

Witness Name: **Kit Malthouse**

Statement no: **First**

Exhibit: **KM1**

Date: 29 February 2012

**THE LEVESON INQUIRY**

---

Exhibit KM1 to the  
Witness Statement of **Kit Malthouse**

---

## Metropolitan Police Authority: Website archive

---

**Warning:** This is archived material and may be out of date. The Metropolitan Police Authority has been replaced by the Mayor's Office for Policing and Crime (MOPC). See the [MOPC website](#) for further information.

### Minutes

Minutes of the meeting of the Metropolitan Police Authority held on 30 April 2009 at Chamber, City Hall, The Queen's Walk, London, SE1 2AA.

#### Present

##### Members

- Boris Johnson (Chairman)
- Jennette Arnold
- Reshard Auladin
- Faith Boardman
- John Biggs
- Chris Boothman
- Victoria Borwick
- Valerie Brasse
- James Cleverly
- Dee Doocey
- Toby Harris
- Kirsten Hearn
- Neil Johnson
- Jenny Jones
- Clive Lawton
- Joanne McCartney
- Kit Malthouse (Vice Chairman)
- Steve O'Connell
- Caroline Pidgeon
- Graham Speed
- Richard Tracey

##### MPA officers

- Catherine Crawford (Chief Executive)
- Ken Hunt (Treasurer)
- Jane Harwood (Assistant Chief Executive)
- Nick Baker (Head of Committee Services)

## MPS officers

- Tim Godwin (Temporary Deputy Commissioner)
- Chris Allison (Assistant Commissioner)

## 97. Apologies for absence and announcements

(Agenda item 1)

Apologies for absence were received from Cindy Butts, Deborah Regal and Sir Paul Stephenson (Commissioner)

## 98. Declarations of interest

(Agenda item 2)

Chris Boothman declared a personal interest in agenda item 6a in that he was a Director of the Notting Hill Carnival Trust

## 99. Minutes

(Agenda item 3)

Members considered the minutes of the Authority meeting held on 26 March 2009.

Matter arising

Minute 93(b) Appointment of member to committee - Confirmation was given that at the last meeting of the Authority, the Chairman of the Authority had been appointed as borough link member for Greenwich, but subsequently had withdrawn his nomination in favour of Steve O'Connell.

**Resolved – That the minutes of the Authority meetings held on 26 March 2009 be agreed and be signed as a correct record.**

## 100. Chairman/Vice Chairman's update

(Agenda item 4)

The Chairman wished to record his deepest sympathy to the families and friends of two police officers: Gary Toms and Chris Dent who recently died in two separate incidents. PC Gary Toms, a specialist firearms officer, died on 17 April 2009. He had been in hospital with critical injuries received while responding to a call to an aggravated burglary. On 22 April PC Chris Dent, a motorcycle officer, was killed in a hit-and run crash on his way home from duty.

The Chairman also wished to record his thanks to former Assistant Commissioner Bob Quick, whose resignation he had accepted on 8 April 2009. The Chairman stated that Bob Quick had made a dedicated and effective contribution to fighting terrorism in London and nationally. He also welcomed Assistant Commissioner John Yates to his new role as Assistant Commissioner Specialist Operations.

The Chairman concluded that whilst he was aware that the agenda included an item on the policing of the G20 summit, he wanted to record his sympathies to the family of Ian Tomlinson who died during the demonstration. In doing so, the Chairman added that he hoped that subsequent investigations into Mr Tomlinson's death would provide his family with clear answers as to what had happened.

**Resolved – That the report be received.**

## 101. Commissioner's report

(Agenda item 5)

(A transcript of this item is available)

In the Commissioner's absence, Temporary Deputy Commissioner (T/DC) Tim Godwin presented a report that summarised the progress of the MPS against the objectives in the 2008-2011 Policing Plan for London. The report covered the period between

February and March 2009 with data for individual measures reflecting the 12-month period ending March 2009 where available.

T/DC Godwin highlighted a number of areas where there continued to be improvements of performance and this included the continuing fall in youth violence. He added, however, that following the recent death of another young person, the MPS remained only too aware that there remained a considerable amount to work to be done in this area.

He also raised a number of areas of concern including the increases in hate crimes and rape. He added that whilst we believe the rise in hate crime is attributed to an increase in victims coming forward and reporting crimes, which in an area where under reporting has historically been an issue. The Met will monitor this area carefully to ensure an actual increase in crime is not being masked by increased reporting.

T/DC Godwin then reported to members on the policing of the G20 summit. In doing so, he stated that this and any subsequent discussions should not prejudge or prejudice the current investigation of the policing of that event. He added that he would provide a fuller report at agenda item 6a, but he hoped that members would agree that the overwhelming majority of police officers policing that event did so in a very professional manner. He also wished it to be recorded that the MPS fully supported the investigation into Mr Ian Tomlinson's death and at this stage it would be irresponsible to comment further on the details of what happened.

He confirmed that an officer who had posted inappropriate comments linked to the G20 demonstrations on a social networking website had resigned.

#### Issues raised by members

##### *Civil claim*

Following a recent press report that a number of demonstrators outside the Mexican Embassy had been wrongfully arrested, members raised concerns that the Authority had not been consulted on the decision to settle this matter out of court. Members felt that this showed a lack of understanding of role of the Authority and a need for improved communications.

T/DC Godwin informed the members that the Authority should have been engaged in the decision making process relating to this case and apologised that the MPS had not done so.

##### *Photography*

Several members raised concerns about reports of members of the public being asked by police officers to delete photographs from cameras with anti terrorism legislation cited as the basis for this.

T/DC Godwin agreed with members that this was unacceptable and undertook to reinforce the message that this practice should not be taking place, unless it was specifically related to an anti terrorist operation or concern.

The Chief Executive confirmed that the Authority would be receiving a report on this matter and agreed with members that as part of the report members should be provided with details of current legislation relating to restrictions on photography

##### *Single patrolling of officers*

In response to members, T/DC Godwin confirmed that single patrolling by officers was in operation.

##### *Clubs and vice*

Members asked the MPS to ensure that there was co-ordinated action between MPS clubs and vice unit and the work arising from the GLA's 'violence against women' strategy.

**Resolved – That the report be received.**

## 102. Question from a member of the public

(Additional item)

(A transcript of this item is available)

The Authority, in accordance with Standing Order 2.7, received the following questions from Mr Andrew May, from 'Defend Peaceful Protest':

- a. Why were many police at the G20 demonstrations not wearing shoulder ID or deliberately concealing ID when categorical assurances had been made by Silver star commander to MPs that this would not happen?
- b. Will there be a wider independent investigation into allegations of systematic use of excessive force by police against individual protestors.
- c. Will there be a broader review into policing strategy at protests in general, in addition to the review of policing at the G20 protests?
- d. Will the chair of the MPA meet with Defend Peaceful Protest and other groups who were at the G20 protests to ensure that any review of the tactics deployed at the G20 includes the experiences of the protestors themselves?

