

**APPENDIX A**



**Metropolitan Police Service Response  
to  
Report of Her Majesty's  
Inspectorate of Constabulary**

**MPS Inspection 2002/2003**

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**Metropolitan Police**

**Introduction**

The seven recommendations contained within HM Inspector's report were agreed and accepted by the MPS Management Board. In addition to the recommendations, the report highlighted a significant number of other issues and areas for improvement that have been summarised within the accompanying action plans.

At the Full Authority meeting on 24 April 2003, MPA members requested that specific information be included on the following issues:

- murder investigation (Recommendation 7, paras. 7.97 - 7.104)
- de-civilianisation issues (para. 4.26)
- management growth (Recommendation 4, paras. 4.41 - 4.44)
- performance strategy (Recommendation 2, paras. 2.23 - 2.31)

This information is now included within the MPS corporate response and action plans.

## Recommendations

1. HMI recommends the continuing development of strategic planning processes and production of a strategic/corporate plan as soon as possible. (paras. 2.3 - 2.9)

Work is now complete. A two-year strategy plan - *Towards the Safest City*- was issued on 31 March 2003.

The direction set by *Towards the Safest City* was used to prioritise the funding for new initiatives included in the 2003/04 budget submission. Annex L of the strategy illustrated how the new initiatives included in the budget related to the strategic goals. Each growth item was scrutinised for how it supported the strategic goals (including via support for the 2003/04 policing objectives) and how it supported the Mayoral priorities. These factors were used to prioritise the various growth bids to determine which should receive funding.

As the medium term financial plan is updated for 2004/05, the strategic direction set by *Towards the Safest City* will be given full consideration in the prioritisation of medium term funding. Unless an initiative can demonstrate its contribution towards one of the goals, it will not be funded.

The steps that can be taken to align further the (annual) financial and wider business planning process are currently being examined - the MPS Step Change Programme gives fresh impetus to the need to align the two planning processes. However, it is recognised that aligning the 2004/05 cycles will be problematic, as the government is not expected to release details on the PPAF (Policing Performance Assessment Framework) by November 2003 – the time when the MPA/MPS budget submission to the Mayor of London is required.

2. HMI recommends a review of the approach to performance monitoring and management within the service to take account of the issues identified in this report. (paras. 2.23 - 2.31)

The implementation of the review of the MPS Corporate Performance Group (CPG) and corporate performance monitoring arrangements is progressing well. The CPG is now more focused on effective delivery of customer requirements, and the new Client Liaison and Development functions will enable the Group to work more closely with senior management and further improve the range of performance data available.

3. HMI recommends that the MPS undertakes a focused structural review to take account of the factors identified in this report. (paras. 3.1 - 3.9)

The MPS undertook a realignment of Management Board responsibilities in 2002, with the intention of further extending the robust operational leadership to which the MPS is strongly committed and HMIC has remarked upon. This realignment increased the number of operationally-focused Assistant Commissioner roles from two to three and was completed in November 2002.

The realignment was achieved from within existing resources by converting the existing post of Assistant Commissioner Policy, Review & Standards (PRS) into the new post of Assistant Commissioner Specialist Crime. Following soon after major restructuring of the MPS, it also sought to minimise further change to the organisation below Management Board level by maintaining to a large extent existing lines of command and organisational structures.

The responsibilities of the MPS in respect of both terrorism and serious crime extend beyond those of other police services, including as they do capital city, national, and international dimensions. This in itself creates a volume, breadth and complexity of command with significant challenges.

Recognising this, through the realignment process, the span of the existing Specialist Operations portfolio was divided to create a new Specialist Crime portfolio, under the command of a new post of Assistant Commissioner Specialist Crime, to focus specifically on the prevention and investigation of serious and organised crime. The new Specialist Operations portfolio is now better positioned to focus exclusively on its responsibility for the prevention and investigation of terrorism, under the command of its own Assistant Commissioner Specialist Operations.

The roles and responsibilities of Territorial Policing command team members are currently under consideration, and a programme of work is being developed to address the many complex challenges faced by this large command. The importance of supportive and productive relationships between the TP command team and borough commanders is fully acknowledged, and borough commanders are being consulted during this process.

The realignment process also devolved responsibility for the creation and maintenance of policy from the centre to those parts of the organisation responsible for service delivery. This was achieved by disbanding the PRS business group, realigning its resources within other business groups and using a new framework of cross-cutting Strategic Committees to bring stakeholders and those who deliver the service together in developing and implementing policy.

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| <p>4. HMI recommends the production of a fully costed growth strategy, which clearly identifies the projected growth requirements of the MPS and how it will manage these. (paras. 4.12 - 4.44)</p> |
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The MPS recognises that the pro-active management of growth is of key strategic importance and fully accepts the need for a costed growth strategy. Growth to 35,000 operational staff over the period to 2007 is a huge opportunity for the MPS and London. It also creates a significant challenge in the need to produce a step change in both policing style and the infrastructure needed to support the operational policing effort.

