

**METROPOLITAN POLICE SERVICE
&
METROPOLITAN POLICE AUTHORITY**

JOINT ANNUAL REPORT

2003/04

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ALTERNATIVE LANGUAGES

This is the joint report of the Commissioner of the Metropolitan Police Service and the Metropolitan Police Authority for April 2003 to March 2004. It sets out how we performed in the last year and the priorities for 2004/05. A summary is available in the languages listed below, large print, audiotape or Braille by writing to the addresses shown on the previous page.

Arabic

هذا هو التقرير المشترك لمفوض شرطة لندن و هيئة شرطة لندن للفترة ما بين أبريل/نيسان 2003 و مارس /آذار 2004 . و هو يبين مستوى أداءنا خلال السنة الماضية و أولويات سنتي 2005/2004. و يتوفر ملخص باللغات المبينة أدناه بالحروف الغليظة أو على أشرطة سمعية أو بطريقة بريل و ذلك بالكاتبة إلى العناوين المدرجة في الصفحة السابقة.

BENGALI

এটা হচ্ছে এপ্রিল 2003 থেকে সালের মার্চ 2004 পর্যন্ত মেট্রোপলিট্যান পুলিশের কমিশনার এবং মেট্রোপলিট্যান পুলিশ অথরিটির যৌথ রিপোর্ট। গত বছর আমরা কি রকম কাজ করেছি এবং 2004/05 সালে কি কি বিষয়কে অগ্রাধিকার দেওয়া হবে তা এতে বলা হয়েছে। আগের পৃষ্ঠায় দেওয়া ঠিকানায় চিঠি লিখলে, নিচের তালিকার ভাষাগুলিতে, বড় ছাপায়, কানে শোনার টেপ অথবা ব্রেইল-এ এর একটা সংক্ষিপ্তসার পাওয়া যাবে।

Chinese

這是首都警察局長與首都警察監管局有關 2003 年 4 月至 2004 年 3 月期間的聯合報告。它闡述我們於過去一年的服務表現，及在 2004/05 年度的優先項目。本報告的摘要備有下列各種語文，大字體，錄音帶或凸字等版本，請致函前頁所示地址索取。

Croatian

Ovo je zajednički izvještaj Komesara Policije metropole i Uprave policije metropole za razdoblje od travnja 2003. do ožujka 2004. godine. U njemu su prikazani naš učinak u protekloj godini i prioriteti za 2004-05. godinu. Sažetak na dolje navedenim jezicima, u krupnom tisku, u vidu zvučne snimke ili na Braillevom pismu možete dobiti ako uputite pismeni zahtjev na adresu navedenu na prethodnoj strani.

Greek

Αυτή είναι η από κοινού αναφορά του Διευθυντή της Μητροπολιτικής Αστυνομίας και της Αρχής της Μητροπολιτικής Αστυνομίας για το χρόνο μεταξύ Απριλίου 2003 και Μαρτίου 2004. Εκθέτει το πώς αποδώσαμε τον περασμένο χρόνο και τις προτεραιότητες για το 2004/5. Μπορείτε να προμηθευτείτε μια περίληψη στις γλώσσες που αναφέρονται παρακάτω, σε γράμματα μεγάλου μεγέθους, σε κασέτα ή σε Μπράιγ, γράφοντας στη διεύθυνση που βρίσκεται στην προηγούμενη σελίδα.

Gujarati

આ કમિશનર ઓફ ધ મેટ્રોપોલિટન પોલીસ અને મેટ્રોપોલિટન પોલીસ ઓથોરિટીનો એપ્રિલ 2003થી માર્ચ 2004 સુધીનો સંયુક્ત અહેવાલ (જોઈન્ટ રીપોર્ટ) છે. તેમાં અમે ગયા વર્ષે કેવું કામ કર્યું હતું તે અને 2004/05 માટેની અગ્રતાઓ જણાવવામાં આવી છે. તેનો સંક્ષેપ, આગળના પાને આપેલા સરનામે લખવાથી નીચે જણાવેલી ભાષાઓમાં, મોટા અક્ષરોમાં છાપેલો, ઓડિયો ટેપ ઉપર અથવા બ્રેઈલમાં મળી શકે છે.

Hindi

यह मैट्रोपोलीटन पुलिस के कमिशनर और मैट्रोपोलीटन पुलिस अथारिटी की अप्रैल 2003 से मार्च 2004 तक के समय की साँझी रिपोर्ट है। इसमें हमारे पिछले वर्ष के कामों और ऐसे कामों के बारे में बताया गया है जिन्हें हम वर्ष 2004/05 में प्राथमिकता देंगे। इस रिपोर्ट का सारांश निम्नलिखित भाषाओं में, बड़े अक्षरों में, ऑडियोटेप पर या ब्रेल में लेने के लिए आप पिछले सफ़े पर दिये पते पर पत्र लिखें।

Turkish

Bu, Metropolitan Polisi Komiserliği (Commissioner of the Metropolitan Police) ile Metropolitan Polis İdaresi (Metropolitan police Authority) tarafından çıkarılan, Nisan 2003 ile Mart 2004 arasındaki döneme ait ortak rapordur. Raporda geçen yıl içindeki performansımız ve 2004/05 dönemi için öncelikler yer almaktadır. Raporun bir özeti, aşağıdaki dillerde, büyük boy harf baskılı, ses kaseti halinde veya körler için Braille alfabesiyle de mevcuttur. Bunlar bir önceki sayfada verilen adrese mektup yazmak suretiyle edinilebilir.

Urdu

یہ میٹروپولیٹن پولیس کے کمشنر اور میٹروپولیٹن پولیس اتھارٹی کی مشترکہ رپورٹ برائے اپریل 2003 تا مارچ 2004 ہے۔ اس میں ہماری پچھلے سال کی کارکردگی کا ذکر کیا گیا ہے اور 2004/05 کے لئے ترجیحات بیان کی گئی ہیں۔ اس کا خلاصہ نیچے دی گئی زبانوں، بڑی چھپائی، آڈیو ٹیپ یا بریل میں، پچھلے صفحہ پر دئے گئے پتوں پر خط لکھ کر حاصل کیا جا سکتا ہے۔

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METROPOLITAN POLICE SERVICE
ANNUAL REPORT
2003/04

FOREWORD
BY
SIR JOHN STEVENS,
COMMISSIONER OF THE METROPOLITAN POLICE SERVICE

This year, the Metropolitan Police Service celebrates its 175th anniversary – a remarkable milestone in the long and distinguished history of an extraordinary organisation. Much has changed since Tuesday 29th September 1829, but one thing has remained constant – the challenge to provide the best possible policing service to the people of London.

During the last 12 months, we have seen a number of considerable successes: The crime figures highlighted elsewhere in this report contain some very encouraging reading: street crime, burglary and motor vehicle crime are all down – with burglary reaching its lowest level for 29 years. Crime in a number of other categories has also fallen and, in terms of solving cases, a murder detection rate of 97% represents a very significant achievement.

Fear of crime is falling and public confidence is rising. Trust in the police is at its highest level since 1995 – and Home Office information suggests that Londoners are more likely than almost everyone else to rate their police as doing a good job

In addition to this, the number of police officers in the Met has passed the 30,000 mark for the first time in our history and we have recruited more than 1,000 Police Community Support Officers (PCSOs). These developments will help to ensure that the visible police presence on the streets of London is higher than at any other time in our recent history.

And what of the future? In addition to our plans for dealing with serious and volume crime and responding to the enduring threat posed by international terrorism, we are placing the issue of community reassurance right at the very heart of what we do.

The Met's 'Safer Neighbourhoods' initiative is overseeing the introduction of a new generation of ward-based policing teams – officers and PCSOs who will be locally-based, locally-focused and locally accountable. Eventually, we plan to introduce them in every part of London.

So, as we remember the past, we keep looking to the future – acknowledging our continuing responsibilities to the people of this great city. I have no doubt that the timeless values found within this organisation – the bravery, professionalism, good humour and commitment that have so characterised the last 175 years of policing in London – will remain at the heart of the Met’s approach for the next 175!

Sir John Stevens
Commissioner



Mission

Our mission is:

Making London safe for all the people we serve.

We:

- make places safer;
- cut crime and the fear of crime;
- uphold the law.

Vision

Our vision is:

To make London the safest major city in the world.

Values

Our values are to:

- treat everyone fairly;
- be open and honest;
- work in partnership;
- change to improve.

LONDON GETS SAFER

This past year has seen a number of achievements for the MPS:

- ◆ Overall crime fell in London by 2% in 2003 compared with 2002, meaning 20,000 fewer offences
- ◆ Burglary was at its lowest level since 1976 – over 8,000 fewer victims last year
- ◆ There was a 98% clear-up rate for homicides in the period April 2003 - Feb 2004
- ◆ Gun crime fell by over 7% - with armed attacks on commercial businesses down 24%
- ◆ We reduced vehicle crime by over 7%
- ◆ Street crime fell by over 4% - with nearly 2,500 fewer victims of street crime
- ◆ Police officer numbers reached 30,000
- ◆ Over 1,000 Police Community Support Officers joined the MPS last year bringing the strength to 1,431
- ◆ By the end of the year, the MPS succeeded in meeting the challenging targets of recruiting 3,322 police officers -15% were from visible ethnic minorities and 25% were women
- ◆ Visible ethnic minority police officer strength has more than doubled over the past five years
- ◆ In addition to these achievements we successfully policed major events such as the 750,000 people attending the rugby world champions' victory parade as well as maintaining our vigilance in combating terrorism.

THE PRIORITIES

Each March the MPA publishes the priorities, objectives and targets that it has set for the MPS to achieve in the coming new financial year. The annual report therefore looks back over the preceding year to report on the progress made.

This publication is a joint report and as such is in three sections - the MPS annual report, the MPA annual report and, finally, annex A which contains all the relevant performance data.

The MPA report includes details on the priorities that were set for the MPS in April 2003 and comments on how the Authority considers that the MPS has performed. It also shows the priorities that have been set for the year April 2004 - March 2005. The MPS annual report endeavours to highlight just a few of many initiatives that were undertaken during the year in support of the priorities, along with some of the 'business as usual' activities that take place each day that help towards making London the safest major city in the world.

PRIORITIES FOR LONDONERS

Priority: In partnership, to promote safer communities for Londoners

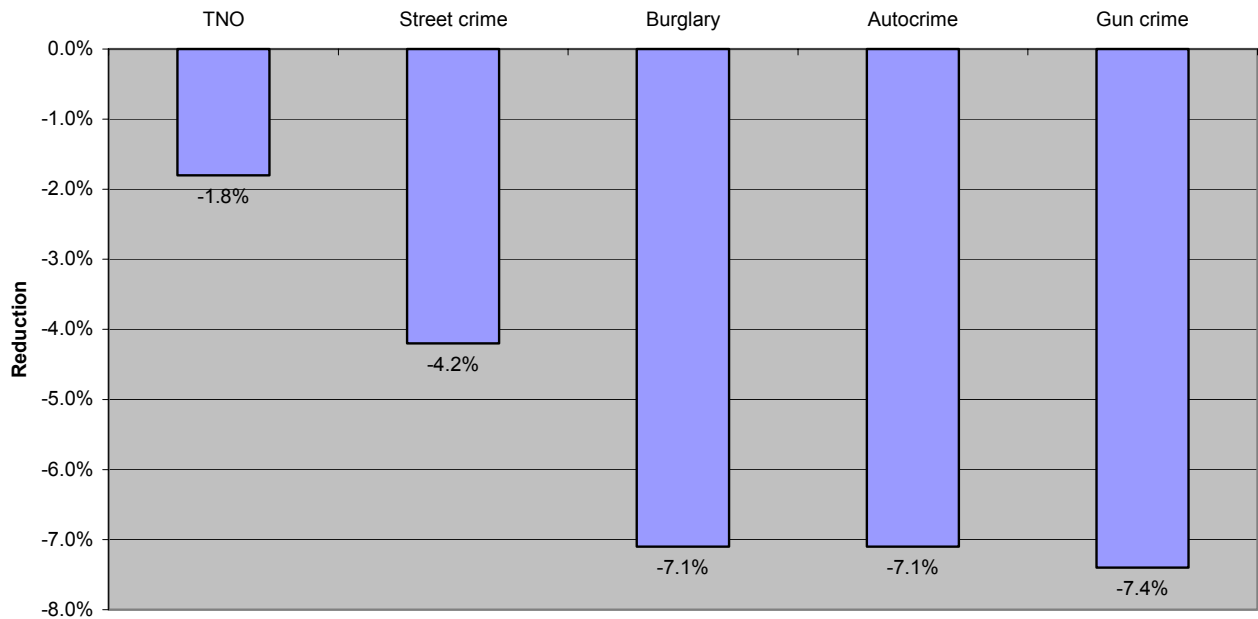
Objectives:

- *To increase visible police presence*
- *To reduce the incidence of street crime*
- *To reduce the incidence of burglary*
- *To reduce the incidence of autocrime*
- *To improve the investigation and prevention of murder offences*
- *To disrupt the trafficking of humans, class A drugs and firearms*
- *To disrupt the criminal use of firearms*
- *To reduce the number of road casualties*

Promoting safer communities

Last year the MPS's priorities were to reduce volume crime. We have succeeded. Street crime down 4.2 %, burglary down 7.1% and autocrime 7.1 %. And while gun crime is still a problem, particularly among some communities, the number of offences has diminished by 7.4%.

Change in priority crime levels 2003/04 v 2002/03



Low level crime and disorder however also blights the lives of many Londoners. The MPS is taking action with partners to tackle the problems. In the meantime, much can be achieved by increasing the visible presence of police officers on the street to prevent crimes such as robbery and violence and to reassure Londoners that they can go about their business safely.

Increasing visible police presence

The Step Change Programme (SCP) is now in place to bring the MPS strength up to 35,000 police officers plus Police Community Support Officers (PCSOs) over the next few years. The growth will also allow specialist units and the MPS infrastructure to increase in size. The extra officers this growth will provide will give the MPS the capability to tackle the crimes and issues that Londoners tell us make them feel unsafe.

Safer Neighbourhoods is a truly local policing style: local people working with local police and partners to identify and tackle issues of concern in their neighbourhood. Every Safer Neighbourhoods team consists of a minimum of six uniformed officers – one sergeant, two constables and three PCSOs. They, together with the community and partner agencies, tackle the issues identified through local public consultation. Experience suggests these are most likely to be quality-of-life issues, such as graffiti, abandoned cars, noisy neighbours, drunks and vandalism.

The new teams are dedicated solely to the needs of each specific neighbourhood, with the policing priorities for that area decided in partnership with local stakeholders – the public, crime and disorder reduction partnerships (CDRPs), local authorities and other local organisations.

Despite recorded crime falling in the UK and burglary at its lowest for decades in London, research shows that a third of people believe crime has risen ‘a lot’. By helping to make people feel safer in their community, Safer Neighbourhoods teams provide reassurance to help bridge this gap.

What’s important and different about this neighbourhood police model is that the officers work at the grass roots level in each neighbourhood, in addition to London’s other policing teams and specialist units. The Safer Neighbourhoods teams are part of a bigger and more sustained programme of growth designed to bring the Met strength up to 35,000 police officers and PCSOs over the next few years. This expansion gives us the ability to tackle crimes and issues that Londoners tell us make them feel unsafe in a way that previous resource levels have not allowed.

The funding for the first year roll-out of the SCP including 96 Safer Neighbourhoods and the necessary growth in support services and infrastructure has been made possible following the securing of £26.6m additional resources from the Greater London Authority.

The programme will eventually see teams of 6 uniformed officers dedicated to 624 neighbourhoods in London’s 32 boroughs, to tackle the quality-of-life issues and anti-social behaviour.

Mounted Branch – a highly visible asset

The officers and horses of Mounted Branch perform a wide range of functions from the daily high visibility patrols in the streets of London, to policing football matches through to acting as the Sovereign’s escort in ceremonial events. This last year has been no exception including the high profile event of escorting the England rugby team through to the security patrols for state visit of President Bush. The public can be wary of the horses and this can be used to great advantage when undertaking operations against drug dealers in locations such as Kings Cross. They act as a deterrent as the officers are highly visible and have a distinct vantage point on some of the activities and can manoeuvre through places that other officers may find difficult.

Name badges

Name badges are to appear on MPS uniform as part of an on-going effort to build relationships with the public and to show the organisation is open and transparent. The new policy states that all uniformed officers who come into regular contact with the public as well as special constables, PCSOs and traffic wardens have to wear the badge. The roll-out commenced in February and will take several months to complete.

Reducing street crime

Operation Safer Streets began in February 2002 to address the significant rise of 30% in street crime. In the first year it made a substantial impact by achieving a 16% reduction in street crime offences and this past year has seen a continued downward trend. In the first week of Operation Safer Streets III alone there were 500 arrests in the first seven days.

Partnership work to tackle the problem is taking many forms including a new National Mobile Phone Crime Unit consisting of stakeholders from law enforcement agencies and the mobile phone industry. There has been a massive response and commitment by all parts of the MPS, along with partners such as the industry to continue to meet the challenge.

Operation Pavilion

In June, ten people were arrested following an undercover operation by the MPS and British Transport Police (BTP) to identify people who report falsely that their mobile phone has been stolen. It is known that some shop staff encourage such reporting, as it makes it easier to make an insurance claim. BTP received reports of phones stolen on the Central line at a time when it was closed for repair, or on days when the tube was not running due to industrial disputes.

Work continues with the mobile phone industry to address this issue and The Link, for example, made massive inroads by changing their insurance policies to include loss. Reported thefts have dropped significantly.

Reducing burglary

The Forensic Services Command Unit undertook an initiative to recruit an additional 80 crime scene examiners to enable a further roll out to boroughs of the 'Sole Response' to burglary. The project has the aim of crime scene examiners attending the scene of a burglary within four hours of reporting, thereby freeing officers to deal with other calls.

During the pilot, burglary in Enfield reduced by 17%. The aim is to roll the scheme out to all boroughs by 2006.

Reducing autocrime

Officers in Redbridge undertook a year-long initiative to clamp down on vehicle crime. Operation Footbrake consisted of day long operations including dawn raids where people were arrested and charged for various motor vehicles crimes. The arrests resulted from evidence gathered at scenes of crime through DNA or fingerprints. Richmond borough, supported by local businesses, also purchased its own mobile Automatic Number Plate Recognition (ANPR) equipment. The ANPR reads number plates and alerts police to any vehicle that has been reported to police, for offences ranging from failing to pay for a tax disc to being stolen. Over 1,000 signs were displayed on entry to the district to advise of their use but not the exact location.

The local council, British Transport Police (BTP) and other local partners also supported the initiative.

As a result of this partnership initiative motor vehicle crime in Richmond was reduced by 26% for 2003/04.

Investigation and prevention of murder offences

The phenomenal success in achieving a 97.2% detection rate for the financial year reflects the dedication, commitment, the specialist training that has come from the learning over the years and the implementation of the Major Investigation Teams (MIT Model) across the Homicide Command in the Specialist Crime Directorate. There are additional benefits in having key lines reporting to a single portfolio holder. A homicide prevention unit is continuing to develop important work in this area and homicides have already been prevented. The MPS is a key player at a national and international level and this has further enhanced the MPS's reputation -examples of cases dealt with in the past year include:

Operation Walken

In February 2003, a business man (Mr Chohan) and his family went missing. In April Mr Chohan's body was recovered from the sea. The body of his wife was recovered in July and remains, believed to be those of his mother-in-law, in November. The two children have not been found. This proved to be a difficult inquiry involving many issues but two people have been charged and another is awaiting extradition from Holland.

Operation Nostrum

Intelligence indicated that a £5k contract had been taken out on the life of a female. After intensive enquiries the suspects were identified. Although this was a domestic dispute the intent and threat were real. Police action included protection of the intended victim and the conduct of searches on the suspects' addresses. As a result, police discovered advanced plans to murder the female associate along with maps, plans, kidnap notes and a syringe filled with a noxious liquid. Two people were arrested and charged with conspiracy to murder and soliciting murder. They were subsequently found guilty and sentenced to four and six years imprisonment.

Tamil focused crime

A significant cache of weapons such as knives, swords and axes along with over 45 arrests for offences such as murder and immigration were made during Operation Enver to tackle Tamil criminals in London. Of the 80,000 Tamils living in London only a tiny minority are believed engaged in criminal activity and the increasing use of violence. The gangs were also linked to large-scale fraud and related documents were seized during the operation.

In June a man was given life sentences for murdering two men and three of his associates were jailed for murder, attempted murder and wounding. Operation Tullibardine resulted in what became one of the longest trials in the history of the Old Bailey. The first victim died after being attacked with an axe as he sat in a car with friends. The second victim was forcibly taken against his will and then encouraged to steal jewellery from a shop. After making him pay for food and drinks, he was then beaten to death and set alight. The trial proved particularly lengthy due to legal complications, complexities of the case and difficulties with the number of interpreters required.

Regular meetings are held between the MPS and the Tamil community where ideas and possible solutions are discussed. One such initiative includes the setting up of a special hotline number **0800 585 2835** to try and capture any intelligence from the community. The majority of victims of Tamil related crime do not speak English very well and the

hotline enables them to tell officers what they know in either English or Tamil. The number links directly to an answering service that is monitored two or three times a day by a Tamil speaking officer.