The Authority's Chief Executive responded as follows:

*I would like to thank Mr May for these questions. I will give a brief response on behalf of the Authority but these issues will be explored in much greater depth in the report and member debate on the policing of G20 that follows. I am pleased to see that the group of which Mr May is a member is called 'Defend Peaceful Protest' – that is a principle to which both the MPA and the MPS are also committed.*

*Public trust in policing is essential and the Metropolitan Police have a reputation second to none in how they facilitate peaceful and lawful protest during the dozens of demonstrations during the year. However, where there are concerns, as is the case with the G20 demonstrations, immediate action is required to ensure that the police are held accountable, individually and corporately. This I believe the Commissioner has done in referring individual cases to the Independent Police Complaints Commission and in asking Her Majesty's Inspectorate of Constabulary to review the policing of public protest, including the tactics used in the policing of the G20 demonstrations.*

*With regard to Mr May's four questions: I will ask the Temporary Deputy Commissioner to respond to the issue about identifying numbers on officers' shoulders, when he introduces his report. The issue of force used against individual protestors is a matter that the Independent Police Complaints Commission is currently investigating and it would be premature to anticipate the outcome of those investigations. And as I mentioned just now, the HMIC review will be assessing the effectiveness and impact of current public order tactics.*

*Finally, Mr May asks that the MPA's chair meet with Defend Peaceful Protest and other groups who were at G20. I suggest that, in the first instance, I should explore with the Commissioner and the Chief Inspector of Constabulary what scope there might be to hear directly from Defend Peaceful Protest as part of the review'.*

In accordance with standing orders Mr May was afforded the right to reply and asked; 'If, one month on from the G20 protests, provision has not yet been made to include the concerns of protestors and protest groups within the HMIC review, how can the MPA

realistically expect this or the IPCC investigations to restore public trust in protest policing'.

The Chief Executive understood about the need for urgency in investigating this matter, however, she added that the investigations had a considerable amount of evidence to assess and there was a need for both thoroughness and timeliness.

**Resolved - That the question from Mr May and the Chief Executive's response be noted.**

### 103. Policing of the G20 Summit 2009

(Agenda Item 6a)

(A transcript of this item is available)

This report was not circulated within the statutory five working days and the Chair agreed to receive the report on the following grounds of urgency: the reason for urgency is to enable public debate on this issue of current importance.

Members received a report from the MPS that outlined details of the policing of the G20 Summit 2009 also known as Operation Glencoe.

The report confirmed that the MPS had been informed of the summit as late as mid December 2008 which allowed the organisation only three months to plan and execute the policing of this event. In addition, during the same period of the Summit the MPS were engaged in the policing of a number of other events. The report provided members with details of the policing operation including; intelligence and potential risks; the strategy, tactics, community engagement and resources for the operation. The report then provided members of details of protestor action and the policing responses. Members requested that a verbatim record of the discussion be made. A copy of the verbatim discussion is given at Appendix 1 to these minutes

In summary a number of issues and actions arose from the discussion, including:

#### Issues around tactics

- The need to review whether 'containment' was working as a useful method of policing public order.
- If containment is used, to develop a strategy which enabled police officers to exercise greater discretion in terms of making decisions as to whether individuals should be allowed to leave a contained area
- Whether the MPS should seek advice from behavioural specialist on the effects of containment.
- Consider how public order policy and tactics include a responsibility towards vulnerable or disabled members of the community.
- Improve communications with local businesses and small traders on protecting property and any effect on trading.
- For the MPS to investigate and clarify whether individuals were asked to delete photographs from camera or phones.
- The value of early dialogue with leaders or representatives of protesting groups.
- To ensure all officers have visible identification during public order events and to hold those to account if they do not.
- Review CCTV to ensure that any unlawful action by protesters or officers is identified.
- Review the supervisory role on the ground at public order event to ensure this is adequate.
- Clarity about the role of police medics at public order events.

- HMIC draft terms of reference of the policing of the summit to be circulated to members.
- The MPA's Finance and Resources Committee to receive an update on the 'Airwave' communication system
- Arising from the policing of G20, the Authority should review the role and functionality of TSG in public order events.

**Resolved - That the report be received**

**104. Motions received by the Chief Executive (relating to G20 demonstrations)**

**(Agenda Item 6b)**

(A transcript of this item is available)

The Chief Executive confirmed that she had received two motions which related to the G20 demonstrations.

The first motion was proposed by Dee Doocey (seconded by Jenny Jones) and was as follows:

*This Authority recognises that the job of policing the G20 demonstrations on 1st April was difficult but believes that the strategy and tactics adopted by the Metropolitan Police were fundamentally wrong. This Authority notes that the Commissioner has asked HMIC to review public order policing, and that the IPCC are investigating a number of specific complaints. In order to begin the process of restoring public confidence the HMIC review must take evidence in a public forum from all concerned, including protesters, and closely examine other recent protests to consider the growing concern that police tactics have become more aggressive in recent years. The HMIC review should make recommendations that would form the basis of long-term policies on the policing of protest in recognition of the following principles:*

1. *Demonstrations and other peaceful forms of protest are a fundamental democratic right, which all public bodies are under a duty to facilitate and protect.*
2. *Policing of demonstrations must always be proportionate, and must discriminate between the need to facilitate peaceful protest and prevent criminal acts committed by a minority.*
3. *The police must use aggressive tactics such as 'kettling', baton charges, and attacks with dogs only when they are absolutely necessary and proportionate. The seizure of personal property from demonstrators is not acceptable. The use of aggressive or intimidatory tactics against peaceful protesters is provocative, inappropriate, and counter-productive, since it increases the tension and likelihood of violence.*
4. *Any officers not clearly identifying themselves by wearing an identification number are committing a disciplinary offence.*
5. *The police must exercise due care and attention when making statements to the media since predictions of violence can be self-fulfilling. The police must never exaggerate the likelihood of violence, nor should they dissemble the facts after a demonstration has occurred.*

6. *The police must consider Britain's reputation abroad and not commit acts that set a poor example and thus undermine our country's efforts to promote human rights.*

*If these principles are not fully incorporated into the HMIC review and any recommendations that arise from it, then this Authority will re-examine what further steps need to be taken, including the possibility of instigating a further review.'*

The second motion was proposed by Joanne McCartney (seconded by John Biggs) and was as follows:

*'This Authority recognises the public interest and concern regarding the policing of the recent G20 demonstrations. We note that;*

1. *The Commissioner has asked the HMIC to conduct a review of public order policing tactics;*
2. *The IPCC will be investigating specific complaints regarding police conduct and tactics during the demonstrations;*
3. *The Home Affairs Select Committee has taken evidence relating to the G20 demonstrations.*

*This Authority, as the oversight body of the MPS, and with the view to retaining public confidence in public order policing agrees to:*

- a. *Call on the HMIC when conducting their review to take evidence from G20 demonstrators; and to ensure that their final report is available as a public document*
- b. *Set up a panel of members to review MPS public order tactics, taking into account the recommendations of any review or investigation into the G20 demonstrations and any other relevant issues. This panel will also ensure that any appropriate recommendations are fully implemented in a timely manner. This panel will be set up as soon as possible to begin its work'.*

