wedding in April took 22 weeks to plan. An estimated two billion people worldwide saw a spectacular coordinated movement of crowds up and down the Mall. An online survey on the policing operation rated officers' level of engagement with the crowd as excellent.

#### **OLYMPIC AND PARALYMPIC GAMES**

The MPS is playing a leading role in coordinating and delivering a safe, secure and resilient London 2012 Olympic and Paralympic Games. Working with government, other police forces, partners and the community, the MPS will deliver on projects commissioned through the Olympic Safety and Security Plan (OSSP).

The Games will require the UK's largest ever peacetime safety and security operation - we have been planning for several years, drawing on the advice and knowledge of previous host countries and our own considerable event policing experience to ensure that we have an effective plan that will keep London safe.

Key Performance Indicator	Target 2010/11	2010/11
Olympic safety and security programme status	Amber	<b>Amber</b>

During 2010/11 we assessed our Olympic planning progress in terms of the RAG (red, amber, green) grading afforded by the Home Office to the overall Olympic Safety and Security Programme. During 2011/12, we are expanding this assessment to the five pan-Olympics programmes and three London centric venue programme plans. Currently, three pan-Olympic programmes are amber, and two are amber/green. The three London venue programmes are amber. Our target is to progress across the board to gradings of at least amber/green.

All business cases led by the police (MPS/ACPO or NPIA) passed through the policing approval process during 2010/11. The single exception is the Meeting Demand Business Case - including final mutual aid calculations (a formal request for

resources from other forces to manage operations, incidents or a large pre-planned event) - which will be finalised in November 2011.

The Demand and Resource project underwent an Office for Government Commerce (OGC) review in 2010/11 and was given an amber/green rating. Operation ALMUS continued to test resourcing for mutual aid, with ALMUS 3 due to report in July 2011. We made significant progress with the Mercury system, a database to manage information on officers deployed for Olympic work. Funding for the operational system has been agreed, with a projected completion date of October 2011.

We completed, during 2010/11, the fit-out of the International Liaison Unit, the National Olympic Co-ordination Centre (NOCC) and the national Olympic Intelligence Centre (OIC). The Olympic Intelligence Centre will work closely with the multi agency National Olympic Co-ordination Centre in New Scotland Yard to ensure that the National Olympic Security Coordinator (NOSC) and other senior partners have real time intelligence and can respond to any threats to the security of the Games.

The National Olympic Coordination Centre passed all systems functional tests in 2010/11. A NOCC exercise for senior management took place, in which the approach to the operations and plans were validated. The key focus now is the completion of multi agency training. The National Coordination Project became the first Olympic project to receive a green rating following an OGC review in June.

The first National Olympic Safety and Security Seminar, chaired by the National Olympic Security Coordinator, took place on 28 March 2011. This brought together senior leaders from the key agencies delivering Olympic security and reviewed the plans of each to assess the state of readiness and highlight interdependencies. The outcomes of this seminar will inform the National Olympic Safety and Security Plan.

In addition, the first London 2012 International Safety and Security Conference was held in London on 16/17 March 2011 to brief law enforcement and security partners from the other 204 countries competing in the Games. It was well received and at least two similar international conferences will be held prior to the Games.

We also hosted a two-day Royal Wedding Observer Programme to show the security leads of the Tier 1 Olympic sponsors our approach to policing a major event. Sponsor feedback on the operation itself and our discussion and co-operation was very positive - the leads suggested that the visit set a "new gold standard" for outreach and confidence-building by Olympic host city security authorities.

We recently delivered a National Olympic Crime briefing event at New Scotland Yard, which gave all forces an input on the requirements on forces, the national tasking and coordination process, the role of the Olympic Intelligence Centre, crime planning considerations and the work of SOCA and Operation Podium.

Operation Podium was established in June 2010 to deal with serious and organised crime affecting the Olympics, such as contract fraud, organised ticketing crime, money laundering and e-crime. During 2010/11 we successfully disrupted six organised criminal networks and arrested 37 individuals, made five cash seizures, and dismantled a large scale credit card and cheque fraud network, deporting the criminals.

Our Olympic e-crime team was also established, with our partners, to prevent and investigate attacks on Games infrastructure and mechanisms, including unauthorised access (hacking/intrusion), unauthorised modification (including malware distribution) and illegal online ticketing sales, and mass data theft. During 2010/11 we investigated several criminal networks and took down potentially fraudulent websites.