To help in the investigation of murder, a Forensic Investigation Specialist Crime (FISC) unit was formed consisting of Homicide Crime Scene Managers. The FISC offers a specialist service to investigators by developing forensic services for the diverse Specialist Crime Directorate investigation teams.

Operation Maxim

The Operation Maxim unit targets human trafficking and organised crime in London especially in vulnerable communities. There were 68 proactive operations that resulted in 167 arrests. A third of these were removed from the UK for breach of immigration conditions. Around 363 forged and counterfeit identity documents have been seized and about £1.4m seized as proceeds of crime.

Disrupting drugs markets and money laundering

September saw the final phase of Operation Anuric, a major operation for the Projects Team in Specialist Crime Directorate, which had lasted over 18 months. Working for the first time in partnership with the Columbian authorities, the team smashed a major international drug and money laundering operation, which was the biggest of its kind uncovered in the UK. It was also the first time that the MPS had been able to dismantle an entire network of individuals who were responsible for pedalling drugs and importing drugs from several continents. During the operation the MPS seized cocaine with a street value of £20m, and £2m in cash.

The MPS carried out a series of raids in September across London, with the Columbian police carrying out simultaneous raids.

Trident and Trafalgar

Trident tackles gun crime within London's black communities. There were 50% less homicides by firearms over the last financial year from 24 down to 12 and attempted murders also fell. The courts passed sentences totalling 704 years to Trident criminals. The figure included 10 life sentences. Officers seized:

- 333 firearms and over a 1,000 rounds of ammunition
- Over 44 kilos of Class A drugs and 480k and
- Charged 179 people with offences

In Brent a successful proactive operation ran to counter the increasing number of murders and shootings that had been occurring.

Trafalgar deals with all other non-fatal shootings. Intelligence resources have been focused on targeting criminals engaged in supplying, converting and using firearms in all of London's communities. Attempted murders were reduced by 40%.

Commercial Robberies

Armed robberies on businesses fell by 25% or some 250 offences. They fell by 76% on banks and building societies The Flying Squad were instrumental in driving down the number of attacks and stronger links with the business community were forged through a robust crime prevention strategy.

Disrupting criminal use of firearms

More than 500 officers took part in an operation in Islington targeting gun crime. Officers from Islington, SO19 firearms branch, Territorial Support Group (TSG), POLSA (police search teams), dog sections, Air Support Unit (ASU) along with Immigration, Customs and Excise and Islington Council were jointly involved in this operation. Officers conducted intelligence led searches as a direct result of an increase in firearms related calls from the public, even though there were relatively few firearms incidents. Over 20 people were arrested for firearms and Class A drug offences during the operation. Gun crime dropped by more than 20% in Islington during the year.

Automatic prisoner release notification

Specialist Crime Department Prisoner Intelligence Unit, in conjunction with an external supplier, has developed software that allows intelligence units across the MPS and Home Counties to be notified automatically of prisoner releases from eight prisons. Early warning of future releases can allow Operational Command Units (OCUs) to prepare a strategy for tackling those offenders who in the past have demanded a significant amount of police time.

The Prisoner Intelligence Unit also gets involved in proactive operations, including one aimed at disrupting serious and organised drug supply. This was achieved by carefully analysing intelligence that resulted in the arrest of six custody officials.

Asset recovery

Autumn 2003 saw the commencement of Operation Payback, a new law enforcement attack by officers from the MPS, HM Customs, City of London and BTP. The aim is to strip London's criminals of their cash and assets in a major joint operation using powers under the Proceeds of Crime Act 2000 to claim back criminal cash and proceeds that fund illegal lifestyles and support crime in the capital.

Cash seizures and arrests already made include:

- 34,000 stolen Euros were seized outside a London bureau de change as a result of an intelligence led Customs activity.
- A \$1,000 bankers draft was seized by the MPS and one person arrested. This is believed to be the biggest bankers draft ever seized by UK police.
- A man was arrested at Heathrow by MPS officers as he tried to smuggle £40,000 in cash on a flight to Jamaica. The cash was concealed in his luggage and he was travelling on false documents.

Operation Grafton

The Operation Grafton unit was established in April 2003 following concerns from industry about the increasing levels of high-value crime in and around Heathrow Airport. Successful operations have included:

- 42 individuals arrested and charged with various offences including armed robbery and aggravated burglary
- Stolen property valued at £8m recovered
- Two loaded firearms and three imitation firearms recovered
- By final quarter offences had been reduced by 50% compared with previous year's

Fraud Alert website

The fraud alert web site started as a means of dealing with one rather complex, but important issue - that of high yield investment fraud. It has a contact e-mail and following the sheer gulf of intelligence around West African advance fee fraud, the site expanded to incorporate this as well. The site has been in existence around two and half years and

now generates up to 62,000 hits per month. It covers many aspects of fraud and economic crime and generates up to 300 e-mails a day.

It is widely used by the banking industry as a training tool as well as having an overriding prevention purpose.

Capital Crime Conference

The Capital Crime Conference - organised by Specialist Crime Directorate – was the largest consultation ever undertaken by the MPS on serious and specialist crime.

Over 400 of London's academics, business and community leaders attended and explored new ways of thinking and working with the Directorate through a series of workshops. The strategic themes were:

- Homicide and serious violence
- Gun crime
- Class A drugs in the community
- Children as victims of serious crime
- Economic crime against business
- Organised crime against distinct communities

Throughout the day there was a clear message that emphasised the need to work in partnership to reduce specialist crime. The day was considered successful and the outcomes of the day are being progressed by their police leads.

Reducing the number of road casualties

There was a significant reduction of 10% in the number of people who were killed or seriously injured (KSI) in 2003/04 – this meant 1,000 fewer casualties since 2000. This has been due to a range of initiatives that included:

- The installation of cameras at key locations that resulted in the average rate of KSI collisions at safety camera sites reducing from 2.1 KSIs per year to 1.2 per year after installation
- Targeted enforcement alongside Department of Transport 'Think' campaigns i.e. Drink Drive, Speed, Seat Belts etc
- Traffic Division now have 60 cars fitted with Automatic Number Plate Recognition (ANPR) facilities to aid detection of offenders

- Intelligence led tasking of officers to reflect collision hotspots
- Where appropriate, proactive 'designing out' of unsafe road layouts following fatal/serious collisions through Traffic Management Unit liaison with local borough highways dept
- Bikesafe - a three way initiative between the MPS, City of London Police and Transport for London.(TfL) Inviting motorcyclists, scooter and moped riders to take part in Rider Skills Days that assess the rider's skills and give advice to help make their riding safer and more enjoyable. In addition, in recognising that many staff also commute and ride motorbikes for pleasure, boroughs such as Kensington and Chelsea have been sending their own staff on the courses too.
- A new dedicated Criminal Justice Unit (CJU) for traffic and transport related offences at Marlowe House, Sidcup. The new CJU aims to get more people who commit offences such as dangerous driving to face justice more quickly. Working closely with the CPS it brings about greater standardisation of prosecution, best practice and a quicker turnaround for both offenders and victims

Community Safety

The biggest ever crime prevention operation in Southwark took place in December, involving Southwark Police, Southwark Council and other members of the Safer Southwark Partnership.

Two years experience of running Operation Safer Streets enabled local officers to identify groups who are more likely to become victims of crime. For example, in one part of the borough, the number of students who became victims of crime had risen from 7% to 21% in a year.

A simple pack of advice was developed and included a mobile phone marking kit. Over 20,000 packs were distributed to targeted groups, along with detailed personal advice from visiting crime prevention officers.

Partnership in the Park

Sutton police hosted a community safety fun day called 'Partnership in the Park' in October. The purpose of the event was to engage the community in a positive way and to hold an event for all of the family that had a strong focus on community safety

amongst other fun activities. It also provided an opportunity for Sutton Police to work with their partners who also took part in the event which included Sutton Council and the Fire Brigade.

The day was such a success another is planned for July 2004 which is expected to be even bigger and to involve sponsorship activities with local businesses.

Life savers

MPS officers can often be called upon to deal with critical situations where quick thinking can save lives. One such example involved two officers from the Specialist Operations, Diplomatic Protection Group.

On Sunday March 28 at about 7am, the officers were passing Hamilton Terrace when they saw smoke billowing from the upper floor. As the building is a large residential building the officers quickly realised the severity of the situation and initiated fire service assistance. Due to the time of day most residents were asleep and the officers entered the smoke filled building to evacuate them. They tried desperately to reach the occupants of flat four but were driven back by smoke. The two occupants reached the balcony where the officers continued to reassure them until the fire brigade could rescue them via the pump ladder. The prompt action of these officers undoubtedly saved lives.

London Underground initiatives

London Underground - in partnership with the MPS and BTP- launched Operation Rhino 2003 to combat trespassing and vandalism on the underground. The scheme was launched at Eastbrook Comprehensive School, Dagenham by Tony McNulty, Parliamentary Undersecretary of State. He saw the work of the schools liaison team from London Transport Museum, who educate young people about the dangers of trespassing on the railways.

Trespassers and vandals, some as young as eight, throw objects at trains and damage fencing and rail equipment, not only putting customers and staff at risk but also themselves.

Operation Solstice was the largest single police operation in London targeting public transport in recent years and was a joint operation between the MPS, BTP and Transport for London (TfL). High visibility and covert operations took place on the tube, bus and train networks in six London boroughs over six days. Revenue protection officers from

TfL and officers from specialist units including mounted branch played a key part. The crack down resulted in over 200 arrests.

Protecting wildlife

The MPS not only looks after its own animals but it has an obligation for enforcement of the laws protecting wildlife. The London area is home to a host of wild species many of which are protected by law. In addition there can be international crimes committed by people in, or travelling to, London. These crimes range from trade in endangered species and live animals to certain illegal aspects of Chinese medicine and bushmeat.

In this last year there has been a disturbing increase in incidents of swans being killed, along with reports of ducks and geese also being taken. The Mute Swan is a fully protected species under the Wildlife and Countryside Act 1981 which means it is an offence to kill, injure, take, sell or be in possession of a swan, dead or alive. This appears to be the work of Eastern European gangs and a problem particularly in North and North East London.

The Wildlife Crime Unit now has a network of 55 local borough Wildlife Crime Officers and with their support, local wildlife crime partnerships are being developed to tackle all types of wildlife crime and educate the public.

Priority; Securing the Capital against Terrorism Objectives:

- *To prevent and disrupt terrorist activity*
- *To maintain an effective response to suspected and actual terrorist incidents*

Last year saw an immense amount of activity for the Anti Terrorist Branch. The Branch has undertaken a wide range of operational deployments, very often set against a heightened state of alert. To meet these challenges the Branch has restructured, ensuring the appropriate responses are available to meet the relevant challenges.

During the last 12 months there have been an unprecedented number of investigations, which primarily focused on ensuring that London remained a hostile environment for terrorist activity. Our investigations were far reaching and extended beyond the boundaries of the Metropolis. A number of high profile operations undertaken by the Anti-Terrorist Branch came to fruition during 2003. In all cases the proactive outcomes are the result of considerable liaison with key security partners, re-inforced with a tremendous level of resources and personnel from across the MPS and in many cases other police services across the country.

Community issues.

The threat of terrorism remains very real and the police service recognises that it is only with the help of communities that we will defeat terrorism. Operations conducted by the Anti-Terrorist branch are subjected to detailed scrutiny to ensure that the needs of specific communities are identified and addressed. To this end discussions are undertaken with community leaders at a local and national level seeking advice and guidance and, where appropriate, involving those partners in the planning and executive action phases.

The following represent a number of key operations undertaken by the Anti-Terrorist Branch during 2003/04:

- An operation began in 2001 following the Real Irish Republican Army terrorist campaign in London and other Metropolitan areas. Following an intense and protracted enquiry, five men were convicted at the Old Bailey in April 2003 for their involvement in a series of crime and received substantial terms of imprisonment. Since these convictions there have been no further RIRA incidents on the UK mainland.
- The Anti-Terrorist Branch played a central role in the return to the United Kingdom of five men detained in Guantanamo Bay. Detailed negotiations were undertaken with the United States of America and with Crown Prosecution Service prior to the handover of the men. Their return to the UK was a complex operation undertaken under intense media scrutiny.
- Another operation was the culmination of many months of investigations by the Anti Terrorist Branch and security partners into the activities of a group of men based in London and the Home Counties. The arrest phase of the operation in arch 2004 involved some 700 officers and required seamless coordination between the MPS and other forces and agencies. Subsequently six men have been charged with offences either of conspiracy to cause an explosion or with possessing an article concerned in the commission, preparation or instigation of an act of terrorism. This case remains sub-judice and all the men are in custody their awaiting trial.

Overseas deployments.

During June 2003, the Anti Terrorist Branch were deployed on behalf of Her Majesty's Government to the Kingdom of Saudi Arabia in response to terrorist attacks which resulted in the death of British nationals. Further deployments have also been made to Turkey following the bombings committed against the British High Consulate and HSBC building in Istanbul. Both attacks resulted in significant loss of life.

Whenever there is a requirement to deploy overseas, Anti Terrorist Branch co-ordinates a multi-disciplined team which, typically, might include Special Branch, photographic services and forensic services and Defence Scientific Technical Laboratories. Members of The Foreign and Commonwealth Office support these teams. The ethos of each deployment is to provide support to the local investigative team and expertise in the areas of terrorist investigations and post blast scene examination. The overriding principle is to preserve valuable evidence and assist in identifying and convicting terrorists. Whenever British subjects are killed as a result of a terrorist attack, the Anti Terrorist Branch will investigate on behalf of HM Coroner.

Counter Terrorism.

The Counter Terrorism section provides expert advice on all aspects of counter-terrorist security and last year conducted more than 200 security surveys. They are also responsible for developing policy and contingency plans for terrorist incidents. In addition they devise, manage and deliver multi-agency counter-terrorist exercises throughout the UK and abroad.

Search Unit.

The Anti-Terrorist Branch Search Unit provides the search capability for the MPS. They are responsible for training and maintaining a search response for terrorism related matters and other serious crimes, such as homicide and robbery. Last year the Search Unit provided over 1300 search operations within the MPS.

War crime.

The Anti-Terrorist Branch also has the national responsibility for the investigation of War crimes ranging from the Second World War to present day. During the last year a number of enquiries have been undertaken and this has involved enquiries abroad and assisting foreign forces with enquiries in this country. One case has resulted in the charging by the Anti Terrorist Branch of an Afghan national with offences of torture and hostage taking arising from his activities in Afghanistan in the period 1992-96. It is

anticipated that this case will be heard in the Autumn of 2004 at the Central Criminal Court; the male is currently in custody.

Capacity building

The Anti Terrorist Branch has now completed the delivery of a series of three National Senior Investigating Officer Courses. The purpose of the course has been to deliver and qualify senior officers to equip them to investigate terrorist offences. The Anti-Terrorist Branch has now trained a total of 42 Senior Investigating Officers from across the country. This marks a significant advance in the United Kingdoms capacity to conduct these difficult investigations and will relieve a little of the pressure on the Anti Terrorist Branch investigations.

Operation Bright Star

Operation Bright Star was an initiative involving Diplomatic Protection Group (DPG) officers on an intelligence led operation. Both covert and uniformed officers were used, along with cameras and unmarked vehicles. A total of 76 'stops' were made on individuals (using the Terrorism Act Section 44 powers) over the period of the operation compared with just seven for the same time in the previous year.

The main outcome of the operation was that it marked a significant change from a predominantly reactive unit to the DPG being a more proactive unit. This has generated support not only from other MPS personnel but also from the Diplomatic community.

Provision of protective clothing

Uniform Services, part of Logistical Services in the Resources Directorate, was tasked with improving the capability to respond to terrorist incidents by procuring, storing and issuing appropriate protective clothing and equipment. By the target date of 31 March 2004, protective items had been issued to all trained officers with sufficient stocks to meet further demand. In addition, personal protective Metvests had been issued to all police officers and relevant police staff, including PCSOs. A contract for heavy duty body armour for authorised firearms officers has been awarded this financial year.

State Visit of the President of the United State of America

The policing operation for the November visit of President Bush against a backdrop of international terrorism and intense media scrutiny was always going to be challenging. It was also at a time of intense demand, with the Remembrance Day Parade and the further increase in the security threat in London due to terrorism. The policing operation

demanded flexibility and hard work but this was carried out in the effective and professional manner that the MPS is world renown for.

A letter of thanks was received from the Prime Minister, thanking the MPS for the tremendous job performed and commending the Service for the excellent way in which the arrangements were carried out.

Rugby victory parade

Closely following the Bush visit and its related public order considerations was a major public order of a very different nature – the England rugby victory parade. The event saw over 750,000 people line the route from Marble Arch to Trafalgar Square in December to congratulate the team.

This was another example of a high profile public event that required significant commitment and hard work from all concerned. But due to the professional patience and good humour of all involved, thousands of people could participate safely and the rest of London was able to go about its usual business.

Priority: To improve the quality of service to vulnerable victim groups **Objectives:**

- *To improve victim care and investigation in cases of rape*
- *To improve victim care and investigation in cases of domestic violence*
- *To improve victim care and investigation in cases of hate crime*
- *To improve the protection and safety of children, including victim care, investigation and partnership working*

Improving- victim care and investigations in cases of rape and child sex abuse

Set up in 2002, Project Sapphire deals with the investigation of rape and improving victim care including the creation of Havens – sexual assault referral centres – in conjunction with the NHS. Initiatives over this past year have included the creation of a dedicated Senior Forensic Advisor on the team to co-ordinate additional forensic training covering rape offences. During this past year (up until January) 1,041 rape crime scene examinations resulted in 234 positive identifications and brought the forensic intervention rate up to 43% - about 18% above their own target.

Operation Amethyst is a one-stop-shop for victims of child sex abuse, with plans well underway for the first examination suite at Northwick Park Hospital. A second site has also been selected at Camden covering central London.

Operation Dobbi

Enfield Officers, in partnership with Enfield Women's Forum and Victim Support introduced a campaign warning women about the potential dangers of getting into unlicensed cabs. Operation Dobbi focused on stopping unlicensed minicabs operating in Edmonton and the surrounding areas. Dobbi was a joint initiative with Enfield Council and forms part of Operation Michaelmas, a campaign tackling street crime and burglary in the borough. The operation was not only successful in highlighting the issues to women but there have been no reported crimes relating to minicabs in the area for 12 months.

Safer Surfing

The Commissioner Sir John Stevens and the Crime Stoppers Trust launched 'Safer Surfing' in October, a computer package that warns children of the dangers of Internet chatrooms. 'Safer Surfing' is aimed at 10 to 11 year old school children and is presented in classrooms by police officers, giving them tips on how to stay safe when 'surfing'.

Big Hitter campaign

'Your partner's silence no longer protects you' was the message behind a domestic violence publicity campaign launched in September at Arsenal Football Club.

The campaign supported a new domestic violence protocol signed by the MPS and the Crown Prosecution Service on how to bring perpetrators to justice. As a result, the MPS is able to take action against offenders even without the support of the victim. Since the protocol was signed there have already been a number of successful prosecutions.

In addition, Tower Hamlets and Southwark boroughs are also trialling a new domestic violence form for front line officers. The form - which is completed at the scenes of all domestic violence calls - will not only be used for recording witness statements and suspect details but will also include telephone numbers of referral agencies, along with intervention and safety plans for the victim. To-date the results of the trial have been good with improved reports, better arrest and prosecution rates.

Improving victim care and investigations in hate crimes

The MPS is committed to providing all victims of crime with a professional and sensitive service. Substantial resources are committed to this area of policing. The Community Safety Unit (CSU) on each borough is responsible for the investigation of hate crime, including race and homophobic crimes and domestic violence, and so whilst there is

much activity on a local community basis there has been some significant MPS wide activity in the past year.

Operation Athena is the campaign against hate crime and last September saw an MPS wide day of action starting with a number of dawn raids on the homes of suspected abusers. The day resulted in 138 arrests and 129 charges, summons and cautions with offences ranging from harassment to kidnap and arson. Operation Athena Sport, as the name suggests, deals with tackling race crime in sport and the Football Association has been a major partner in the initiative. Operation Athena Sport continues to establish stronger links with the football world but is also expanding into other sports including the Rugby Football Union and the England and Wales Cricket Board.

Vetting checks

As part of the strategy to provide increased protection for vulnerable people in London, the Metropolitan Police Character Enquiries Section (part of Specialist Operations) undertook a record number of vetting checks for the Criminal Records Bureau in 2003. The checks, which are undertaken on those seeking to work with children and vulnerable adults, rose to over 430,000 last year – an increase of 70% over the previous year. Despite the rise in volumes, over 96% of the checks were completed within 2 weeks – comfortably exceeding the Service Level Agreement (SLA) target of 90%.

Asylum seeker and refugee reassurance forum

In July the MPS hosted the first asylum seeker and refugee community reassurance meeting. The forum was attended by representatives from numerous community groups who joined discussion with MPS staff, along with representatives from the Greater London Authority (GLA) and the Immigration Service. It aimed to progress liaison with these often 'silent' and unsupported communities to identify what their needs are, inform them of how the MPS works, how the organisation can support them and how they can input into informing the way police work.

