

# Career Summary of Stephen James Kavanagh

Deputy Assistant Commissioner  
Specialist Operations  
Metropolitan Police Service

## Education and qualifications

**September 2001 – July 2002**

Wolfson College, Cambridge  
University

**M. Phil (Cantab) Criminology**

**Spring Term 1999** Wolfson

College, Cambridge University

**Certificate of Continued Education**

**1982 – 1984** Chelmsford College of  
Further Education

**A' Levels** - Pure Mathematics with Statistics, Economics,  
Computer Studies

**OA' Level** - Computing

**1976 – 1982** The Boswells School,  
Chelmsford

**O' Levels** – Maths, English Literature, English Language,  
Economics, History, Physics, Chemistry, French

## **Previous Membership**

ACPO - Anti-Corruption Advisory Group

ACPO - Race Hate Working Group

## **Professional Qualifications**

Accredited SIO

Forensic Examiner

CHIS Authorising Officer

Internally Published Masters Thesis  
on 'Attrition in Rape Cases', also  
presented to MPS Working Group  
on Rape and MPS Rape Conference

## **Training**

Military Defence College Strategic Leaders Programme - May 2011	Leadership and decision making in crisis
Strategic Command Course - November 2008	Strategic issues facing policing - National accreditation for ACPO
SLDP Diversity for Executive Leaders – May 2008	Strategic issues for policing on diversity
Senior Management Critical Incident Training - March 2008	Barnet SMT deal with incident live time under scrutiny of external members and senior officers
SDLP Excellence in Leadership - February 2008	Developing new approaches to senior leadership
Leading Safely - Health and Safety - December 2007	Learning lessons of recent events and ensuring implementation
SLDP Stepping up to the Executive Level - November 2007	Exploration of changes required at senior levels of policing.
Command Leadership Development and Values based leadership - October 2007	Emphasis on values underpinning leadership
Equality Impact Assessment Training - May 2007	Learning to professionally assess impacts of police actions on different communities
Firearms strategic Command Training Module 1 - December 2004	'Live' incident under 'Hydra' environment
Diversity Training Phase 2 (Gender & Internal Culture) - July 2003	Diversity changes demanding examination within the service
Commissioner's Leadership Programme - June 2003	Senior Leadership issues within policing and public sector
Community and Race Relations Workshop - October 2002	Interactive sessions with some of London's communities

## Summary of career history

<b>Deputy Assistant Commissioner (Specialist Operations)</b>	11/12 - to date	<p>Protect and Prepare lead for London. Responsible for the protection of the Royal Family, the Palace of Westminster, senior politicians, VIPs, Embassies and diplomatic premises, operational policing at Heathrow and London City airports and specialist search capacity. Chair of the Security Review Committee, a national bi-weekly meeting, responsible for the direction of the Protect and Prepare strands of CONTEST.</p> <p>MPS lead for Phone Hacking investigations, responsible for the 3 dedicated teams consisting of 190 officers investigating phone and computer hacking and the corruption of public officials by journalists. Chair the MPS cross business group forum to deliver the action plan arising from the recommendations of the Leveson inquiry.</p>
<b>Deputy Assistant Commissioner Territorial Policing</b>	04/11 - 10/12	<p>Responsible for delivery of local policing (approximately 21,000 officers, 4,000 PCSO's, 6,000 special constabulary and 3400 police staff) to London with specific focus on reducing crime, improving confidence and satisfaction, visibility and productivity. Local policing lead for the 2012 Olympics and Paralympics. Lead for Central Command Complex dealing with 5.5 million calls a year and the MPS Safer Transport Command. TP Change Lead responsible for change projects, including consolidation of crime reporting units, amalgamation of Borough Operations offices into CCC, transformation of prosecution services, a new custody model, and development of a Local Policing Model for the boroughs. Chair of TP Workforce Planning Meeting and TP lead for Employee Relations with the Federation, Superintendents Association and the Trade Unions. Chaired Confidence and Satisfaction Board and led on IAG Liaison. As Acting Assistant Commissioner, delivered the MPS response to the serious disorder in August 2011. Responsible for delivery of unparalleled number of officers for public order, media lead for the MPS, engagement with communities, coordinating 999 responses, communication to Borough commanders and delivery of local policing. During my TP posting crime figures for robbery fell 10%, violence with injury down 5%, criminal damage down 18%, theft of motor vehicles down 17%, theft from cars was down 7% and burglary down 3%.</p>
<b>Commander Counter Terrorism Command (SO15) Metropolitan Police January 2009 – To date</b> <b>Brief description of role and responsibilities:</b>	01/09 - 04/11	<p>Responsible for operational delivery of counter terrorist operations within London and the development of CT intelligence. Lead on Prevent for London, working on regional issues that impact on communities and partner agencies. Responsible for management of the international network of CTELO's; supporting international liaison officers for embassies in the capital city.</p>
<b>Area Commander North London Metropolitan Police</b>	06/08 - 01/09	<p>Responsible for the support and delivery of local policing across six high profile boroughs in London, namely Hackney, Haringey, Tower Hamlets, Camden, Islington and Enfield. Launched cross-border</p>

initiatives such as Operation Swift; the youth violence reduction strategy between Enfield and Haringey. Worked with Warwickshire Police on a model for tiered response to criminal gangs.