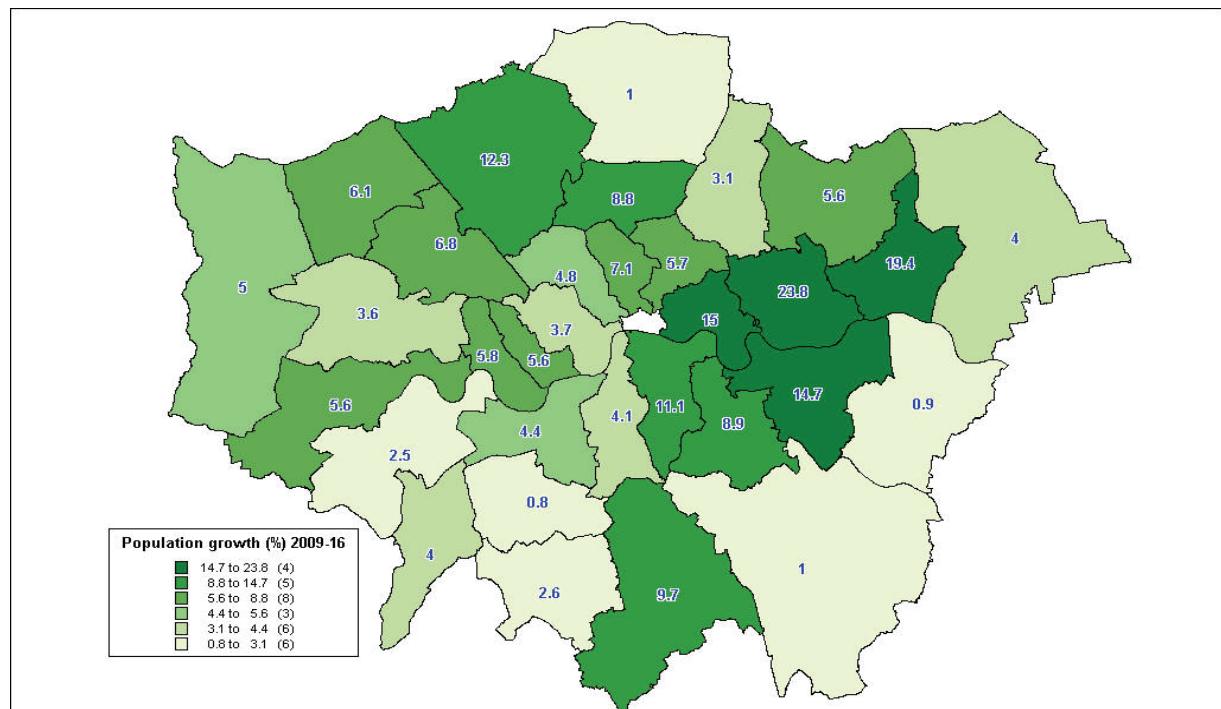
We also established a dedicated team within our Human Exploitation and Organised Crime Unit during 2010/11 to tackle prostitution in the five Olympic host boroughs. Our Olympic Vice Team worked closely with borough officers and Non Government Organisations to monitor prostitution and gather intelligence about emerging crime trends. Proactive operations were carried out in east London targeting brothels run by organised criminal networks, resulting in the rescue of trafficked women.

**OLYMPIC LEGACY**

During 2010/11 we progressed plans for policing requirements in and around the Olympic Park post the Olympic and Paralympic Games. There will be a period of transformation before the Park is re-opened during which we will ensure safety and security both around the perimeter of the Park and of the iconic Olympic sites such as the stadium, the Aquatics Centre and the Orbit.

We continued discussions with the Olympic Park Legacy Company, which holds responsibility for post-Games development including regeneration and opportunities for the new and emerging local community. These covered issues such as additional Safer Neighbourhood teams in the community to provide for the forecast increase in the residential population in the area and the growth in tourists drawn to the Park.

Forecast population growth across London 2009-16



### LEAD AND MANAGE OUR SERVICE TO ENSURE THE MOST EFFICIENT, EFFECTIVE AND ECONOMIC USE OF ALL THE RESOURCES ENTRUSTED TO US

The MPS committed to improve and develop the services we provide to the communities of London by ensuring the most efficient, effective and economic use of the resources entrusted to us. In the Policing London Business Plan 2010-13 we planned to deliver significant cashable efficiencies and drive change across the Service; to deliver effective services through ICT, HR and Estates; to continue develop employee skills and a representative workforce; and to drive the sustainable consumption of resources.

Key Performance Indicator for 2010/11	Target 2010/11	2010/11
Net cashable efficiencies delivered as a proportion of gross expenditure	£124m (3.4%)	<b>£124m</b> Green

The MPS faced, in 2010/11, the sharpest reduction in public expenditure since 1945, balancing increased demands for quality policing services against shrinking budgets, including an additional in-year revenue reduction of £30.4 million. We determined, with all police services across the UK, to deliver better value for money whilst maintaining, as far as is practical, our operational capability. Within this environment:

- We managed over 60 major change projects in 2010/11. Our Service Improvement Plan is projected to generate savings of over £290m a year by 2013/14
- Police Officer overtime in 2010/11 was £24.3m less than 2009/10 and £34.9m less than 2008/09
- 18% of police officer recruits in 2010/11 were from a BME background, our second highest rate ever
- 80% of targets in our Environmental Management Plan (EMP) were achieved.

#### CASHABLE EFFICIENCIES

A great deal of excellent work has taken place to make savings - in 2008/09 the MPS saved £72m; in 2009/10 £194m. In 2010/11, the MPS saved a further £315m. We have, over a number of years, actively pursued value for money. We have delivered £409.5m of cumulative efficiency savings over the past three years (2008/09 to 2010/11 and including permitted surplus savings from 2007/08), an over achievement of £64.6m or 18.7% against HM Treasury target of £344.9m. We have consistently met HM Treasury efficiency targets since they started in 1999.

Nevertheless, the Service faced an increasingly challenging financial environment in 2010/11, targeting spending reductions totalling some £600m by 2014/15 compared to 2010/11. To mitigate the impact of these reductions on our performance we have considered radically different ways of delivering our services, considered what services we must continue to deliver and whether the current balance in our policing and business model remains fit for purpose.

In meeting these challenges the Commissioner, during 2010/11, outlined a Balanced Policing Model focused on Safety, Confidence and Value for Money. Key elements include an organisation that delivers a safe and secure Olympic Games; achieves a balance between local, pan-London, national and international priorities; achieves an appropriate balance between prevention, response and investigation policing; and balances the needs of the public within the available budget.

