Her Majesty's Inspectorate of Constabulary

Baseline Assessment
Metropolitan Police Service

October 2005

Contents

Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of the Metropolitan Police Service's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available

at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good* and *Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

The Future Development and Application of Baseline Assessment

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

Conclusion

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Sir Ronnie Flanagan, GBE, MA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to the MPS in terms of demography, policing environment and other socio-economic factors: West Midlands; Greater Manchester; Merseyside and West Yorkshire. When making comparisons in this report, the average performance in this group, known as the most similar force (MSF) group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

Baseline Assessment 2005 Frameworks			
1 Citizen Focus (PPAF domain A)			
1A Fairness and Equality • Equality of service delivery • Community cohesion • Engaging with minority groups	**1B Neighbourhood Policing and Community Engagement** • Effective mechanisms for obtaining community views • Responding to local priorities • Effective interventions and problem solving with partners and communities • Community involvement with police	**1C Customer Service and Accessibility** • Quality of service to victims and witnesses • Customer care • Responding to customer needs • Accessibility of policing services	**1D Professional Standards** • Investigation of public complaints • Improving professional standards • Combating corruption and promoting ethical behaviour • Reducing complaints and learning lessons
2 Reducing Crime (PPAF domain 1)			
2A Reducing Hate Crime and Crimes against Vulnerable Victims • Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime • Performance in reducing these crimes • Multi-agency police protection arrangements (MAPPA) and sex offenders	**2B Volume Crime Reduction** • Crime strategy • Performance in reducing volume crime • Problem solving • National Crime Recording Standard (NCRS) compliance		**2C Working with Partners to Reduce Crime** • Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs) • Drugs prevention/harm reduction • CDRP crime reduction performance
3 Investigating Crime (PPAF domain 2)			
3A Investigating Major and Serious Crime • Detection rates for murder, rape and other serious crime • Integration with overall crime strategy • Compliance with Association of Chief Police Officers (ACPO) murder manual • Early identification of critical incidents that may escalate into major inquiries	**3B Tackling Level 2 Criminality** • Crime that crosses BCU and/or force boundaries • Support for regional intelligence and operations • Asset recovery (Proceeds of Crime Act (POCA)) • Effective targeted operations • Quality packages to National Criminal Intelligence Service (NCIS)		**3C Investigating Hate Crime and Crimes against Vulnerable Victims** • Investigation/detection of child abuse, race crime, DV and homophobic crime • Integration with overall crime strategy • Joint training (eg with social workers) and investigation
3D Volume Crime Investigation • Crime strategy • Crime recording • Investigative skills, eg interviewing • Automatic number plate recognition (ANPR) • Detection performance	**3E Forensic Management** • Specialist scientific support • Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc • Integrated management of processes • Performance in forensic identification and detection		**3F Criminal Justice Processes** • Quality and timeliness of case files • Custody management/prisoner handling • Youth justice • Police National Computer (PNC) compliance

4 Promoting Safety (PPAF domain 3)		
4A Reassurance - Operational activity to reassure communities - Use of media to market success - Uniformed patrol and visibility - Extended police family - Performance in reducing fear of crime	**4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety** - Non-crime activities of CDRPs and other partnerships - Use of ASB legislation, tools, etc - Road safety partnerships - Emergency planning	
5 Providing Assistance (PPAF domain 4)		
5A Call Management - All aspects of call-handling and call-management - Initial incident response - Early identification of critical incidents - Performance in answering and responding to public calls	**5B Providing Specialist Operational Support** - Management of central operational support - Police use of firearms - Capability for policing major events/incidents	**5C Roads Policing** - Effectiveness of arrangements for roads policing - Integration/support for other operational activity
6 Resource Use (PPAF domain B)		
6A Human Resource (HR) Management - HR strategy and costed plan - Key HR issues not covered in 6B or 6C - Health and safety - Performance in key HR indicators	**6B Training and Development** - Costed training strategy and delivery plan - Key training and development issues	**6C Race and Diversity** - Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability - Performance in meeting key targets
6D Resource Management - Resource availability - Effective use of resources to support front-line activity - Devolved budgets - Finance, estates, procurement and fleet management functions	**6E Science and Technology Management** - Information systems/ information technology (IS/IT) strategy and its implementation - Programme and project management - Customer service - Adequacy of key systems - Business continuity/disaster recovery	**6F National Intelligence Model (NIM)** - Extent to which structures, processes and products meet NIM standards - Integration of NIM with force planning and performance management - Use of community intelligence - Application of NIM to non-crime areas
7 Leadership and Direction		
7A Leadership - Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce - Effectiveness of succession planning - Promotion of corporacy	**7B Strategic Management** - Integrated strategic planning framework - External communication/ consultation - Relationship with local police authority (PA) - Police reform implementation - Internal communication/ consultation - Programme and project management - Management of reputation/ public expectations	**7C Performance Management and Continuous Improvement** - Effective performance management structures and processes at all levels - Quality and timeliness of performance/management information - Internal inspection/audit/quality assurance (QA) systems - Effectiveness of joint force/PA best value reviews (BVRs)

Force Overview and Context

The Metropolitan Police Service (MPS) is the largest and most complex police organisation in England and Wales. It is made up of 32 borough-based operational command units, sharing coterminous boundaries with the London boroughs. It is responsible for policing 620 square miles, with a resident population of over 7.3 million (3.2 million households). It also deals with an additional daily influx of approximately 5.5 million visitors and workers. The MPS is one of the largest public sector organisations in the country and is configured to deliver a range of international, national and pan-London services, as well as local service delivery across the 32 territorial boroughs. In terms of staff numbers, the MPS is around three times larger than the next largest force. Its annual budget accounts for about 24% of the total bill for police services in England and Wales. In addition, the MPS is routinely required to respond to a range of major and critical incidents and events characterised by an ongoing commitment to provide reassurance to the people of London against the backdrop of a heightened terrorist threat.

Due to its unique capital city status, the MPS retains the national policing lead on a broad range of counter-terrorist and related security matters. Within the MPS, responsibility for delivery falls primarily to the MPS security and protection commands. The key role of these commands is to protect London's residents, the business and diplomatic communities, the Royal Family and the seat of government from terrorist threats. Some 10% of the MPS's most specialist and experienced officers are assigned to the MPS security and protection commands and, at times of increased threat, additional support is provided from other MPS commands. The critical nature of their role is exemplified by the fact that 'minimising risk from terrorist activities and maintaining an effective response to terrorist incidents' is one of the seven key MPS priorities for 2005/06. These functions are discharged to a standard that is the envy of the policing world. This was tested by the terrorist events during July of this year. The subsequent response of the MPS and other London emergency services drew considerable praise from across the globe. This outstanding response highlighted excellent leadership and training and has done much to further enhance trust and confidence in the police.

Baseline assessment makes no reference to terrorism, to the organisational capacity that it absorbs or to the impacts it may have on other areas of performance. The demands in this area are unparalleled in any other police organisation and the significant resource commitment is not captured in the national measures of police performance used to benchmark forces. These and other factors make a comparison of the MPS with other forces in England and Wales difficult, but not impossible. Due to the acknowledged difficulties in domestic comparison, attempts are being made to consider international benchmarking to provide information about how policing is managed in other cities with London's size, dominance and international reputation.

The force headquarters (HQ) is based at New Scotland Yard in central London. The last major restructuring of the MPS took place in April 2000. This involved the dissolution of the area structure and the move to borough-based policing. This was a bold move, but one entirely consistent with the desire for locally accountable service delivery. The service review, instigated at the new Commissioner's appointment, seeks to align resources with his widened vision incorporating citizen focus and safer neighbourhoods.

The MPS has a well-established management team with a wealth of command experience both within the capital and in provincial forces. The management board is the main strategic

forum with the Commissioner, who was recently promoted from the post of deputy that he held for five years. The police authority (PA) chair recently changed and there remains a very good relationship with members of the MPS.

In terms of resources, the MPS net revenue expenditure for 2004/05 was £2,367.1 million. It is important to remember that the advent of the Metropolitan Police Authority (MPA) in July 2000 resulted in profound changes to financial and resource management across the MPS. The office of receiver was abolished and a director of resources appointed. The severing of direct links to the Home Secretary/Home Office has necessarily led to changes in how the organisation is resourced, the process of financial management and control and, over time, the culture of the organisation. The arrangements for setting the annual budget are more complex than for other forces due to the involvement of the Greater London Authority (GLA) and the Mayor of London. There are still concerns regarding the control of overtime across the organisation and the ability of the MPS to meet the implications of the police negotiating board (PNB) agreement. The need for enhanced financial devolution has been a consistent theme in recent inspection reports and work in this area is continuing. Some early devolution of salaries resulted in operational commanders reducing staffing levels to fund other initiatives. This has required appropriate checks and balances in an organisation so committed to growth.

Coming to policing style and performance, the MPS has been successful in creating political ownership of a strategy for growth and further change. The MPS reassurance project is leading to a change in policing style. The MPS is participating in the National Reassurance pilot. Six forces are involved with four MPS boroughs. The MPS has a step change programme to enhance reassurance to the community with a drive to reach 35,000 uniformed staff prior to achieving the change. This would provide a team of six staff on each of the 600+ wards. There is a desire to deliver neighbourhood problem-solving policing in partnership and this is an intended outcome of the Step Change project and ward-based policing. The proposal to increase the number of uniformed staff in London to 35,000 recognises the difficulties in dedicating officers to community policing without being abstracted to other duties. The plan is to introduce dedicated officers ring fenced to work within local communities providing continuity. This seeks to address a major part of the government's police reform agenda.

The deployment of Safer Neighbourhood teams (SNTs) has produced a stunning step change in service delivery in those wards adopted. Safer Neighbourhood wards are showing higher levels of crime reduction and detection, together with higher public satisfaction, than wards yet to be adopted. This is also occurring in the most challenging wards within the MPS. The MPS now has a style of policing that is increasingly meeting community expectations and this bodes well for the future.

The government's recruitment targets for black and minority ethnic (BME) police officers will not be met but the MPS has been more successful in recruiting BME staff within the wider police family. There is an action plan to address these issues but the targets remain a significant challenge.