Following debate of the motions an amendment to both these motions was proposed by Kit Malthouse and seconded by Clive Lawton as follows:

*'This Authority recognises that the job of policing the G20 demonstrations on 1 April was difficult and the strategy and tactics adopted should be reviewed.*

*We note that HMIC are undertaking a review at the request of the Commissioner and request that HMIC take evidence from all concerned including protesters.*

*We therefore refer this matter to the newly established Civil Liberties Panel of the MPA with a specific remit to consider, inter alia, the following:*

1. *Recommendations made by HMIC in their review.*
2. *Ensure that the principle of facilitating demonstrations and other peaceful forms of protest are enshrined in the tactics employed by MPS.*
3. *Ensure that the balance between facilitating peaceful protest and preventing criminal acts by a minority is always proportionate.*



4. *Consider the circumstances under which the MPS should use more assertive public order tactics, such as containment, baton charges, police dogs and horses and the possible detrimental effects of those tactics.*
5. *Consider the circumstances under which the personal property of protesters has been seized and whether this is appropriate.*
6. *Consider the circumstances in which officers are on duty without identification and make recommendations to ensure this does not take place.*
7. *Consider the media handling of demonstrations where there is an anticipation of violence or disorder.*
8. *Consider the reputational issues of public order tactics employed in the anticipation or eventuality of violence or disorder.*
9. *Consider how the MPS should reflect in its public order policy and tactics its responsibilities towards vulnerable or disabled members of the community.*

*The MPA recognises that many of these issues may be considered in the HMIC review, which is due to report its initial findings at the end of June, and we have no wish to duplicate that work'.*

**Resolved - That the amendment to the two motions be agreed.**

#### 105. MPA strategic framework

##### (Agenda item 7)

This report was not circulated within the statutory five working days and the Chair agreed to receive the report on the following grounds of urgency: to enable public debate on this issue of current importance.

The Deputy Chairman introduced the report and said that the MPS was an outstanding organisation with officers and staff dedicated to protecting London. However, London was a complex city to police and in order for the MPS to be successful the police needed a clear mission. MetForward was the MPA's statement of that mission and it outlined how the Authority wanted the MPS to develop and improve performance.

He added that the eight work programmes that make up MetForward would drive and contribute to the three key outcomes: to fight crime and reduce criminality; to increase confidence in policing; and to give better value for money. He confirmed that, as mentioned during the debate on motions from members, one work stream 'Met specialist' included the establishment of a Civil Liberties Panel that would begin work on a formal scrutiny of civil liberties and MPS's public order policing.

Confirmation was given that MetForward also fully supported the Commissioner's 5 Ps. In receiving the report members noted the need for some minor wording changes in the strategy. It was also recognised that there needed to be correlation with the Mayor's initiative on policing.

**Resolved - That**

1. **MetForward be approved;**
2. **Approval be given to the next steps in terms of development of committee work plans, equalities impact assessment and the performance framework; and**
3. **the Authority agrees to the establishment of a Civil Liberties Panel.**

## 106. Selection process for Deputy Commissioner

(Agenda item 8)

Members received a report on the size and composition of the panel to be convened to formulate the MPA's recommendations to the Home Office in respect of the appointment of the Deputy Commissioner.

The report proposed that the chairs of the four main committees, plus two independent members and representatives of the four political parties on the Authority form the panel. If following expression of interest more members wish to take part in the process, it was proposed that representation be determined by informal negotiation to increase the size of the panel to include all those that wished to take part.

**Resolved - That the selection process be noted and approval given to the process for finalising the composition of the MPA's selection panel.**

## 107. Reports from Committees

(Agenda item 9)

The Authority received a report outlining key issues that had been considered at recent Authority Committee meetings. The report covered the following meetings:

- Finance and Resources Committee – 19 March 2009
- Corporate Governance Committee – 23 March 2009
- Strategic and Operational Policing Committee – 2 April 2009

**Resolved – That the report be received.**

## 108. MPA calendar of meetings 2009-2010

(Agenda item 10)

A report was considered that proposed the MPA calendar of meetings for its formal meetings for September 2009 to July 2010.

In receiving the report members asked officers to ensure that there were no clashes of meetings with the Domestic Violence Board.

**Resolved – That the calendar of meetings as outlined at Appendix 1 to the report be agreed.**

## 109. Action taken under delegated authority

(Agenda item 11)

Members received a report that provided them with details of action taken by the Chief Executive under delegated authority.

**Resolved – That the report be received.**

## 110. Any other urgent business

(Agenda item 10)

APA briefing on equalities Bill

Members asked for sight of an Association of Police Authorities' briefing on the Equalities Bill and suggested that it might be appropriate to arrange a briefing to discuss the Bill further.

**The meeting closed at 1.00 p.m.**

## Metropolitan Police Authority: Website archive

---

**Warning:** This is archived material and may be out of date. The Metropolitan Police Authority has been replaced by the Mayor's Office for Policing and Crime (MOPC). See the [MOPC website](#) for further information.

### MPA Strategic framework

**Report: 7**

**Date: 30 April 2009**

**By: the Chief Executive**

#### Summary

At an away day on 31 October 2008, members discussed and agreed that the Authority should develop a strategic framework that would support the MPA in its oversight and scrutiny function of the MPS and ensure that key priorities are delivered. Through analysis, consultation and discussion, these proposals have been developed and refined. This report presents the MPA strategic framework, Met Forward, for approval by the Authority.

#### A. Recommendation

- 1. That members approve Met Forward.**
- 2. That members approve the next steps in terms of development of Committee Work plans, Equalities Impact Assessment and Performance Framework.**

#### B. Supporting information

1. At the away day on 31 October 2008 members supported the development of a strategic framework to manage the work of the Authority and ensure delivery of the Policing London Business Plan and other key priorities. In terms of policing London, members agreed that there were three key strategic outcomes that the Authority will be working to achieve over the next three years:

- Reduction in crime and criminality
- Increased confidence in policing
- Better value for money

2. Since the workshop in October, the Government has published the Policing and Crime Bill: a major plank within this is the establishment of one overarching target, shared with local authorities, around confidence. The House of Commons Home Affairs Select Committee has published a report on Policing in 21st Century and the Mayor of London has published Time for Action – a strategy to tackle serious youth violence. The Mayor has laid out his priorities and budget guidance, and the draft London Policing Business Plan 2009 – 12 has been approved.

3. The emerging MPA strategic priorities were outlined to Authority members at a briefing session on 19 January 2009 and Strategic and Operational Policing Committee (SOP) on 5 February 2009. A further workshop was held in April and Members have commented on several interactions of the document.

4. The intention is to provide a framework that enables the Authority to discharge its functions effectively and ensure delivery of the policing plan and other key priorities.