The Commissioner, in delivering 20% savings over four years, focused on protecting operational capability as far as possible. That means delivering a policing service that recognises the importance of both the visible uniformed presence on the street and the specialist policing services the MPS provide - often largely unseen but crucial work such as tackling organised crime, firearms, drugs and child trafficking.

In delivering 'better for less' we worked to reduce inanimate costs, such as vehicles and buildings, as quickly as possible - we will remove 20% of these costs over three years, including 25% of our estate costs - and undertake process improvement, ensuring our business model is as lean as is practically possible. Over 80% of our planned change programme savings from 2013/14 are drawn from support services.

We also started work on sharing services across business groups and on exploring a range of outsourcing and joint ventures, only then reducing operational officers and PCSOs and mitigating the loss in capacity - we plan first to deliver operational efficiencies through savings in overtime, £12m planned by 2013/14, and allowances, £16m by £2013/14. To support this work we developed activity models for use in corporate change programmes to identify and maximise the release of savings.

### **CHANGE PROGRAMMES**

Much of our activity during 2010/11 to deliver cashable efficiencies, make best use of our operational assets and deliver efficient and effective support services has been driven through change programmes - these are expected to deliver approximately 56% of identified savings to 2013/14. The MPS change management portfolio was developed to reflect organisation wide change offering significant efficiencies and/or service improvements. Several key programmes delivered results during 2010/11.

#### **Operational Efficiency**

Our *Territorial Policing Development Programme*, designed to implement a cost efficient policing model that protects service to our communities whilst delivering efficiency savings of around £54.8m in 2013/14, made real progress during 2010/11.

We re-shaped the way in which we handle an average of over 6,000 emergency (999) and over 15,000 non-emergency calls per day, and despatch police units to incidents across London. New Central Communications Command (CCC) 'borough pods' now supervise all dispatch activity to close of incident - this innovative approach has been piloted in two boroughs during 2010/11.

Our Response project focused on mapping the deployment of our response officer resources to the demand profile for London - we piloted a new response model during 2010/11 in Lambeth and Brent boroughs. Our strong performance in responding to emergencies has been sustained with more efficient use of resource whilst Local Policing Teams made and kept many more non-urgent appointments.

A new Crime Recording and Investigation Bureau (CRIB) was designed to transform borough-based Telephone Investigation and Crime Management Units into a central command to provide a 'one stop shop' to record and investigate all crimes suitable for telephone investigation, with full integration in 2012.

We also, during 2010/11, progressed work to improve Safer Neighbourhoods teams focused on their location, what they deliver and how they are structured. Our Public Access project continues to review the ways in which people can access policing services, from calls and online contact to face-to-face meetings, including the role of police station front counters.

Our *Central Operations* Directorate improvement programme developed nine areas of work during 2010/11, including a support service review, allowances, shift review, and asset management. Some of these areas have close links with the TP Development Programme.

Our *Specialist Crime Directorate* Realignment Programme plan was developed during 2010/11. The nine project areas include Crime Investigation, Organised Crime, Intelligence and Covert Policing. We hosted a number of internal and external challenge panels in year, involving Her Majesty's Revenue and Customs, UK Borders Agency, Crown Prosecution Service, and the Serious and Organised Crime Agency.

During 2010/11 we re-structured along six command areas, pooling our reactive, proactive, intelligence and covert assets. Our Sapphire Rape and Serious Sexual Offences investigation capability was significantly enhanced. We also awarded a new multi-supplier framework for digital forensic analysis to 12 suppliers, saving the MPS £8.7m (24%) over four years.

#### Support Services

We started phase two of *Developing Resource Management*, which is focused on improving professional non-operational services. In 2010/11 our Corporate Real Estate project achieved 92% of planned building exits, and Property Services delivered over £10m in revenue savings. We initiated Improvements to SAP, the key MPS resource management system and developed new invoice management, capital management, and asset tracking tools. We delivered improvements in procurement, including contract management and our e-procurement transformation.

Our *Transport Services* project focused on achieving improvements across vehicle replacement (procurement), transport support contracts and the allocation and ownership of the vehicle fleet, saving £7m a year by 2013/14. During 2010/11 we engaged with vehicle manufacturers to improve our procurement process, and developed an internal hire fleet to realise savings.

During 2010/11 our *Catering Programme* began a review of our 96 catering facilities - with investment we aim to rationalise operations and drive an improvement in patronage to generate savings of around £14.5m a year by 2013/14, including a £2m reduction in MPS subsidy. Revenue increased in refurbished units during 2010/11.

#### Information and Communication Technology

We delivered a number of new Information, Communications and Technology (ICT)

products and services during 2010/11, including the Automatic Personal Location System (APLS), which allows us to know the location of our officers and deploy them in the most effective manner; the MPS's new HR system that supports savings of £15m a year; and the negotiation of a contract extension until 2015 with Capgemini, our primary outsource supplier, which saves the MPS up to £35m over five years. Over the previous three years we have achieved £45.4m of savings.

We achieved our forecast £10m of savings against ICT project spend in 2010/11. Initiatives included supplier negotiations; reducing third party contract and license costs at renewal; obtaining refunds from suppliers for service issues; retiring obsolete specialist applications and unnecessary infrastructure; and reviewing discretionary spend. An additional £2.6m cost avoidance savings were realised in this work.

In December 2010 we launched a new contract with Canon to supply the MPS with a Corporate Print Management Solution (CPMS). The CPMS project provides printing facilities more efficiently and significantly reduces costs.