The MPS's performance is captured throughout sections of this report. Detailed performance tables are set out in Appendix 1, but in summary the last year was a successful one for the MPS with crime down in many categories and detections up, but this does need to be viewed within the wider context of better performance in similar forces.

The challenge remains to address the reasons for below average performance outcomes when the MPS is developing world-class systems and processes in some areas. Aside from the MPS's mission, vision and values, it is recognised that clear values and standards around customer service need to be developed further. It is hoped that the current service review will go some way to address these issues.

Summary of Judgements	Grade	Direction of Travel
1 Citizen Focus		
1A Fairness and Equality	**Fair**	
1B Neighbourhood Policing and Community Engagement	**Good**	**Improved**
1C Customer Service and Accessibility	**Fair**	**Stable**
1D Professional Standards		
2 Reducing Crime		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	**Good**	**Improved**
2B Volume Crime Reduction	**Poor**	**Improved**
2C Working with Partners to Reduce Crime	**Good**	**Improved**
3 Investigating Crime		
3A Investigating Major and Serious Crime	**Excellent**	
3B Tackling Level 2 Criminality	**Excellent**	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	**Good**	**Improved**
3D Volume Crime Investigation	**Poor**	**Improved**
3E Forensic Management	**Fair**	**Improved**
3F Criminal Justice Processes	**Fair**	**Improved**
4 Promoting Safety		
4A Reassurance	**Fair**	**Improved**
4B Reducing Anti-Social Behaviour and Promoting Public Safety	**Fair**	**Improved**
5 Providing Assistance		
5A Call Management	**Fair**	**Improved**
5B Providing Specialist Operational Support	**Good**	**Improved**
5C Roads Policing	**Excellent**	**Improved**
6 Resource Use		
6A Human Resource Management	**Good**	**Improved**
6B Training and Development	**Fair**	**Improving**
6C Race and Diversity	**Fair**	
6D Resource Management	**Good**	**Improved**
6E Science and Technology Management	**Good**	**Improved**
6F National Intelligence Model	**Good**	**Improved**
7 Leadership and Direction		
7A Leadership	**Good**	
7B Strategic Management	**Good**	**Improved**
7C Performance Management and Continuous Improvement	**Fair**	**Improved**

1   Citizen Focus (Domain A)

The MPS is in a good position to embrace the government's citizen focus agenda having, in recent years, identified its distinct communities, forged effective relationships with key community groups and made good progress towards delivering core services that meet the needs and expectations of communities. The MPS has a well-developed understanding of the challenges and opportunities facing local communities across London. It engages with a range of stakeholders to build intelligence about the diverse needs within boroughs and, as it gets better at identifying the wishes and needs of Londoners, this is beginning to influence its joint planning with the MPA. There is a strong emphasis on diversity and equality within the planning process. Consultation is developing but the MPS has rightly identified it as an area for continued attention. Although some public satisfaction figures have improved, they still remain predominantly below the MSF average. The MPS deployment of SNTs has produced a stunning step change in service delivery in those areas. In a very short period of time it has reached a point where it is now a model of good practice for other forces to follow and is shaping the national neighbourhood policing agenda. This is hugely to the credit of all staff engaged in this initiative and demonstrates how the MPS can respond with speed and sensitivity when required. This work also challenges the perception held by some commentators that patrolling police officers do not add value.

1A   Fairness and Equality

Fair

Strengths

- During 2004/05, the MPS detected 34% of racially or religiously aggravated offences. This is an increase of 11.1 points on 2003/04. The MSF average was 32.5% and ranks the MPS second out of five. The national average was 36.4% and ranks it 34th out of 43.

- The Commissioner and deputy demonstrate public commitment to equality of service at conferences, press appearances and leadership seminars to personnel. They are signed up to the Commission for Racial Equality (CRE) leadership programme and the recommendations of the GLA Equalities for All best value review (BVR) of equalities, which specifically assigns the six axes: race, age, faith, disability, sexual orientation and gender.

- There are clear lines of command and accountability with the deputy as chair of the strategic diversity board and a commander as chair of the diversity forum and director of diversity. The race equality scheme (RES) is led from the diversity directorate. Every policy is scoped against race and diversity through the policy approval process.

- Force performance statistics show continued stability in stop and search disproportionality, with just over half of all stops being conducted on non-white persons.

- The MPS has independent advisory groups (IAGs) for lesbian, gay, bisexual and transgender (LGBT) issues, and for race and diversity. There is also a youth parliament, the Muslim safety forum and connections with other faith groups. Members of the IAG spoke very highly of the standard of policing provided by the MPS and observed that the MPS needs to further capitalise upon opportunities to celebrate successful policing operations.

- The MPS race IAG and LGBT advisory group are now long established and well supported by the diversity central teams. Members have been called out day and night to incidents and Gold groups, and were recently called on to advise on the response to the

Indian Ocean tsunami disaster (on which the MPS had the national lead).

- The MPS has created a number of IAGs. The central IAG is considered by the MPS to be extremely robust and a great deal has been achieved. This work has made the MPS more transparent and provided an insight for communities into how the police operate. Critical incidents are now managed in partnership with IAGs.

- The Trident IAG is an example of strong and effective partnership.

- Approximately 300 active third-party reporting sites/agencies have been developed service-wide. The GLA cross-cutting BVR of equalities promoted collaboration with the GLA, MPA, London Fire and Emergency Planning Authority (LFEPA), Transport for London and the London Development Agency to promote equality in service delivery.

- Most of the recommendations in recent national reports are included in the diversity action plan 2001–04, and a new action plan is under development to drive further change and include CRE and Morris Inquiry recommendations. The diversity strategy and action plan was prepared in partnership with the CRE, IAG, GLA, staff associations, MPA and LGBT advisory group. Much of the work required under HMIC and Macpherson reports is complete or embedded. The CRE and Morris Inquiries have delayed the new diversity action plan, but the recommendations still outstanding will be included with action plans for completion.

- The resources directorate is undertaking a programme of improvements to buildings to provide ramped access and lifts announcing floors to address the significant concerns among disabled Londoners. Language Line is used by custody officers, and command, control, communications and information (C3i) sites are equipped to deal with non-English language enquiries and minicoms. There is joint working with the GLA, MPA and LFEPA in building relationships with communities.

- There has been a comprehensive diversity action plan since 2001, and local borough plans based on this model. There has been a service-wide roll-out of community and race relations training, high-profile launches of Protect and Respect 2, Equalities for All and the RES. The diversity action plan is the most accessed document on the MPS intranet, closely followed by the RES. Equalities and the requirements of strategies and plans are included across a wide range of relevant staff training.

- There are comprehensive policies and standard operating procedures (SOPs) drawn up under the policy approval process to deal with hate crime, crimes against vulnerable victims, various major crimes and other areas of criminality. The approval process has ensured that the impact of these crimes on communities has been taken into account when drawing up procedures. Each of these policies is published with its impact assessment under the publication scheme.

- The diversity directorate maintains the day-to-day contact with LGBT, gypsy and traveller, Muslim, Christian, Jewish, Hindu, Sikh, disabled, aged, mental health, women's, youth and other groups. One such example of engagement includes a Muslim safety forum member's consultation in the planning and execution of a public order operation to police a British National Party (BNP) demonstration at Finsbury Park mosque. Cultural knowledge was used to ensure that BNP supporters were disarmed of the pork that they intended to throw at worshippers. A member of the forum sat with the Gold commander throughout the operation, providing tactical advice and independent views.

- The MPS has signed up to a commitment to achieve level 5 of the local government equality standard. The MPS has self-assessed at level 3.

- A restructuring of the diversity directorate has redirected staff to front-end service delivery through community safety units (CSUs) on boroughs. This is intended to mainstream the delivery of equality of service within the MPS. There is an aspiration to establish diversity as the operational platform for the organisation.

- The diversity directorate is developing citizen focus teams to work with operational command units (OCUs) in order to develop their capacity and capability to manage diversity. This will include centralised monitoring and tasking within the diversity directorate.

- The 2004 review of the RES has been published. The MPS RES was found to be non-compliant in two areas by the CRE. It was re-published in September 2004.

- The employment duty aspects of the RES are monitored regularly by the human resource (HR) department and developed in response to identified gaps, eg training applications and performance development review (PDR) data. The diversity excellence model has been utilised in specialist operations (SO) and on Westminster OCU to deal with specific issues. There have been staff surveys, including a recent one by the Morris Inquiry. The MPA (and GLA) use their powers to scrutinise performance under the RES and hold the MPS to account.

Areas for Improvement

- During 2004/05, 30.7% of victims of racist incidents were very/completely satisfied with the overall service provided. This compares to an average of 40.8% within the MSF group, which ranks the MPS fifth out of five. The national average was 48.6% and the MPS is ranked 34th out of 37.

- During 2004/05, 58.7% of victims of racist incidents were satisfied with respect to the overall service provided. This compares to an average of 66.7% within the MSF group, which ranks the MPS fifth out of five. The national average was 71.5%, ranking the MPS 34th out of 37.

- During 2004/05, 42.2% of white users were very/completely satisfied with respect to the overall service provided. This compares to an average of 53.7% within the MSF group and ranks the MPS fifth out of five. The national average was 56.8%, which ranks it 37th out of 37.

- During 2004/05, 31.5% of BME users were very/completely satisfied with the overall service provided. This compares to an average of 39.7% within the MSF group and ranks the MPS fifth out of five. The national average was 44.1%, which ranks it 37th out of 37.

- During 2004/05, the difference between the rates of white and BME users who were very/completely satisfied was 10.6 points. This compares to an average of 14 points within the MSF group and 12.7 points nationally.

- During 2004/05, 70.0% of white users were satisfied with the overall service provided. This compares to an average of 78.1% within the MSF group and ranks the MPS fifth out of five. The national average was 78%, which ranks it 36th out of 37.

- During 2004/05, 62.7% of BME users were satisfied with the overall service provided. This compares to an average of 69.4% within the MSF group and ranks the MPS fifth out of five. The national average was 71.2%, which ranks it 37th out of 37.