Crimes against refugees and asylum seekers are under reported. There can be many reasons for this including lack of understanding of police roles and powers in this country, and distrust of police due to their experience from their country of origin. This forum is a step in building vital links with this section of London's community.

Cultural and Communities Resource Unit – Phase 2

Following the nail bombing in Soho, and the murder of Damilola Taylor, the Commissioner launched the Cultural and Communities Resource Unit (CCRU) in February 2003. Phase two in February 2004 saw the service extended to include police staff. The unit was set up to provide a database of officers who have volunteered information about their particular life skills which could assist with the investigation of major crime or resolution of a critical incident.

The unique service keeps the MPS at the forefront of policing and now has over 500 people registered on the unit's confidential database. To date there have been over 370 requests for assistance ranging from homicides to critical incidents on boroughs. The service has been requested across the UK and the Hong Kong police are exploring the possibilities of adapting the concept for their use.

Priority: In partnership, to revitalise the criminal justice system
Objectives:

- *To bring more offences to justice*
- *To improve the service to victims and witnesses*

The criminal justice system is complex but its core function is simple – to bring offenders to justice. The MPS has been seeking to improve efficiency in this area by forging close links with all the agencies in the criminal justice system including the Crown Prosecution Service (CPS), the Court Service, Probation Service and Prison Service. By working together there is less chance of offenders slipping out of the criminal justice system due to technicalities or an oversight.

One such development is the formation of case progression units, who provide two key elements: Victim and Witness Focus Desks and Prisoner Progression Teams. In the focus desks staff assess the risks and needs of the witnesses and provide solutions, often by consulting other agencies. They also act as a one-stop point of contact for victims and witnesses. The Prisoner Progression Teams deal with all elements of prisoner processing and evidence gathering with the CPS playing a key role. These initiatives are generating positive results for all concerned.

Digital interview suite

November saw the opening of a new digital interview suite at Redbridge. It is a hi-tech suite, which enables vulnerable victims (such as children and adults with disabilities) to have the opportunity for their evidence to be recorded onto a DVD. The technology avoids the need for lengthy hand written statements to be taken and the DVD can be played in court to prevent witnesses repeating their evidence to a jury.

The suite is the first of its kind in the MPS and also contains facilities such as a family room with a play area and stair lift for wheelchair users. Plans are underway for similar facilities to be opened at 32 other police stations across the MPS.

Scotland Yard's Most Wanted

The MPS launched a new website in April called 'Scotland Yard's Most Wanted' to help track down people sought for arrest in connection with a range of serious crimes.

The site calls on the public to look at the pictures of ten people to see if they recognise any of them and within hours of its launch many people had made contact with information, including people from abroad, which resulted in arrests.

The website can be found at www.met.police.uk/mostwanted

PRIORITIES FOR EXCELLENCE

Priority: To expand our approach to include all aspects of diversity

Objectives:

- *To achieve an increased representation of the diverse groups of London within the extended police family of the MPS*
- *To enhance community reassurance programmes to vulnerable communities*

Increased diversity

Evaluation has shown the selection and recruitment process used to employ PCSOs has been remarkably successful. 29.8% of PCSOs are women, 34.8% are drawn from visible ethnic minority (VEM) groups and over 80% are recruited from the inner or greater London areas. The importance of these successes should not be underestimated in the light of demands placed on the service in increasing the diversity of its workforce.

Evaluation has also shown that in general terms people are applying to become PCSOs rather later in life than is found for recruits to become police officers. PCSO recruits are typically aged in their mid 30's and bring significant life skills and learning to the service.

The introduction of PCSOs to the capital has had a significant effect on local communities. Studies into the impact of PCSOs into neighbourhoods found that the vast

majority of people questioned had seen PCSOs on foot patrol and that their presence made them feel safer. In Camden, where extensive evaluation took place, respondents reported how the deployment of PCSOs had led to reductions in drug dealing and other anti-social behaviour.

The role of all PCSOs involve duties that do not require the full powers and training of a police officer, but are nevertheless critical to the MPS and require a dedicated workforce. This frees up police officers for front line duties. Utilising their unique range of powers and duties, they can be focused on the tasks that mean most to Londoners without the risk of constant abstraction to deal with emergencies. PCSO deployment is primarily “eyes and ears,” with outcomes measured in prevention, protection and presence rather than in terms of arrests or prosecutions

Community element in recruitment

The MPS now has community members involved in the police selection process. 25% of the assessors are drawn from local community groups and 25% of those will be from minority ethnic groups. All are trained and involved in marking of papers, interviewing, role play and assessing performance. The individuals are put on contracts and paid a daily rate. The other assessors are a mix of police officers and police staff.

Pre recruitment programme

Tower Hamlets College in conjunction with the MPS Positive Action Team (PAT) has been trialling a pre-recruitment access course for those aspiring to become police officers. The course is primarily targeted at minority ethnic communities with the view to helping the MPS become more representative of the diverse communities it polices. There can be many reasons why someone may not be able to make the grade without extra help for example, a need for improved communication skills or numeracy difficulties. The course at Tower Hamlets has been without cost to the MPS and there are plans to extend this facility to other boroughs.

Female recruitment event

November saw the first ever recruitment event aimed exclusively at women, which attracted around 600 people to Central Hall, Westminster. Seminars ran throughout the day and specialist teams such as Mounted Branch, the Dog Section and Special Branch were present to answer any questions on the opportunities there were for women.

Gay Pride March

Officers police the Gay Pride March each year as it is a large public order event in Central London with some 60,000 people attending. The event held last July however made history as being the first time that officers were allowed to take part in the actual parade wearing uniform.

The event ended with a pop concert in Hyde Park and messages of support from both the Commissioner and Chair of the MPA, Toby Harris were played on giant screens.

Transsexual policy

The MPS Transsexual Policy was published in August as part of the organisations commitment to being representative of the community the Service represents. It seeks to encourage and support members of the transsexual community to join the MPS. The organisation is committed to a culture in which all individuals can work without fear of harassment and prejudice from colleagues or members of the public..

Serving members of staff who elect to undergo gender reassignment and individuals who join the organisation who have either had or intend to undergo, reassignment will have access to the full range of opportunities available to members of staff subject to the legal restrictions around searching, imposed under the Police and Criminal Evidence Act (PACE).

Detective training programme for underrepresented groups

The MPS remains committed to ensuring that the Organisation is fully representative of the communities in London. Both female and minority ethnic police officers are underrepresented within the CID and a new training programme has been developed aimed at addressing the imbalance. The positive action programme consists of a series of attachments, secondments and an investigative course tailored to suit the individual's needs. Following the training the individuals go through the open selection process.

Extension to uniform dress

Sikh police officers have been able to wear turbans whilst on duty for many years and, as part of the continuing commitment to meet the religious and cultural needs of staff, the MPS has extended its uniform dress regulations to allow male Muslim officers who wear a turban to incorporate it as part of their regular uniform.

Youth Advisory Group

A group of young people aged 13-19 have been working with the MPS to create a new Youth Advisory Group. Drawn from diverse groups across London, members are consulted on how the MPS can further improve trust in young people and ensure their views about policing are heard.

Diverse patrol

The MPS is becoming more diverse as is evidenced on Westminster Borough. One patrol team at Charing Cross police station has a total of 14 nations represented by 38 staff who between them can speak 20 languages.

Priority: To manage the demands on the MPS more effectively

Objectives:

- *To improve accessibility through enabling the public to obtain the service they need*
- *To improve the quality of response to public requests for assistance*

C3i

As part of its commitment to modernising operations, the MPS is dramatically increasing provision of telephone and e-services for the public and it will also introduce a range of new communications technologies including the introduction of the national emergency service radio system, Airwave. This programme of change funded by the MPA and Home Office is called Command, Control, Communication and Information: C3i. The changes will be introduced over the next two years and completed in 2006. The key achievements during 2003/04 were:

- To-date 400 officers have been released for front line duties as the communications service is civilianised
- Electronic Frequently Asked Questions (FAQ's) were introduced in all three Telephone Operator Centres in November, enabling more information and assistance to be provided to the public at the first point of contact
- An interpreting service pilot started in February for 999 calls.
- A new central communications command is being developed to integrate all call handling and the dispatch of police response across the metropolitan area; three new centres have been completed and are now being fitted out, ready for extensive testing of new systems

- Territorial Policing is piloting an Integrated Borough Operations (IBO) facility to provide fast-time intelligence to the new centres (above) and radically improve resource management in each borough - started February 2003

Focused deployment:

In-car computers (Mobile Data Terminals) are now in use in half of the The MPS's response vehicles, equipping officers with up-to-the-minute information on people, places and vehicles

Control rooms in 18 boroughs and in the Diplomatic Protection Group are able to see vehicle location and status and dispatch the nearest appropriate vehicle to an incident

20 new patrol supervision vehicles offer computer-linked, on-the-ground support to officers

Implementation of Airwave (the national emergency services radio): MPS accepted the service in December 2003 and will implement it gradually during 2004/05, giving the Met better radio coverage than ever before.

Managing Demand - Service Improvement Review

Managing Demand was one of the Service Improvement Reviews (Best Value) that was completed in the last year. This review examined the MPS's response to demand from a customer perspective and made recommendations to improve the way it delivers services to the public. The review's recommendations are intended to:

- improve public reassurance by increasing the ease with which the public can access police services
- provide greater opportunities for the public to access police services
- reduce inappropriate demand for police services through better public understanding of the core role of the police
- increase the availability of patrol officers to tackle priority crimes and undertake reassurance patrols through the implementation of a corporate demand strategy
- improve the quality of service by ensuring the appropriate deployment of officers, match of officer skills, robust supervision and clear operating procedures so that incidents are dealt with correctly.

Operational Support Policing

This review followed the Managing Demand review and focused on the functions that support the delivery of policing services to the public by Borough Operational Command Units (BOCUs). The review has identified improvements that will:

- enhance the quality of MPS services to Londoners through improved efficiency of operational policing support functions
- increase public confidence by improving the accountability of operational policing support functions
- enhance MPS performance by clearly defining the contributions of operational policing support functions
- increase public satisfaction by improving the MPS response to Level 2 (cross BOCU border) issues.

The recommendations in these reviews are being taken forward as strands of other projects such as C3i and Step Change.

New Casualty Bureau at Hendon

The new MPS Casualty Bureau (CCB) was formally opened in October. The new site offers state-of-the-art facilities for both the public calling police during major incidents and also for the staff working there.

There are now 80% more call-handling positions than at the previous facility and it has the capacity to accommodate Family Liaison Officers (FLOs) and their liaison teams who can provide personal support to families affected by an incident. It can also accommodate officers from the investigating teams and from the victim identification teams, bringing together all the expertise into one environment for the first time.

Present at the opening were guest of honour Catherine Wood, whose husband Simon died at the Paddington rail crash in 1999 and Superintendent John Bird of the Australian Federal Police, who worked closely with the CCB after the Bali bombing in 2002.

Increased Air Support Unit cover

The ASU used to be unavailable during certain hours of the early morning. Now due to a review of practices and with no additional resources, it is available 24 hours a day. The ASU is a pan London resource, with around 60% of the unit's time being devoted to spontaneous response. It can be used to patrol crime hotspots, fly intelligence gathering missions and tour vulnerable premises.

Priority: Making best use of staff and resources

Objectives:

- *To develop a professional and effective workforce with the appropriate numbers and skills to deliver the priorities of the MPS*
- *To establish a strategy to manage all issues relating to the increased numbers of police staff*
- *To extend the programme of devolution of resources thereby enabling local managers to improve service delivery*
- *To maximise MPS resources and their most effective use*
- *To protect and enhance the integrity of the MPS*
- *To communicate more effectively with our staff*

Developing a professional and effective workforce

Training Boards have been established to oversee each of the main specialist areas of training at a strategic level. These Boards ensure that training is developed and implemented in a systematic and co-ordinated manner, taking account of both internal needs and the wider context within which training requirements are defined. An improved Personal Development Review (PDR) process that embraces the National Competency Framework identifies the development needs of individual staff.

In 2003/04 nearly 200,000 centrally provided training days were delivered covering promotion courses for new sergeants and inspectors and police staff to specific skills training.

Police Staff Training and Development Unit

The creation of the Police Staff Training and Development Unit (TDU) in April 2003 increased the training and development opportunities open to police staff across the organisation. These included:

- The creation of a dedicated Police Staff Training and Development Management Board with the aim to ensure that training and development opportunities are resourced, promoted and co-ordinated
- An agreed minimum of two days development time, per year, for all police staff
- Piloting of a new Junior Administrative Development programme which will lead to NVQ level 3 accreditation.

Crime Academy

The Crime Academy was formally opened in April at the Metropolitan Police Training School at Hendon. Under the direction of Assistant Commissioner Tarique Ghaffur – Specialist Crime Directorate, the aim is to provide a professional and co-ordinated centre of excellence incorporating shared best practice across the MPS in areas of crime investigation and forensic science. Approximately 3,000 officers passed through the academy in the year 2003.

Driver training satellites

In order to modernise the MPS driving school and bring training nearer to the user, the MPS launched driver training satellites in September. Based initially at East Molesey and Upminster, the scheme extended to Hayes, Woodford, Ponders End and Sidcup. These centres mean that officers will be able to reach the training school easily, saving time and travel expenses.

Mentoring skills

Apart from the corporate training, local operational units are also endeavouring to meet the needs of their staff. One such example is the Resources Personnel Development Unit (RPDU), which has delivered two mentoring skills courses with nine members of staff having attended. The aim of the course was to provide a consistent approach to mentoring. Attendees find out more about the role of a mentor and the qualities and characteristics required to be an effective mentor. Staff attending the course can form part of a 'Network of Mentors'. RPDU can then advertise a Mentoring Scheme and personnel within the Directorate can apply to be matched with a 'mentor' to assist them with their development. The reviews of all courses have been very positive and the Diversity Directorate Training Unit has taken on the materials that RPDU produced as a base for their own mentor training course.

Specialist Operations Careers Consultancy

The consultancy was launched in December 2003 following research into the perceived barriers to joining Specialist Operations (SO). One of the main barriers identified was the general lack of careers information and advice available to all members of the MPS. The team provides a central point of contact for all enquiries relating to careers within SO for both police officers and police staff, thereby providing appropriate information to anyone considering a career within the department. To date the consultancy has received over 120 enquiries from members of the MPS and is actively working with MPS

staff associations to provide and receive information regarding any perceived or existing barriers that preclude applications to SO.

The consultancy has organised two careers fairs with an overall attendance of 300 MPS officers and staff interested in careers within SO. It will also provide support to management by highlighting trends and identifying best practice in relation to recruitment/selection procedures.

Health promotion programme

Human Resources Directorate launched a series of health promotion campaigns in February, aimed at increasing awareness of personal well being amongst all officers and members of staff. The campaign is divided into a number of areas: healthy eating, mental health, stress awareness; healthy living and exercise; and cancer prevention. The campaigns are being delivered by means of specially designed vehicles that will visit most of the MPS area and offer a series of health screening tests along with information displays and the opportunity for a confidential consultation with a trained occupational health practitioner

Awards and Commendations

There were a number of staff who received prestigious awards during the year - those included the Deputy Commissioner Ian Blair who was not only knighted in the Queen's Birthday Honours list but was also presented with a talwar on a visit to Southall - the highest honour the Sikh community can bestow on an individual.

The following table shows the number of awards presented in 2003/04, along with details of just a few of the police officers and police staff who received awards during the year:

High Commendations	11
Commendations	94
Royal Humane Society	10
Society for the Protection of Life from Fire	6

In June, Special of the Year, Borough Divisional Officer Farhad (Fred) Ahmed MBE from the Metropolitan Special Constabulary (MSC) was awarded the prestigious Ferrers Trophy for his work to establish the Crime Prevention and Advice Centre at the Tooting Islamic Centre.

Hazel Blears, Home Office Minister of State for Crime Prevention, Policing and Community Safety, presented the annual awards, to highlight the exceptional contribution made by Specials across the country. This year, 40 nominations from 27 police forces throughout England and Wales were submitted.

Anne Frank Award

Police Constable Chukwundum Ikeazor became one of the first to receive the Anne Frank Award for Moral Courage for his outstanding contribution to the community. PC Ikeazor's contribution to policing in Nigeria - where he challenged police corruption along with his work in London won him the accolade of Community Award winner.

London Employer Coalition Awards

In November the MPS scooped an award at the London Employer Coalition Awards in the Diversity and Equality category. This was for its approach to filling civilian vacancies, which included a groundbreaking partnership with Jobcentre Plus.

Since 2003 the MPS has recruited over 500 new staff to roles including communications officers, detention officers and administrative staff. 60% of those recruits were from minority ethnic communities.

National Volunteer Cadets competition

Havering cadets won the National Volunteer Cadets competition for a second time in July which involved over 400 cadets from seven forces. The cadets have to demonstrate their skills in events including drill, orienteering and a 500 metre shield run. A team from Boston in Lincolnshire was awarded second place, with Barking and Dagenham third. The MPS currently has over 600 cadets, in 22 units around London.

Action Dog trophy

Increasingly in demand are the specialist dogs. These animals perform a range of functions from sniffing out drugs and human remains to recovering hidden firearms and explosives.

The dogs are highly trained, dedicated and often achieve remarkable results. One such heroic deed happened when three year old Major chased a suspected car thief. During the pursuit, Major was impaled on a metal spiked fence as he clung onto the escaping suspect's leg. PC Cooke lifted Major off the spikes and the dog caught up with the man and held onto him until his handler made an arrest. Major, who was awarded the Action Dog 2003 trophy at a ceremony which recognises the achievements of police dogs in the

UK for his heroic efforts, has since undergone two operations but is back to full health and working again.

Increased numbers of staff - managing the issues related to growth

The year 2003/04 saw a number of notable achievements in recruitment. Between June and August 2003, a special assessment exercise was introduced at Hendon to allow 6,400 police officer applications to complete the selection process at Hendon. This initiative resulted in unprecedented levels of activity. For instance, over an eight-week period, the recruitment teams facilitated interviews and medicals for 120 candidates daily.

Recent years have seen considerable achievements on managing diversity, and work on the retention and progression of all staff, especially those from under-represented groups, will continue. Examples include:

- ◆ the establishment of a welfare information care unit to support the welfare and needs of all police recruits at Hendon Training School
- ◆ Support for a visible permanent Staff Association presence within Hendon Recruit Training School
- ◆ Establishment of an ethnic minority support network at Hendon Recruit Training School
- ◆ Targeted activity to reduce premature resignations among minority ethnic officers includes the 0-5+ Development Programme, which supports and develops minority ethnic police officers in the first five years of their career and beyond.
- ◆ The 0-2 Probationer Mentoring Programme, delivered on BOCUs, aimed at enhancing retention among all probationers, including women and those from minority ethnic groups
- ◆ Work has been done to maximise the accessibility of the High Potential Development Scheme (HPDS) and the Commissioner's Leadership Programme (CLP) for women and officers from minority ethnic groups. For example, a "family friendly" CLP is under development for launch in 2004, providing a non-residential London based option better suited to the needs of part time staff and parents.
- ◆ Improvements to deployment, promotion and selection processes to prepare the MPS for the extension of the provisions of the Disability Discrimination Act to police officers.

Devolution and maximising use of resources

As one of the largest local authorities in the United Kingdom, (in terms of the size of a gross revenue budget of £2.7bn), it is imperative that the MPA/MPS has a finance function that is on a par with the best in local government.

One of our continuing priorities has been the strengthening and updating of the finance function, both within the Directorate of Resources and within all business groups, to provide improved financial controls and to provide managers, partners and stakeholders with better financial information and advice. This includes the MPA under whose Scheme of Devolved Financial Management the MPS must operate.

Financial devolution of budgets has also remained a key policy objective, with over 60% of revenue budgets now devolved to local level, with work on track to devolve more in April 2006. A large number of Financial Awareness Training (FAT) courses have been delivered to senior police officers and police staff across the organisation and a consolidated Finance Manual published for the first time.