Over the next three years, the Authority will be focusing effort on the following work programmes. These are outlined briefly below:

- MET Forward consists of eight strands:
- METstreets - delivering order, control and safety to the public realm
- METspecialist – driving performance and trust in our non-territorial crime fighting
- METpartners – assembling the coalition to fight crime
- METlife – a better conversation with those we protect
- METpeople – valuing our officers and staff
- METOlympics – preparing for our biggest challenge
- METsupport – improving the infrastructure that supports crime fighting
- METstandards – identifying and rewarding performance and efficiency

### Next Steps

5. Officers have drawn up a communication plan which will be circulated to members next week. It proposes that all stakeholders and partners will be informed about Met Forward either through a published report or a briefing and presentation. In particular, work programmes will be developed, resource implications assessed fully, and a performance framework put in place to ensure that progress is monitored and success achieved. All the committees will need to reassess their work programmes for the next twelve months to ensure that there is in place actions to deliver the Met Forward agenda. Officers will, with Committee Chairs, begin this reassessment as soon as Met Forward is formally approved. Progress will of course vary, reflecting the different stages of maturity of the strands of the programme: some actions, like Blunt2 and Tyrol are well established, while others, like Met Standard need detailed developmental work.

### C. Race and equality impact

Equality Impact Assessments will be undertaken as part of any development of new or changing policies.

### D. Financial implications

The Policing London Business Plan presents a budget for 2009-12. The MPA budget for 2009-12 is contained within the overall plan. There are no additional resourcing implications at this stage.

### E. Background papers

Met Forward – Focusing on Fighting Crime

### F. Contact details

Report author(s): Jane Harwood, Assistant chief Executive, MPA

For more information contact:

**MPA general: 020 7202 0202**

**Media enquiries: 020 7202 0217/18**

## Appendix 1

Met Forward - focusing on fighting crime

The Metropolitan Police Service is an incredible organisation. Within its ranks are thousands of men and women who – to protect Londoners - will run towards not away from a gun, knife or bomb. Their dedication and achievements are truly inspiring. Those

officers are supported by police staff and partners who should also be proud of the role they play in protecting the city. But London is a complex city to police. Getting a grip on crime in such a difficult environment can only be achieved by a police force that focuses on a clear mission. This document is the Metropolitan Police Authority's statement of that mission and a clear signal to the Metropolitan Police Service as to how the MPA wants them to develop and perform in the years to come.

For the first time, the Mayor of London is chairing the Police Authority. Since he became Mayor, the Authority's way of working has been revamped, the Authority has taken some radical steps to address immediate crime priorities: Operations Blunt 2 and Tyrol brought concerted action on knife crime and safety on public transport, and further action on dangerous dogs, gangs and violence in suburban town centres is now underway. Crime mapping has been launched across the capital to provide more transparency for Londoners and changes in the leadership team at New Scotland Yard brings an opportunity to inject renewed vigour into the Met.

Against this backdrop, and despite real falls in crime, the Metropolitan Police Service has experienced a difficult period in its history. The outcome of the Stockwell Inquiry, some high profile investigations and employment tribunals, knocked public confidence in the professionalism and capability of the organisation. Signal crimes, especially the number of teenage killings, continue to spread fear. Some victims and witnesses are still unhappy with the service they receive and there are particular concerns with the way they are kept informed. Added to this there is a gap in satisfaction rates between white and BME victims. In all this, the Met are properly vigilant against the constant and increasingly complex threat from international and homegrown terrorism, but the public manifestation of this vigilance causes alarm about civil liberties and basic freedoms, leading to a breakdown in trust.

Of course, making people feel safe is not just down to the Met. Local authorities, the Crown Prosecution Service, the courts, the probation and prison services, the Government Office for London and many others all contribute to an atmosphere of order and security. We must all work together, that includes the public as well as partners, to deliver successfully.

The job of the Metropolitan Police Authority is to fight crime by getting the best out of the Metropolitan Police Service. This document is our strategic work programme to do just that.

Based on analysis of performance, an assessment of current and future opportunities and threats, Mayoral and government priorities, and what London communities have told us, we have grouped our work streams into eight programmes, all designed to contribute to three key outcomes:

- To fight crime and reduce criminality
- To increase confidence in policing
- To give us better value for money

These outcomes might seem obvious at first sight, but they often become lost in the day-to-day activity of running our police force and reacting to events. Constantly reminding ourselves about the objectives of our collective mission will help us focus on what is important. Everything that we do must be directed to these three objectives. In some areas of our work, we merely need to adjust priorities. In others we need an entirely new approach and cultural as well as procedural change. In all areas we need a concentration on performance and efficiency. We fully subscribe to the policing philosophy laid out by the Commissioner in his five "P's": Presence, Performance, Productivity, Professionalism and Pride. We want to help him deliver.

The Authority has therefore produced Met Forward, a plan to drive and support these outcomes. We want to make sure that effort is focused in ways that will deliver

11

maximum impact. The Met is already a high performing organisation: our aim is to help it be better still.

METforward consists of eight strands:

- **METstreets** - delivering order, control and safety to the public realm
- **METspecialist** – driving performance and trust in our non-territorial crime fighting
- **METpartners** – assembling the coalition to fight crime
- **METlife** – a better conversation with those we protect
- **METpeople** – valuing our officers and staff
- **METolympics** – preparing for our biggest challenge
- **METsupport** – improving the infrastructure that supports crime fighting
- **METstandards** – identifying and rewarding performance and efficiency

Kit Malthouse, Vice Chair, MPA  
Deputy Mayor for Policing

#### *MET Streets*

Met streets is about the first duty of the police: securing the public realm for the law-abiding. Londoners want to feel confident and safe in their neighbourhoods and our shared public space. We must make it so. We also need to stitch the Met back into the fabric of the city and its neighbourhoods, restoring the trust the police need and Londoners' pride in the Met.

We have already established eight key programmes, some more advanced than others. We will continue to invest in these eight and we will add to them as necessary.

#### *Safer Neighbourhoods*

Safer Neighbourhood teams will continue to act as the bedrock of local crime fighting. Londoners want their local police to have a sense of territorial ownership and custodial pride. A huge investment has been made in Safer Neighbourhood policing and it is now our job to make this investment deliver real results. This coming year we will put Safer Neighbourhoods under the scrutiny spotlight with a formal report to make sure that resources are being deployed effectively and maximum impact is being achieved from the investment made.

How Safer Neighbourhoods develops is important. We need to build on our problem solving and preventative approach which has been core to Safer Neighbourhoods. There is now the opportunity to make great gains from this investment by bringing together the various elements of neighbourhood policing into a more integrated model. We want to be able to extend the coverage and focus on locations and incidents of greatest concern.

#### *Visibility Programme*

Above all else, Londoners want to see more of our police officers on the street. We have a duty to give them what they want and pay for. We want to find ways for officers to spend as much time as possible out and about by reducing bureaucracy, using technology, maximising the use of PCSOs and Special Constables and the rollout of virtual courts. Work on visibility has already begun under the new Commissioner in the "Presence" strand of his programme, including the preference for single patrolling wherever possible.