- During 2004/05, the difference between satisfied rates of white and BME users was 7.23 points. This compares to an average of 8.67 points within the MSF group and 6.8 points

nationally.

- During 2004/05, the MPS detected 11.7% of violence against the person offences for victims from BME groups. This compares to an average of 17.6% within the MSF group and ranks the MPS third out of three. The national average was 24.7%, which ranks it 34th out of 34.

- During 2004/05, the MPS detected 16.4% of violence against the person offences for white victims. This compares to an average of 27.4% within the MSF group and ranks the MPS third out of three. The national average was 34.6%, which ranks it 33rd out of 34.

- During 2004/05, the difference between violence against the person detection rates for white and BME users was 4.67 points. This compares to an average of 9.79 points within the MSF group and 9.9 points nationally.

- During 2004/05, there were 1.27 racially or religiously aggravated offences per 1,000 population. This was a reduction of 1.3% compared with 2003/04. The MSF average was 1.14 offences per 1,000 population, which ranks the MPS fifth out of five. There were 0.7 offences per 1,000 population nationally, which ranks the MPS 42nd out of 42.

- Stop and search remains a controversial policing method and recent developments around recording such stops will go some way to demonstrate appropriate use and to highlight any adverse impact upon community groups. The IAG makes it clear that communities are not against stop and search per se, but that it needs to be used fairly and appropriately and to be seen as such. Further monitoring needs to be done to identify officers who successfully use this power and who can be used as exemplars to mentor and train others.

- The central IAG is keen to secure a seat on the management board and hopes to see this as an outcome of the service review and as a means of demonstrating fairness and equality.

- Following the Stephen Lawrence Inquiry, the diversity directorate was created and has become a centre of excellence for managing race and diversity issues. There is still a need to adequately articulate the business case for managing diversity in order to demonstrate how it is inextricably linked to building trust and confidence in diverse communities. The service review provides a significant opportunity to identify and state this as core business for the organisation. The emerging diversity strategy will also cater for this and will provide an opportunity for much needed performance management and appropriate accountability mechanisms.

- Basic command units (BCUs) are not held to account for their management of diversity. The achievement of race and diversity objectives is not part of mainstream performance review processes. There is no clear corporate lead on this, so the diversity directorate has been developing a corporate diversity performance pack. This has been created and field-tested in a pilot study in Waltham Forest BCU.

- The citizen focus teams, proposed within the diversity directorate, will help the organisation to build capacity and capability at a local level.

- The MPS has delayed the publication of its race and diversity strategy to ensure that adequate consideration is given to recommendations in recent national reports. It will need to ensure that its strategy and accompanying action plan take account of the issues raised within these important reports.

- Although staff have received race and diversity training, many have yet to realise that

managing diversity and policing by consent are inextricably linked.

- Race and diversity is not included on all meeting agendas.

1B Neighbourhood Policing and Community Engagement

Good	Improved

Strengths

- The grading in this framework reflects the fact that only about one third of London is currently covered by SNTs. The quality of service provided by the existing teams is excellent.

- Engagement in the National Reassurance Policing project has ensured valid and reliable evaluation of SNTs. Total notifiable crime fell by 6.8% in Safer Neighbourhood areas compared with 4.3% in the MPS as a whole. This is even more encouraging because most of these wards are the most challenging ones within the MPS. Some very interesting work is being conducted to evaluate secondary benefits from the programme.

- Some 51.3% of British Crime Survey (BCS) respondents within the MPS think that the police in their area are doing a good or excellent job. This does not take account of the higher satisfaction levels being found by the evaluation of the Safer Neighbourhood wards. It places the MPS at the top of its MSF group.

- The MPS deployment of SNTs has produced a stunning step change in service delivery in those areas. In a very short period of time it has reached a point where it is now a model of good practice for other forces to follow and is shaping the national neighbourhood policing agenda. This is hugely to the credit of all staff engaged in this initiative and demonstrates how the MPS can respond with speed and sensitivity when required. This work also challenges the perception held by some commentators that patrolling police officers do not add value.

- The Safer Neighbourhoods programme was launched in April 2004 and is being rolled out across London with visible leadership from the management board and borough commanders. This programme will enable London communities to set the agenda for local policing and work in partnership with the police in tackling crime and anti-social behaviour (ASB). A key part of the programme is to consult with Londoners.

- The Safer Neighbourhoods programme has introduced a comprehensive performance framework, which measures a number of different components relating to community engagement. The teams are measured on the number of public meetings held, attendance and profile of the attendees, local priorities identified and progress made. In addition, baseline public attitude surveys have been conducted in 96 neighbourhoods, with follow-up surveys completed in some wards. A further programme of surveys is currently being introduced to support the roll-out of a further 160 neighbourhoods. This work is in addition to the public attitude surveys being conducted at borough level. Safer Neighbourhood initiatives benefit from rigorous academic evaluation provided by universities and others. Surrey University is conducting a pilot to measure reassurance within the National Reassurance project. There is an independent academic advisory group for the Safer Neighbourhoods programme.

- The SNTs have led to an increase in the flow and quality of community intelligence. This financial year, the MPS will introduce a community focus desk to deal with the increased levels of community intelligence and to ensure that the areas of community concern are equally represented in the National Intelligence Model (NIM) process. Police community safety officers (PCSOs) are now frequently submitting intelligence reports in relation to community concerns and these are assessed in the normal way in accordance with NIM processes. The quality of PCSO intelligence reports has been commented upon very

favourably.

- A great deal of work has been done to prepare for neighbourhood panels in accordance with the police reform programme. In every identified Safer Neighbourhood area a local community panel is being established to monitor and review local priorities to ensure they are tackled effectively. Local meetings are held to identify priorities and review progress.

- The Safer Neighbourhood programme allows local people to identify local priorities; adopting a problem-solving approach and working in partnership with the police and other agencies. A structure to implement community intelligence and priorities under the NIM process has been formulated, and all boroughs are working towards implementing joint action groups to tackle the locally identified issues. The Safer Neighbourhoods unit (problem-solving team) has a database of good knowledge in this area, which gives excellent examples of effective partnership with communities and other groups.

- In partnership with the MPA, the MPS is developing a full consultation and engagement strategy, many of the strands of which are already in place and being implemented.

- The diversity directorate carries out a full community profile across London, which informs both the borough and MPS strategic assessments. The corporate control strategy has problem profiles for each of the identified areas. Local SNTs carry out a profile of their community to assist them in providing an effective policing response to local identified issues.

- The specialist crime directorate (SCD) is engaged at neighbourhood level through a myriad of good examples both targeting gangs and gun crime. It also tackles organised criminal networks at ward level.

- The MPS and MPA both utilise focus groups and other engagement activities to meet performance targets. The work currently being undertaken to increase public confidence in policing, the criminal justice system and in reducing crime is centred on the five work strands of the citizen focus agenda in the MPS.

- The MPS has been successful in recruiting and deploying PCSOs in the Safer Neighbourhoods programme who reflect and represent London's diversity (35% of PCSOs are from BME groups and 33% are female). This is another way the MPS is able to engage with London's diverse communities by having a workforce that better reflects the communities it serves.

- The MPS is currently introducing a 'proof of concept' accreditation scheme; the scheme has received the support of the MPA. It will be evaluated assessing the implications for the service, prior to a decision being made to introduce further accredited schemes.

- The MPS benefits from a policy in relation to volunteering, which makes use of 700 volunteers MPS-wide.

Areas for Improvement

- There are now 265 Safer Neighbourhoods policing teams within the MPS. When fully implemented there should be 4,500 specialist trained officers utilising a seven-stage deployment model, which will significantly change the policing style of the MPS to meet communities needs and expectations. This change in policing style is still not documented in an overarching force strategy and must be an outcome of the service review.

- The Mayor of London would welcome an annual consultation exercise conducted by the MPS to address views on crime and policing among BME communities in London. He is

aware that the MPS does conduct public attitude surveys; however, he considers these should be published and available to Londoners.

- Priority and target setting to reflect the specific needs of local communities and neighbourhoods is at a very early stage. It is beginning to operate in Safer Neighbourhood wards where local people have the opportunity to identify local priorities that the SNTs will deal with.

- The MPS has a corporate policing plan designed to support force and local priorities. It is working to improve the information and accessibility at a local level using the Safer Neighbourhoods programme as a pilot.

- There is a myriad of information-sharing protocols that have developed within the MPS. These need to be rationalised. The MPS has been working for over a year to develop a robust information sharing protocol. This is at the proof of concept stage with a well-developed model and supporting toolkit. The model has been assessed by the Bichard team and looks set to become the national model in due course.

1C   Customer Service and Accessibility

Fair	Stable

Strengths

- Some 51.3% of BCS respondents within the MPS think that the police in their area are doing a good or excellent job, placing them in the top quartile within the MSF group. Safer Neighbourhood wards demonstrate higher levels of satisfaction with the way people are policed.

- The MPS has developed an e-policing strategy, ratified by the management board and the MPA.

- Links have been made between the quality of service commitment and the MPS Operation Emerald, which seeks to deal with the needs of victims and witnesses.

- A report goes to the MPA planning performance and review committee on targets and the national statutory performance indicators (SPIs), including those on victim satisfaction and on responses to the public attitude survey. The committee meets every two months. A similar monthly report also goes to the MPS management board and the NIM tactical group of senior police officers who deal with MPS-wide, short-term responses to emerging issues.

- The MPS internal consultancy group, in consultation with Operation Emerald, has devised a customer satisfaction survey. This survey is sent to victims and witnesses who have been dealt with by witness care units. The surveys measure the level of satisfaction and service provided by the witness care units.

- The MPS has signed up to the national No Witness, No Justice project commissioned by the Attorney General and the Prime Minister. This is a multi-agency approach.

- The MPS is significantly increasing levels of community engagement in service delivery through the MPS volunteer programme. The majority of the volunteers support the MPS in increasing accessibility and customer service by reopening police station front offices and community access points. Some 16 stations have been reopened by volunteers and are dealing with over 30,000 additional enquires annually. Volunteers also provide a 'triage' service at six police station front offices to improve customer service, reduce waiting times and increase accessibility. Volunteers are also involved in operating community advice lines and providing support to victims and witnesses within criminal justice units. Volunteer roles within the MPS are expanding rapidly as the volunteer programme develops. Other roles currently being carried out by volunteers include forensic accountancy, administrative support, viewing CCTV tapes, public relations and management consultancy.