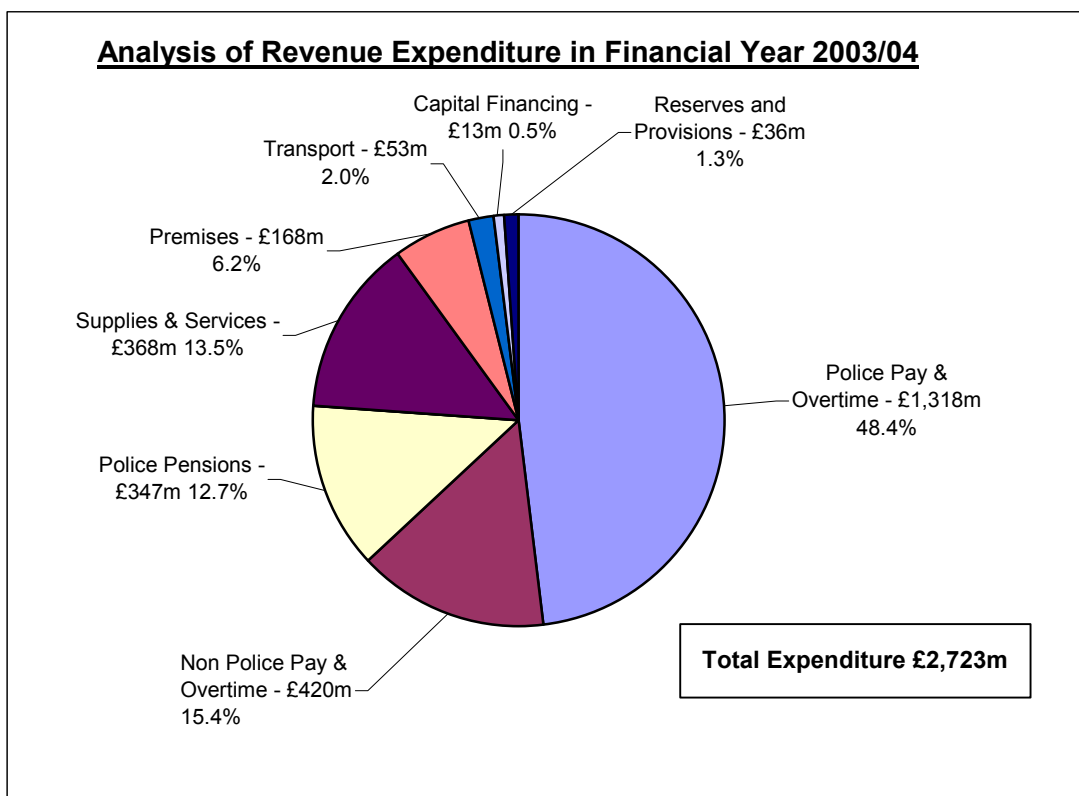
An independent measure of the state of our financial management was made, during the year, by the external auditors, with scores of 3 out of 4 (i.e. good) being scored across all the five group headings of financial standing, internal financial control, standards of financial conduct, financial statements and legality of financial transactions. Significant improvements have also been made in achieving the MPA/MPS Financial Management Strategic Programme with over 80% of actions substantially complete as reported to the MPA Finance Committee in May.

The financial year 2003/04 was, once again, a most challenging one with the ongoing terrorism threat, the Iraq war and other operational issues all impacting on the financial position. A requirement to deliver a managed under-spend of £18.9m in 2003/04 to carry forward to ease the 2004/05 budget while also identifying budget savings of over £60m for 2004/05 placed tremendous pressure on the Service. With strong political support the MPS was, however, successful in securing £26.6m of funding for the first phase of the Step Change Programme and also successfully bid for an extra £12m of funding for counter - terrorism activities from the Home Office. The Capital Programme for 2005/06 of £192.1m, which was approved in March 2004, will be the Organisation's largest ever programme, reflecting the scale of the C3i Programme.

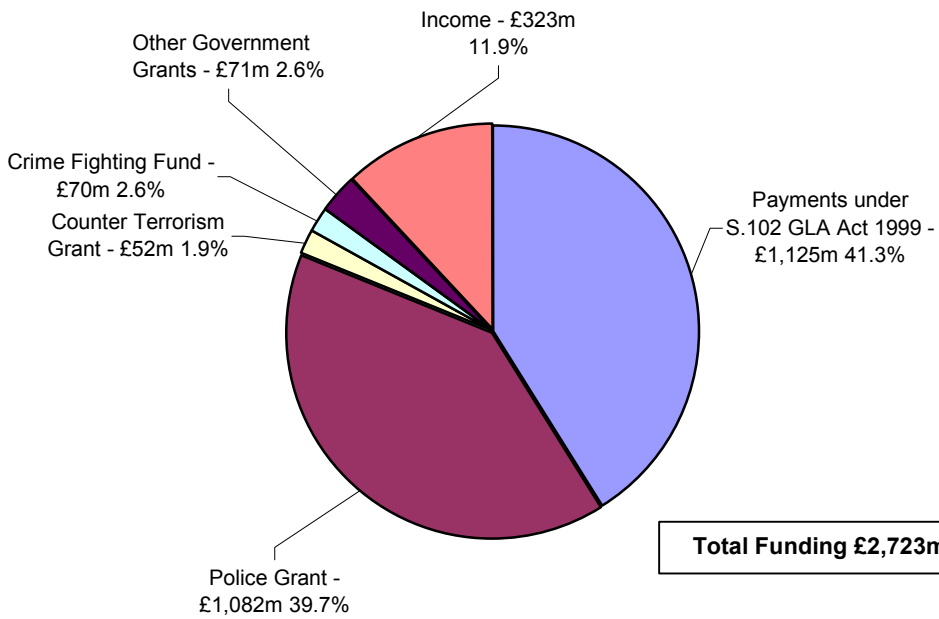
As at March 2004, there was a small revenue budget overspend of £5.6m but this was after delivering an under-spend of £18.9m to support the 2004/05 budget and before

consideration of our pensions reserve policy. The separate under-spend from pensions was used to maintain the General Reserve at 1% of Net Revenue Expenditure and to increase other earmarked reserves for pensions, significant budget pressures and other specific commitments

In accordance with statute, the audited final accounts for the year 2003/04 will be published by 30 November 2004.



Analysis of How Revenue Expenditure was funded in 2003/04



MetFIN upgrade

Finance Services have successfully implemented major upgrades of both the MPS Finance and Electronic Procurement Systems to schedule in February 2004. The MPS Finance System, MetFIN, was upgraded from SAP version 3.1 to version 4.7, the latest commercially available version, and the MPS Procurement System was upgraded to SAP Enterprise Buyer Professional.

Finance Services has also introduced SAP Business Intelligence, including both Business Warehouse and Strategic Enterprise Management functionality to further develop our budgeting, planning and forecasting processes. The MPS is the first police service to use SAP Business Intelligence and the first in the public sector to develop Strategic Enterprise Management functionality, putting the MPS at the leading edge of technology.

Unqualified accounts for the first time

The Commissioner visited Cobalt Square on 24 March 2004 and formally commended the joint efforts of Finance Services and Property Services staff in delivering the first set of unqualified accounts since the MPA came into being. This was well ahead of the expected schedule, and an enormous achievement for all who made a contribution towards this.

Graduate trainee scheme

A Graduate Trainee Scheme has been developed in conjunction with the London Boroughs of Islington and Hackney and supported by the Chartered Institute of Public Finance and Accountancy (CIPFA). Five trainees joined the three-year scheme on 23 February 2004, which involves six monthly placements in each of the three organisations whilst undertaking of the CIPFA professional qualification. A further intake will join in September 2004. Of the initial five recruits, two will have their first placement in the MPS Finance Services; one in Business Support and the other in Corporate Finance.

CIPFA accreditation

The MPS has also obtained accreditation from CIPFA in respect of its training policies and procedures. The Chief Executive of CIPFA presented the MPS with a certificate of accreditation on 23 February 2004.

Improvements in income generation

2003 marked the creation and development of a dedicated income-generating unit for the MPS. This unit subsequently developed into the Events and Income Development Unit (EIDU), comprising of two sections: Income Development and Events, Trading and Marketing. The remit of the unit is to provide income development strategies for the MPS that align with policing priorities and develop income generation opportunities with all MPS business groups. For the financial year 2003/04 the EIDU collectively generated resources (income and benefit in kind) of £2.048 million.

The unit is developing products to help victims of crime with a company that provides passenger comfort essentials for airline customers. From these products, the MPS have designed a companion pack containing essential toiletry items for all rape victims, all victims of major disaster including children and all male/female victims/prisoners coming into police contact. The packs also come with blankets, slip on shoes and jog suits. In addition, the EIDU are designing self reporting information packs for all hate crime, explaining what a hate crime is, and providing a self reporting form to be returned to New

Scotland Yard in a freepost envelope. Similar packs are being designed to cater for child protection issues.

The unit has also planned and co-ordinated a catalogue of events to celebrate the 175th anniversary of the MPS throughout 2004. Some of the activities include public open days at police stations and family events embracing local communities across London.

Procurement transformation

The major part of the Transformation Programme will be implemented by the end of July 2004. The transformation plan addressed areas such as Organisation and People, Processes, Systems, Performance, Supplier Relationship Management, Communications and Governance. Implementation of this plan will support the three Procurement Services category teams, which are aligned to its key customers, and the newly created roles and Directors as well as the newly appointed Senior Management team. The benefits that the Transformation Plan and the new Organisation structure will bring are - process improvements, such as the implementation of a Category Management "Ways of Working" which will greatly assist with the realisation of savings and embed flexibility and innovation both internal to the MPS and externally with our suppliers.

With regard to contracts, Procurement Services, from May 2003 to April 2004 awarded 191 contracts with an annual total value of £104,804,817m (this includes contract extensions but excludes expenditure resulting from contracts already in existence and variations to existing contracts). This total value figure indicates an average contract value of £ 54,872. Approximately 59% of the total value comprised of contracts with a value in excess of £1m, the total number of contracts let over £1m was 21.

CIPS Certification for Procurement

On June 24th, 2004, the Procurement Services team were awarded the Chartered Institute of Purchasing and Supply (CIPS) Certification Standard of Excellence as a result of the Procurement Services team undertaking the Corporate Partnership Programme (CPP). A formal presentation ceremony to the Commissioner at New Scotland Yard will recognise this achievement. The CPP process measures public and private sector organisations against "best in class" Purchasing and Supply Management processes and practices. The MPS are only the second public sector body to achieve this award.

Extension of the corporate charge card

This year, Logistical Services, has extended the use of corporate charge cards as an effective way of reducing the risk and cost of handling of large quantities of cash. Since May 2003 cards have been issued with all bookings, subject to considerations of security and availability. Cumulative spend on these charge cards since April 2003 is in excess of £6.5m, thereby significantly reducing the amount of foreign currency bought and sold on behalf of officers and police staff who travel abroad on official business.

All action heroes

The Event and Income Development Unit have been exploring opportunities for merchandising to market the MPS including the New Scotland Yard name - one of the most famous brands in the world. One successful deal secured in the last year was the licensing agreement for the production and distribution of action dolls from the television series The Bill. Current dolls include a police air observer, a female police sergeant, a traffic officer and a territorial support group officer. Royalty revenues are contributing to MPS funds

Vehicle recovery and examination services

Last year's annual report recorded progress on the development of a Vehicle Recovery and Examination Service (VRES) and the acquisition of the forensic facility at Charlton. The VRES part of Logistical Services continues to expand its operational in-house capability to match demands whilst achieving reductions in expenditure.

Since 1 April 2003, the unit has dealt with the recovery of almost 24,000 vehicles (a rise of 3,000 vehicles compared to 2002). 7,000 were removed to Charlton of which 3,462 vehicles underwent forensic examination. Forensic performance for the year has averaged out at 58% for fingerprints and 50% for DNA, well exceeding the target of 30% and has led to the positive identification of 517 suspects.

The VRES has also supported the Mayor for London's Transport Strategy and other MPS initiatives such as the Safer Vehicle Strategy.

Work will be ongoing to 2004/05 to identify and acquire a second site also equipped with dedicated forensic and mechanical examination facilities.

Public order carriers

A new 5 year vehicle maintenance and fleet management contract for the MPS's Public Order carriers commenced on 8 March 2004. The fleet size is being increased from 202 vehicles to 244, which will include 95 new larger vehicles due for delivery later this year. These changes will greatly enhance operational capability and address the shortfall

identified. The new contract arrangements are also being achieved at less cost than previously.

Vehicle selection

A new process has been established for vehicle selections to ensure the supply of the most effective available vehicles at best value. The process was successfully tested in Autumn 2003 for the replacement of Royalty Protection cars. The contract to supply Royalty Protection vehicles has recently been approved and replacements are scheduled for delivery from April 2004. The process has also been used for the 2004/05 Vehicle Replacement Programme and will also be followed in the coming months with selection of the replacement models for the Incident Response Vehicle (IRV) and Pursuit Vehicle.

Use of liquid petroleum gas vans

Transport Services has introduced 19 Liquid Petroleum Gas (LPG) Ford Transit vans into the despatch service since 2003 and by 2005 all of the despatch fleet will be dual fuelled. In addition, Brent borough currently operates 19 LPG vehicles, a combination of instant response vehicles, Astras and Pandas. The introduction of LPG vehicles not only provides savings in CO₂ emissions in line with Government and Greater London Authority targets, but it also provides savings in fuel costs.

London Remade* award for 'green' purchasing

The MPS is working with members of the GLA family to develop action plans and targets for sustainable development and increase the number of green goods purchased when price permits. The MPS was acknowledged as the highest "green purchaser" out of the 89 companies and organisations currently working with London Remade, spending over £1m on re-cycled products. The MPS has demonstrated that they are serious about the environment and show commitment to the sustainable development of London.

As well as this award, significant success has already been achieved with the implementation of the environmental procurement policy on recycled copier paper, saving over 12,000 trees every year, along with:

- 10% of our general waste was recovered for recycling
- 2.58% of aluminium drinks cans were recovered and recycled

* London Remade is a company set up through the auspices of the Mayor of London to champion green issues and sustainable development in London. It aims to revolutionise the way that the Capital manages its waste through a £20m programme to develop and diversify markets for recycled materials and supports the Mayor's Green Procurement Code which was developed to stimulate demand for recycled products through the Capital

- 5,836 toner cartridges and mobile phones being reprocessed under the Fonebank System
- In respect of firearms training, Property Services recovered 7.68 tonnes of lead and 7.29 tonnes of brass.

Significant work has been undertaken in the area of environmental savings and energy conservation and will continue.

Driver, Despatch and Distribution Services

New de-industrialised terms and conditions were introduced for MPS Police Staff drivers in late 2003. These terms and conditions have improved the pay and pension provisions in return for more flexible working patterns that not only enhance operational capability but also meet the provisions of the new Working Time Regulations for drivers. The MPS Despatch and Distribution Services were successfully co-located in newly upgraded accommodation in January 2004.

Catering provision of operational feeding

Catering Services continues to provide the operational feeding of police officers and staff who are working in temporary locations to aid the security of London and its population. This year saw an increase in the number of Special Operational Commitments in London, with large numbers of police required on duty. Over the year Catering Services provided over 600,000 meals for 800 special events including President Bush's visit, Stop the War demonstrations, Notting Hill Carnival and the Defence Systems exhibition. Additionally, requests are being received for aid to county forces where MPS officers are engaged on mutual aid.

The Estate

The MPS started the year with the first valuation of the estate that was fully Financial Reporting Standards compliant and this helped to deliver the first set of unqualified set of accounts. This data has allowed the MPS to further develop, with the MPA, the new estate strategy "Building Towards the Safest City". This strategy seeks to address the £82million maintenance backlog (which is doubling every two years) and the £50million capital reinvestment-funding gap.

An estate valued at around £1.5 billion, with this scale of challenge, will take a major effort to turn around and the strategy has been pivotal in assisting the MPS to appreciate the fact that renewing the estate with modern facilities is now the second most important service risk to address in delivering front line policing in London.

With over 35% of the buildings dating from before 1935, the changes will have to be major and this will mean the loss of many “heritage” sites from the estate. Both the MPS and MPA are very aware the exiting of parts of the old estate will have ramifications and raise concerns in local communities, and those concerns are fully understood. But old buildings are poor value for money, fail many statutory requirements and are simply unaffordable.

However, the changes will allow the MPS to expand its visible presence and the points of community contact in a way, and in locations, that represents London in 2004. The strategy is based upon an assurance that no old stations and public interfaces will close until new, better positioned and affordable facilities are in place. This new approach will also provide flexibility within the estate that will allow it to meet demands and operational needs as they shift over time.

There is also a move away from custom built solutions and the MPS is testing new standard templates for property needs and this will allow the move to a flexible estate. At borough level this will help to ensure that property is fit for purpose, modern, accessible and located in the right places.

Despite the major strategic challenge much has been achieved in year:

- Four new stations were opened under Private Finance Initiatives (PFI) - all on time and on budget
- The new public order and firearms training facility, again under PFI, has opened on time and on budget
- The decision to retain control of disposal of old sites was vindicated with major sales above the PFI business case assumptions
- In relation to C3i the three major new centres were kept on programme and budget
- Provided the first Intimidated and Vulnerable Witness suites
- Expanded Sapphire suites
- Undertook preparation to roll out in quick time new and adapted Safer Neighbourhood bases
- Undertook a major repositioning of Criminal Justice Units (CJUs) and co-location, at point of charge, for the Crown Prosecution Service (CPS).
- Continued availability of the training estate to cope with officer recruitment growth
- Established new Transport OCU bases

- Delivered relocation and co-location for the National Criminal Intelligence Service (NCIS) London Region
- Established a base for the National Mobile Telephone Task Force
- Commenced the change in MPS occupational culture to one of modern open plan property utilisation that delivers improved value.

Also during the year, Her Majesty's Inspectorate of Constabulary (HMIC) inspected the estate and Property Services and concluded that whilst the overall rating of the report was 'fair' there was potential to be excellent within 2-3 years and to be police service "leaders", with the result that there was no need for a Best Value Review in next 5 years.

Protecting and enhancing the integrity of the MPS

The Directorate of Professional Standards (DPS) has fully implemented the National Intelligence Model (see page 54 for more details). Analysis of the information from internal and external complaints, civil actions, employment tribunals and other intelligence provides a sound picture of the current 'ethical health' of the organisation. The strategic intelligence assessment is then the basis for focusing remedial work. The five strands of the Professional Standards Strategy have resulted in a range of initiatives. Examples include the Local Misconduct Policy, Sanctions Guidelines and substance misuse testing.

DPS continues to devote considerable resources to identifying and prosecuting corrupt officers and those criminals who seek to corrupt the police service. The introduction of a High Tech Unit within the command illustrates the continuing policy of deploying the best and most advanced techniques against corruption.

In addition, DPS have achieved significant improvements in timeliness between the launch of inquiries and their conclusion.

Substantial numbers of long-standing Employment Tribunal cases that had been held up by the *Liversidge*¹ ruling were resolved during the course of the year.

¹ *Liversidge -v- The Chief Constable of Bedfordshire* concerned a case brought at an Employment Tribunal concerning sex discrimination. The ruling established that a Chief Constable was not vicariously liable for the actions of his/her officers. This has since been overtaken by the Race Relations Amendment Act, but the ruling did have an impact on similar cases brought before the new legislation.

The introduction of the Independent Police Complaints Authority in April 2004 was facilitated with training and familiarisation provided by DPS personnel that considerably aided the hand-over from the Police Complaints Authority.

Communicating more effectively with our staff - Communication Action Plans

Communication with staff is key in any business and all boroughs, OCU's and business groups have developed Communication Action Plans (CAPs). The plans include identification of stakeholders, existing methods of communications and establishing review mechanisms. The Inspectorate have devised an inspection framework and the Directorate of Public Affairs are reviewing the plans to identify areas of good practice.

The Commissioner, along with his Management Board colleagues, has continued with his round of New Changes, New Thinking briefings. These sessions, which take place at various locations around the MPS, enable any member of staff to ask questions directly to the most senior officers.

Intranet café

August saw the first Intranet café going live in the MPS in the Cobalt Square restaurant. It is aimed at those staff who do not have ready access to computers due to the nature of their work such as catering staff and drivers who otherwise are denied the opportunity to find out what is happening in the rest of the organisation. All the staff have been given intranet accounts and given basic notes on how to use the facilities and who to contact for more guidance. The idea arose from a meeting between Keith Luck, Director of Resources and representatives from the Black Police Association. The scheme is being monitored and initial feedback has been good.

Priority: To develop a strategic analytical capability

Objective:

- *To implement the National Intelligence Model in accordance with the National Policing Plan*

Implementing the National Intelligence Model (NIM)

The MPS has made significant steps to deliver against the Association of Chief Police Officers (ACPO) National Intelligence Model (NIM) minimum standards and establish an effective strategic analytical capability.

After a substantial recruitment campaign the MPS now has 408 analysts. A career structure for analysts is currently being developed which will help retain staff and aid personal development. The Analyst Programme Team (APT) is responsible for developing and reviewing policy in relation to analytical products and career development. The APT is also responsible for scoping the role of head of profession.

The ACPO NIM team, who carried out a validation inspection in January 2004, stated that the MPS had made significant progress to achieve compliance in line with the police service nationally by April 2004'.

The MPS will continue to develop and deliver against NIM and in June 2004 an IT pilot will begin in Enfield. The new IT package (known as CRIMINT Plus) is designed to enhance the MPS management of intelligence.

The next phase of MPS NIM development will take into account the Bichard Inquiry (Soham Inquiry) findings and recommendations. However, the MPS is already working towards implementation of these minimum standards after the agreement of all business groups at the NIM programme board held in March.

METROPOLITAN POLICE AUTHORITY
ANNUAL REPORT
2003/04

**FOREWORD BY
TOBY HARRIS
CHAIR OF THE METROPOLITAN POLICE AUTHORITY**

The Metropolitan Police Service (MPS) has undergone many changes in the past 175 years and during this year it reached another milestone. In January, the number of police officers employed by the Met reached 30,000 – the most officers ever in its long and distinguished history.