<b>Borough Commander - Barnet, Metropolitan Police</b>	06/05 - 06/08	Responsible for leading a workforce of over 900, in a uniquely Diverse borough, with the largest Jewish and Chinese communities in London. Led a review of membership and processes for local Advisory Group, meeting with Local Authority leads. Negotiated a re-alignment of responsibilities to increase ownership and improve working relationships. Introduced Joint Operations/Tasking Group to improve efficiency and outcome assessments and chaired Barnet Criminal Justice Board, Safe Guarding Children Board and Deputy Chair of the Barnet CDRP. With Local Authority and support of the Police Authority I was pivotal in the restructuring of Police Consultative Group levels of inclusion on key groups and helped to deliver invigorated strategic partnerships, created an empowered workforce and more confident communities. 25% BCS reduction, 29% robbery reduction, 50% reduction in sickness and sanction detections from 15% to 24% within budget.
<b>Staff Officer – Assistant Commissioner (Modernisation &amp; Professional Standards. Gold London 7/7 and 21/7)</b>	05/05 – 06/06	Responsible for setting up structure and support systems for new Management Board ACPO office, co-ordination of strategic papers and resulting actions. Briefing Assistant Commissioner before key meetings , providing support during critical incidents and refreshing engagement on Morris/Ghaffur and Taylor reports across DPS commands.
<b>Detective Superintendent. Head of Intelligence- Anti Corruption Command</b>	06/03 – 05/05	Responsible for leading dedicated anti-corruption teams from overt and covert sites across London. Integrity Testing, ‘Right Line’ reports, RIPA authorities, CHIS Authorising Officer.
<b>A/Detective Superintendent – East Homicide Command</b>	01/03 - 05/03	Responsible for Supporting/managing three homicide teams, over 80 live cases. Senior On-Call for Homicide and Chair of Minimum Standards Working Group. Led for Homicide on Gold Group for ‘Turnmills Shooting’, challenging ACPO lead to protect SIO and ensure prompt response to family.
<b>Detective Chief Inspector – East Homicide Senior Investigating Officer</b>	07/02 - 01/03	Responsibility for Major Investigation Team leading on over 45 investigations. Diversity Champion for Command, and Forensic lead. Developed new on-call Supt Review Process.
<b>Wolfson College Cambridge</b>	09/01 – 07/02	M. Phil Criminology. - Completed thesis on attrition rates in rape cases. Presented findings to ACPO, supported development of specialist ‘Sapphire’ Teams with presentation to operational staff and development of review structure.

<b>Detective Chief Inspector - Homicide Senior Investigating Officer</b>	07/00 – 09/01	Responsibility for demoralised team responsible for Michael Menson investigation. Initiated support mechanisms for officers, developed new working practices and led on 30 investigations. Diversity Champion for Command and Forensic lead.
<b>Detective Inspector - Racial and Violent Crime Task Force.</b>	07/98 – 07/00	Attended all Lawrence Hearings - Lead for DAC Grieve on creation of CSU's, Family Liaison, and support for Critical Incident Training for ACPO. Assisted writing ACPO Race/Hate Crime Manual. Led reviews of challenged/failed or stalled high risk investigations. Commissioner's Commendation
<b>Detective Sergeant – Anti-Terrorist Branch (SO13)</b>	06/96 – 07/98	Following break down of IRA cease fire - Forensic Team Leader and Interviewing Officer. Responsible for bomb scene management, SBS liaison, training initial regional terrorism teams, Qatar Law Enforcement officials. Engaged in operations against Irish and Muslim terrorists in UK, USA and France. DAC's Commendation.
<b>Detective Sergeant/Acting Detective Inspector</b>	10/94 – 12/95	Office Manager (Later D/SIO) for the abduction and murder of 9yr old boy Daniel Handley from streets of East Ham. Required managing split investigation from Stratford and for three months from Bristol. Responsible for arrest/deportation of paedophile murderer from Philippines. Commissioner's and Judges Commendation..
<b>Detective Constable/Acting Detective Sergeant</b>	10/91 – 10/94	Plaistow CID Office, Crime Squad, Crime Support Group
<b>PC and A/Det. Constable</b>	05/87 – 10/91	Leyton CID Office, Crime Squad, Homicide attachments
<b>Police Constable</b>	08/85 – 05/87	Patrol Team - Leyton