Areas for Improvement

- During 2004/05, 47.3% of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions (RTCs) were very or completely satisfied with respect to making contact with the police. This compared with an average of 59.4% within the MSF group and ranks the MPS fifth out of five. The national average was 65.9% and ranks it 37th out of 37.

- During 2004/05, 36.4% of victims of domestic burglary, violent crime, vehicle crime and RTCs were very or completely satisfied with respect to action taken by the police. This compared with an average of 49.4% within the MSF group and ranks the MPS fifth out of

five. The national average was 54.9% and ranks it 37th out of 37.

- During 2004/05, 22.6% of victims of domestic burglary, violent crime, vehicle crime and RTCs were very or completely satisfied with respect to being kept informed of progress. This compared with an average of 35% within the MSF and ranks the MPS fifth out of five. The national average was 38.8% and ranks it 37th out of 37.

- During 2004/05, 58.7% of victims of domestic burglary, violent crime, vehicle crime and RTCs were very or completely satisfied with respect to their treatment by staff. This compared with an average of 65.6% within the MSF and ranks the MPS fifth out of five. The national average was 69.5% and ranks it 36th out of 37.

- During 2004/05, 39.2% of victims of domestic burglary, violent crime, vehicle crime and RTCs were very or completely satisfied with respect to the overall service provided. This compared with an average of 51.3% within the MSF and ranks the MPS fifth out of five. The national average was 55.6% and ranks it 37th out of 37.

- It is clear that satisfaction rates are poor and do not compare well with other forces.

- Aside from the MPS's mission, vision and values, it is recognised that clear values and standards around customer service need to be developed further. Within the citizen-focused policing programme the MPS is using the citizen's perspective to develop service requirements and, where possible, standards (eg within the work around keeping victims and witnesses informed). A new induction and refresher training course has been developed for station reception officers that explicitly includes customer service elements. The MPS is currently undertaking a training needs analysis for call handlers; (it currently has a lower satisfaction rate for crime reporting by telephone compared with in person). The MPS is also in the early stages of planning to progress broader training needs analysis for customer service and customer care training.

- Until there is greater clarity to define citizen focus, and a common understanding within the management board, the MPS is grappling with the extent to which it will influence the nature of policing. The issue of citizen focus has been identified as a whole systems issue, impacting on structures, processes, systems and people. It is at the heart of the service review.

- The development of an implementation plan for the quality of service commitment is being undertaken within the broader remit of the citizen-focused policing programme. An impact assessment of the quality of service commitment was completed in December 2004. Work is now under way in areas where the MPS needs to enhance current practice to further research the issues and scope ways to address them to meet the November 2006 target. This will feed into the implementation plan that will be approved by the MPS citizen-focused policing stakeholders' forum (an MPS-wide group) and the MPA as part of the governance arrangements suggested in the Home Office draft guidance. The implementation plan will include the development of processes to ensure continued monitoring and feedback against the standards.

- Once a representative number of surveys have been received and evaluated, Operation Emerald will identify improvements in service delivery. A minimum requirement of the national No Witness, No Justice project is community consultation. In conjunction with the Crown Prosecution Service (CPS) and the national team, the MPS will arrange community consultations to gain a clear understanding of customer requirements. The MPS will then use the information to inform improvements in service delivery. All MPS policy is developed with internal and external consultation.

- Customer service feedback is collected routinely as part of the crime victims' survey and

the public attitude survey. Other ad hoc consultation work is undertaken as required (eg as part of the evaluation of witness care units). Locally, good mechanisms are in place, but the MPS recognises that it needs to put more robust corporate systems in place to ensure that their views are used to improve services. One example is the current pilot of an internet-based system for sharing views obtained from consultation exercises. Customer surveys comply with national guidelines but processes to deal with the results are unclear.

- Witness care units, jointly staffed by the MPS and the CPS, will be based on each borough providing advice and support to victims and witnesses who have entered the criminal justice system. Within the national project is a set of minimum requirements that each area must achieve to deliver the required standard of customer care. The national team will be conducting reviews on the units to monitor adherence to the national standards. In addition, performance indicators have been set for the units. Operation Emerald will continuously monitor performance of the units and check adherence to national minimum requirements. The main overall policy governing MPS victim care is that based on the Victims' Charter. This is currently being reviewed in light of the new Victims' Code. This will set out 31 clear obligations for the police to comply with.

- Given the size of the MPA estate, it is simply impractical to consider moving the estate to meet public need in 2005. The estate is old (about 35% of buildings were constructed pre-1935) and significantly under-funded; hence, by definition it is probably not meeting needs in some areas but there are no funds to address this.

- The MPS utilises mobile police stations, police kiosks and other initiatives (eg co-location of public access offices with supermarkets) where appropriate. Public views (through BCU consultation) are sought on new stations/locations with front counters and these are predominantly Safer Neighbourhood bases for at least the next five years. There are no plans to build any other new large police stations (with front desks).

- There is also the question of balancing public views on policing with public views expressed by the London planning authorities – and of course land/building availability in London's dense urban fabric.

- The MPS has corporate standards for front offices; these were developed with a range of community and interest groups. Much effort and expenditure has been made to achieve Disability Discrimination Act (DDA) 1995 compliance; 69% of front offices currently comply. There is an ongoing programme of works to enhance accessibility and compliance, but in many of the remaining buildings the structural configuration and their likely future disposal makes it impractical and unreasonable to achieve full accessibility.

- Borough-based policies exist regarding police station opening hours to ensure local needs are met and community views are sought where possible.

- The directorate of information's e-communications team is working to improve accessibility on the MPS website. All pages are being redesigned and reformatted to comply with both the DDA and website design guidelines from the Cabinet Office's e-government unit. Feedback from blind and visually impaired users has been extremely positive. Research has been commissioned to look at how the MPS should be communicating with the public. The frequently asked questions on the website are being revised to help manage demand.

1D   Professional Standards

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with the Association of Chief Police Officers (ACPO), the Association of Police Authorities (APA), Home Office and Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

2   Reducing Crime (Domain 1)

Crime levels within the capital city not surprisingly continue to be among the highest in the country. Although robbery, burglary dwelling and vehicle crime are being reduced, it is unlikely that the MPS will achieve its five-year reduction targets, and in many cases it still remains above MSF and national averages. Reducing hate crime and crimes against vulnerable victims is an area in which the MPS sets the standard in terms of process. Crime and disorder reduction partnership (CDRP) work benefits greatly from coterminosity of boundaries with unitary authorities. This work has been developed through the Safer Neighbourhoods programme and further partnership involvement in NIM tasking and co-ordination groups (TCGs).

2A   Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Improved

Strengths

- During 2004/05, the MPS achieved a 34% detection rate for racially or religiously aggravated offences. This was an increase of 11.1 points over 2003/04. The MSF average was 32.5% and ranks the MPS second out of five. The national average was 36.4% and ranks it 34th out of 43.

- Racially motivated crimes have fallen from 13,430 to 13,127 and homophobic crimes have fallen from 1,124 to 929 for the years 2002/03 and 2003/04. There is still an acceptance that hate crime is under reported.

- The commander (territorial policing (TP) HQ) is the MPS lead on hate crime. On a borough level, the borough liaison officers have responsibility to liaise with statutory partners in relation to reducing hate crime. Borough commanders contribute to the borough CDRPs with the aim of reducing hate crime.

- The main theme of the MPS policy relating to hate crime is the rigorous enforcement against perpetrators. It is MPS policy that all boroughs have a hate crime focus desk within their intelligence unit to identify hotspots and hate crime offenders so that boroughs can divert resources to address areas of hate crime offending.

- There is a clear link between domestic violence (DV) and violence against the person. The MPS process is to engender confidence in the police and an effective response resulted in an increase of more than 5,000 DV allegations from 2003/04 to 2004/05. This of course impacts on the reduction figure for violence against the person statistics. The change in definition for common assault/actual bodily harm, especially for DV, resulted in a decrease of common assault and a significant increase for actual bodily harm.

- The MPS, MPA and GLA work closely together on addressing hate crime in London. The MPA in the last two years has set up the London-wide race hate crime forum, which is a multi-agency partnership.

- The MPS has a hate crime working group which has responsibility to consult with internal and external stakeholders to develop policy.

- Within the MPS, various hate crime control strategies have been embedded. NIM intelligence and analytical products, eg strategic and tactical assessments, problem profiles, network analysis and community impact assessments, routinely drive these. Intelligence, prevention, enforcement and reassurance priorities are subsequently

reviewed and ratified via a number of NIM compliant tactical and strategic TCGs.

- There is a clear understanding between BCUs and the SCD of who tackles hate crime at levels 1 and 2.

- Operation Athena targeted hate crime and DV through a day of action. It was a proactive operation to arrest offenders and highlight the MPS commitment to combating these crimes.

- The MPS demonstrates that it attaches a high priority to tackling DV through the resourcing of the racial and violent crime taskforce. This unit is a dedicated DV strategic team, responsible for policy, strategy and developing new initiatives. It also supports the 32 MPS specialist CSUs (borough investigative units for hate crime and DV).

- Multi-agency referral processes and procedures are clearly defined and set out in a single set of procedures for London, this being consistent with the child abuse investigation command's SOPs.

- Flagging systems exist on the MPS crime reporting and intelligence systems to ensure that all specialist and dedicated departments are aware of relevant information.

- The MPS provides representation at local borough multi-agency DV forums, at multi-agency public protection panels, CDRPs and various other local partnership initiatives.

- The MPS created and leads on the DV murder review process; a multi-agency review of local interventions with victims prior to murder intended to identify gaps in services.

- The MPS consults regularly on ACPO national policies and strategies. It works closely with the probation service and Respect to manage and share information regarding integrated domestic abuse programmes.

- A dedicated forced marriage team works in partnership with a broad range of agencies at both strategic and operational level. Forced marriage projects include publicity, empowering potential and international police liaison. Links are made to DV, female genital mutilation, dowry, early marriage, self-harm and suicide. The MPS has an active DV media strategy focusing on offenders and has also led several regional, national and international conferences to raise awareness.