The new MPS Step Change Programme will build on the lessons learned over the last two years of growth development to achieve the aim of 35,000 operational staff by March 2007. In broad terms the Programme will consist of a number of strands of work across all operational and support functions. The work strands will be led by Management Board nominees from the relevant Business Group / Directorate. The

Programme Director will be the Deputy Commissioner who will also chair the joint MPS/MPA/Mayor of London Steering Group. Overall project management responsibility will rest with DAC Strategic Development who will chair the Programme Board. The programme manager will ensure that all strand leads have a plan to cover their own area of business to support the overall vision. A small co-ordination team, led by a senior member of civil staff with programme management skills will provide programme support.

The work links to the MPS/MPA 2003/04 Policing Plan, Priority for Excellence C – *'To make best use of our staff and resources'*. Specifically, Objective 22 is *'to establish a strategy to manage all issues relating to the increased number of police staff'*.

The Commissioner's vision for the Step Change Programme is to deliver a new level of local policing in London that will make a tangible difference to people's lives; a local policing presence based on visibility, familiarity and accessibility. To achieve this vision the programme will need to develop and implement full roll-out of the community-based policing style, whilst achieving growth in the number of MPS uniformed officers (towards a total of 35,000) by 31 March 2007 within a costed growth strategy.

Within the vision set out for the programme, a programme plan and strategy for growth will be developed. It will include key activities and milestones and describe the costs, benefits, constraints, assumptions and risks of the programme and its implementation.

5. HMI recommends that the MPS develops a corporate demand management strategy and a good practice guide. (paras. 7.15 - 7.18)

The Demand Management Best Value Review (BVR) has been approved by the MPA and Management Board. One chief inspector and one member of civilian staff will transfer from the project team to Territorial Policing Headquarters by the end of May 2003 to begin its implementation.

The BVR Team has already prepared a draft Demand Management Strategy for the MPS and has undertaken a first scoping of best practice across boroughs. They will continue to develop this work in parallel with the implementation of the BVR. Subject to sufficient resources, it is anticipated that the strategy and the best practice guide will be completed in six months.

6. HMI recommends that the MPS continues to review and develop its approach to intelligence-led policing in line with the NIM and the issues identified in this report. (paras. 7.25 - 7.31)

The MPS is progressing intelligence-led policing and the National Intelligence Model (NIM) through SCD9 in the Specialist Crime Directorate. This OCU is driving the MPS implementation of the NIM, which is overseen by the Director of Intelligence. The team is in discussion with the national implementation team (ACPO NIM Team) and also works closely with the MPS Policing Model team. Activity is co-ordinated centrally through SCD9. An investment appraisal was commissioned and has been

conducted by external consultants to determine the cost implications for implementing the NIM within the MPS.

The team continues to plan for NIM compliant tasking and co-ordination throughout the MPS including the distribution of intelligence functions. There has been a comprehensive review of the functioning of intelligence assets within the Specialist Crime Directorate. The NIM programme of work is being delivered in a number of project strands, which include plans for developing strategic analysis within the MPS and for managing the recruitment, retention and training of analytical staff.

**7. *HMI recommends the MPS explicitly recognises murder investigation as priority and ensures that it is adequately resourced. (paras. 7.97 - 7.104)***

The MPS recognises the importance of homicide investigation. Balancing the need to staff such investigations with experienced investigators (both uniform and detective) and trained support staff, with the competing demands of Borough based policing, remains a challenge. The additional resources made available by the MPA in the past 12 months however, have now enabled the Specialist Crime Directorate to receive the priority posting of 90 police officers during April / May, most of whom will be in place on 2 June 2003.

A broad view of homicide investigations needs to be taken in these matters and, therefore, not all staff have been deployed directly into the homicide teams within SCD1. Whilst SCD1 have received an increase, other staff have been deployed to the Child Protection Teams, to focus on child death investigations; to SCD8 - Operation Trident, to improve the response to 'black on black' deaths and shootings; to SCD7 - Shootings Team, to provide proactivity aimed at reducing and disrupting homicides and lastly, in those areas of essential support, such as telephone investigations, where the service provided has a major impact on performance.

The South and West homicide teams will have achieved the MIT model level with this latest influx of staff. There remains some difficulty in East London and, to a lesser extent, Operation Trident, in recruiting staff into those areas. A range of initiatives is underway to improve the situation in this area and further progress is anticipated by the end of the year. With regard to Operation Trident, the MPS intends to prioritise filling their vacancies whenever possible. To that end, a recruitment campaign will start shortly aimed at selecting and vetting suitable candidates so that as vacancies arise they can be posted into the command. This has required a change in service policy on the length of time individuals can be kept on a select list, which will improve operational efficiency.

In addition, in excess of 100 experienced staff (mainly detectives) have now been recruited directly into the Serious Crime Directorate from other forces. It is intended to further expand this successful and innovative initiative during the summer, to bring in skilled staff to support other areas of serious crime investigation and proactive work. Steps are also well advanced to prioritise the outstanding growth from 2002/03 and 2003/04 (which becomes available to the Serious Crime Directorate from December this year) towards homicide and related activities.