Our *Lean Programme* gathered pace during 2010/11. This aims to radically change activity by focusing on processes that add value and removing activity that does not, creating a culture of continuous improvement. The Programme aims to deliver almost £14 million of savings in our Directorate of Information by 2014/15.

Our use of technology directly supported operational capability. We rolled out 3,300 operational hand held Personal Digital Assistants (PDAs) to officers during 2010/11, offering on the go access to operational systems. These are estimated to save officers up to five minutes on each transaction such as stop and search, or around 11,700 hours per month, increasing our ability to provide a strong visible presence on our streets.

Our Volume Crime Technologies (VCT) team provided frontline support to over 1,000 jobs, including almost 200 surveillance tasks. Our e-Communications Team created a new, easy to use, online reporting tool that allows victims to report hate crime in confidence whilst our Digital & Electronics Forensic Service (DEFS) analysed nearly 39,000 digital and electronic exhibits in support of 16,000 cases and, through a more targeted approach to analysis, saved the MPS approximately £200,000 a month.

Dol's Service Delivery Group maintained a service availability of more than 99% throughout the year on each of our 11 critical operational systems. We continued work in 2010/11 to consider new IT solutions, including innovative technologies such as Cloud and delivering the infrastructure for a single integrated telecoms network.

## People

Our *Transforming HR* (THR) programme was implemented during 2010/11, featuring a 24/7 centralised shared service model. The PeopleServices platform has been operating for around six months - we continue to embed these new ways of working across the Service. THR has visibly improved efficiency in delivering HR services. The 2005 starting position suggested a ratio of 1 HR staff to 49 MPS employees. The later business case set out 1:70 at launch. By February 2011, the actual ratio stood at 1:78, comparing favourably with the public sector mean. Plans are underway to deliver the next phase of savings of £3.65m.

Despite some implementation challenges, THR remains on track to deliver c£15m of savings each year from 2012/13 and continues to support the drive to protect front-line policing with projected annual savings equating to approximately 300 police constables.

Our *Training Modernisation Programme* was designed to deliver high quality training at the lowest cost. Phase 1 was completed in 2010/11 with new Learning Operations (introducing Regional Learning Centres) and Business Support and Strategy Units. We commenced work to reduce 84 independent training units to a five Regional Learning Centres, using a shared services approach to deliver efficient administrative and logistical functions and flexible use of professional trainers.

As part of our *Developing Training Programme*, the MPS moved towards a Professional Development Framework (PDF), underpinned by a new Leadership and Learning model. The Leadership Academy will support leaders along a new MPS Leadership Pathway so that they maintain Continued Development status or progress to Advanced Practitioner status on the framework. This was designed to improve professional standards across the organisation.

We introduced a new *model of recruitment* and training for Police Officers during 2010/11 - the main route to Police Constable is now through Special Constable (MSC) and Police Community Support Officer (PCSO) upon their successful completion of the Police, Law and Community Certificate. This has made good use of hands-on experience, and reduced training lead-in time and costs. This will generate savings of around £10.6m a year by 2013/14.

**REPRESENTATIVE WORKFORCE**

We continued during 2010/11 to build a police service of which Londoners can be proud. Over the last 12 years we have almost trebled our Black and Minority Ethnic (BME) representation among police officers from 3.4% in 1999 to 9.6% at 31 March 2011, and increased the proportion of female officers from 15.2% to 23.5%.

We recruited 342 police officers during 2010/11:

- 18.1% of police officers were from BME groups, our second highest rate ever
- 22% of all officer (including PCSO) recruits were from BME backgrounds
- 30.4% of police officer recruits in 2010/11 were female.

Key Performance Indicator for 2010/11	Target 2010/11	April 2010-March 2011
Percentage of police officer recruits from minority ethnic groups compared to the percentage of people from minority ethnic groups in the economically active population [APACs 3.1]	20% of police officer recruits	<b>18.1%</b> Amber

Our recruitment pause during 2010/11 was lifted in early 2011, and 193 PCSOs who had previously been selected entered police officer training in March 2011. Targeted police officer recruitment during 2011/12 should increase the BME representation to 10.0%, with the female representation increasing to 24.0%.