Areas for Improvement

- During 2004/05, there were 1.27 racially or religiously aggravated offences per 1,000 population. This was a reduction of 1.3 points compared with 2003/04. The MSF average was 1.14 offences per 1,000 population, which ranks the MPS fifth out of five. There were 0.7 offences per 1,000 population nationally, which ranks the MPS 42nd out of 42.

- This framework indicates that the MPS is 'policy rich but performance poor'.

- In the last five years the MPS has introduced third party reporting, which means that crimes can be reported in designated sites across London, not just in police stations. This initiative has been successful in breaking down some barriers in communities in London. However, the Mayor would like to see priorities in the MPS plan that reflect the need to reduce the number of homophobic crimes in London and to improve working relations with LGBT communities. This is another example of where support groups, such as the Gay Police Association, can play a significant role in helping to build trust and confidence particularly within non-visible minority groups.

2B   Volume Crime Reduction

Poor	Improved

Strengths

- The assistant commissioner (TP) is the chief officer lead for volume crime reduction.

- The current MPS crime strategy is based on the most recently published MPS strategic assessment, which formed the basis for the current MPS control strategy. The same process was adopted by each BCU, which conducted its own borough strategic assessment and set individual control strategies that contain bespoke performance targets to make up the corporate targets published within the MPS policing plan. These borough plans are reviewed as part of the strategic review process every three months by the local senior management teams (SMTs).

- Force and BCU level plans contain SMART (specific, measurable, achievable, realistic, timely) objectives owned at a BCU level by individual SMT leads. Targets are set on a bespoke basis, utilising comparison with unique iQuanta most similar BCUs within the MPS and with BCUs outside the MPS. Benchmarks are established and boroughs offer targets to TPHQ. These targets are subject to analysis and review by link ACPO officers through a star chamber process. Bottom-up ownership of target proposals (after consultation with CDRPs) is balanced with a corporate expectation that those targets will be stretching.

- All MPS crime reduction initiatives are driven through the local borough TCGs and meetings chaired by the local superintendent. The process adopted is NIM compliant using intelligence, prevention and enforcement tactics recorded on tactical assessments. The objectives set, resources deployed, costs incurred and subsequent results are all recorded and the process is repeated for level 2 and 3 criminality through the TP TCGs chaired by the deputy assistant commissioner (TP).

- Boroughs identifying particular problems with alcohol-related crimes are focusing on licensed premises that appear to be causing a problem and on geographical areas where violence is recorded as prevalent. A policy of early intervention is being adopted using recently introduced public order powers to prevent assaults breaking out.

- There is considerable CDRP investment on the issue of licensing. Since June 2004, the MPS has been running Operation Optic, the deployment of the tactical support group Commissioner's reserve every Thursday to Sunday evening into areas where alcohol-fuelled violence is a significant problem.

- The MPS is participating in the police standards unit/Home Office/Prime Minister's delivery unit violent crime project at six BCUs, and will extend this project to a further nine BCUs. All BCUs have set violent crime reduction targets for inclusion in the policing plan and are working with CDRPs to introduce new licensing legislation frameworks. These include bespoke initiatives, linked to the Safer Neighbourhoods project and other public reassurance schemes.

- The MPS has appointed a chief superintendent to oversee delivery of the new corporate control strategy on violence.

- 2002 saw the creation of the MPS problem-solving unit as part of the policing model. In that year, the unit developed the nine-stage, problem-solving process. That process has been the foundation of the standard two-day problem-solving course delivered to police and partners since 2002.

- Problem-solving activity is recorded on MPS forms 301 and 302; they can be downloaded from the forms unit on the intranet. Boroughs have appointed a problem-solving adviser to provide problem-solving advice to their colleagues and partners. In 2003, the Home Office recognised this work when announcing the MPS problem-solving process as the winner of the Tilley Award. The Safer Neighbourhoods programme adopted the above, which is reflected in the Bronze and Silver plans.

- Many of the Home Office good practice guides regarding crime reduction activity emanate from pilot projects located in the MPS.

Areas for Improvement

- During 2004/05, the MPS recorded 19.5 domestic burglaries per 1,000 households. This was a 7.2% reduction on 2003/04. This was lower than the MSF average of 20.5 and ranks the MPS third out of five. The national average was 14.4 and ranks the MPS 38th out of 43.

- During 2004/05, the MPS recorded 34.1 violent crimes per 1,000 population, a 6.2% increase on 2003/04. The MSF average was 29.5 and ranks the MPS fifth out of five. The national average was 22.4 and ranks it 42nd out of 42.

- During 2004/05, the MPS recorded 5.3 robberies per 1,000 population, a 4% decrease on 2003/04. The MSF average was 3.8 and ranks the MPS fifth out of five. The national average was 1.7 and ranks it 42nd out of 42.

- During 2004/05, the MPS recorded 18.5 vehicle crimes per 1,000 population; a 14.4% decrease on 2003/04. The MSF average was 18.2 and ranks the MPS fourth out of five. The national average was 14.0 and ranks it 37th out of 42.

- During 2004/05, the MPS recorded 137.6 total recorded crimes per 1,000 population. This was a 4.3% reduction on 2003/04. The MSF average was 129.7 and ranks the MPS fifth out of five. The national average was 105.4 and ranks it 40th out of 42.

- Last year was a successful year for the MPS with crime down in many categories, but this does need to be viewed within the wider context of the greater success of forces within its MSF group. Comparative performance is not good.

- The National Crime Recording Standard (NCRS) introduced throughout England and Wales in April 2002 makes year-on-year recorded crime comparison difficult because the MPS received a Red grading following inspection of NCRS compliance. If the crime figures are to have real integrity it is important that the MPS complies with the NCRS to make comparisons valid and reliable.

- The MPS needs to further develop the capacity for routine crime auditing to include monitoring crime types, which may be inappropriately deflating crime figures in some categories.

2C   Working with Partners to Reduce Crime

Good	Improved

Strengths

- All London boroughs are actively engaged with their partners. The commitment to the partnership process is not in doubt.

- Partners from CDRPs and other agencies are involved in tasking and co-ordination and this is an area where performance is improving rapidly linked to the NIM.

- The MPS is fully committed to partnership work across the full spectrum. Currently, the deputy commissioner chairs the London crime reduction delivery board. This board provides a voice for those operating at a pan-London, strategic level on community safety. It is also intended to act as a mechanism for co-ordinating this work across London.

- The MPS maintains a dedicated team that concentrates on this specialist area and helps provide support and guidance not only to senior management but also at a tactical level across the 32 boroughs. This central team has recently taken a lead in organising and co-ordinating the training of police and all their partners in Home Office-recognised crime reduction courses.

- There is also a commitment from senior managers to lead on, and actively participate in, various partnership projects (gun crime, DV, ASB and youth-related initiatives).

- The MPS is rightly proud of the development of the SNTs; these are dedicated police teams assigned to a neighbourhood, working in partnership to reduce crime. From conception, these teams have been trained and provided with support to embrace the principles of partnership working.

- Partnership working between the MPS, GLA and Transport for London (TfL) on a number of projects and initiatives has been successful in reducing crime. In 2002, the transport operation command unit was launched as a joint partnership initiative between the MPS and TfL. The unit, which is funded by TfL, was established to improve safety and security on all forms of public transport, including cabs, buses and tubes. The MPS works closely with TfL and information is shared between the two agencies and resources are used to target crime hotspots.

- Another example of partnership working between the MPS and TfL is the Safer Travel at Night project, which addresses women's safety in London. In particular, it focuses on the number of reported sexual assaults in illegal minicabs in London. The MPS works closely with TfL in developing operations to tackle and address women's safety.

- The MPS is a key partner on the BME cracking crime board and the crime and disorder plus steering group. The MPS has been very keen to participate in partnership working and has engaged with a number of statutory and voluntary organisations in delivering joint initiatives. The Mayor expects his priorities to be built into the MPS's plans and priorities and he has developed a number of strategies to address crime and the fear of crime. The MPS is a key partner in a number of strategies and initiatives including, the drug and alcohol action plan, DV strategy, the children and young people's strategy and the forum on the safety and integration of refugees and asylum seekers. These all contribute to the Mayor's overall vision for a safer London.

- The MPS faces particularly intractable problems with Class A drugs in the London area, given a large volume of crime, a shifting population and a complex transport system.

There are new initiatives being put in place to tackle Class A drugs – both crime and recording of crime. Strategy, policy and procedures are subject to review in the light of performance to enable more effective working in the future. There is close and developing work with partners within the London area to fight drug crime, with the emphasis on crack cocaine seen as a major driver for other forms of crime. The MPS is part of the Greater London alcohol and drug alliance; research and programmes on drug usage are continuing, with the aim of producing effective counter-measures to drug abuse.

- It is a key strength that the MPS has recently undertaken a major re-evaluation of recent performance. The development of the drugs directorate has led to a fresh focus, especially with regard to the co-ordinated approach to working with partners. Most measures in the control strategy have been implemented and there have been many successful operations and drug seizures. There has been a rigorous assessment of strengths and areas for improvement.

- The MPS has demonstrated strong project management skills and tasking within projects.

Areas for Improvement

- During 2004/05, the MPS recorded 19.5 domestic burglaries per 1,000 households, a reduction of 7.2% on 2003/04. The MSF average was 20.5 and ranks the MPS third out of five. The national average was 14.4 and ranks it 38th out of 43.

- During 2004/05, the MPS recorded 34.1 violent crimes per 1,000 population; this was a 6.2% increase on 2003/04. The MSF average was 29.5 and ranks the MPS fifth out of five. The national average was 22.4 and ranks it 42nd out of 42.

- During 2004/05, the MPS recorded 5.3 robberies per 1,000 population, a 4% reduction on 2003/04. The MSF average was 3.8 and ranks the MPS fifth out of five. The national average was 1.7 and ranks it 42nd out of 42.

- During 2004/05, the MPS recorded 18.5 vehicle crimes per 1,000 population; this was a 14.4% reduction on 2003/04. The MSF average was 18.2 and ranks the MPS fourth out of five. The national average was 14.0 and ranks it 37th out of 42.