*Knife Crime (Operation Blunt 2)*

There have been far too many killings, especially of young people, at the hands of those wielding a blade. Within days of the Mayor being elected, the Met introduced Operation Blunt 2, designed to confront this growing horror. Since then over two hundred thousand people have been stopped and searched and an alarming number of weapons have been removed from the streets. We have pledged to support the Commissioner to tackle this issue and in particular the use of Blunt 2 for as long as the evidence supports its use and until we see a significant reduction in knife related violence. Building on the work already undertaken by the Authority on the monitoring of stop and search, we will continue our active oversight of the use of these tactics and interventions. We must however be sensitive to the assertive and controversial nature of our tactics and work hard to maintain neighbourhood support and supervision if we are to avoid problems. As circumstances change so too will the tactics need to change. Training is critical and the MPA will play its part in making sure the Met do their utmost to ensure everyone is treated with respect when stopped.

*Safer Transport Teams (Tyrol)*

As well as being safe in their own areas, Londoners must be able to travel about the city in safety. The Mayor has already redirected money from Transport for London to the Met and created Operation Tyrol. By July 2009, there will be 32 teams of crime fighters based in transport hubs across the capital. The Mayor has also paid for 50 extra British Transport Police officers on the rail and tube network. Driving the rollout and performance of these teams and ensuring they work effectively together will be a key part of our mission. Joint working with the BTP must be automatic and seamless.

*Gangs (Kraken)*

Of all the problems we face in London, the rise in gangs and gang culture is one of the most insidious and alarming. Since May last year, the Met has begun the work of taking on the gangs more assertively and systematically. The most violent gangs have been identified and borough specific action plans are being developed. A greater concentration of resources and effort in areas that suffer from high levels of gang activity will soon be effected. A more coherent approach across the Met is required and greater co-operation with forces outside London will reap benefits. Again we will need help. Police enforcement is only part of the solution. Probation, youth justice, the prison service and local authorities must all play their part.

To make all this happen we will establish a London Gang Tactics board, supported through the MPA, to pull partners together, drive activity, disseminate what works and monitor performance.

*Town Centres (Agora)*

We want our town centers to be safe. We need a new deployment plan to make this happen. 32 priority town centers are already being identified in partnership with local authorities and plans will be put in place over the next two years to maximise the deployment of Met resources, including PCSOs, specials and volunteers, in these areas. We will be looking to our partners to work with us on town centre management and the provision of town centre accommodation for our crimefighters.

*Dogs as Weapons (Cerberus)*

The rise in numbers of dangerous and status dogs is alarming. In many cases they are becoming the weapon of choice. Dog fighting is on the rise, and a small number of these animals, used for intimidation purposes, can cause a disproportionate climate of fear in a particular area or estate. The MPA has been concerned about this issue for a long period of time and in response the Met has now set up a dedicated Dangerous Dog Unit. But we need help to eradicate this menace. Local authorities should deliver their statutory duties especially around strays, and sign up to a preventative agenda, including the enforcement of no pet clauses in local authority and housing association agreements and for dog wardens to be better supported. The courts must also play their part and we will be pressing for a training programme for magistrates and CPS lawyers so that decision making is better and quicker. The dangerous dogs legislation is confused and ineffective and we will be lobbying with others, particularly the RSPCA, for an overhaul of the law to make our streets and estates safe.

*10,000 Specials by 2012*

The Mayor has announced big plans for special constables. Every single one a volunteer, they play a crucial part in uniformed governance of the street. They form an important part of the relationship between the police and the public. Bluntly they help both police officers and public to see each other as human beings. We want more of them, lots more. Our target is to raise their number from 2,950 to 10,000 by 2012, not least as we will need them most during Olympic year, when all police resources will be put to the test. Dedicated and motivated to serve their communities, each new special constable will contribute to the safety of London and to a better relationship with Londoners.

*MBT Specialist*

Fighting crime and terrorism sometimes needs additional specialist skills. Whilst we rightly concentrate on neighbourhood policing, we cannot afford to take our eyes off the other crime types, not least as they too can have a dreadful effect on the ground and on public confidence. Playing our part in the fight against domestic and international terror has never been more important, and we must ensure the Met's handling of critical incidents is faultless. Largely unseen, the specialist units of the Met must play their part and we must help them continue to excel.

*Counter Terrorism*

Terrorism is a significant ongoing threat to London and the UK. This is particularly pertinent as we build up to and host the Olympic and Paralympic Games in 2012. In conjunction with the Met, other forces, authorities and government, the MPA has played a key role in developing the CONTEST strategy with its four strands: Prevent, Prepare, Protect and Pursue. We will continue to scrutinise performance across all areas of the strategy and we will keep our ground breaking work in this area – Counter Terrorism: The London Debate – under constant review to ensure that the recommendations made continue to deliver the expected benefits and to determine whether new issues have emerged for us to face.

We must also learn the lessons of Stockwell for the management of critical incidents and in particular embed its three themes: minimising loss of life; confidence in practices and procedures; and fit for threat. Our Stockwell scrutiny panel will continue to meet to ensure this happens.

A significant amount of emphasis has rightly been placed on the development of the PREVENT strand of the Contest strategy. There is a realisation that to be truly effective, PREVENT must draw in partners from outside policing and the security services. PREVENT tactics and the effectiveness of partnership activity must be the subject of



constant re-examination to ensure we identify and disseminate best practice, drive performance and draw together those engaged on this critical mission. If we get this work right, no one will notice. That will be our test.

#### Public Protection

Under the Children Act 2004 (the legal basis for Every Child Matters) the MPA has a legal duty to co-operate to improve well-being and to promote safeguarding of children. We take this responsibility very seriously and have developed a benchmark for the Met in the delivery of Every Child Matters. A priority going forward is for the MPA to ensure that through our scrutiny process, the objectives and benefits have been operationalised and sustained.

The tragic death of Baby P highlighted the importance that policy, process and procedures transfer into real tangible change across the MPS. The failure to protect a child or young person from abuse or harm, when identified within the system is not acceptable. Now that the structures around Every Child Matters are in place, the Authority is moving to consider the systematic blocks that failed to protect Baby P when he came into contact with the MPS. We are committed to ensuring that the MPS learns from this and moves forward to provide children in London the protection they deserve. Likewise, we will continue to monitor closely the Met contribution to the Multi Agency Public Protection Partnership set up to ensure that police, probation and other agencies work together to assess and monitor the risks presented by known sexual and violent offenders. This will include continued scrutiny of the Met response to domestic and sexual violence, building on the recommendations of the MPA Domestic and Sexual Violence Board. The Authority will also seek assurances with regard the safety and protection of Adults at Risk.

#### Rape

Rape is a greatly under-reported crime. The recent rise in the incidence of reported rape is potentially disturbing. Whether the increase is down to greater reporting or offending, we must do our utmost to address this heinous crime. We will ensure that all parts of London are covered by specialist rape investigation teams, and that we play our full part in the Mayor's new Violence Against Women Strategy. In partnership with the Havens, Women's organisations, local authorities, and the GLA, we will respond strongly to the call for a greater concentration of effort in this area.

#### Organised Crime

The full range of specialist crime investigation including homicide, kidnapping, Trident, economic and e-crime has to be resourced and supported by the Authority. While the vast majority of people are not directly affected by these crimes and serious criminality, their impact does undermine public confidence. London needs the Met to continue to deliver excellent performance by the Serious Crime Directorate.