This was not only a landmark for the Met, but a significant achievement on behalf of Londoners, many of whom made it very clear to me personally as I visited each borough that they wanted to see a major increase in visible policing on our streets.

Since the Metropolitan Police Authority's (MPA's) start in July 2000, we have worked tirelessly, together with the Mayor and the Commissioner, to make the case for additional police officers to help reduce crime and the fear of crime, and make our streets safer.

Coupled with our drive to recruit more officers was the continued extension of the policing family and the enrolment of Police Community Support Officers (PCSOs), whose numbers exceeded 1,000 by the end of March. We are particularly pleased that people from visible ethnic minorities have become PCSOs in large numbers, making their ranks much more representative of the communities they serve. We hope to learn valuable lessons that will help the Met become a much more diverse organisation as a whole. But there is much that needs to be done if we are to come even close to meeting the target of 25% of police officers coming from visible ethnic minorities by 2009, to reflect the makeup of the wider population of London.

And this task has been made doubly difficult since some high profile disciplinary cases involving black and Asian Met officers caused resentment both inside and outside the service. We expressed our concerns about the perceptions held of racial discrimination and unfairness in the way some of the Met's internal investigations were conducted. We also had questions about the scale of investigations against police in general, believing them sometimes to be out of proportion with the gravity of the matters complained of.

These misgivings led us to set up the independent and far-reaching inquiry into the handling of professional standards and employment matters within the MPS under the chairmanship of the highly respected former union leader Sir Bill Morris.

The Authority strongly supports the Commissioner's philosophy that integrity is non-negotiable in the police service, and his determination to tackle corruption and impropriety by police officers wherever and whenever it occurs. But it was also essential to address these present concerns through a credible and transparent process to prevent irrevocable damage to the MPS's reputation, especially among London's minority ethnic communities. The Morris Inquiry is due to publish its report in the second half of 2004.

Although the MPS was not directly involved, the reputation of our police service in general was damaged following an undercover investigation by the BBC into a police recruit training school in Warrington, which caters for trainees from ten forces in the North West and Wales. *The Secret Policeman* uncovered a culture of racism at the centre among new recruits that beggared belief and brought swift condemnation and a number of resignations.

The vast majority of our police officers do an outstanding and highly commendable job day-in-and-day-out, but these revelations concerning a small and perverse segment of officers need to be addressed and racism rooted out of the police service. The MPA will continue to work hard to ensure that our police service in London is truly representative, open and equitable and that discrimination in all its forms is stamped out whenever and wherever it occurs.

Following the screening of *The Secret Policeman*, the Authority supported the Commissioner's decision to set up a thematic review of race and diversity within the Metropolitan Police. The findings of the review demonstrated that the Met has made enormous progress in recent years in dealing with race and diversity issues. However, two significant issues remain: under representation of officers throughout the organisation and the disproportionality that the Met review highlighted and the Morris Inquiry is looking into. We are determined that the Met provides an efficient, effective and fair police service for all of London's diverse communities, and we will continue to ensure these problems are addressed and overcome.

One way to encourage greater community support of police work in all areas is to strengthen our capacity to consult with Londoners. The MPA now has a statutory role in Crime and Disorder Reduction Partnerships (CDRPs) with an MPA link member, supported by a new partnerships team, actively involved in each borough. By attending

CDRP meetings, the MPA is in a position to be more alert and responsive to local policing issues and to promote a wider ownership of crime reduction objectives. Among the benefits is the greater pooling of resources from all partners towards the MPA and the Met's objective of making London safer.

Undoubtedly there has been steady progress in this direction since the increase in police and PCSO numbers. But the increase in numbers in isolation is not enough. How those extra officers make a difference for Londoners is more important. A key priority for the MPA has been how police relate to the people they serve, the reason why we introduced police name badges on uniforms. Police growth needs to be linked with appropriate policing style and effective deployment. A well-trained police service must have credibility with all the communities it serves. That is why we set deliberately tough and testing targets for the Met to achieve, particularly in driving down crime.

As a direct result of these targets, together with the increase in police numbers, effective partnerships, and the unstinting effort put in by police officers across London, there was a big improvement to London's crime figures. By the end of the year there were reductions in street and commercial robberies, Trident-related murders, gun-related violent crime and auto crime, and the number of burglaries fell to a 29-year low. This was great news for all those people who live in, work in and visit London.

The Met is one of the largest and most complex organisations in the country. Her Majesty's Inspectorate of Constabulary, in its report on the Met in 2003, warned that demands facing the police are likely to continue to rise and outstrip any additional resource provision. Demand therefore has to be effectively managed and competing priorities balanced.

The MPA is committed to continue working with the Met, all of our partners and all of our diverse and hard to hear communities to ensure that we not only make London safer but also deliver an efficient, effective and fair police service fit for the 21st century. London changes and develops continually and our police service must be able to react flexibly and responsively to Londoners' needs.

Finally, it is important that all of us work together with a sense of urgency and determination to ensure the reforms and changes in policing and the wider criminal justice system are delivered as promised as quickly as possible. Only in this way will we

improve public satisfaction, decrease fear of crime and maintain and increase the credibility and respect for our police service.

Toby Harris

Chair, MPA

Budget management

The finances of the MPA are complex; partly due to its unique constitutional position within the Greater London Authority, but also because of its size, an annual budget in excess of £2.5 billion, and the diverse nature of its activities.

The Authority and the Met have worked closely with the Mayor during the year to develop the budget for 2004/05. This has taken place in the context of continuing growth in police officer and Police Community Support Officer resources.

The Step Change programme was developed to address a number of issues. In particular, it takes forward the need for greater visibility and closer engagement with local communities through the creation of dedicated neighbourhood policing teams. These should help to address Londoners' fear of crime and further improve police performance through greater cooperation from communities. The approved budget allows for the introduction of 96 neighbourhood-policing teams across all London boroughs as the first phase of a medium term programme.

The Authority has become increasingly concerned that the growth in police numbers has not been matched by investment in the infrastructure of the service to provide appropriate accommodation and support services. The Step Change programme is also designed to address this issue.

Alongside the continuing growth of police resources the Authority's budget continues to reflect the drive for greater efficiencies to support the growth with reduced pressure on the council tax. The Authority's first four years' budgets reflect cumulative savings of £165 million, much of it representing increased efficiency.

As a further contribution to limiting the call on the council taxpayers in 2004/05 underspendings against the 2003/04 budget have been deliberately reserved to meet future one-off expenditure.

Financial stewardship

The Authority is responsible for ensuring that the £2.5 billion annual expenditure on the MPS is properly managed. As part of this responsibility the MPA has to demonstrate its stewardship of this substantial amount of public money. It has introduced proper accruals accounting into the Metropolitan Police and after three years has for the first time received an unqualified opinion from the external auditor that the 2002/03 accounts present fairly the Authority's financial position.

The Authority, through its Audit Panel, is responsible for internal audit which provides an independent review of the adequacy of internal controls. The performance of internal audit has improved substantially and has recently received the highest grade in an external auditor's assessment. In addition to reviewing controls internal audit investigates allegations of fraud and provides advice to MPS management on current developments.

The Director of Internal Audit provides an annual opinion on the adequacy of internal control and this is now demonstrating steady improvement.

From the outset the Authority has been concerned that financial risks and their consequences should be carefully managed. To this end, it commissioned a strategic review of risk management in the MPS and has been pursuing a strategy to put in place appropriate insurance arrangements.

This approach has come to fruition in the last twelve months. A Director of Risk Management has been appointed and risk management has been incorporated into the corporate governance arrangements of the MPS and the MPA. At the same time catastrophe insurances have been put in place which will provide effective protection against major losses.

Police pensions

The continuing rise in police pension costs and its impact on the MPA budget has been a matter of considerable concern to the Authority. The initial requirement was to ensure that there were sufficient provisions on the Authority's balance sheet to meet the immediate costs that would arise if officers who had already achieved full pension entitlement decided to retire earlier than expected. Success in securing an adequate provision was one reason why the external auditor was able to remove the qualification from the MPA's accounts.

Concern about future increases in pension costs led to the commissioning of actuaries Hymans Robertson to provide projections for the next ten years. This confirmed a significant bulge in retirements over that period and the need to establish reserves to mitigate the potential impact on the budget and, probably, council taxpayers. Steps have been taken to start to build up such a reserve.

Two further developments have been signalled during the year. Firstly, the Home Office has indicated that it wants to introduce new financing arrangements for police pensions. These would serve to protect police budgets from the growth and volatility of direct pension payments and the Authority has given its support to the proposals.

Secondly, the Government has consulted on a new police pension scheme for new recruits. The proposed scheme recognises modern working conditions and the general move to increase pensionable age. The new scheme would be less costly although the full benefit of this would not be seen for some 30-40 years when pensioners on the new scheme would begin to outnumber those on the old. The Authority has given its broad support to the proposals.

Property

The MPA owns the Metropolitan Police property estate. During the year, the Authority approved an estate strategy 'Building Towards a Safer City' in support of the overall corporate strategy.

In introducing the new strategy, Nick Long, MPA lead member for estate issues, said: 'It is the first step towards a new strategic approach, forward looking but capable of providing quicker solutions to current pressing problems.'

The strategy will provide the backdrop for a long-term programme of estate renewal to meet current and future requirements, involving improved accessibility for the public, flexibility to support policing needs and greater cost-effectiveness of accommodation.

Performance Monitoring

The MPA has a duty to consider and monitor MPS performance against policing plan targets and any performance indicators set locally or by external organisations.

In doing so, the MPA considers performance at both a corporate and borough level in order to identify best practice. It also advises on the setting of relevant performance indicators and targets in annual plans and corporate strategies, looks at areas of performance in need of improvement and identifies any other information needed to monitor performance.

The Authority set eight priorities for the MPS this year, each supported by a number of specific objectives, measures and targets. These priorities included objectives designed to reduce crime and improve safety for Londoners, as well as a number aimed at internal excellence.

The Authority continued to encourage boroughs to set their own targets based on issues of concern to local people. This approach will contribute to reducing crime across London and, at the same time, strengthen local crime and disorder reduction partnerships.

Increased visibility and accountability for police services is a thread which ran through many of the priorities and objectives this year and the Authority was keen to develop the Commissioner's vision for a more community-focused approach.

Performance against policing plan targets

Of 38 targets in the 2003/04 Policing and Performance Plan, the Met achieved 25. However, it failed to meet 13. We will continue to work with the Met to identify any outstanding issues that need to be addressed. We need to be sure that targets set are realistic and achievable but are also tough enough to guarantee that the Met continually raises its performance and delivery. Failing to meet targets will always be taken seriously by the MPA.

Of course, we understand that meeting targets is not easy, especially when the Met recorded more than one million offences during the year. This was almost 2% lower than last year and represents 20,000 fewer offences. This is good news and we hope the trend continues as new borough-based policing initiatives come into effect over the next year.

Homicide, burglary and street crime

Homicide is the most serious of offences and the Met has always put enormous effort into solving unlawful killings and suspicious deaths. The homicide clear up rate this year of 97.2 % more than exceeded our 83% target. This meant that of 211 homicides, 205 were cleared up.

Burglary has always been an offence that increases the overall fear of crime, as people feel particularly vulnerable when their homes are broken into and their personal possessions stolen. Individual “career” burglars can carry out hundreds of crimes and therefore crime figures can be adversely affected by a relatively small number of active criminals.

We set a 4% reduction target which we are pleased to see was comfortably exceeded by more than 3%. That means that overall, burglary offences were down by more than 7%, or eight thousand fewer offences compared with last year. That was very good news indeed and the Met is to be congratulated for its huge efforts to reduce both residential (-5.9%) and non-residential (-9.3%) burglaries. Burglary offences are now at their lowest level since 1976. The Met also exceeded its auto crime reduction target.

However, we are disappointed that the 10% street crime reduction target we set the Met was not achieved, despite sustained effort over the year. In fact, only a 4.2% reduction was achieved, which relates to 2,500 fewer offences. We will be working with the Met to do all we can to increase detection and deterrence.

Recruitment & diversity

We continued to set targets to promote diversity within the police service. Some 15.3% of all recruits in 2003/04 were from visible ethnic minorities, against a target of 15%. By the end of the year 6.6% of police strength comprised visible ethnic minority officers so reaching the set target.

On the other hand, the target was significantly exceeded for the number of visible ethnic minority PCSOs recruited – 34.6% against a target of 25%. The overall percentage of visible ethnic minority PCSOs has increased to 34.8% of PCSO strength. The target was also 25%. We are hoping to learn lessons from the recruitment of PCSOs to significantly boost the percentage of visible ethnic minority officers in the regular police service.

We were very pleased that more than 29% of new appointments to the police strength were women, a 9% increase on last year and 4% above this year's target. More than 18% of the police strength is now made up of female officers, improving on last year's performance and exceeding the target for this year. The Met exceeded both the recruitment target and strength target for female PCSOs.

The target for police officer recruitment was exceeded by 40 officers. Some 3,362 officers were recruited this year and by year end the strength stood at 30,265 officers, 448 more than the target. This year has also seen a reduction in the officers voluntarily leaving within five years and a reduction in police staff turnover.

Snippet:

Speaking after the publication of the annual crime figures, Toby Harris said:

"Part of the reason for the success must be the deliberately tough and testing targets which we as a police authority have set for the Met. We know that we've set demands that will stretch the Met, but we believe that they are fully achievable with the more focused and tightly defined use of intelligence-led policing together with more effective resource management.

"And of course, to make this possible we've worked with the Home Secretary and the Mayor, and of course the Commissioner, to ensure that the Met has the resources it needs to deliver an effective, efficient and fair police service for the people of London.

"But above all, these results are a tribute to the efforts and energies of police officers and police staff around London, for without them and their commitment none of this would have happened."

Planning, Performance and Review

During the year the MPA received a number of in-depth reports, including one on a review of domestic violence murders. A review was completed into over 400 cases to identify common aspects of domestic violence murders; risk factors identified included separation and child contact, pregnancy and cultural issues. The government recognised the Met's work in this area and its approach to murder prevention, declaring it "good

practice". The review findings were circulated to all chief police officers in England and Wales.

The MPA has continued to promote child protection as a priority for the Metropolitan Police and to closely monitor the performance in this area. This included updates on work highlighted through the Laming report into the circumstances surrounding the death of Victoria Climbié. The implementation of the report has radically changed the approach the Metropolitan Police takes towards child protection, and the MPA has supported the Met in the development of information sharing and assessment between agencies involved in child protection across London. We will be maintaining a close interest in the development of the Children's Bill 2004, which has strategic, financial and operational implications for the Met.

A report on Met response times identified a decline in the percentage of responses within target and a drop in satisfaction with the response to 999 calls. The Met is now developing a new system to improve the accuracy of call priorities to enable police to respond more appropriately.

During the year, the MPA initiated and approved a service improvement review of *Operational Support Policing*. This review followed on from the *Managing Demand* review completed in 2002/03 and explored the central units that support boroughs in the delivery of policing services to the public. The review made recommendations around the roles, responsibilities and resources of central units, including the establishment of a central 'gateway' for boroughs to use when accessing services. Other recommendations concerned intelligence sharing and raising awareness of local people about the activities of central units in their areas.

Criminal Justice

Much time and money is wasted when people are not brought to justice or court cases do not go ahead as planned. The MPA has been working with the Met to overcome delays caused through inefficiencies or shortcomings within the Met itself.

The Justice for London model was set up to increase the number of offences brought to justice and to enhance the quality of service given to victims and witnesses. The introduction of a Crown Prosecution Service lawyer at the point of charge, victim and witness support, and someone to maintain an overview of each case, is already making

a significant difference. One of the key approaches to criminal justice in London has been to focus on improving case files during an investigation. The Glidewell project, piloted at Holborn, aims to deliver co-located administration units of both MPS and the CPS in order to develop a more efficient case preparation system. The implementation of case progression units and lawyers at point of charge has assisted in achieving a higher standard of case files.

Other areas of progress include the MPS and CPS London setting up a joint performance meeting, which focused on the key accountabilities for both parties on performance and any issues surrounding the MPS and CPS interfacing with each other at an operational level. A shared performance improvement plan is developed as a result of these meetings. All parties taking part deem this meeting a success. The second round of these meetings will be completed by March 2004.

From 20 January 2004, an amendment to the Police and Criminal Evidence Act empowered officers to release suspects on bail to attend a police station at another time. This helps with the increasing demand on custody suites allowing a more efficient/demand led system to be run. The MPA will continue to monitor the impact of this initiative.

Snippet:

Toby Harris on the BBC undercover investigation 'The Secret Policeman'

"Like the vast majority of hardworking and honest police officers and staff across the country, I was dismayed and sickened by the extreme racist comments and behaviour by a minority of police trainees and probationers as highlighted in the BBC programme. Their behaviour is inexcusable and the MPA condemns it unequivocally.

"The urgent task of the entire policing community now is to address the issues raised and to root out anyone with inherent racist views or any other prejudices. We must work to identify such individuals before they are recruited and before they can damage the hard work of so many to celebrate and embrace diversity as a strength - not a weakness.

"During the programme one of the officers made a serious allegation that all Metropolitan Police officers are racist. I want to state categorically that this is untrue. The MPA has worked assiduously with the Met to ensure that its culture is one that welcomes and promotes diversity. Of course, we haven't reached perfection and we never will.

"But we must not let that stop us from continuing to build an environment where officers and staff from all backgrounds and cultures work in harmony and in support of one another. Any form of prejudice is not and will not be tolerated, whether it is a flippant remark or a deep-seated racist viewpoint."

Community engagement

Police Reform – Building Safer Communities Together

Strengthening communities' engagement and giving them greater influence over policing is at the heart of the Green Paper 'Policing: Building Safer Communities Together' published by the Home Office in late 2003. We were particularly reassured that at the national level there is recognition that effective community engagement is central to good practice and good governance of policing.

Before submitting our response to the Green Paper, we mailed a survey questionnaire to over 1,000 community groups across London. While the national vision for police reform reflects the existing commitments and direction of the MPA, with respect to community engagement two particular aspects were highlighted by our survey.

The first was that the police service must interact with the community in much greater and in wholly new ways, with changes in organisational culture, training and skills, and with police officers rooted in local community bases, not necessarily in traditional police estates.

The second was that real and sustained community development and the local partners must undertake capacity building, especially in black and minority ethnic and other disadvantaged communities. Policing in cooperation can only become real if the community policed has both the confidence and the capacity to cooperate.

Annual Police Priority Setting

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

In complementing the community intelligence gathered by the Met, particular attention over the last year was paid to obtaining the viewpoints of Londoners from as many different sources as possible. This included drawing on the results of consultation undertaken by other agencies and institutions such as the Greater London Authority, the Association of London Government, local authorities and community police consultative groups. It also drew on the findings of other relevant recent studies and reports, and included consultation with representatives of the faith communities in partnership with the Haringey Peace Alliance, and the London Civic Forum. We also consulted representatives from Asian communities, refugee and asylum seekers, disabled communities, women's networks, small businesses, and the lesbian, gay, bisexual and transgender communities. A further youth workshop was organised by the Peabody Trust.

An overarching theme emerging from these consultations that we considered particularly important was the demand for greater local community-police interaction and accountability. Rather than participate in a process of merely identifying discrete areas of criminal activity and putting them in some kind of priority, there was a much more strongly articulated desire for ongoing, direct, active involvement with the police. There should be less prescriptive and fewer corporate 'high level' priorities and much greater emphasis on a more accountable 'diversified' and 'localised' planning process.

MPA funding to boost community involvement in London policing

The MPA decided on new funding for London's community and police consultative groups to help them strengthen their involvement in policing in London.

The MPA approved payments from a 2004/05 total budget for the groups of more than £1 million towards the cost of staff, meetings and special events, such as Richmond's acclaimed annual youth crime conference.

Richard Barnes, MPA Deputy Chair and lead member for community and police consultative groups, said:

“Next year we are determined to raise the standards of all groups to those of the best to reinforce excellence where it exists and spread good practice where performance could be better.

“We have made the bidding and awarding process as fair and open as possible so that everyone understands how we have arrived at the payments.”

The MPA has, following wide consultation, come up with new guidelines to ensure minimum standards are met, including the need for the groups to work more closely with local residents so that they can influence police plans and priorities and strengthen community and police relations. The groups also have to demonstrate they are representative of, and accountable to, the community they serve.

Richard Barnes added:

“We want these groups to be a powerful local voice and catalyst for community engagement in borough-based policing. We cannot reduce crime and the fear of crime without the active encouragement of and support from the communities we serve. The new funding regime we are looking to implement will go a long way to making the consultative groups key players within the policing family.”

Crime and Disorder Reduction Partnerships (CDRPs)

The Police Reform Act 2002 made police authorities statutory partners within CDRPs from April 2003. CDRPs assess and audit local crime and disorder problems and then prepare and manage three-year strategies for addressing these through a multi-agency approach. Each London borough has a CDRP. The new duty therefore gives the MPA a direct role to play in local crime and disorder reduction in every London borough together with the local authority, police and fire service borough command units and primary care trusts.