- During 2004/05, the MPS recorded 137.6 total crimes per 1,000 population. This was a 4.3% reduction on 2003/04. The MSF average was 129.7 and ranks the MPS fifth out of five. The national average was 105.4 and ranks it 40th out of 42.

- There are excellent examples of working in partnership but further reductions in crime are necessary. Last year was a successful year with crime down in many categories, but this does need to be viewed within the wider context of the greater success of other forces within the MSF group.

- Initiatives and interventions are not monitored and evaluated thoroughly and efficiently. This needs improving locally and is not an area where traditionally the police service has excelled. This is due to the scale, size, skills and timescales involved. Monitoring is predominantly left to the project managers to carry out. Evaluation of projects is sporadic. The MPS has introduced a system for the BCU fund that provides accounting, monitoring and evaluation and intends to use this system for other funding streams. Three staff from the TP partnership team are currently working towards obtaining a Certificate in Evaluation, and intend to cascade their learning through workshops to project managers. Funding has been found for BCU nominees to undertake evaluation training, in addition

to that being undertaken by partnership team members.

- Currently, three MPS departments have oversight of HQ co-ordination and support for bidding for funding. The income generation unit, financial services (partnership team) and TPHQ partnership team all provide support for bidding. All three recognise there are limitations in how effective the co-ordination and support are. This area is being addressed by the draft partnership policy, which includes reporting systems and authorisation structures. Part of the difficulty in this area arises from partnerships, where CDRPs make bids for funds and therefore there is no requirement for the MPS to be informed.

- Across the 32 London boroughs, the situation varies greatly in relation to adequate resources provided by BCUs to key CDRP functions such as audit, analysis, strategy development and implementation. All boroughs now have a lead for partnership activity, predominantly at superintendent level; however, this responsibility is often only one of the numerous roles they perform. Currently, few boroughs have dedicated full-time staff at an operational level. The MPS research project will establish a baseline of resources across London and will make recommendations as to minimum requirements.

- Strategy and activity to tackle drug abuse is not fully integrated within the work of CDRPs. The guidance states that it should be fully integrated, but some CDRPs still struggle to achieve this due to local issues. With the new three-year crime and disorder and drug strategies, it is envisaged that this situation will greatly improve. The MPS will work with the Government Office for London and the CDRPs to support the integration.

- The IAGs and critical incident groups are good examples of where the MPS has shown commitment in partnership working. However, this is not consistent across London. This is more dependent on individual boroughs and their proactivity to engage with communities. Recent analysis of the 2005–08 strategy documents indicates that 27 boroughs had referred directly to drugs within their strategic documents.

- Although there is good representation on regional boards and forums relating to gun crime and youth crime, it is not always clear to partners how key messages are communicated across and down operational functions.

- The integration of MPS/BCU priorities and plans with those of CDRPs is a function for the Government Office for London; but the MPS is involved at a corporate level, together with the MPA, to ensure that the differing plans integrate as best they can. Although systems have been developed to integrate priorities, this is an area in which the MPS believes it can still improve its performance.

- Recent funding changes have seen some BCUs work very closely with their CDRP and council partners to place their BCU funding into a shared pot for the CDRP. This is preferred by the Government Office for London and seen as good practice. However, other BCU commanders have seen the BCU funds as an opportunity to supplement their resources and utilise the funds for largely police-related activities, such as overtime, rather than CDRP-agreed activities. This has led to some frustration at local levels among CDRPs.

- Partners report that overall there is a varied level of understanding of the partnership process and the CDRP/community safety processes (including the functions of a working local authority). This is true at most ranks and reflects the fact that the police are not well trained in partnership working and community safety processes. Despite this, many rise well to the challenge over time. It should be noted, however, that probationary officers now attend a week-long course on partnership working as part of their continuation

training. In addition, it is an integral part of the syllabus being delivered through the borough-based recruit training course. This bodes well for the future.

3   Investigating Crime (Domain 2)

The MPS has an established reputation for investigating major and serious crime and has made an impressive contribution to the regional drive to combat level 2 criminality. There is a comprehensive definition and training for critical incidents with stakeholder engagement utilising IAGs where appropriate. Detection rates for volume crime are poor and remedial action is being taken to improve some internal housekeeping issues. The MPS still has the lowest sanction detection rate of any force in England and Wales, but it is making progress in this area. The MPS is on trajectory to achieve the sanction detection rate in March 2006, which is required to meet the 2005/06 local criminal justice board (LCJB) target for London. The MPS still has a significant gap to its MSF average, and further improvement will be required to close this. However, the MPS has made significant progress and deserves great credit for the improvements achieved in the last 12 months. Substantial financial and other resources are committed to tackling hate crime, with dedicated units at every borough operating to corporate standards within enhanced victim care arrangements. There has been improvement in forensic management but there are still some significant challenges. If the crime figures are to have real integrity, it is important that the MPS complies with the NCRS to make comparisons valid and reliable. Good progress has been made on establishing joint working arrangements with the CPS and other criminal justice agencies.

3A   Investigating Major and Serious Crime

Excellent

Strengths

- During 2004/05, there were 0.003 abductions per 10,000 population. This was a 96.1% decrease on 2003/04. The MSF average was 0.012 and ranks the MPS second out of five. The national average was 0.016 and ranks it 19th out of 42.

- During 2004/05, the MPS achieved a 50% detection rate for abduction crimes, an increase of 24.5 points on 2003/04. The MSF average was 47.4% and ranks the MPS third out of five. The national average was 34.9% and ranks it equal ninth out of 43.

- During 2004/05, the MPS recorded 0.14 attempted murders per 10,000 population; this was a reduction of 39.3% on 2003/04. The MSF average was 0.21 and ranks the MPS second out of five. The national average was 0.14 and ranks it 30th out of 42.

- During 2004/05, the MPS achieved a detection rate of 66.7% for attempted murder crimes, a 22 point increase on 2003/04. The MSF average was 62.9% and ranks the MPS fourth out of five. The national average was 72.7% and ranks it equal 33rd out of 43.

- During 2004/05, the MPS recorded 0.016 manslaughters per 10,000 population. This was an increase of 71.4% on 2003/04. The MSF average was 0.022 and ranks the MPS first out of five. The national average was 0.025 and ranks it 15th out of 42.

- During 2004/05, the MPS detected 94% of murders; this was a 2.6 point reduction on 2003/04. The MSF average detection rate was 90.1% and ranks the MPS second out of five. The national average was 94.5% and ranks it 25th out of 43.

- During 2004/05, the MPS recorded 3.31 rapes per 10,000 population, a 4.9% reduction on 2003/04. The MSF average was 3.30 and ranks the MPS third out of five. The national average was 2.65 and ranks it 38th out of 42.

- During 2004/05, the MPS achieved a detection rate of 38.4% for rape crimes; this was an increase of 5.7 points. The MSF average detection rate was 32.9% and ranks the MPS

first out of five. The national average was 29.5% and ranks it fifth out of 43.

- The MPS has a good capability to respond to and investigate serious and organised crime. It is amenable to working with the National Crime Squad (NCS) (often through its middle market team) and has been receptive to the receipt of 'hot' actionable intelligence.

- The MPS has brought about fundamental change in its identification and management of potential critical incidents. It is now more focused upon the consequences to the victim rather than the potential impact on the MPS.

- The MPS has a dedicated homicide command, which has three units each with nine teams. There are also dedicated teams on the child abuse command and in SCD8 Trident investigations. There are a total of 33 dedicated teams as outlined in the major incident team (MIT) model. The homicide command also undertakes assessments of all homicides to ensure the most appropriate investigating unit is assigned.

- The deputy assistant commissioner (director operations and tasking) chairs a bi-monthly critical incidents steering group. He also has operational control of the homicide, serious and organised crime and child abuse commands.

- Call-out procedures are set out in the *London Homicide Manual*. SCD reserve was set up this year to be available for 24-hour telephone advice and to co-ordinate the call-out of SIOs and specialist teams as appropriate. Established call-out procedures are in place at all levels, including ACPO if appropriate.

- Effective arrangements to ensure major crime scenes are secured and preserved are achieved through guidance for the first officer particularly and for other roles set out in the *London Homicide Manual*. Training is given to uniformed officers during training days and using corporate packages. Input is included in promotion courses and development courses. SCD SIO has a feedback sheet, which has grading for scene management. Crime scene and incident management logs, together with crime scene managers' logs, assist and record scene preservation. The duty SIO and homicide assessment teams are available for advice and assistance. Post-incident review includes scene management.

- The major investigation function is subject to rigorous performance management. Major crime investigations are reviewed appropriately.

- As part of the TCG meeting, SCD1 (2) has instigated a four-step results analysis process involving initial team debrief (including borough and key personnel), post-trial debrief, communication debrief and post-conviction suspect debrief. Training is provided to enable facilitation of debrief exercises. Recommendations are actioned through the TCG. Debrief documents will form a learning library for future reference.

- The Home Office Large Major Enquiry System (HOLMES) supports all major investigations. A major incident room is opened for all category A and B murders and they are administered using HOLMES. The respective SCD OCU commander decides in relation to category C murders. The decision in respect of all other serious or potential crimes and critical incidents is made in consultation with the director of operations and tasking or the nominated ACPO deputy.

- The SIO development programme is currently under review (as is the training provided for detective sergeants (DSs) and detective inspectors (DIs)). The intention is that all three courses will have a Hydra simulation element that is relevant to the particular role, in line with the professionalising the investigative process (PIP) programme. All SIOs are now qualified and accredited. New DIs' courses are under way. The first new-style SIO

course took place in April 2005.

- There are sufficient trained personnel to perform key roles in major incident rooms.

- There have been decades of mistrust between BME communities in London and the MPS and this will take some time to reverse. Operation Trident has proved to be a success because the MPS recognised the need to reduce gun crime in London and the need to engage with communities if this objective was to be delivered. It has now been expanded to take on the investigation of shootings in all of London's communities, known as Operation Trafalgar. Further partnerships such as this are to be encouraged.