Our relationship with the Serious Organised Crime Agency offers scope for development. To deal with the most serious of criminals and their networks it is vital that we work closely with SOCA on their mission and in turn that they ask of themselves what Londoners need.

The division of the spoils taken from criminals is not right. Currently we have little financial incentive to pursue the proceeds of crime since the vast majority of funds are remitted to the government. We are working with the MPS to conclude a new financial settlement and then can begin our task with renewed vigour and new resources. But we will need to keep a careful eye on this investment to ensure it makes the returns we expect.

*Public Order and Civil Liberties*

In the main we are proud of the Met's record on public order, but we recognise that some of the tactics and powers cause concern. We reiterate that protesting peacefully on the streets of London is a citizen's inalienable right and we will always do our best to make sure this right is unimpeded. But we have a duty to maintain public order and safety and to ensure that those not engaged in a particular protest can also go about their lawful business. The Authority needs to be satisfied that the Met has got this difficult balance right, and the public need to believe this too.

Public order policing is also bound up with the continuing national debate about civil liberties. There is much confusion and misunderstanding within this debate and the Met has, on occasions found itself drawn into controversy. Public mistrust will increasingly hamper the Met's ability to fight crime. Our duty, as the Police Authority, is to ensure the MPS restores and maintains public trust. In order to support this, we will establish a Civil Liberties Panel of members that will begin its work with a formal civil liberties scrutiny of the Met's public order policing. Once the initial scrutiny is complete, the panel will continue both to monitor the situation and hear specific concerns from the public and human rights organisations.

We will ensure that the recommendations that emerge from HMIC's review of public order tactics and training, following the recent G20 demonstrations, are fully implemented.

*Firearms and Tasers*

The Met rightly keeps tight control over the use of firearms and tasers. Public confidence and trust could be severely affected by their indiscriminate use. While recognising that police officers have an absolute right to protect themselves from harm and that it is our duty to keep them as safe as possible, we must resist any moves towards routine arming of the police.

As 2012 approaches our armed capability must increase, but alongside that we need to expand and improve our training and processes for the use of firearms to ensure we get those critical incidents right and maintain public trust.

We will keep the use of tasers under review. Any expansion of their use will be brought back to the MPA for full and transparent scrutiny of the evidence for change.

*Talking to Each Other*

Whilst the Met is divided into departments, operational command units, and directorates, it fights crime and terrorism best when people in these various commands talk to each other. We must encourage the front line to talk more to the public and then for the specialists to talk more to the front line. The connection between the street officer and our Counter Terror Command is the envy of the world. We must embed this advantage in a systematic way, with technological and cultural change driven from the centre.

*MET Partners*

Making people feel safe and secure is not just down to the Met. Local authorities, the CPS, the Courts, Probation and Prison Services, the Government Office for London and many others have common cause with us and we must work together to achieve real success.

The relationship between local authorities and the MPA is particularly significant in setting policing priorities and key targets. We must balance corporate and local targets (especially LAA targets) whilst at the same time having an eye to resources and the role of local authorities in increasing visible uniformed policing available through the employment of additional police officers, PCSOs and local authority wardens.

## London Crime Reduction Board

There is a plethora of organisations, statutory and voluntary, involved in crime and community safety. We have disparate relationships with an enormous number of individuals and organisations and there are endless panels and forums and working parties, all beavering away but often without coherent co-ordination, democratic oversight, or legitimate setting of shared priorities.

We must have better shared ownership of local issues and effective joint problem solving. Our relationships with the ranks of local, regional and national bodies such as the Home Office, Government Office for London, Serious Organised Crime Agency, Association of Police Authorities and the Greater London Authority family must be brought together. It is imperative that we drive performance in Crime and Disorder Reduction Partnerships across the capital, and indeed nationally. The landscape is complicated by the sheer number of those involved. We need a better way of working under one accepted governance structure across all partners in the capital. We therefore propose to establish a single London Crime Reduction Board, led by the MPA, to bring clarity and ensure delivery.

## JEMS

Getting together to make a plan is a good place to start. Our main tool in driving partnership will be our new joint engagement meetings (JEMS) held between local authorities, borough commands and other partners. Using extensive and comprehensive data sources, these meetings will be used as the starting point in developing joint strategies in areas of shared concern. We have begun by looking in depth at the problem of serious youth violence and following initial pilot meetings it is now our intention to roll this out across all boroughs. We will use JEMS to deliver joint action to achieve the confidence target set for local authorities and the police.

## Serious Youth Violence

Serious youth violence is a priority for Londoners. It is a pervasive threat to many within our communities and prevents young people across the capital from going about their day-to-day lives and realising their true potential. The Mayor's Serious Youth Violence Action Plan – Time for Action – sets out a number of workplans with which the Met is already cooperating. We will work with partners to make real and lasting change happen, building on the Project You initiatives that are spreading across the capital.

## Violence against Women (VAW)

There is great work already underway across London on domestic violence but it is recognised that more can be done. Following a period of consultation, the MPA Domestic and Sexual Violence Board will form part of the governance structure for the Mayor's London Violence Against Women (VAW) Strategy. This Board, open to the public to facilitate greater accountability, will monitor London boroughs and the Met to assess their performance. There is plenty of evidence that effective multi-agency interventions in domestic violence pays off in terms of averting escalation to the most extreme offences. We will also continue to fund unique projects such as the Human Trafficking Team, working with the Borders Agency and Immigration to actively target gangs who bring women to the UK under false pretences or against their will.

Hate Crime

The targeting of an individual or community as a result of their race, faith, gender, disability, age or sexual orientation is simply not acceptable. In 2004 the MPA established a race hate crime forum. Whilst this was effective at focusing on race hate crime, we want to broaden its work in order that all strands of hatred are confronted. Building on the strengths and achievements of the Race Hate Crime Forum, we are creating a Hate Crime Forum that will scrutinise performance in this area, identify good practice and ensure consistency of service.

Criminal Justice

Creative partnership with London's criminal justice system, through the London Criminal Justice Board, has led to productive innovations including virtual courts, integrated prosecution teams and Diamond Districts. Diamond Districts aim to reduce the likelihood of offenders having an influence on younger family members that could lead them into criminality – we will review and evaluate their success to determine further expansion across London. There is scope for greater efficiencies and increased mutual support and we will continue to lead and encourage this.

MET Life

All organisations do best when they listen to the people they serve about the way they live their lives. Often though, it is hard to hear those people through the shouting and confusion. We need a new approach, then we need to talk and consult often to make sure we are getting things right.

People who feel properly informed about local policing feel more confident in their local police and are more likely to feel that levels of crime and anti-social behaviour have reduced locally. Research also shows that those members of the public who are informed have a better opinion of police effectiveness. Improved confidence in policing will pay dividends in fighting crime as communities grow confident of working with the police and come forward as witnesses and providers of intelligence. We must be creative in communicating effectively with everyone recognising how very diverse a city London now is. The MPA must ensure that mechanisms are in place for the Authority and the Met to address this challenge. Key to our success will be ensuring that policing priorities and service delivery reflect the feedback we get from Londoners.