The Home Office provides much of the funding for CDRPs. For 2003/04, the MPA provided borough commanders with an additional £50k each to use towards partnership specific work. The funding has been particularly welcomed, especially because of the degree of flexibility with which it was granted. It has enabled locally determined priorities and needs to be supported. For example, many boroughs have been able to take forward projects for raising the awareness of schoolchildren of the crime risks they

commonly face and how to deal with these. Other popular uses include the development of facilities, reporting channels and support networks for victims and vulnerable community groups.

The MPA's arrangement of link members has enabled the MPA to be actively involved in each borough. The MPA's representation on CDRPs now extends uniformly through an agreement reached with the Association of London Government by which the MPA will be represented by the link member in every CDRP. By attending the regular CDRP meeting, the MPA is in a position to be more alert and responsive to local policing issues and to promote a wider ownership of crime reduction objectives. Amongst the benefits is the greater pooling of resources from all partners towards the MPA/MPS objective of making London safer. Such CDRP involvement, along with the third cycle of meetings held between the Chair of the Authority and individual CDRPs, has improved the visibility and understanding of the MPA at local levels.

To help the MPA demonstrably fulfil its responsibility, a Partnerships Team has been set up. This team has supported members with their CDRP role. It is also working towards providing the support required by CDRPs that the MPA's scrutiny in 2002/03 identified, namely to promote an exchange of ideas, practice and dialogue between boroughs across London. The team is ideally placed to work with pan-London agencies, including the enhanced MPS Community Safety and Partnerships Unit, on London-wide CDRP issues. Regular liaison between the various agencies at member and officer level has been established. The team has been closely involved with the self-assessment process that each CDRP was required to complete this year and will support CDRPs with their improvement plans in the coming year.

The forthcoming year will be a significant one. The new MPA administration will be able to structure itself and the member role around the Authority's required input into CDRPs from the start. CDRPs will be carrying out their crime and disorder audits and devising their 3-year strategies. All stakeholders will also have to give further consideration to the local accountability and community engagement aspirations set out in the recent Government consultation on further police reform. CDRPs are likely to feature strongly in the way London policing is held to account and so the MPA's engagement with these is sure to become an integral feature of MPA work.

Independent Custody Visiting Panels
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Each year the MPA allocates a budget to Independent Custody Visiting Panels (ICVPs) to enable community volunteers to visit those in custody in local police stations. The purpose of the ICVPs is to strengthen public confidence in procedures at police stations. The MPA organises and finances the work of 33 ICV Panels across London that administer some 400 Independent Custody Visitors. All the visitors' work is done on a voluntary basis and the maximum tenure of post is six years.

ICVPs are entitled to call at police station custody suites unannounced and at any time to ensure that prisoners are treated with respect and integrity, have received appropriate services and that the conditions of cells is satisfactory. They are also available to talk to detainees to see if that person has any issues concerning their detention they wish to raise. Written reports are discussed with the custody officer and divisional superintendent, the original remaining with the ICV Panel. Key issues are brought to the attention of the Police Authority.

The total amount allocated for ICVPs for 2004/05 is £288,000. In recognising the MPA's new statutory responsibilities for organising and overseeing the delivery of Independent Custody Visiting as defined in the Police Reform Act 2002, the MPA also found it timely to undertake a review of the current support provided to ICVPs that will include the level of training required, the collection and monitoring of statistics, the relationship of the work of the Panels to the MPA's responsibility for overall policing priorities, as well as an examination of the relationship between the number of custody suites and the number of Independent Custody Visitors. This review, which will be submitted to the Consultation Committee before December 2004, will enable the MPA's support to ICVs to be based on a much more effective and sounder footing.

The MPA thanked retiring Independent Custody Visitors from across London for the dedication they had shown in providing an indispensable service to the community over the years.

Independent Custody Visitors (ICVs) are members of the public who volunteer to ensure that the welfare of those detained in police custody is maintained. They play an important role in maintaining public confidence in police custody arrangements, offering effective scrutiny by independent and impartial members of the wider community.

Presenting certificates, Nicholas Long, lead MPA member for ICVs, said:

“I am extremely pleased to officially recognise the commitment of the Independent Custody Visitors, all of whom have served the maximum six year period, on behalf of the MPA.

“The dedicated service they have given over their period as ICVs not only ensures that the rights of those being held in detention are maintained but also provides valuable independent evidence of police conduct which can be of importance when assessing the treatment of a difficult or violent prisoner. They provide an indispensable service which is an integral part of the police custody process and their services are greatly valued by police officers and detainees alike.”

Stop and search scrutiny

Our far-reaching scrutiny into the use of stop and search powers by the Met took place throughout the year, taking evidence from a wide range of witnesses from the Metropolitan Police, organisations representing young people, the Commission for Racial Equality, representatives of the black and minority ethnic communities and many others.

Cecile Wright, chair of the scrutiny panel, said:

“We fully appreciate and recognise the enormous efforts that the Met have undertaken in recent years to improve police and community relations. However, these efforts need to be accelerated if we are to achieve our ultimate aim - to restore all our communities’ trust in our police and to ensure that all Londoners are treated equally by police officers.

“Historically, stop and search has resulted in distrust and levels of disengagement by those Londoners who are repeatedly stopped and searched. Although figures suggest a decrease in criminal activities, the Met’s figures still show black Londoners are four times more likely to be stopped than white Londoners.

“This is of great concern to the MPA because the way in which the police use stop and search is crucial to community relations and it impacts on the ability of the Met to recruit black and ethnic minority people into the police service.”

We plan to publish the scrutiny report and recommendations in May 2004.

Community and race relations training

The MPA's review of community and race relations training in the Met was the first extensive evaluation of the attitudes of a police service ever to be carried out by a police authority.

MPA member Cindy Butts, said:

"Following the fall-out from the TV documentary 'The Secret Policeman', the review provided a timely in-depth assessment of the impact community and race relations training has on the views and behaviour of officers and police staff at all levels in the Metropolitan Police.

"The review found that although training was supported by senior officers and staff, there were still concerns about junior officers in terms of their readiness to embrace the ethos of training and also its ability to impact on operational policing."

The review looked at the extent to which community and race relations training has contributed to increasing the trust and confidence in policing amongst minority ethnic communities and whether the diversity principles integral to the training had been assimilated into management systems and processes.

The Institute for Employment Studies at the University of Sussex was commissioned to carry out the review, which made a total of 35 recommendations aimed at improving the training and setting clear objectives and performance indicators. We will be closely monitoring progress.

The Met's People

The delivery of a professional policing service through a skilled and diverse workforce, which can meet future challenges, is a key to the Met's mission of making London the safest major city in the world.

Extending the police family will bring about increases in operational policing capacity and improve community engagement, both of which are strategic drivers for sustainable improvements in police performance and crime and disorder reduction.

The MPA is committed to seeing London as the safest major city in the world by having a better paid, better trained, more diverse and flexible workforce, capable of providing the sort of career opportunities and challenges that will attract the best staff. We want to see the Met become the employer of choice, and Londoners benefit from an open, honest and professional police service.

We have been promoting and pushing for a considerable number of changes in working practices, which will be introduced by the Police Reform Act. Equally, many strands of reform will lead to better management and supervision.

There are a number of changes that will empower officers and police staff to take responsibility for their own careers. For example, the National Competency Framework and Personal Development Review will enable officers to identify their own training and development needs. At the same time, there will be improvements in the way staff are managed, which is key to improving everybody's potential.

The Police Negotiating Board agreement requires an overall reduction in overtime and we have been very aware of the need for officers to improve their work/life balance.

The MPA has made considerable efforts to improve the pay and conditions of essential support staff.

The recent appointment of a senior manager to head up the police staff training programme is a proactive and welcome development.

Rachel Whittaker, chair of the MPA's human resources committee, said:

"Career progression for support staff needs to be addressed in a much more positive way and we need to look at ways to make sure that staff are offered all possible means of developing their potential to the full.

"The staff that we have in the MPS are our most precious resource and we have to ensure that people are employed wisely and appropriately, given better management and supervision, given the opportunities to develop their careers within the MPS and given the training to do the job to the best of their abilities.

“The MPA has been anxious to see that the MPS recognises that recruitment is only half the equation. There are lessons to be learnt in order to retain our police officers and police staff and ensure they are properly managed, trained and rewarded.”

Snippet:

“The role of the human resources manager in the Met has changed beyond recognition over the last few years. The move to borough based policing and the changes that has brought means that the need for HR professionals has never been greater.

“The changes have been wrought through the People Strategy, the Hay pay review, MetHR and MetPeople. Also, the devolution of more responsibility for decision making, the legislative changes which provide greater and better flexibility for staff in the way that they do their work and the many changes in social legislation.

I am pleased to say that HR managers in the Met have risen to these new challenges and welcomed them.”

- Rachel Whittaker, MPA human resources committee chair

Police strength, wastage and recruitment

At the end of March 2004, the police workforce strength had increased significantly to 30,265. In parallel with overall police strength, there has been substantial increase in the strengths of under-represented groups. The visibly ethnic minority (VEM) strength reached 1,981 (being 1,590 VEM male and 391 VEM female) and female officers 5,493 (being 5,102 white female and 391 VEM female). Compared to March 2003, the VEM officer strength has increased by 26% and females by 16%. Currently, VEM officers represent 6.6% and female officers 18.2% of the BWT. The VEM and female officer strengths have exceeded the respective year-end budgeted workforce targets (i.e. 1,981 VEM against a target of 1,968, and 5,493 females against a target of 5,367).

Police wastage continues to fall with 1,560 (228 female and 118 VEM) officers having left between April 2003 and March 2004, an average of 130 officers each month, compared to an average of 144 each month at the same point last year. This reduction in wastage provided an indication of the effectiveness of the retention measures implemented.

During the reporting period the recruitment of police officers has progressed in line with expectations, with 3,362 officers joining. Of those recruited, 2,975 have attended basic training at Hendon and the remaining 387 have been posted directly by way of transfers and re-joiners to various operational command units.

The Directorate has recruited 516 (i.e. 406 males and 110 females) officers from visible ethnic minority groups. This represents 15.3% of all recruited within the year, and has exceeded the target of 15%.

There has been similar success with the recruitment of female officers, with 984 (i.e. 874 white and 110 VEM) officers joining, amounting to 29.3% of those recruited. The female recruitment target of 25% has also been exceeded. See Appendix 2 for further details.

Metropolitan Police Special Constabulary (MPSC) strength, wastage and recruitment

The MPSC strength at the end of March 2004 stood at 742 officers, comprising 441 (59%) white male, 168 (23%) white female, 109 (15%) VEM male and 24 (3%) VEM female. Since April 2003, approximately 48 officers have left the MPSC, with 8 having joined the regular police. During the same period, approximately 128 (including 41 VEM and 35 female) officers have joined i.e. been attested and commenced training. The recent national campaign has resulted in approximately 190 expressions of interests and 21 (including 9 VEM and 8 female) application forms being received.

Police Community Support Officer (PCSO) strength, wastage and recruitment

PCSO strength has reached 1,431 against a BWT of 1,457, of which there are 498 (i.e. 378 VEM male and 119 VEM female) from VEM groups and 427 (i.e. 308 white and 119 VEM) females. As a proportion of strength, VEM PCSOs represent 34.8% and females 29.8%.

70 PCSOs have left the MPS during the financial year, and a further 42 (i.e. 9 VEM male, 1 VEM female, 11 white female and 21 white male) PCSOs have become police officers.

The PCSO recruitment campaign was very successful, with 1,076 PCSOs having joined during the year against an adjusted combined target of 1,061. The Transport PCSO recruitment target of 361 has been exceeded by 26 PCSOs with 387 having

been recruited. 689 Community/Security PCSOs have started training against a target of 700. The reason for the marginal shortfall in Community/Security PCSO trainees was due to a relocation of the training facilities, which resulted in limited training capacity during February and March 2004.

The recruitment of VEM PCSOs has been particularly noteworthy with 373 (i.e. 284 VEM male and 89 VEM female) recruited, amounting to 34.6% against a recruitment target of 25%. Equally, the recruitment of female PCSOs has been successful with 333 (i.e. 244 white and 89 VEM) recruited, representing 30.9% against a recruiting target of 29%. In addition, there are currently 42 PCSOs who are funded through special service agreements with various local authorities and regeneration partnerships. These PCSOs form part of the service and are subject to MPS management arrangements. These PCSOs appear on the local strengths but are additional to BWT.

Police staff strength, wastage and recruitment

Police staff workforce strength currently stands at 12,255 compared to 10,959 at the end of March 2003. Within the police staff, there are 2,419 members of staff from VEM groups (being 723 VEM male and 1,696 VEM female) and 7,231 females (being 5,535 white female and 1,696 VEM female). As proportions of police staff strength, VEM staff represents 19.7% and female 59.0%. The current VEM police staff strength is 1.3% below the overall target of 21%.

812 members of police staff have left their posts during this financial year (501 female and 114 VEM). Of these, 70 (i.e. 4 VEM male, 5 VEM female, 41 white female and 20 white male) have become police officers. The level of police staff wastage has remained relatively constant when compared with the level of wastage at the same point last year, with an average of 68 members of police staff leaving each month. The overall level of wastage is low.

During the year, 2,159 members of police staff have been recruited. Of these, 379 were recruited from VEM groups (17.6%) and 1,246 are female (57.7%). Police staff recruitment has been particularly buoyant during the year with 77% increase on the number recruited during the same period last year.

Career management and retention

The Career Management and Retention Unit (CMRU) are leading on various projects, which are key to the retention of police officers and police staff. The Property Zone pilot

continues to be particularly popular with police recruits seeking information about accommodation in London and there has been an increasing volume of enquiries at Peel Centre. The proposed rollout across the MPS, after evaluation, is planned for May 2004. The Corporate Multi-Media Induction programme is nearing completion and will be launched in May.

The Benefits of Belonging booklets for police officers and police staff have been published and distributed by local HR Units. Feedback from staff has been very positive. The booklets have also been posted on the CMRU Intranet site, where they can be updated as necessary.

The new Intervention Guidelines to support the Retention Strategy have been completed and disseminated to borough commanders, following consultation. These guidelines clarify the key role of local managers in retaining staff and the central support provided by the CMRU. This includes the facility to mediate and help to resolve matters of concern that may cause members of staff to leave prematurely.

An external service provider has been selected and the contract is about to be signed to develop the outsourced Exit Survey pilot. The selected company has a great deal of experience in the diversity field, which is particularly relevant because the loss of women and visible ethnic minorities is the main area of concern at present. The new scheme will cover 50% of the MPS, while the remainder will continue using the current exit survey to provide a control group for the evaluation, which will be conducted by the Internal Consultancy Group. The pilot will involve a cross section of police borough and operational command units, including the Recruit Training School. The contract will be for nine months, which will allow time for design, implementation for a six-month trial and evaluation.

Good progress is being made with the development of the Multi-Media Induction Programme. The programme is attractive and user friendly, providing a wide range of information, e.g. a video introduction from the Commissioner, organisational structure, Mission, Vision and Values, policing objectives, diversity, health and safety, and support facilities. It is on schedule to be launched in June.

Senior police appointments

The MPA appointed seven new deputy assistant commissioners, five to occupy senior posts within the Metropolitan Police and two on secondment.

They were Alan Brown, Richard Bryan, Stephen Roberts, Alan Given, Brian Paddick, David Wood and John Yates.

The MPA also promoted seven officers to the rank of commander. They were: Julian Bennett, Ian Carter, Simon Foy, Janet Williams, Robert Milton, Brian Moore and James Smith was appointed.

Toby Harris, who led the promotion panels, said:

“Each of these officers made an excellent impression and displayed the strategic knowledge and skills necessary to fulfil their new positions.

“Playing a major role policing the capital is a challenge that exacts the highest degree of professionalism and expertise from all serving officers and I know that the candidates we have promoted will lead by example and promote confidence within our communities.”

Reducing the need to use lethal force

The MPA gave its backing to the introduction of the Taser electronic stun gun as a less lethal option for Metropolitan Police firearms officers following a live demonstration of its use and assurances over its safety.

The development of less lethal options has always been a priority for the Met and the MPA in order to reduce the number of incidents when police are obliged to use lethal force.

Shooting someone should always be a last resort, once all other options have been explored. The result of giving officers an effective alternative that can disarm and disorientate a suspect is to have fewer armed incidents that end tragically in someone's death.

Of course, a balance must be struck between ensuring the safety of innocent bystanders and police officers at an incident, while at the same time maintaining the rights of an armed or potentially dangerous individual.

Using less lethal means to restrain a suspect is also in line with the legal and moral obligations on police to restrain violent or armed individuals using only that force which is reasonable, necessary and proportionate.

Vulnerable witnesses

The MPA agreed the finance to ensure each of London's 32 boroughs was provided with a Vulnerable and Intimidated Witness Interview Room. These new facilities enable improved provision to record interviews with vulnerable people including, in the light of cases which highlighted a lack of specific facilities in this area, children. To underline this it was decided to locate the rooms away from custody suites wherever possible. Each room is furnished with video and tape recording equipment enabling officers to gather the best possible quality of evidence in an appropriate manner. Each room is estimated to cost an average of £44,000 resulting in an overall project cost of £1,442,000.

Managing Demand best value review

The MPA endorsed the final report of the 'Managing Demand' best value review, which set out an improvement plan for the quality of services provided to the people of London.

The review examined the MPS's response to demand from a customer perspective and the 17 recommendations to transform the way it delivers services to the public.

Richard Sumray, MPA chair of the Planning, Performance and Review Committee, said:

"The scope of the recommendations endorsed by the MPA today will mark far reaching changes for Londoners. Highlighting just a few of the major features, such as achieving greater accessibility for the public in the location of police stations, including the possible opening of police 'shops' and mobile stations, and improving the availability of resources by increasing the number of single officer patrols, indicates just how important the changes will be and how they will fundamentally improve the quality of service offered to Londoners. Implementation of the recommendations will mark a real difference in the service the people of London receive from their police."

Other recommendations sought to improve existing front counter services and telephone access, improve access to, and services available through, the Met website,

improvements to response times to attend incidents and increasing the numbers in the Metropolitan Special Constabulary to 1,000 officers.

The overarching aims of the recommendations were to:

- Improve public reassurance by increasing the ease with which the public can access police services
- Provide greater opportunities for the public to access police services
- Reduce inappropriate demand for police services through better public understanding of the core role of the police
- Increase the availability of patrol officers to tackle priority crimes and undertake reassurance patrols through the implementation of a corporate demand strategy and
- Improve the quality of service by ensuring the appropriate deployment of officers, match of officer skills, robust supervision and clear operating procedures so that incidents are dealt with right first time.

Race Hate Crimes Forum

The MPA supported an independent London-wide Race Hate Crimes Forum which was launched in May 2003 at the House of Commons.

The aim of the forum was to achieve substantial improvements in the services provided to victims of race hate crimes and a reduction in racially motivated crimes in the capital.

The MPA brought together statutory, voluntary and criminal justice organisations that have a key role in this field and representatives from over thirty organisations were involved in developing the forum's terms of operation. MPA member Peter Herbert is chair of the Forum and Henry Velleman, Victim Support London, is deputy chair.

Peter Herbert said:

“The establishment of the Race Hate Crime Forum was a landmark event in the capital and the first of its kind in Europe. Eleven years after the murder of Stephen Lawrence, the forum is helping to establish a uniform approach across the criminal justice system, statutory agencies and voluntary agencies when dealing with race hate crimes.

“Race hate crime is one of the most evil and insidious forms of discrimination, which needs to be combated with all the resources available to Londoners.”

Victim Support London's Chief Executive, Anne Coughlan said:

“The forum reflects a commitment from both statutory and voluntary agencies to work together to provide a coherent service where black and minority ethnic victims of crime are placed at the heart of the system. It is vital that statutory and voluntary agencies offer this joined up approach to make further steps toward the recommendations of the Stephen Lawrence Inquiry Report.”

The Stephen Lawrence Inquiry Report recommended that the Home Office, police services, local government and other agencies create a comprehensive system for reporting and recording all racial incidents and crimes. In July 2001, the London Race Hate Crimes Working Group was set up under the chairmanship of Peter Herbert of the MPA. The working group drew its membership from a wide range of agencies with responsibilities for progressing policies and influencing practices on race and other hate crimes in London.

The forum has evolved from the significant work already developed by the working group and is co-ordinating the key agencies as they work together to achieve practical and positive outcomes.

Snippet

The results of the MPA's round of public consultations showed that Londoners wanted a more visible policing presence at neighbourhood level. They also wanted a more accountable, 'diversified' and 'localised' police planning process.

Chair of the MPA consultation committee, Cindy Butts said:

“It has been clearly impressed upon us that Londoners regard safety and crime issues as the top priority to improve London as a place to live. It is now our job to make sure that the annual police priorities reflect the wishes of the local people. There should be fewer and less prescriptive national policing priorities and more emphasis placed on citizen focus at the local level.”

Recommendation 61

Recommendation 61, from the Stephen Lawrence Inquiry Report, brought in the requirement for all police stops to be recorded by officers and a record of the stop given to the individual. Prior to the implementation of Recommendation 61 only stops and searches were recorded.