- The work of the SCD in focusing on harm and organised criminal networks within the control strategy is being seen as best practice across a range of law enforcement agencies.

Major Crime

- Relevant intelligence is included and considered in the MPS strategic assessment.

- The MPS is well positioned to meet the predictable demand in relation to the provision of dedicated and trained staff, equipment and available accommodation. The MPS also has the ability to brigade these resources in the event of extraordinary levels of demand.

- Internal intelligence systems are accessible at all levels and there is good evidence of data sharing. There is also evidence of interoperability with partners being able to access and use these systems (eg Thames Valley and Surrey).

- The murder review team is a dedicated resource and routinely undertakes a re-examination of historical unsolved cases. The team has in the past undertaken similar reviews on behalf of other forces.

- The MPS makes extensive use of the Osman options to prevent and deter homicide and other serious crime. There are also good links with critical incident management and strong ACPO leadership.

- The MPS dedicated homicide prevention unit is progressing groundbreaking work through the identification of trends and patterns from DV, murder and issues such as ritual or 'honour' killings.

Critical Incident Management

- The MPS has considered the demand profile, together with the risks and threats associated with the various communities within London, and feels they have sufficient trained staff, equipment and accommodation to meet the predictable demand.

- The MPS provides scenario-based training using the Hydra technology tailored to specific command levels. Officers and staff also have access to guidance, which is continually updated in light of emerging best practice and lessons learnt.

- The MPS has a clear critical incident definition supported by a critical incident manual and training input.

- In practice, critical incidents are flagged for the attention of intelligence staff and supervisors. The policy in respect of consulting and calling out senior officers and support staff is clear and tested continuously in practice.

- The MPS has a clear ACPO lead for critical incidents both in general terms as well as for specific types of critical incident at commander level.

- The MPS has comprehensive 24/7 force level intelligence support in the form of the

service intelligence bureau. This bureau has access to all in-force databases, is able to act as an out-of-hours telecommunications single point of contact in respect of urgent applications and has access to partnership databases.

- The MPS has a clear family liaison structure with an ACPO lead. This structure has recently been reviewed to ensure that the numbers are sufficient to meet demand without overburdening individuals.

- There is a comprehensive welfare support network and regular training to ensure that family liaison officers are updated with ongoing best practice.

- There is a well-established force level IAG and each borough has its own formal IAGs, albeit some more established than others. There was evidence that some IAGs inform policy, pre-planned operational events and post-critical incident management.

Counter-terrorism and Extremism

- The MPS has weekly security review committee meetings chaired by the assistant commissioner (special operations). Attendees include relevant internal staff, blue light and other public sector bodies.

- The MPS annual policing plan, as well as the various NIM assessments, reflects counter-terrorism and extremism threats. These issues also feature in the majority of borough plans.

- The MPS has profiled communities in the Metropolitan area. Following this, an assessment has been made of the impact both on and of these communities. Strategies are now in place to prevent radicalisation and to obtain targeted intelligence coverage.

- The MPS has a good degree of confidence that front-line staff and critical decision makers would identify and respond appropriately to incidents of potential counter-terrorism significance. An ongoing programme of awareness training supports this.

- The MPS is confident that it has the full range of specialist skills and resources available to meet all aspects of a counter-terrorism/extremism investigation, but it acknowledges that in extreme cases external support would be required.

- The MPS has planned and trained in its response to deadly and determined attacks and an operational response is provided by trained Gold commanders and a cadre of Silver commanders in TP. Trained firearms, chemical, biological, radiological and nuclear and public order officers support these.

- There is joint operational deployment between the MPS and neighbouring forces and/or other agencies in respect of terrorist threats. This is demonstrated in recent large-scale operations and by virtue of Operation Guardian.

Areas for Improvement

- While options have been considered and rehearsed regarding the retributive impact on minority communities in the event of an attack, the response is not yet formalised within a plan.

- The MPS conducts a limited amount of performance measurement in the business area of counter-terrorism. The force measures the number of known threats disrupted and monitors community attitudes and responses via SO12's direct community links, as well as broader links via the diversity directorate. Beyond this the position is less clear.

- During 2004/05, the MPS recorded 0.77 blackmails per 10,000 population, a 9.1%

reduction on 2003/04. The MSF average was 0.52 and ranks the MPS fifth out of five. The national average was 0.28 and ranks it 42nd out of 42.

- During 2004/05, the MPS achieved an 18.6% detection rate for blackmail crimes; this was a 7.4 point increase on 2003/04. The MSF average was 22.8% and ranks the MPS fifth out of five. The national average was 26.2% and ranks it 34th out of 43.

- During 2004/05, the MPS recorded 1.11 kidnappings per 10,000 population, a 19.4% reduction on 2003/04. The MSF average was 0.89 and ranks the MPS fifth out of five. The national average was 0.53 and ranks it 42nd out of 42.

- During 2004/05, the MPS achieved a detection rate of 33.6% for kidnapping crimes; this was an increase of 6.6 points on 2003/04. The MSF average detection rate was 38% and ranks the MPS fourth out of five. The national average was 44.3% and ranks it 34th out of 43.

- During 2004/05, the MPS achieved a detection rate of 66.7% for manslaughter, a 47.6 point decrease on 2003/04. The MSF average was 74.3% and ranks the MPS third out of five. The national average was 119.2% and ranks it equal 20th out of 43.

- During 2004/05, the MPS recorded 0.247 murders per 10,000 population, a 10.8% reduction on 2003/04. The MSF average was 0.233 and ranks the MPS fourth out of five. The national average was 0.138 and ranks it 41st out of 42.

- There is only one accredited tier 5 interview adviser in the MPS. This officer is an operational DS with one of the homicide teams. He is only available to that unit. The MPS is designing tier 3 courses and, until these are delivered, there is no likelihood of tier 5 training.

3B   Tackling Level 2 Criminality

<div style="float:right; border:1px solid black; padding:4px;">**Excellent**</div>

Strengths

- During 2004/05, the MPS conducted eight joint operations with the NCS. The MSF average was 3.67 and the national average was 3.94.

- During 2004/05, the MPS conducted 42 joint operations with HM Revenue & Customs (HMRC). The MSF average was 19.3 and the national average was 6.8.

- During 2004/05, the MPS gained 193 confiscation orders; this was an increase of 124% on 2003/04. The MSF average was 52.1 and the national average 43.2.

- During 2004/05, the total value of those confiscation orders was £8,101,628, an increase of 20.8% on 2003/04. The MSF average was £1,051,524 and the national average £1,179,340.

- During 2004/05, the MPS gained 92 forfeiture orders. This was an increase of 384% on 2003/04. The MSF average was 16.7 and the national average was 18.21.

- During 2004/05, the total value of those forfeiture orders was £1,841,684. This was an increase of 437.5% on 2003/04. The MSF average was £150,942 and the national average was £79,822.

- During 2004/05, the MPS recorded 0.67 trafficking offences in controlled drugs per 1,000 population. This was an increase of 7.9% on 2003/04. The MSF average was 0.61 and ranks the MPS third out of five. The national average was 0.45 and ranks it 37th out of 42.

- The SCD targets serious and organised crime impacting on London. SCD units focus on specific crimes; for example, homicide, child abuse investigation, economic and specialist crime, serious and organised crime, shootings, service intelligence and covert policing. SCD objectives and targets are in the policing plan. Achievement is measured on a monthly basis. SCD7, 8, 10 and 11 provide the proactive response to serious and organised crime. SCD6 provides assistance with financial investigations and SCD5 investigates level 2 child abuse crimes. Each unit has its own tasking process. This feeds the fortnightly SCD tasking and co-ordination meeting. The strategic assessment addresses level 2 issues.

- There are ACPO leads for the NIM and tasking processes. The SCD TCG meeting is chaired by a deputy assistant commissioner and there are representatives from across MPS business groups to facilitate continuity and identify possible crossovers. There is no regional TCG but this is being developed.

- ACPO officers provide the designated lead for each area of the SCD control strategy. The fortnightly SCD TCG reviews performance. Significant results have been achieved against level 2 criminals; for example, a 24% detection rate for level 2 gun-enabled crime, ten drug trafficking organisations disrupted, 26 organised criminal networks disrupted and an 11% increase in Operation Maxim arrests.

- Operation Maxim is an MPS-led initiative to disrupt, prevent and reduce serious criminality connected to illegal immigration in London. Numerous joint operations have taken place to tackle illegal immigration networks with notable successes; however, it is significant to mention that, as a police-led initiative, tension does exist between organisational priorities.

- Methods used for assessing and prioritising operations against level 2 crime are considered at the SCD TCG meeting. In addition, SCD has a co-ordination and tasking office, which administrates fast-time priority tasking requests. Structures are in place to ensure that all priority operations are considered, resourced and progressed promptly. In addition, there is a process to ensure that operations of a confidential or sensitive nature are dealt with by way of a personal presentation to the director of tasking, and this ensures that they receive appropriate assessment.

- Problem profiles have been produced by SCD10 in respect of criminal networks from many countries. Arising from these problem profiles has been a number of specific target profiles for level 2 criminals that have led to targeted operations.

- The middle market drugs project is a pioneering new unit set up to proactively tackle the supply of Class A drugs by organised criminal networks in London, specifically those persons dealing at level 2 (ie those who supply the street dealers). The unit is a unique joint venture between the MPS and HMRC, supported by the National Criminal Intelligence Service (NCIS) and the City of London Police (CoLP). Since November 2004, the middle market drugs project has conducted 43 proactive operations in the capital, arresting 43 people. It has seized drugs with an estimated street value of £10,582,706 including, 101kgs of cocaine, 18.5kgs of heroin and 1kg of crack cocaine. In addition, £58,000 cash has also been seized.

- Between 2003 and 2004, there has been a 98% increase in operations recorded at SO13. More persons await trial for terrorism offences than ever before. A deputy assistant commissioner is national co-ordinator and chairs executive liaison groups that set the strategic direction for operations. All executive action on terrorist activity within England and Wales requires the national co-ordinator's sanction. SO13 has primacy for all terrorist investigations and provides support to outside forces. All activity is NIM compliant with a robust tasking and co-ordination system. All operations are reviewed by the OCU commander at the weekly tasking meeting, with SIOs providing presentations on specific operations.