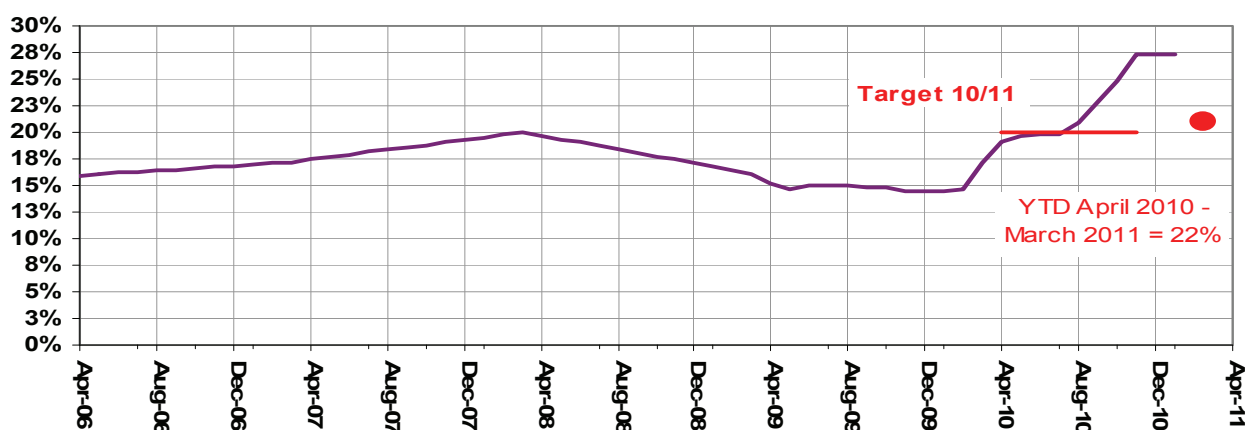
## IMPROVEMENT

Our community engagement recruitment strategy focused on communities that do not traditionally view policing as employment of choice, offering volunteering as a pathway to paid employment. The recruitment campaign for Volunteer Constables has been very successful, with 37% of applicants from BME groups and 34% female. The BME application rates exceeded London's economically active BME population.

We implemented positive action activities to maximise the diversity of our police officer appointments through our new model of recruitment and training, with the potential to exceed previous performance. We started working on a revised programme of community engagement focusing on Black communities in London.

Over the last five years we have consistently recruited 16-20% of our workforce from BME groups, and many are working to progress their careers. During 2010/11 the MPS Promoting Difference Programme continued to support the progression of employees from under-represented groups, with development options including programmes, workshops, mentoring, coaching, qualifications, on-line learning and work experience. This progression strategy was, during 2010/11, extended to include MSC and PCSOs who have the ambition to become police officers.

**% BME recruits, Rolling 12 months**



## COLLABORATION AND SHARED SERVICES

There was, in 2010/11, significant national focus on collaboration in policing. We were able to implement shared services – internal collaboration – across a range of activities during 2010/11, from the investigation of serious sexual offences to HR and finance. We have previously outsourced payroll, pensions and a significant part of our ICT and Facilities Management functions. We began to develop further internal shared services and identify opportunities for outsourcing as part of our strategy for delivering a balanced policing model and balanced budget in 2014/15.

We also collaborated with other forces, notably through joint working with British Transport Police and the City of London Police. We continued to work, in areas such as the Extradition Unit and the Police Central e-crime Unit, as the national lead force, and continued to deliver on national responsibilities in counter terrorism, domestic extremism and in planning for the 2012 Olympics and Paralympics.

## Partnerships

During 2010/11 we developed a co-ordinated approach to driving the strategic management of partnerships, partnership income and expenditure, third party contracts and procurement, working closely with operational and support units to ensure effective implementation. The MPS now has complete data on all funded and non-funded partnerships. This management information enabled the MPS to manage their partnerships and related risks, particularly in understanding the impact of budget cuts on key partners and on the MPS, and prompted development of a partnership decision-making, management and evaluation tool.

## CORPORATE SOCIAL RESPONSIBILITY

We are determined that our values remain firmly embedded whilst we work to improve our Service, and that we retain and build on the trust and respect of our communities and staff. Our Corporate Social Responsibility (CSR) Strategy 2010-13, published in November 2010, confirmed our commitment to ensure that key social, environmental, economic and sustainable development issues are well managed to ensure the long term sustainability of policing in delivering effective services.

The Strategy sets out to deliver effective policing for diverse communities of London through the responsible and sustainable management of all our resources. The first CSR report, due in September 2011, will report performance across the organisation for 2010/11, incorporating the annual Environment Report.

Eighty percent of the targets set in the 2010/11 Environmental Management Plan were achieved, 14 percent were partially achieved but are achievable in longer timescales, whilst six percent were not achieved during the target year and cannot be completed. This represents an improvement on last year's performance.

The MPS Climate Change Action Plan (CCAP) continued to deliver carbon and financial savings. Projects completed during 2010/11 will realise annualised energy utility cost savings of £259,260 and 1,328 tonnes CO<sub>2</sub>. Based on recent changes to the CRC Energy Efficiency Scheme legislation, these projects will further realise avoided annual CRC costs of £15,936 based on a carbon price of £12/tonne CO<sub>2</sub>.

Two Borough Based Custody Centre (BBCC) fit-outs were completed to MPS environmental design standards during 2010/11. Two BBCC designs were rated as Building Research Establishment Environmental Assessment Method (BREEAM) 'Excellent' and 'Very Good' - these are due for construction in 2011/12. Our in-design Wood Green Custody Centre has received a BREEAM pre-assessment of 'Excellent'.

In 2010/11, the MPS generated 7,043 tonnes of office waste, of which 52% was recycled, exceeding our 50% target. Sixty four percent of this waste was diverted from landfill. In 2010/11 at least 95% of construction wastes from new MPS developments were diverted from landfill.