Confidence

How to ensure people feel safe in their local area is one of the biggest challenges facing us all as we move forward. Although London has seen significant crime reduction in the last year, fear of crime remains too high and confidence in policing too low. The drivers of public confidence are complex but letting people know what is happening in their local area is key. People need information about partnership problem solving, community engagement, visibility, managing expectations, and quality contacts with the police. Confidence is the overarching indicator on how the police and local authorities will be measured. We are not alone however in being held accountable for delivering public confidence, as the new national measure is a joint one with local authorities. We will be examining every aspect of the factors that contribute to public confidence to ensure that appropriate strategies are put in place.

The Policing Pledge

Driving satisfaction means making promises - and then keeping them. Londoners want to know what they can expect when they need us and then they want their expectations fulfilled. They also need us to record and communicate performance in a way they can

understand and can trust. A key element in this is the delivery of the London Policing Pledge: the MPS promise. This lays out what basic response standards the public can expect from the Metropolitan Police. The Authority will actively monitor performance against these standards, encouraging and driving the Met to achieve, and then exceed, its targets wherever possible, learning and improving where systems are not working.

#### Standardisation of Engagement Structures

We currently have a number of ways to consult, engage and communicate with individuals, groups and communities. This sometimes results in a huge web of misunderstanding and misinformation across the capital. We need to understand what method works best and then standardise where appropriate our structures to avoid this confusion. We need to be clear about what we want to achieve from engagement. We must find new and innovative ways to involve and engage people, especially the young, with a focus on using new technology. Our aim is to enlist support in preventing and detecting crime particularly in the areas of serious youth violence and extremist behaviour. We will review and refresh the MPA/Met engagement strategy and develop new ways of working. As part of refreshing our structures we will review the effectiveness of Community Police Engagement Panels, Neighbourhood Panels and local Independent Advisory Groups across London.

#### Crime Mapping and Crime Statistics

Crime mapping was introduced in the Met during September 2008. Everyone can now find out about certain crime types in their local area. As we hoped, the maps are being used to enhance public engagement and encourage constructive debate with local police. Safer Neighbourhood panels are using the information to inform and residents can assess performance. Over the next few months more crime types will be mapped and other information, such as crime prevention advice, will be available. Publishing crime statistics that are not mucked about with is an important step in gaining people's trust over time. We want Londoners to have total confidence in our statistics so they can truly judge our performance. To win this trust we have launched our own crime statistics website, (found at [www.mpa.gov.uk/statistics/crime-stats](http://www.mpa.gov.uk/statistics/crime-stats)). There you will find a straightforward list of the crimes people worry about, fairly defined and counted. Now that the definitions and methods of counting are established Londoners can have the confidence that trends in crime reflect performance, rather than by moving the goal posts.

#### Borough Commanders

Each of London's 32 borough commanders is a crucial appointment. More than any other officer they will have a huge influence on local engagement and partnership working. Getting this right can drive exceptional performance, and getting it wrong can cause community concerns. We recognise that there have been concerns raised about the lack of continuity in post. On occasions officers fill the position for a matter of months before being promoted and moving on, which causes disruption to the community they serve. We are working with the Commissioner to review the appointment process, specifically at involving the local council in this process. We will also have an expectation that borough commanders would normally stay in post for a minimum of three years.

*Equalities*

We need to make sure we have the confidence of all our communities. Concern about equality must inform everything we do. The Mayor has commissioned an inquiry, led by the MPA, into Race and Faith within the Met. This is a focused piece of work to identify those areas and practices in need of change. Our aim is to ensure that all officers, staff and communities continue to have confidence in policing in London and that the crime fighting and other benefits of a diverse workforce are achieved.

*MET People*

It is said time and time again but people really are our most valuable resource. We want them to feel valued and supported, but also well-trained and professionally led and managed. Most of all we want them to feel proud of the Met and motivated to do their best for Londoners. We will spend a lot of time in the coming years looking outwards. It is only right that some of our efforts are directed inwards, at our own people. But absolutely everyone who serves in the Metropolitan Police – must understand and subscribe to the values of the organisation – professionalism, pride, and a commitment to the service of London. If their behaviour does not exemplify these values, then we will not tolerate their presence in this great organisation.

*Leadership*

Leadership is critical and the MPA will require the MPS to demonstrate that there is an effective leadership development, talent management and succession planning programme for police staff as well as for officers in place. We will be working with other national policing organisations to ensure that the courses they provide are fit for purpose and deliver the best possible leaders.

Once they are promoted to ACPO ranks, there is little if any training available for our police officers. We must rectify this and ensure they have the skills to manage a multi billion pound business in a constantly changing and challenging environment. We will look externally and to private industry for different approaches to leadership development and how to keep senior managers invigorated and full of new ideas. A sense of leadership must permeate every level of the organisation and we want to make sure people are not afraid or unable to supervise and direct their teams to best effect.

*Ensuring a Representative Workforce*

Officers and staff in the Met cannot fight crime effectively if they do not, taken overall reflect, look like, understand and appreciate the city they serve. Black and minority ethnic staff, women, people of different faiths, people with disabilities and sexuality all contribute to the Met's cultural mix. They must all feel valued and all operate on a level playing field. Despite huge progress, sadly this is still not always the case. In particular progression of officers from black and minority ethnic communities remains a concern. We must find a way to address these issues without creating a grievance culture or a "tick-box" approach.

Our Race and Faith Inquiry will seek to identify practical positive measures to address these concerns and to challenge and change existing processes where appropriate. Confidence in policing will be improved when the public not only see a workforce that is truly representative, but when they experience that in their day-to-day interactions. High ethical standards from all staff will be paramount. We will continue to maintain a close and detailed oversight of the work of the Directorate of Professional Standards.

#### Workforce Development

The MPA is particularly concerned with ensuring that workforce development is addressed. We want to be clear about the costs, benefits and risks of introducing new staffing models and the long-term implications, including our ability to maintain operational resilience and offer staff and officers career progression – both upwards and laterally. We will be working with the Met and partners to develop proposals over the coming months and where necessary challenge barriers to successful delivery.

#### Benefits

We want to look more carefully and with some imagination as to how we can make the lives of our people easier. For such a large organisation it is vital that officers and staff not only feel proud, but are confident that the Met is thinking about their welfare, that of their families and how they live their lives.

#### Family Support

Our officers and staff rely on their families for support. Those families do their bit for policing in London too, and it is time we recognised what they do. We want to think carefully about how we can help partners and families to feel better supported and to know that we are thinking of them too.

It is also important to recognise publicly the professionalism and courage shown by Met staff and officers in their daily work. It is our intention to work alongside the other emergency service providers to create a 'Blue Lights Courage Award' to acknowledge the bravery and commitment of our staff

#### ACPO Review

In recognition of the scale of change anticipated over the next four years, the MPA will also conduct a review of ACPO terms and conditions including a review of the ACPO bonus scheme and ACPO pay. ACPO themselves question the bonus scheme and its ability to truly impact on performance. At the moment London's senior officers are not well served by national pay negotiations, which do not allow us, as employers, proper flexibility.