Six months after Recommendation 61 was implemented in Hackney the MPA, together with Hackney Borough Council, held a public meeting to establish how communities reacted to all police stops being recorded in their borough.

Cecile Wright, Chair of the Equal Opportunities and Diversity Board, said:

"Police stops are one of the most contentious policing issues for London's black and ethnic minority communities and we need to ensure that police use of this very important tool is fair and transparent. Recommendation 61 addresses important issues raised by the use of this emotive police power - such as accurate recording and monitoring, ethnic classification of suspects, and intelligence-led versus random use of the powers.

"The MPA welcomed the implementation of Recommendation 61 in Hackney, although we did urge the Home Office to introduce a pilot for the whole of London. The MPA and MPS have also implemented Recommendation 61 in Tower Hamlets, using a technology based recording system and we will be monitoring the progress in that borough too. It is in everyone's interest - police and public alike - to be clear about what happens when a police officer stops a person in the street."

Hackney Councillor Julius Naafi said:

“We are very pleased that Recommendation 61 was implemented in Hackney. It encourages clarity and transparency, and hopefully will help build trust between the police and the community.

“To make the initiative more successful, the Hackney Monitoring Group must be able to interpret clearly the data and statistics that are being supplied to the group by the officers in Hackney. It is only by doing this that we will be able to gauge the effectiveness of this police tool.”

Embracing disability

Kirsten Hearn, independent member of the MPA, stressed the importance of the Metropolitan Police recognising and embracing the rights of people with disabilities when she addressed the ‘Disability Capital 2003’ conference.

The conference brought together people with disabilities and key policy makers to discuss issues of specific concern that can often exclude those with disabilities from participating fully and without fear in the capital’s life.

Speaking specifically about ‘crime and the experience of disabled people’, Kirsten said:

“If the MPS is to police all London’s communities fairly it must recognise that professional competency includes actively embracing the celebration of diversity, and unrelentingly challenging discrimination, both personally and institutionally.

“This will happen when disabled people as victims and perpetrators of crime are treated fairly and disabled police officers and staff are enabled to play their part as equal and respected workers within the organisation.

“The MPS does now flag hate crimes committed against disabled people - but no one has told disabled people!

“I see my role on the MPA as supporting positive actions within the MPS to address the needs of people who have previously been ignored, and then to encourage the organisation to inform the community that the service is available and they are there for them when it counts.”

Kirsten's specific areas of interest in policing are diversity issues and policing for the disabled community.

Gun crime scrutiny

The MPA's Gun Crime Scrutiny published its final report identifying areas for improvement in the way the MPS responds to gun crime in London.

The report made a number of recommendations.

A significant amount of firearm offences in London are committed with replica and converted weapons, a trend that is reflected nationally. Legislation currently proposed by the government will not impose a blanket ban on replicas.

The scrutiny called for a complete ban on all replica weapons capable of being mistaken for real weapons as a matter of urgency.

Consultation showed that Operation Trident is the most widely recognised anti-gun crime initiative in London but that although gun crime still disproportionately affects the black community, the number of firearms offences in other communities is rising.

The panel therefore recommended that consideration be given to widening the remit of Operation Trident to include gun crimes in all minority ethnic communities.

Initial research gathering revealed that the responsibility for tackling gun crime was split between boroughs and a number of different pan-London units within the MPS.

Consultation suggested that this might complicate the MPS's response to gun crime.

The scrutiny proposed that the MPS clarify which unit is responsible for what as a matter of urgency and that a single policy to tackle all types of gun crime is developed.

The scrutiny looked at the link between guns and drugs and concluded that very little work has been undertaken so far to quantify the exact nature of the relationship between the two.

The panel recommended that the MPS response to drugs and gun crime, which are at present kept separate, should be more closely co-ordinated.

Diversion activities for young people were identified as crucial to reducing gun crime in the long-term. However, the lack of long-term financial support for community projects was highlighted as a major concern.

The scrutiny decided to build on a proposal originally made by the Not Another Drop team in Brent and work with the Disarm Trust to create a charity capable of co-ordinating and supporting the response to gun crime in London and across the country.

Cindy Butts, Chair of the scrutiny panel, said:

“Our scrutiny concentrated on the MPS response to tackling the disturbing escalation in gun crime across London in recent years. The overall aim has been to add value to the Met’s existing activities and suggest constructive ways to move policy forward, and we believe our findings are of real significance.

“Of fundamental importance is our recommendation to broaden the remit of Operation Trident to ensure all minority ethnic communities receive the level of focus they deserve. The success of Trident in tackling gun crime within the black community is well recognised and, significantly, has won the support of the community. We envisage this success being replicated on a wider scale.

“Similarly, our recommendation that the MPS response to drugs and gun crime, which are at present kept separate, should be more closely co-ordinated, which will enable a more coherent and informed response.

“The scrutiny panel add their voice to all those who are already lobbying the government to impose a complete ban on replica weapons which are capable of being mistaken for, or even converted into, real weapons. The government should recognise the urgency with which the problem needs to be addressed and act in the interest of all our communities.

“The fact that we are recommending areas for improvement does not imply we believe the MPS’s response to gun crime is inherently weak. On the contrary we congratulate the Met on its work in this area. We could not have arrived at our final report without the

support and assistance of the Met and we look forward to working together to implement our recommendations.”

Toby Harris, MPA chair, said:

“The MPA scrutiny found that there are a number of factors that might encourage young people to get involved in gun crime. High levels of poverty, deprivation and low educational achievement promote a sense of economic hopelessness from which drug dealing and gun use provide an escape route.

“Guns carried as glamorous accessories and used to enforce ‘respect’ also exacerbate an already dangerous situation among young people.

“To stop the misuse of guns effectively and permanently there is a need to break the cycle of fear and violence that grips many communities. We need to empower local communities, and give them the resources and knowledge to be able to work with the police to effect meaningful and lasting changes.

“The philosophy of this approach is that while law enforcement activities are necessary to rid communities of gun violence, sustainable and meaningful change can only be achieved if a stable, supported community infrastructure is built up at the same time.”

The MPS will be asked to complete an action plan to record how implementation of the recommendations, along with other gun crime initiatives, is being achieved. Progress will be reported to the MPA every six months.

The objectives of the scrutiny were to:

- clarify absolute and comparative levels and trends of gun crime in London as well as performance in subsequent criminal justice processes
- describe the management structures used in, and resources available to, the MPS in relation to gun crime
- assess the extent to which recommendations from local inspections of Operation Trident and the Flying Squad have been implemented and have been cost effective

- consult with key partners, communities and individuals in London to inform the approach that should be taken by the MPA and/or MPS.

The scrutiny focused on the MPS' strategic response to gun crime rather than the immediate operational response to an armed incident. The procedures covering the role and deployment of armed officers did not form a major part of the review. Witness protection was not specifically included within the scope of the scrutiny and did not form a major part of the review. The scrutiny also covered the link between guns and drugs to a limited extent. The scrutiny did not address the question of whether or not the police should be armed.

The MPA has conducted two previous scrutinies covering rape investigation and victim care by the MPS and the Authority's involvement in Crime and Disorder Reduction Partnerships. A further scrutiny of stop and search practice in the MPS is nearing its conclusion. Scrutinies are directed and controlled by a panel of members, working under the overall direction of the relevant MPA committee.

Immigration crime

Richard Sumray, chair of the MPA's Planning, Performance and Review Committee, called for closer partnership working to fight organised immigration crime.

He said:

"The current multi-agency strategy to counter organised immigration crime, Operation Maxim, is highly effective. The next step is to build on the working practices and successes of Maxim by forging closer working protocols with Immigration Services and partner agencies.

"The MPS Serious Crime Group, Territorial Policing Group and all related agencies, including the recently announced national Serious and Organised Crime Agency, need to form a pool of integrated intelligence and detection to fight organised immigration crime effectively.

"The MPS has already established a partnership model with the Criminal Justice System, where joint working was developed to make the judicial process more effective. Closer working relationships between the MPS and the CPS has led to

improvements in the judicial process and closer inter-agency co-operation, even bringing about a cultural change.

“The MPS and partner agencies need to work towards the same appropriate objectives, not separate agendas. With director level co-operation in place to resolve issues and barriers, strategic co-ordination can be put in place. This will prevent missed opportunities arising, where linked offences are not followed up.

“The MPS Territorial Policing Group’s ‘on the ground’ knowledge of community issues is an equally vital link in this co-ordinated approach. London’s communities most linked to these issues will be encouraged to work together with police against organised immigration crime.

“The MPA fully endorses this multi-agency approach to tackle these highly sensitive and volatile issues. Successful policing of these crimes can only be attained by working with partner agencies towards one goal and with the co-operation of London’s vulnerable communities.”

The Morris Inquiry

Toby Harris, Chair of MPA, told the independent Morris Inquiry that the MPS is policy rich, but implementation poor.

His comments were part of the MPA’s submission to the inquiry it established to review the handling of internal investigations, complaints and grievances involving MPS staff.

He emphasised the Authority’s hope that the inquiry would make recommendations to ensure that top-level commitment within the MPA and MPS is translated into effective, sustained change through the organisation.

He said:

“It is the Authority’s belief that recommendations from the inquiry will assist the MPS to manage a programme of cultural change skilfully and with lasting effect that will benefit Londoners. The inquiry can, through its report and recommendations, enable and equip the MPS to move forward to a system that embodies and reflects the principles of equality, impartiality and consistency of treatment.

“Following the Stephen Lawrence Inquiry Report, the MPS has put in place strategies to ensure that diversity is integral to policing practices. It has developed effective models for managing critical incidents, improved family liaison and established strong victim support practices. Much of this work does not get the public recognition that it deserves. However, there appears to be a lack of organisational learning in the sense that experience gained in managing diversity in the community has not been applied to employment issues or investigations into allegations against officers.

“The Authority believes that there is a need to draw the distinction between institutional racism or discrimination, and institutional incompetence. The MPS needs to move away from a blame culture, and to shift from a bureaucratic, legalistic approach towards one that is more ‘customer’ focused.

“The emphasis of the system should be on problem solving and performance enhancement rather than on confrontation and inflexibility, with more use made of restorative justice and mediation principles. Outcomes in complaints and grievance cases should be reached impartially, after a timely and fair process.”

Toby Harris also told the inquiry that MPA members were aware of, and shared, the views of many communities in London that the MPS had fallen short of the ideal despite a very strong commitment at the top of the organisation. This affected trust and confidence in the MPS both internally and externally. The way in which the MPS handles complaints, grievances and allegations against individuals and conflicts in the workplace all have an important bearing on public confidence and trust in policing.

Policing the royal parks

The merger of the Royal Parks Constabulary that patrols 6,000 acres of London’s parks into the MPS moved a step closer towards the end of the year when the proposal was given the go-ahead by the MPA.

Agreement was reached in 2003 for the Royal Parks Constabulary to be merged into the MPS, and for the MPS to take on the policing of London’s Royal Parks, funded by the Department of Culture, Media and Sport.

Primary legislation is needed to enable a merger to take place but in the meantime the Met will, at the request of the Secretary of State for Culture, assist in the policing of the 17 royal parks, gardens and open spaces in and around London from 1 April 2004.

Toby Harris said:

“The MPA authorised the formation of the Royal Parks Operational Command Unit and the necessary set up costs, to be reimbursed in full by the department of Culture, Media and Sport.

“This move has come at the request of the Secretary of State for Culture, Tessa Jowell, who has responsibility for policing the royal parks and gardens, and the Met and the Royal Parks Constabulary will work side-by-side until the full merger can take place.

“This development is good news for all those millions of visitors who use these open spaces, many of them attracted by some of London’s top attractions such as Buckingham Palace and London Zoo.”

Community safety charity

The MPA approved the foundation of a new independent charity – ‘The Safer London Foundation’ - to support community projects for crime reduction, youth diversionary activities and community safety projects across London.

The charity’s name was chosen to reflect its independence from both the Met and the Authority while clearly associating it with the shared vision to make London the safest major city in the world.

It will have the dual purpose of raising funds from available sources and then distributing these to the causes identified. Being independent, it will enable the MPA and MPS to support various community safety projects without compromising its enforcement and investigative integrity.

The creation of a charitable company will enable the MPA to support a wide range of charitable activities for vulnerable groups and individuals across London, using funding streams and resources it is unable to use as a statutory body.

It is anticipated that the charity's annual income will exceed £1 million once fully established.

Local partnership

The MPA endorsed the introduction of a new breed of police staff acting in a custody role - Designated Detention Officers (DDOs) - whose primary function will be to administer compulsory drugs testing on charge.

The new positions will be introduced in the 12 London boroughs identified as having the highest levels of acquisitive crime. They will be members of police staff with powers to take drug samples from detained persons in certain circumstances and will be authorised to exercise limited police powers to deal with detained persons in custody areas. Their recruitment will be funded through the Home Office Criminal Justice Interventions Programme for a period of two years.

"It is only right that we introduce 21st century police support roles that will benefit our communities by freeing police officers to return to their primary role of policing our streets." – Toby Harris

Local partnerships

Toby Harris, chair of the MPA, restated the importance of working in partnership at the local level to tackle crime and disorder issues, when he spoke in Islington, the last venue of his third tour of London's 32 boroughs.

He said:

"My intention with these borough visits was to bring together local agencies to discuss the issues, share experiences and suggest solutions.

“We are all agreed that crime affects our communities as a whole and increases individuals’ fear of crime disproportionately. The MPA is seeking to improve the delivery of effective policies to tackle this.

“Encouraging problem solving, and spreading good practice, has been high on the agenda – after all, if one borough has succeeded in cutting crime by implementing a specific policy this can help inform another borough of a way forward when faced by similar problems.

“The MPA has itself been a statutory member of London’s Crime and Disorder Reduction Partnerships since April last year, taking this as an opportunity to co-ordinate and spread best-practice and effective policy.

“Local stakeholders have been more than ready to discuss the issues and I am pleased that closer working relations are regarded by everyone as vital. We are convinced that by working together we can make a real difference to the quality of people’s lives across London.”

Race Relations Amendment Act

As promoting equality is one of the MPA’s core objectives, the MPA have done a great deal to meet obligations published in our race equality scheme. The Authority has also established a process for impact assessing the functions and policies of the Authority. As a way of reinforcing our strong commitment to the process, the MPA held a consultation event inviting community, voluntary and statutory organisations to give comments on the process in place. This led to revisions and amendments to the process.

A further area of good practice has been that of involving external individuals to quality assure the impact assessments in order to verify they are ‘fit for purpose’. To date, representatives from the Met, race equality councils, City of London Police, Association for London Government and a member from Norfolk Police Authority have taken part in the quality assurance process.

Equality Standard for Local Government

Good progress has been made towards being assessed for achievement of

levels one and two of the Local Government Equality Standard . To underpin this, the MPA have had to develop a comprehensive set of equalities policies and draft our corporate equality plan, which will form the basis for the equalities targets that will need to be established.

Complaints Management Information

The MPA were pleased to see there was a reduction in the number of internal Met investigations and complaints over 120 days old (54% of the live total as at January 2004). There were also encouraging reductions in other areas, for example, the percentage of substantiated allegations, the average number of days taken to complete investigations and the number of public complaints. The Authority also welcomed the increase in the number of informal resolutions.

Complaints allegations continued to decline annually. The number of public compliant cases under investigation had dropped by 24% from 624 cases in December 2002 to 476 cases in November 2003. It was also reported that public complaint investigations over 120-days had halved to 117 (25% of the total 'live').

Reshard Auladin, chair of the MPA's Professional Standards and Complaints Committee, said:

"I congratulate the Met on the decline in complaints and the work undertaken on the backlog. But we need to be reassured that the decline is a continuing trend and we will be monitoring the situation and seeking regular updates. We also want to be sure that the Met is tackling the issue of disproportionality in public complaints which the Met has itself identified."

Extra mural activities

This annual report quite properly reflects on the formal achievements of the Authority in respect of its statutory responsibilities, through committees, scrutinies and the arrangements for members to be linked with boroughs through CDRPs. There is however a range of activities which goes much wider than this and through which members are able to influence the policing agenda both within London and nationally. Members represent the Authority on a number of external groups. Jennette Arnold is a

member of the Police Advisory Board for England and Wales (PABEW) which meets regularly to consider changes to police regulations and terms and conditions. This year has seen the introduction of the Police Regulations 2003 covering the full menu of terms and conditions of police officers and introducing a new way of changing these in future without the need for legislation. Rachel Whittaker sits as a member of the Police Negotiating Board and has been very actively engaged in the discussions that have led to a new pay regime for superintendents and for chief officers of police. R.David Muir has been a member of the Home Secretary's Lawrence Steering Group concerned with overseeing the implementation of the recommendations of the report into the killing of Stephen Lawrence. Six members represent the MPA on the Association of Police Authorities Plenary Committee and on a number of the subsidiary policy groups of the APA. This is just a flavour of the range of activities: other members have similar portfolios.

In addition to this almost all members have developed relationships with particular parts of the MPS in which they are able to use their interest and expertise from other roles they have played to great effect. Whether this is estates management, domestic violence, road safety, human resources, mental health or other issues too extensive to enumerate here, the advantage to the organisation of what amounts to free consultancy has been significant.

In conclusion

Community policing is absolutely central to making London the safest major city in the world and the Met needs Londoners who are representative of the vibrant mix of communities they will be policing.

Londoners will have a head start in understanding our complex and exciting city. We don't just need 35,000 officers - we need 35,000 officers from a range of backgrounds, cultures and experiences. And we will find that if we concentrate on recruiting Londoners.

Londoners have told us loud and clear that seeing more officers on their streets makes them feel safer and drives down the fear of crime. The truth is that although the MPS are making more arrests and disrupting more criminals, people in our communities simply don't feel safe. Public perception of police performance and crime is different to that of police professionals and politicians. A 'success gap' has been created. Our commitment

to the new community based policing teams is intended to bridge that gap. We aim to deliver a level of local policing in London that will make a tangible difference to people's lives - neighbourhood teams that are visible, familiar and accessible. Londoners will see and feel the difference.

Since the MPA came into being, nearly four years ago, uniformed officer numbers have grown to more than 30,000. However, at the same time the MPS workload has also increased. In order to respond successfully to issues such as increased anti terrorism patrols post 9/11 and the rise in street crime, officers have had to be diverted from other core activities. Recent events bear witness to this - street crime went up by 20% when police were moved into central London for President Bush's State visit - clear evidence that when officers are taken from high crime areas, criminals feel more confident and communities suffer.

The Step Change programme will see a style of policing which will ensure that that the Met engages with the people of London and provides an agreed level of permanently allocated staff to each neighbourhood - a local team that will always be there. The programme will be phased in from April 2004 with three neighbourhood teams in each borough. Vitally these officers will be ring-fenced enabling them to make an effective and consistent commitment to their specific community.

Consultation is key to this programme and a comprehensive London wide strategy is being developed so that communities and partners are fully engaged in the implementation and roll out of community based policing. It is also crucial that the impact of extra officers can be clearly linked to performance improvement. Local communities and partners must therefore be involved in defining the measures of success appropriate to their local needs.

Clearly this programme cannot be achieved without considerable additional investment in the MPS. But the return on that investment will be a new level of service dedicated to making each and every community safer. Londoners have told us what they want - a police service that responds effectively to emergencies but also has strong links to its communities on a day to day basis, through accessible and visible local uniformed officers, ring-fenced for that role. We think 35,000 is the right number to deliver that service across London.

Toby Harris

Chair MPA

OBJECTIVES, MEASURES AND TARGETS FOR 2004/05

PROTECTING THE CAPITAL AGAINST TERRORISM

OBJECTIVE: To minimise the risk to life and property from terrorist activity in London

Measure Maximise number of quality intelligence reports submitted

Target *Target not set¹*

Measure Appropriate number of Counter Terrorism Deployments

Target *Target not set¹*

OBJECTIVE: To maintain an effective response to suspected and actual terrorist incidents

Measure To provide good quality response

Target *90%*

Measure Once tasked attend suspected or actual terrorist scene within set target

Target *100%*

REDUCING SERIOUS CRIME

OBJECTIVE: To reduce the level of gun enabled crime

Measure Gun enabled crime level

Target *Reduction of 4%*

Measure Detection² rate for gun enabled crime

Target *20%*

OBJECTIVE: To disrupt organised criminal activity of persons identified as *Class A drugs suppliers*

Measure Number of drug trafficking organisations disrupted³

Target *12 per annum*

Measure The number of proactive operations against open drugs markets

Target *To be set following sufficient accumulation of baseline data*

Measure The number of proactive operations against crack houses

Target *10% increase on 2003*

OBJECTIVE: To dismantle organised criminal networks and seize their assets

Measure Value of assets recovered

Target *More than £8M*

Measure Number of organised criminal networks disrupted³

Target *24 per annum*

OBJECTIVE: To safeguard children and young persons from physical and sexual abuse

Measure Detection² rate in allegations of intra-familial⁴ abuse

Target *35%*

Measure Number of arrests of subjects identified by the Child Protection Intelligence Unit as a danger to children

Target *40 arrests*

Measure Detection² rate for murders investigated by Specialist Crime Major Investigation Teams

¹ It is not appropriate to set a target for this measure, however, MPA to be continually appraised of performance in this area of work.