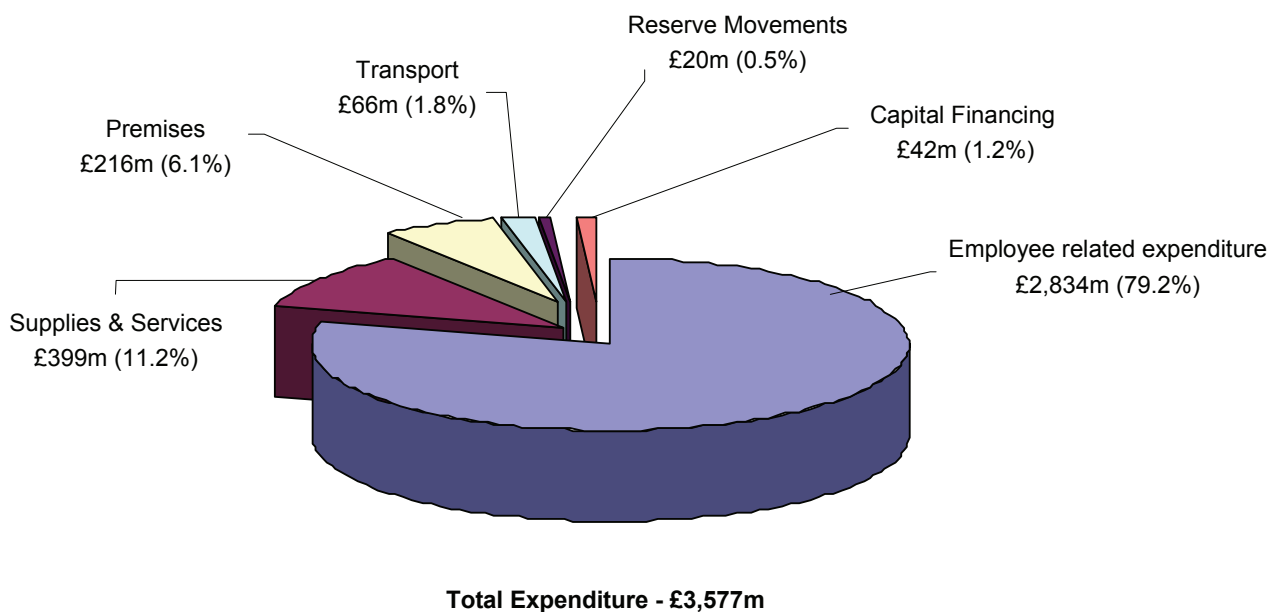
We saved £320,000 by reusing fleet vehicle parts during 2010/11. In addition, over 45,000 litres of used cooking oil was collected from our catering facilities to fuel vehicles that deliver supplies to the MPS, resulting in an income of approximately £11,000 and a saving of 65 tonnes of carbon emissions in the MPS supply chain.

## FINANCIAL PERFORMANCE

### Revenue

There were a number of key challenges in 2010/11, particularly meeting the £30.4m in year grant reduction (plus £5m of specific grant), the pressure on public order budgets from policing protests and work to move the organisation into a position where 2011/12 savings can be delivered. Despite this, we managed down expenditure to deliver an under spend of £5.6m to support 2011-14 Budget and Business Plan proposals.

Provisional analysis of MPA/MPS Revenue Expenditure in 2010/11



### Capital

The provisional outturn for 2010/11 is £188.2m, some £88.1m below the revised annual budget of £276.3m. A number of projects were delayed into 2011/12 as a result of the new corporate estate strategy, changes to procurement processes, difficulties with the purchase of hardware and extended commercial negotiations. The financing situation was closely monitored to ensure that all funding sources remained available and the capital programme continues to be affordable and sustainable in accordance with the requirements of the Prudential Code.

In accordance with statute, the audited final accounts for the year 2010/11 will be published by 30 September 2011.

### HMIC Value For Money (VFM)

During 2010/11 HMIC carried out inspections to examine how well prepared forces were to deal with reduced budgets and to review plans in place to reduce costs. An onsite MPS inspection carried out in February 2011 found that there was evidence of detailed plans in place. HMIC indicated that the MPS and MPA had a clear understanding of the scale of the challenge being faced.

### Birthday's Honours List June 2010

Her Majesty The Queen has been graciously pleased to make the following appointments and awards:

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

William Noon Sergeant Royalty Protection, Specialist Operations

**Royal Victorian Medal (Silver) (RVM)**

Raymond Stanhope Constable Royalty Protection, Specialist Operations

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

Martin Tiplady Director of Human Resources

Dal Babu Chief Superintendent Harrow Borough, Territorial Policing

**Most Excellent Order of the British Empire (MBE)**

Patricia Holdsworth Assistant Chief Officer Special Constabulary, Territorial Policing

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

David Marshall Detective Chief Inspector Child Abuse Investigation Command

John McDowall Lately Deputy Assistant Commissioner  
Counter Terrorism, Specialist Operations

Ian Thomas Chief Superintendent Public Order, Central Operations

Mark Toland Chief Superintendent Brent Borough, Territorial Policing

Shirley Tulloch Lately Superintendent Southwark Borough, Territorial Policing

### Queen's New Year Honours 2011

Her Majesty The Queen has been graciously pleased to make the following appointments and awards:

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

Danny Hill Sergeant Royalty Protection, Specialist Operations

**Royal Victorian Order (Silver) (RVM)**

Kenneth Coid Constable Royalty Protection, Specialist Operations

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

Gary Pugh Director of Forensic Services Specialist Crime Directorate

**Most Excellent Order of the British Empire (MBE)**

Richard Hynes Inspector Southwark Borough, Territorial Policing

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

Hamish Campbell Detective Chief Superintendent  
Homicide and Serious Crime, Specialist Crime Directorate

Dominic Clout Retired Chief Superintendent Camden Borough, Territorial Policing

Rod Jarman Deputy Assistant Commissioner Human Resources

Ivor MacGregor Constable Havering Borough, Territorial Policing

## MPS Annual Awards and Jane's Police Review Awards 2010

All recipients of these MPS awards represented the Service at the Jane's Police Review Gala Awards in 2010.

### Community Support Officer of the Year

PCSO Sophie Chin, City of Westminster for innovation and dedication in building and maintaining partnerships with local schools and charitable Trusts to raise the profile of her 'Swap a Knife for a Life' project to mitigate knife crime and youth violence.