#### Training Review

Training and development is the key to success and building a positive and professional culture. We will be looking to the Met to deliver cost effective programmes that create a culture of self-learning and improvement and support a diverse workforce. We will review the cost and effectiveness of local versus central delivery and seek to ensure that the Met is taking full advantage of national agreed training programmes and use of a Managed Learning Environment to reduce time away from the work place.

#### *MET Olympics*

It is an understatement to say that the Olympics and Paralympics is a challenge and one that deserves a work programme of its own. Make no mistake, everyone is pitching in now, but when the lights come on in 2012 and everyone is in the stadium, someone has to stay outside and keep the city safe, and that someone is the Met. We need a plan, one that looks to the effect of the Games on the whole city, not just the venues, one which protects the people of London and London's reputation.

Delivering a safe, secure and resilient Olympic and Paralympics Games will be a corporate priority for the Met leading up to 2012. The MPA must ensure that the Met is delivering against this objective, without impacting significantly on the delivery of day to

day policing in the run up to and during the Games period. We need the debate on what this actually means and it must do this within the budget once negotiated and agreed with the Home Office.

As members of the Olympic Security Board, we will be party to the formulation of the security plan and will appoint an Assistant Commissioner to lead this programme. During 09/10 we will also be refining our governance arrangements and we will begin the work of providing additional capacity and capability through the Specials and Volunteering programme.

The threat presented from extremist activity and organised crime to London 2012 is real. Over the period of this plan we will be working with the Met and others to ensure that we optimise and promulgate the Prevent strand of CONTEST and the various workstreams targeting serious and organised crime at a local and national level. Having the right number of people with the right skills in the right places will be a challenge and a focus for HR activity. We will need to review carefully abstractions leading up to and during the games, the specialist skills needed and the cost of providing these skills, and the potential impact on day to day policing. We will scrutinise these plans to support the Met in ensuring that the 2012 Olympics and Paralympics Games are safe and secure.

The MPA will also continue to be involved in the development of the Equality and Human Rights Commission Olympic sex trafficking strategy, proactively addressing concerns about women's safety and the 2012 Olympics.

#### *MET Support*

Behind the front line, we need to get the basic foundations of the organisation right. Our finances, our buildings, our technology and our processes all need to be in tip top shape so we can concentrate all our efforts and resources on our core business. The MPA controls a budget of over £3.5 billion: the Met would probably be a FTSE 100 company if it were floated on the Stock Exchange. This places a massive responsibility on us to drive out waste and improve value for money for the tax payer.

#### *Finance and Budgets*

The Met has made some progress recently in getting its house in order. The financial control environment is growing in effectiveness and the annual budget cycle is now embedded. More work is needed however to apply those controls to the capital programme. The levers are thus in place for us to start to squeeze out the efficiencies we all know exist. In a tightening financial environment we will have little choice but to extract that excess to both build resilience and direct resources to the front line. The recent HMIC strategic resource leverage sets out a number of challenges for the MPA/S including ensuring that the MPS uses its resources effectively compared to other metropolitan forces. Workforce development remains a key issue and for the MPA this means ensuring there is a clear understanding of the consequences of investing in police officers and/or PCSOs, not just in terms of cost but also in terms of flexibility, operational police numbers, and flexible deployment. We want to encourage innovation and challenge and will ask the Met to identify areas to canvass for a change in legislation so as to reduce unnecessary bureaucracy and activities arising either from the demands of current legislation or simply as a result of the risk averse environment that society has created. We want to cut through duplication of effort and ensure that the amount of time spent fighting crime is maximised.

#### *Estates Programme*

Having an estate of buildings that are efficient, well located and properly equipped is vital for effective crime fighting. We are reviewing our estates programme, particularly in light of feedback and the current economic environment. We want to look carefully at



the funding of this element of the capital programme, and where possible accelerate its rollout with the judicious use of debt and disposals. Part of our drive for greater visibility in London will be the diaspora of front counters in the boroughs, and we cannot afford to have this programme delayed.

#### Procurement

We must make sure that the public of London benefit from value for money procurement by the MPS working with other partners and police forces to negotiate the best possible contracts, not just in economic terms but also taking account of diversity, environmental imperatives and sustainability. The Authority will constantly be challenging the MPS to show why something has to be done in the way proposed – asking are there others better able to meet the requirement, can it be done in a different way, does it have to be done at all? This will apply to all aspects of the business and we will also ask the same questions of our partners and ourselves.

#### Information Systems and Technology

Technology has the potential to 'free up' time – whether it is through recognised means such as hand held computers or single data input, improved information and intelligence leading to more better analysis and decision making, through to newer technologies that allow enhanced facial recognition or data sharing across partners and businesses. We want to implement more efficient channels for doing business with citizens and partners. Technology, alongside forensic support, offers the opportunity to achieve significant savings and productivity improvements and we will be scrutinising MPS plans on their savings and investment proposals to maximise gains 'upfront'.

We will cut out the laborious process of re-entering the same data three or four times when dealing with the same case and, we will ensure the Met has the capacity and capability to exploit technological advantages to get well ahead of all criminals.

#### *MET Standard*

Managing all of these programmes and driving change in such a huge organisation will not be easy. We recognise that we need a tool to incentivise high standards, professionalism and co-operation. We also need a signal to our people that they have done as we asked and that we recognise their achievement.

We will therefore introduce in the MPS a programme of assessment across all Borough and Operational Command Units. Following a review of their capacity to deliver performance and demonstrate leadership they may achieve the new Met Standard. The process will be conducted by a peer reviewer from another BOCU or OCU, a public sector reviewer from a London local authority and a private sector reviewer. The MPA and the Commissioner will jointly commission, assess and follow up the reviews. We will also introduce an MPA recognition scheme so we can publically acknowledge outstanding individual and team achievements, both within the Met and by partners. The MPA is responsible for rigorously holding the Commissioner to account for delivering an effective and efficient police service. Ensuring that support mechanisms are in place to drive high standards of service delivery is key to achieving this. Success in achieving cultural change, high ethical standards and a more citizen-focused approach to doing business will support the delivery of this objective. Alongside this, the Authority aims to map out the assessment processes currently in place and to evaluate how effective these are in driving change.

#### *How we will make this happen*

Met forward is not intended to embrace all that is contained within the London Policing Plan. It seeks to set a framework within which the plan will be delivered and to provide a set of work streams around which the MPA can restructure and coalesce with the Met.

We will develop an implementation programme to show what work is underway currently and what work is new, as well as defining the MPA committee responsible for the governance and scrutiny of delivery.

We will take a fundamental look at our own organisation with a view to shaping our focus and delivering more effectively on our three priorities. We want to be an organisation that is more customer focussed and more responsive to new ways of working.

The MPA committees will drive the individual work programmes, identifying opportunities to share ideas, reduce duplication and cost, and actively learn and improve.

At meetings of the full Authority we will regularly report to London and to Londoners our progress and our successes.

Ultimately success will be judged by the people who live, work and visit London when:

- they believe there is less crime and criminality
- they feel more confident in policing in London
- they recognise that money is being well spent