² All detection targets will use the current definition

³ A disruption has been achieved when an organised criminal enterprise has been disrupted and is unable to operate at its normal level of activities. A disruption may be achieved by various means and does not have to be within the context of an operation

⁴ defined as abuse within the family and extended family including professional carers

Target	85%
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REASSURANCE

OBJECTIVE: To improve neighbourhood safety

Measure	Public satisfaction with the way neighbourhoods are policed in London
Target	<i>55% satisfaction rate</i>
Measure	The average number of hours uniformed operational police officers and police staff are visible
Target	<i>5% increase</i>
Measure	Proportion of police officer time available for front line policing
Target	<i>Target to be set in year</i>
Measure	Percentage of people who think police are doing a good job
Target	<i>Target to be set in year</i>
Measure	Percentage who think crime has increased/decreased in neighbourhood where they live
Target	<i>Target to be set in year</i>
Measure	Percentage who think anti-social behaviour has increased/decreased
Target	<i>Target to be set in year</i>

OBJECTIVE: To reduce the level of robbery compared to 2003/04

Measure	The number of robberies
Target	<i>11% reduction</i>
Measure	Robberies per 1,000 population
Target	<i>11% reduction</i>
Measure	Percentage of robberies detected ¹
Target	15%

OBJECTIVE: To improve our contribution to the effectiveness of the criminal justice system

Measure	Percentage of Total Notifiable Offences (TNOs) detected ²
Target	<i>20%</i>
Measure	Number of arrest warrants outstanding
Target	<i>15% reduction</i>
Measure	Victim satisfaction
Target	<i>Target to be set in year</i>

OBJECTIVE: To recognise and respond appropriately to the differential impact of crime on people taking into account their race, gender, sexual orientation, faith, age or disability

Measure	Detection ² rate for rape
Target	<i>28%</i>
Measure	Detection ² rate for homophobic crime
Target	<i>23%</i>
Measure	Detection ² rate for racist crime
Target	<i>20%</i>
Measure	Detection ² rate for domestic violence

Target	19%
Measure	Percentage of victims of racist incidents satisfied
Target	70%

PERFORMANCE INDICATORS

The monitoring of police performance will be moving to a new set of measures in 2004/05. The Policing Performance Assessment Framework (PPAF) is currently being developed by the Home Office, jointly with police partners, and aims to provide the policing community and the public with a thorough mechanism for assessing police performance.

The PPAF attempts to balance national priorities with local policing needs through well defined and quality assured outcome measures. A standardised assessment mechanism is being developed that will depict performance achievements in a way that is easily understood and fair. The first PPAF performance measures will be in place for April 2004 with the full framework scheduled to be in place by April 2005. The first “true” PPAF assessment therefore will be available in 2006. The 2004/05 Policing Plan will be the first to adopt the new PPAF measures, where they are available, and as such the measures within the plan will represent a radical departure from those previously used. Therefore, performance for 2003/04 is reported against the existing measures.

Key

PP Policing priority

PBVI Policing best value indicator

BVPI Best value performance indicator

Detection - The MPS definition of ‘detection’ in the 04/05 policing plan targets will include both Judicial Disposals (JD’s) and “other” ‘clear ups’, whereas the detections referred to in the ‘previous performance’ data refers to JD’s only.

Sanctioned detection A sanctioned detection is a detection achieved by a charge, summons, caution or an offence (previously recorded by the police) taken into consideration at court when a separate offence is being considered.

Judicial Disposals include:

- a. Charging an offender
- b. Issuing a summons to an offender
- c. Having an offence taken into consideration at court
- d. Fixed penalty notices for section 5 POA offences
- e. Adult Cautions, Youth reprimands and Final Warnings

“Other” clear ups include:

- f. The accused dies before proceedings can be started or completed.
- g. The accused is ill and unlikely to recover, too senile, or too mentally ill for the proceedings to be started.
- h. The complainant or an essential witness is dead and the proceeding cannot be pursued.
- i. The guilt of the accused is clear but the victim refuses, or is permanently unable (or if a juvenile is not permitted) to give evidence.
- j. It is established that an offence has been committed by a child under the age of criminal responsibility.
- k. The CPS by virtue of their powers under the Criminal Justice Act 2003 decide not to prosecute
- l. The police decide that no useful purpose would be served by proceeding with the charge

Additional information

All population and household figures used are sourced from the 2001 census.

PERFORMANCE TABLE							
2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
BVPI136a	PBV8a	Number and percentage of notifiable / recorded offences resulting in conviction, caution or TIC by court.	n/a	Increase of 6183 on 2001/02	132,604 (12 month to July 04)	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	<i>Offences brought to justice:</i> continues BVPI 136a and PSA measure (also as a percentage to allow comparison).
BVPI136b	PBV8b	Percentage of notifiable / recorded offences resulting in charge, report for summons, caution, or TIC by court.	12.6%	n/a	12.7%	20% (see definition of detection on previous page)	Continues BVPI 136b and PSA measure.
	PP	Number of offences brought to justice	n/a	5% increase (+6183)		+5%.9% 131,924 (Aug 02-Jul03)	Rolling year figures
	PP	Discontinuances (i.e prosecutions dropped and bind over)	43,285	15% reduction	16,287 -59% Apr- Dec 03	n/a	
	PP	Discharged committals	1372	35% reduction	1568 +24.7%	n/a	
	PP	The number of judicial disposals for total notifiable offences	+8.5	n/a	-1.0%		
BVPI120	PBV3	Level of Crime (using British Crime Survey)	21% (household crime) & 8% (personal crime)	n/a	*27% (household crime) & 8% (personal crime) Responsibility of Home Office	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	*Oct 2002-Sept 2003. Continues BVPI 120.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
STREET CRIME							
	PP	The number of recorded street crimes	-15.8%	10% reduction	-4.2%	Replaced by robbery target	
BVPI 127e		Robberies per 1000 population	5.9	n/a	5.7	11%* reduction	*Subject to Home Office funding bid.
BVPI 127e(i)	PBV127 e(i)	Percentage of robberies detected	12.4%	n/a	12.4%	15%	The MPS will monitor overall detections and sanctioned detections.
VIOLENT CRIME							
BVPI 127		Violent crimes per 1,000 population	32.3	n/a	33.1	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	
BVPI 127		Percentage of violent crimes detected	22.8%	n/a	24.3%	As.	The MPS will also monitor sanction detections.
BVPI 127a		Violent offences committed by a stranger per 1,000 population	18.5	n/a	17.7	No corporate target set due to proposal by Home Office to delete measure.	
BVPI 127b		Violent offences committed in a public place per 1,000 population	21.7	n/a	21.5	ditto.	

2002/03	2003/04	Indicator	2002/03	2003/04	2003/04	2004/05	Comments
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reference	PBV number		performance	target	performance	target	
BVPI 127c		Violent offences committed in connection with licensed premises per 1,000 population	-	n/a	Cannot be collected	No corporate target set due to proposal by Home Office to delete measure.	
BVPI 127d		Violent offences committed under the influence per 1,000 population	-	n/a	Cannot be collected	ditto.	
GUN RELATED VIOLENT CRIME							
	PP	The number of gun related violent crimes	+3.1%*	4% reduction*	-7.4%	-4%	
PUBLIC SATISFACTION							
	PP	To increase satisfaction with foot patrols	15%	20%	*21%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	*Jan-Dec 2003 Data from MPS Public Attitude Survey. Replaced by MPS Public Attitude/Reassurance survey in 2004/05.
	PP	To increase satisfaction with mobile patrols	32%	n/a	*37%	As above	*Jan-Dec 2003 Data from MPS Public Attitude Survey. Replaced by MPS Public Attitude/Reassurance survey in 2004/05.

2002/03 reference	2003/04 PBV	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
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	number						
	PBV1g	Percentage of victims of racist incidents satisfied with the police service when dealing with the incident	67.50%	n/a	67.9%	70%	
BVPI189a	PBV2a	Percentage of residents who feel 'fairly or very safe' after dark whilst outside	n/a	n/a	50%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	Replaced by MPS Public Attitude/Reassurance survey in 2004/05.
YOUTH CRIME							
	PP	The number of youths accused	-15.3%	n/a	-3.6%	n/a	Deleted for 2004/05 MPS priorities.
	PP	The percentage of persistent young offenders (PYOs) dealt with within two days (arrest to charge).	70.2%	n/a	65.8%	n/a	Deleted for 2004/05 priorities.
	PP	The percentage of persistent young offenders (PYOs) dealt with within seven days (charge to first court listing)	75.0%	n/a	70.6%	n/a	Deleted for 2004/05 priorities.
	PP	The average time for PYO charge to sentence	84 days*	n/a	Unable to verify data	n/a	*October to December 2002. Deleted for 2004/05 priorities.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
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BURGLARY							
126a	126a	Domestic burglaries per 1,000 households	24.0	4% reduction i.e. 22.9	21.8	-7%	
126b	126b	Percentage of 126a detected	11.8%	n/a	10.3%	14%	The MPS will also monitor sanctioned detections.
	PP	The number of recorded burglaries	-2.2%	4% reduction	-7.1%	n/a	
AUTOCRIME							
128a	128a	Vehicle crimes per 1,000 population	24.6	n/a	22.2	-8%	
128b	128b	Percentage of 128a detected	4.4%	n/a	4.0%	6%	The MPS will also monitor sanction detections.
	PP	Number of recorded autocrimes	-1.2%	7%	-7.1%	n/a	
HOMICIDE							
	PP	Percentage of homicides cleared up	81%	83%	97.2%	n/a	
INCREASING THE SECURITY OF THE CAPITAL AGAINST TERRORISM							
	PP	Percentage of terrorist scenes managed to a very good standard	91.9%	90% of scenes managed to a 'good' or 'very good' standard	94.7%	To provide a good quality response 90% of the time: once tasked, attend suspected or actual terrorist scene within set target	Quality measure under review. Refined version due to be implemented by 1 April 2004.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
	PP	Number of quality	8143	increase	10,843		

		intelligence reports					
TO DISRUPT ORGANISED CRIMINAL ACTIVITY OF PERSONS IDENTIFIED AS CLASS A DRUGS SUPPLIERS							
	PP	Number of adults arrested referred to drug treatment programmes	5,375	n/a	4942	No corporate target set. However, the MPS intends to continuously improve on previous years' performance	
BVPI129a	PBV7	Number of offenders charged, reported for summons or cautioned for supply offences in respect of class A drugs per 10,000 population.	3.7	n/a	3.5 Apr03-Feb04	As above	To be replaced by Number of Class A drug supply offences brought to justice per 10,000 population; of these the percentage each for cocaine and heroin supply.
BVPI 137a		Percentage of persons arrested referred to drug treatment programmes as a result of arrest referral schemes	1.60%	n/a		As above	BVPI deleted from suite for 2003/04

002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
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TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS							
	PP	The judicial disposal rate for racist crimes	18.6%	18%	17.9%	20%	All detection targets will use the current definition, however, previous performance data relates to JDs
	PP	The judicial disposal rate for homophobic crimes	18.0%	17%	17.9%	23%	All detection targets will use the current definition, however, previous performance data relates to JDs
	PP	The judicial disposal rate for domestic violence	16.9%	17%	17.9%	19%	All detection targets will use the current definition, however, previous performance data relates to JDs
	PP	The judicial disposal rate for rape offences	25.0%	25%	25.8%	28%	All detection targets will use the current definition, however, previous performance data relates to JDs

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
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	PP	The difference in level of satisfaction with the initial service received from the police expressed by victims of racist crime and victims of all crime	8.9%	70% satisfaction target set	9.9%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	Replaced by MPS Public Attitude/Reassurance survey in 2004/05.
	PP	Implementation of the action plan following the outcome of the Climbié enquiry	-	-		See note	All actions relating to the MPS are complete. However there are issues that require national action and work is in progress.
	PBV4a	Percentage of reported domestic violence incidents leading to a related arrest	22.30%	n/a	20.8%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	
	PBV4b	Percentage of reported domestic violence incidents leading to a related arrest, involving partner-on-partner violence	n/a	n/a	n/a	n/a	The MPS is currently establishing a process whereby this data can be collected.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
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	PBV6	Percentage of recorded racially aggravated crimes detected	22.60%	n/a	22.9%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	To be replaced by the percentage of violence against the person offences detected by ethnicity of the victim. Replaces BVPI 141. In this case sanction detections are being used as a proxy for offences brought to justice.
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EMERGENCY RESPONSE

BVPI23c	PBV1c	Percentage of the public satisfied with police action in response to 999 calls	78.3%	85%	73.7%	As above	To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action
	PP	Percentage of 999 calls answered within local target response time (15 seconds)	82.3%	n/a	87.9%	As above	
	PP	Percentage of responses to incidents requiring immediate response within local target response time (12 minutes)	72.8%	n/a	71.5%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
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	PBV1a	Percentage of the public satisfied with the time taken to answer a 999 call from a member of the public	*84.10%	85%	86.5%	As above	*July 2002 to March 2003. To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action.
	PBV1b	Percentage of the public satisfied with the arrival time of an officer dealing with an immediate response incident	n/a -	n/a	n/a	As above	To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action.
REDUCING ROAD CASUALTIES							
	PBV11	Number of road traffic collisions involving death or serious injury per 1,000 population	0.7	4% casualty reduction target set	0.6 (10% reduction)	-4%	Revised to take account of the number of vehicle kilometres travelled.
STOP AND SEARCH							
	PBV5a	No. of PACE stop/searches of minority ethnic persons per 1,000 population compared with the number of PACE stop/searches of white persons per 1,000 population	Minority ethnic persons: 61.6 White 25.7	n/a	Minority ethnic persons: 55.0 White 22.1	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	To be replaced by the percentage of PACE stop and search which lead to arrest by ethnicity.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
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	PBV5b	Percentage of PACE stop/searches of minority ethnic persons leading to arrest compared with the percentage of PACE stop/searches of white persons leading to arrest	Minority ethnic persons: 14.5% White 14.0%	n/a	Minority ethnic persons: 12.2% White 12.1%	As above	To be replaced by the percentage of PACE stop and search which lead to arrest by ethnicity.
	PP	Gap in arrest rate between white and non-white	0.4%	n/a	0.03% (Apr 03 – Feb 04)		
	PP	Overall profile of those stopped compared with Londoners	1:2:4	n/a	1:2:5 (Apr 03 – Feb 04)		
RECRUITMENT/DEPLOYMENT							
	PP	The number of police officers recruited compared to the target	3,489	3,240	3362	n/a	Deleted from national performance indicators for 2004/05.
	PBV13	Percentage of police officers in operational posts	82.9%	88%	83.3%	n/a	To be replaced with percentage of police officer time available for front line policing.
	PP	Number of police officers, PCSOs and police staff in visible posts	16,240	4% increase	17,508 =7.8%	n/a	
	PP	Recruitment -time from application to offer	45 weeks	n/a	46 weeks	n/a	
	PP	Recruitment – time from offer to Hendon	11 weeks	n/a	15 weeks		
	PP	Percentage of voluntary police leavers in first 5 years	8.3%	n/a	7.1%	n/a	

2002/03 reference	2003/04 PBV	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	Comments
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	number						
	PP	Percentage of voluntary police leavers in first 5 to 30 years	2.2%	n/a	5.1%	n/a	
	PP	Police staff turnover (excl traffic wardens & PCSOs) % of strength in brackets	809 (7.5%)	n/a	812 (6.7%)	n/a	
DIVERSITY							
	PBV14	Percentage of minority ethnic police officers in the force compared with the percentage of minority ethnic population of working age	1:4.5	1:3.8	1:3.8	Awaits MPA approval of target, but will reflect VEM officers as a percentage of strength, as in 2003/4 target.	Replaced with Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population.
	PP	The number of VEM officers as a percentage of the police strength	5.5%	6.6%	6.6%	6.9%	See above.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	
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	PP	Percentage of new appointments to the police strength who are female	20.3%	25%	29.3%	30%	Proposed new BVPI: a) Proportion of female police recruits compared to the proportion of females in the economically active population b) Ratio of female officers resigning to all officer resignations.
		The number of VEM recruits as a percentage of all PCSO recruits	28.8%	25%	34.6%	n/a	
	PP	The number of VEM PCSOs as a percentage of PCSOs strength	29.1%	25%	34.8%	n/a	
	PP	The number of female PCSOs as a percentage of all PCSO recruits	26.8%	29%	30.9%	n/a	
	PP	The number of female PCSOs as a percentage of all PCSO strength	26.9%	26%	29.8%	n/a	
	PP	Percentage of female officers as a percentage of the police strength	16.7%	18%	18.2%	n/a	
SICKNESS							
	PBV15a	Average number of working days lost through sickness per police officer	9.6	9 days per year	8.4	9 days per year	Will change to working <u>hours</u> lost due to sickness.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	COMMENTS
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	PBV15b	Average number of working days lost through sickness for civilian employees	11.2	10 days per year civil staff 10 days per year PCSOs 18.5 days per year traffic wardens	10.4	Police staff – 10 days per year. PCSO and traffic warden – 11 days per year	Will change to working <u>hours</u> lost due to sickness.
	PP	Average number of days lost through sickness for civil staff (excluding traffic wardens)	10.9	10 days per year	10.6	n/a	Deleted from national performance indicators for 2004/05.
	PP	Average number of days sickness for traffic wardens	19.7	18.5 days per year	13.2	n/a	Deleted from national performance indicators for 2004/05.
	PP	Average number of days sickness for PCSOs	4.0	10 days per year	11.7 (Apr 03 – Feb 04)	n/a	
BVPI29a	PBV16a	Number of medical retirements of police officers per 1,000 officers	5.3	6.5	2.0	n/a	Deleted from national performance indicators for 2004/05.
BVPI29b	PBV16b	Number of medical retirements of civilian employees per 1,000 civilian employees	2.3	6.5	1.7	n/a	Deleted from national performance indicators for 2004/05.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance	2004/05 target	COMMENTS
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CUSTOMER SATISFACTION							
	PBV1d	Percentage of victims satisfied with police initial response to a report of a violent crime	71.30%	75%	73.8%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action.
	PBV1e	Percentage of victims satisfied with police initial response to a report of a burglary of a dwelling	82.80%	85%	84.2%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance	To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action.
	PBV1f	Percentage of victims of road traffic collisions satisfied with the police service at the scene of the collision	90.50%	90%	88.6%	As above.	As above
	PBV12	Percentage of occasions on which the police meet immigration service requests for assistance in the removal of immigration offenders.	n/a	n/a	n/a	n/a	As above
MAXIMISING RESOURCES							
	PP	Value of income generated	£1.2m	£2m	£2,048m	n/a	
	PP	Number of marked vehicles	1,868	1,961	1,931	n/a	

THREATENED/CIVIL ACTIONS AND DAMAGES

Please note that the details set out in the following tables relate to actions against the police for wrongful arrest, false imprisonment etc.

CIVIL ACTIONS

RECEIVED IN FINANCIAL YEARS

	1998/99	1999/00	2000/01	2001/02	2002/03	2003/04
Actions	332	164	190	158	146	124
Threatened actions	612	633	503	439	423	499

DAMAGES

PAID IN FINANCIAL YEARS

	1998/99		1999/00		2000/01		2001/02		2002/03		2003/04	
	N° of Cases	Cost (£k)	N° of Cases	Cost (£k)	N° of Cases	Cost (£k)	N° of Cases	Cost (£k)	N° of Cases	Cost (£k)	N° of Cases	Cost (£k)
Threatened actions	73	268	135	689	94	559	79	485	85	419	98	800
Settled actions	209	1,906	278	3,014	126	1,759	50	776	64	1,107	65	1,376
Court awards	13	135	22	203	15	340	6	125	9	828	3	6.5

Commentary:

Year on year trends for threatened and civil actions are becoming more consistent.

In the last financial year the number of threatened actions has increased whilst the number of civil actions has decreased and it is not anticipated that there will be a significant change in either of these trends for financial year 2004/05.

There have been a low number of cases lost at court in this financial year and they have also attracted low awards.

Officers punished as a result of misconduct proceedings during 2003/04

Sanction (Number of Officers)	Internal investigations	Complaints by the public
Dismissal	8	3
Required to resign	9	2
Reduction in rank	3	0
Reduction in pay	0	0
Fine	22	4
Reprimand	11	1
Caution	5	3
No Further Action	3	1
Admonished	1	0
Advice	67	96
Written Warning	419	26
	548	136

** In addition to the figures above for the year 2003/2004, 6 officers resigned or retired while under investigation, 1 officers resigned or retired after notification of misconduct proceedings but prior to a misconduct hearing.*

Of these retirements or resignations 1 officers were suspended at the time of leaving.

This table does not take into account misconduct sanctions that are awaiting the result of a misconduct hearing.

The figures above may be subject to future variation as a result of outstanding reviews/appeals of the findings and/or sanctions

**Deaths in police custody or otherwise with the police during
2003/2004**

Table A. By cause of death

Total number of deaths in custody	Killed themselves whilst the balance of their mind was disturbed	Natural Causes	Inquest pending	No inquest
0				

Table B. By place of death

Total	In police station	Hospital	Elsewhere
0			