### Community Police Officer of the Year

Police Constable Susan Tither, Ealing Borough for her outstanding dedication to local visible policing resulting in improved community relations, the closure of 9 cannabis factories, the recovery of 30 firearms and the seizure of 14 dangerous dogs.

### Diversity in Action Team award

Territorial Policing Central Volunteer Police Cadet Team for commitment in a pioneering project offering long term support to youths, particularly those with disabilities and the socially excluded; and standing as role models for young people.

### Student of the Year award

Police Constable James Waller, Greenwich Borough for his motivation and commitment to understanding the local community by interacting closely with faith leaders and trades people, ensuring confidence in the Metropolitan Police Service.

## MPS Commissioner's Commendations and Royal Humane Society

### Commissioner's Commendations were awarded in July 2010 to:

Police Sergeant Mark Workman, Territorial support Group and Detective Constable Mark Harber, Serious and Organised Crime for their role in an operation resulting in the conviction of 14 members of an organised criminal drugs network.

Police Community Support Officer Eva Knedlova, Kensington & Chelsea Borough for victim care after a woman sustained serious injuries following a vicious assault.

Police Constable Paul Hart and Police Constable Simon Harvey, Traffic for pursuit of an armed suspect who had shot at them.

### Commissioner's Commendations awarded in October 2010:

The Commissioner's high commendation was awarded to Police Constable Charlotte Brierley, Safer Transport Command and to Police Constable Robert Farrugia, Traffic for their actions at the scene of the bombing at Tavistock Square

The Police Public Bravery Award was awarded to Jimi Welsh, Conor Fane, Joshua Mott and Max Butler for detaining a burglar who had broken into Jimi's house.

### Commissioner's Commendations were awarded in March 2011 to:

Police Constable Tirath Chand and Police Constable Matthew Musson, Tower Hamlets Borough who worked together to disarm and detain a violent mentally unstable man who had attacked a member of the public with a 12 inch machete.

Police Constable Graham Hislop, Southwark Borough for dispersing a group of youths who were preparing to fight in a south London estate known for gang tension.

**Royal Humane Society certificates issued in 2010/11:**

Royal Humane society certificates were issued to 36 Police Officers and Police Community Support Officers during 2010/11, for resuscitating people who had been involved in accidents or had medical conditions, or for saving life through rescue.

In addition, fifteen year-old Dhanesh Patel was awarded a certificate for commendable quick-thinking in helping to save two men from a burning flat.

**The MPS Diversity Excellence Awards 2010****Diversity Leadership category**

The winner was Detective Chief Inspector Caroline Goode, Homicide and Serious Crime Command for her work in developing training to enable front line officers and staff to identify 'honour' based violence and to effectively support victims.

A Highly Commended Certificate was awarded to Detective Superintendent Duncan Ball for his work as Deputy Diversity Lead in SO15 Counter Terrorism Command.

**Fair and Responsive Services category**

The winner was Sergeant Steven Brown of Southwark Borough's Faraday Safer Neighbourhoods Team for his work in improving community safety and confidence on the Aylesbury Estate.

A Highly Commended Certificate was awarded to PC Helen Davies, Business Manager Dennis Saunders and external trainer Gina Bobin for their work on the Lewisham Borough Deaflink Scheme.

**Workforce and Culture category**

The winner was the HR6 Promoting Difference Team for their work in assisting BME officers in preparing for progression opportunities in the MPS.

A Highly Commended Certificate was awarded to Police Constable Cliff Bolton of Bexley Borough for his work pioneering Autism Awareness in the MPS.

**Community Engagement category**

The winner was the Edgware Safer Neighbourhood Team, Barnet Borough for their Nutmeg Project, an innovative youth engagement project using music to promote an end to knife and gun crime.

A Highly Commended Certificate was awarded to Chief Inspector Ian Vincent, Chief Inspector Stuart Smith, Police Constable Neil Hurren and Police Constable Mark Townsend, Brent Borough Partnership Unit for producing and promoting their police training DVD '*Stop and Search - Both Sides of the Story*' .

A second Certificate was awarded to Police Constable Tracy Gunn of Newham Borough for her excellent work in building relationships with members of the local Ahmadyia Mosque and her work to improve relations with the Roma community.

**Performance (Disability) category**

The winners were Police Constable Jodene Feeney of Harrow Borough and Detective Constable Tanya O'Connell of Westminster for developing the Dyslexia Self Help intranet site and supporting staff to manage dyslexia issues.

A Highly Commended Certificate was awarded to Detective Inspector Jim Foley and Detective Constable Paul Richardson from the TPHQ Community Safety Unit Service Delivery Team for developing innovative practices to deliver significant improvements in the way the Met deals with hate crime.

### Other Awards

- In June 2010 the MPS You Tube film 'Choose a Different Ending' which vividly depicted the consequences of carrying a knife, was awarded three Cannes Lions awards (including the overall Grand Prix award) for advertising.
- In the same month the Directorate of Public Affairs won the Chartered Institute of Public Relations award for outstanding in-house PR team.
- The MPS was awarded Best Police Service for the use of Information Technology in the Best Business Awards in August 2010. The award to the Directorate of Information focused on use of ICT to deliver a better service, using examples such as crime mapping and operational Personal Digital Assistants (PDAs).
- The MPS was awarded Best UK Training Initiative at the Fire Excellence Awards 2011, for innovative training. During 2010/11 our Property Services Compliance Team provided fire training for 3,000 employees and instructed in the use of fire fighting equipment, whilst schooling 350 employees a year as 'Responsible Persons' to carry out Fire Risk Assessments and maintain general fire precautions.
- The MPS received three Procurement awards from the Association of Policing Procurement Contract Professionals in November 2010. The Personal Achievement Award, the ACPO Exceptional Police Procurement Award and the Best Sustainable Procurement Initiative.
- The MPS Digital and Electronics Forensics Service Focus Court Presentation System won a special award for innovation in the Local Government IT Excellence Awards, which highlight improved efficiency and delivery of services.
- Our new Police Forensic Liaison Unit was a finalist in the prestigious e-Government National Awards 2010 for achieving positive transformation through Excellence in Leadership and Professionalism.
- Wandsworth Volunteer Police Cadets (VPC) won the Wandsworth Young Person of the Year 2011 'Group Award' for their "selfless commitment to community work".
- GOLD Award – Chartered Institute of Purchasing and Supply (CIPS) Sustainable Procurement Audit. As part of CIPS Certification, the MPS achieved Gold Level in the Sustainable Procurement Practices review. The MPS is the first organisation in the UK to have had this audit, which measures the sustainability of an organisation's supply chain.
- Winner of Best Public Sector and GOLD Award - The Mayor of London's Green Procurement Code. The MPS was awarded GOLD for the second year running. We also won "Best Public Sector" for our work in this area.
- The MPS Environment team (Sarah Foster) was highly commended in the Mayor's Responsible Procurement Awards 2010.

## GLOSSARY OF TERMS

ACPO	Association of Chief Police Officers
APA	Association of Police Authorities
APACS	Assessments of Policing and Community Safety
APLS	Automatic Person Location System
ASB	Anti-Social Behaviour
BCS	British Crime Survey
BEEP	Building Energy Efficiency Programme
BME	Black and Minority Ethnic
BOCU	Borough Operational Command Unit
BTP	British Transport Police
CADRE	Advanced Public Order Trained Officers
CAITS	Child Abuse Investigation Teams
CCC	Central Communication Command
CCI	Climate Change Initiative
CDRP	Crime and Disorder Reduction Partnership
CEOP	Child Exploitation and Online Protection Centre
CJS	Criminal Justice System
CJSSS	Criminal Justice Simple Speedy Summary
CNs	Criminal Networks
CO	Central Operations
CPEG	Community and Police Engagement Groups
CRIS	Crime Reporting Information System
CSR	Corporate Social Responsibility
CT	Counter Terrorism
CTIO	Counter Terrorism Intelligence Officer
CVS	Crime Victim Survey
DCP	Deputy Commissioner's Portfolio
DfT	Department for Transport
DLS	Directorate of Legal Services
DoI	Directorate of Information
DoR	Directorate of Resources
DRM	Developing Resource Management
FLO	Family Liaison Officer
GBH	Grievous Bodily Harm
GLA	Greater London Authority
HM	Her Majesty the Queen
HMIC	Her Majesty's Inspectorate of Constabulary
HR	Human Resources
ICT	Information Communication and Technology
IPCC	Independent Police Complaints Commission
KPI	Key Performance Indicator
KSI	Killed and Seriously Injured

LCJB	London Criminal Justice Board
LOCOG	London Organising Committee of Olympic & Paralympic Games
LYCPB	London Youth Crime Prevention Board
MDT	Mobile Data Terminal
MIB	Met Intelligence Bureau
MIT	Major Investigation Team
MPA	Metropolitan Police Authority
MPS	Metropolitan Police Service
MSC	Metropolitan Special Constabulary
NCDV	National Centre for Domestic Violence
NPIA	National Policing Improvement Agency
NSPIS	National Strategy for Police Information System
OBTJ	Offenders Brought To Justice
OCU	Operational Command Unit
OSD	Olympic Security Directorate
PAS	Public Attitude Survey
PCSO	Police Community Support Officer
PDA	Personal Digital Assistant
PNC	Police National Computer
POCA	Proceeds Of Crime Act
POSC	Public Order Strategic Committee
PPD	Public Protection Desk
PPO	Prolific Priority Offender
PURE	Police Use of Resources Evaluation
RCCO	Revenue Contribution to Capital
SCD	Specialist Crime Directorate
SIO	Senior Investigation Officer
SIP	Service Improvement Plan
SLF	Safer London Foundation
SN	Safer Neighbourhoods
SNT	Safer Neighbourhoods Team
SO	Specialist Operations
SOCA	Serious Organised Crime Agency
SPI	Statutory Performance Indicator
SSP	Safer Schools Partnerships
TfL	Transport for London
THR	Transforming Human Resources
TP	Territorial Policing
UKBA	United Kingdom Border Agency
USS	User Satisfaction Survey
VCOP	Victim Code of Practice
VRES	Vehicle Recovery and Examination Service
YOTS	Youth Offending Teams

## **CONTACT DETAILS**

### **How to Contact Us**

We welcome your feedback. If you have any comments about this MPS Annual Report 2010/11 they should be sent to the:

**Metropolitan Police Service  
1026 Corporate Planning  
Resources Directorate  
New Scotland Yard  
Broadway  
London SW1H 0BG**

### **Consultation Opportunities**

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

### **Copies**

The MPS Annual Report 2010/11 is published (in July 2011) as an internet document. Please consider the environment before printing this report.

A language translation service is available. This may incur a charge.

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