- The core business of the service intelligence bureau brings it into contact with the NCIS, HMRC and, occasionally, the immigration service in as much as they are partners in the secret intelligence community. Sanitised intelligence logs are received from the NCIS London policing unit. A detective superintendent is based at HMRC charged with refining and focusing the MPS/HMRC intelligence sharing relationship. The immigration service is a close MPS partner on Reflex groups and is represented in Operation Maxim and Reflex-sponsored operations run by SCD11, where their contribution is highly valued.

- The kidnap and specialist investigations unit provides fast-time response to life-threatening crimes in action, such as kidnap for ransom where the hostage has not been recovered, extortion and blackmail. The projects team conducts proactive operations against organised crime pan-London or for a national/international level. This comprises major Class A drug suppliers; multi-dimensional crime groups, including ethnically composed gangs; proactive contracts to kill and large-scale firearms trafficking. The hostage and crisis negotiation unit leads the UK response to overseas critical incidents on behalf of HM Government. The unit also delivers national and international hostage and crisis negotiation training.

- The MPS has a fully operational and covert witness support unit. Called the criminal justice support unit, it is staffed by one detective chief inspector (DCI), 3 DIs and 35 DSs and DCs. This unit provides a 24-hour service every day of the year. Many of the clients relate to serious and organised cases. The unit supports all other forces throughout

England and Wales, providing national training for officers. The unit is responsible for all identity changes for clients throughout England and Wales.

- The force capability to undertake financial investigation and asset recovery against level 2 criminality amounts to a total of 290 staff (police officers and police staff). Of these, 223 police officers are engaged full-time in this work, 21 officers part-time. A total of 158 of these staff work within SCD6. Figures are not included for borough, directorate of professional standards and CO14 staff because they are tackling level 1.

- Intelligence relating to level 2 cross-border crime is included within the MPS strategic assessment.

- There is good evidence of the sharing of intelligence between the MPS and its partners (Operation Grafton – armed robberies, Heathrow). There are also examples of cross-agency deployment of officers (HMRC intelligence structures and prison liaison). The MPS's capacity for IT-based intelligence sharing is more limited.

- Intelligence products are used to inform and prioritise operations against targets through effective tasking and co-ordination processes.

Areas for Improvement

- During 2004/05, the MPS recorded 34.1 violent crimes per 1,000 population. This was a 6.2% increase on 2003/04. The MSF average was 29.5 and this ranks the MPS fifth out of five. The national average was 22.4 and ranks it 42nd out of 42. Some 63% of the rise can be attributed to increased police activity, such as issuing fixed penalty notices for offences of disorder.

- During 2004/05, the MPS achieved a detection rate of 89% for trafficking in controlled drugs offences, a 3.4 point increase on 2003/04. The MSF average detection rate was 88.4% and ranks the MPS third out of five. The national average was 91.7% and ranks it 26th out of 43.

- At present there is no regional TCG structure in place; however, SCD representatives attend the East and South East regional TCGs and intelligence meetings. The MPS is effectively a regional force already and it is usually in the lead in seeking to encourage regional working.

- The MPS works in partnership when appropriate, eg Operation Grafton is a joint operation involving the MPS, Thames Valley and Surrey Police and HMRC. It is a focused intelligence-gathering operation targeting high-value theft at Heathrow. An inter-regional strategic meeting was held in November 2004; this brought together London, East and South East ACPO regions. It established that there is insufficient intelligence for a tri-regional control strategy. To develop this, the meeting has requested development of a regional problem profile through the NCIS. Consideration is being given to creating 'virtual regions' grouping forces with crime type problems, eg gun crime. Terms of reference are written for both strategic and tactical meetings.

- Cash seizures amount to £15,000 seized per day and there is a good level of awareness among staff, but little proactive cash seizure work. Suspicious activity reports continue to be largely ignored as the resources are only sufficient to deal with 'consent' issues. The use of Proceeds of Crime Act (POCA) criminal lifestyle as a basic criterion for targeting criminals is seldom used. Money laundering charges are believed to be increasing but the MPS lacks statistics.

- The MPS conducts limited measurement of its performance in this area of business; this

mirrors the national position. The performance monitoring it does undertake is quantitative around the amount of assets and drugs seized, as well as the number of arrests made.

| **3C** | **Investigating Hate Crime and Crimes against Vulnerable Victims** | **Good** | **Improved** |

Strengths

- During 2004/05, the MPS achieved a detection rate of 34% for racially or religiously aggravated offences. This was an increase of 11.1 points on 2003/04. The MSF average detection rate was 32.5% and ranks the MPS second out of five. The national average was 36.4% and ranks it 34th out of 43.
- The commander (TP HQ) is the MPS lead on hate crime. On a borough level, the DCI crime manager has overall responsibility for the investigation of hate crime. Every borough has a CSU, which is managed by a DI who has responsibility for investigating hate crime. The MPA hate crime forum holds borough commanders and local authority chief executives to account in relation to race hate crime.

- The MPS hate crime policy was published in 2004. The MPS had a substantial input into the new ACPO *Hate Crime Manual* and those involved in that process contributed to the MPS policy. Performance indicators relating to hate crime are built into the policing plan. There is a performance management culture and an accountability framework within the department.

- The MPS has a hate crime working group with extensive terms of reference. The workgroup comprises practitioners, policy makers, advisers and external stakeholders. The MPS is supported externally by the London-wide race hate crime forum, which focuses on civil race hate crime (eg crimes occurring in relation to local authorities) and criminal race hate crime. Practitioners also service this.

- Within the MPS, various hate crime control strategies have been embedded. These are routinely driven by NIM intelligence and analytical products; for example, strategic and tactical assessments, problem profiles, network analysis and community impact assessments. Intelligence, prevention, enforcement and reassurance priorities are subsequently reviewed and ratified via a number of NIM-compliant tactical and strategic TCGs. Among other factors, this process enables the MPS to address capability and capacity issues and identify the overlap with existing and emerging service priority areas.

- Day-to-day supervision regarding the recording of hate crime is conducted by the borough crime management units. The investigations are supervised by officers on the borough CSUs. Dedicated decision makers on boroughs are responsible for crimes, which are shown as detected under Home Office counting rules. The strategic intelligence unit reviews all hate crime intelligence reports on a daily basis and identifies incidents of a serious or potentially serious nature. It produces a summary of these incidents, which is circulated to all relevant managers. The racial and violent crime taskforce visits all CSUs on a quarterly basis to identify good practice and areas of concern. Involvement is sought from IAGs regarding specific investigations and development of policy.

- The performance information bureau (PIB) produces monthly statistics in relation to reported racial incidents/crimes and reported homophobic incidents/crimes, together with detection and judicial disposal rates. All types of hate crime are flagged on the CAD (call receipt), CRIS (crime recording) and CRIMINT (intelligence) systems. In addition, the PIB sends out race crime victim surveys and collates the responses. The information obtained from these sources informs borough responses to hate crime.

- The review of performance in line with targets is addressed at formal NIM tasking groups. The diversity directorate is developing a corporate performance pack outlining minimum performance requirements at borough level in relation to diversity and hate crime; this will be monitored centrally within the directorate.

- The past year has seen huge strides forward in London by all the criminal justice agencies in their approach to the care of victims and witnesses. There has been a very genuine embracing, within the senior levels, of a desire to understand and adapt to the real needs of victims and witnesses across the capital. Victim Support London has a seconded member of staff at Operation Emerald whose knowledge of victim support, and specifically the needs and concerns of victims and witnesses, is making a real difference in the way the operation is moving forward.

- Borough witness care units (part of the criminal justice units) liaise with victims/witnesses involved with criminal proceedings. In relation to hate crime prosecutions, witness care units liaise with CSUs to provide support to victims and witnesses. Local borough arrangements are made with victim/witness support agencies (eg Victim Support Service). Case papers relating to hate crime are flagged as such for the attention of the CPS.

- A commander is the MPS ACPO officer for child abuse investigation (CAI) and the MPS has a dedicated command for CAI led by a detective chief superintendent. The CAI command comprises CAI teams for all London boroughs, two MITs, a paedophile unit, a high-tech crime unit and intelligence/source units; operational activity is both reactive and proactive. The commander and detective chief superintendent are both members of the London child protection committee. A partnership DCI supports this committee and has strategic links with other multi-agency forums. The CAI command contributes financially (currently £250,000) to the area child protection committee (ACPC) and to 'safeguarding children' initiatives through the London child protection committee. CAI team DIs sit on the 32 London ACPCs and the regional DCIs have strategic responsibility for their boroughs and are part of the SCD5 SMT. Some ACPCs also have BCU membership.

- CAI is conducted within specialist ring-fenced units in order to ensure resources are not diverted from this important work. The resources of other agencies have been harnessed to successfully assist hate crime investigation.

- The SCD5 SOPs and London child protection procedures clearly set out the roles and responsibilities for police and other agencies in London. All SCD5 investigators and other relevant staff receive Working Together induction training. CAI team DIs have responsibility to develop and maintain positive working relationships with ACPC agencies and meet regularly with social services managers to ensure timely criminal referrals. This regime is supported by the SMT and membership of the London child protection committee and by the pan-London social services child protection co-ordinators. CAI team DSs manage the referral process, including strategy discussions. All CAI teams have dedicated conference liaison officers who contribute to all case conferences.

- The CAI command strategic assessment (NIM) is conducted quarterly and takes into account national and regional trends and social factors. This informs the MPS and SCD5 policing plans and provides the framework for fortnightly tactical assessments aligned to the tasking process. The CAI training programme incorporates awareness training for probationers and this is supplemented by input at borough training days. CAI command staff are provided with a co-ordinated modular training programme that incorporates both internal and inter-agency elements, supplemented by leadership days and special interest seminars. Policy instructions are regularly updated and the CAI command has

published its SOPs for all CAI command staff on the intranet site. The CAI team policy officer co-ordinates regular policy meetings. Additionally, the MPS has agreed to work to the London child protection procedures. Both the MPS training standards unit and the SCD training unit monitor and evaluate the outcomes of the department's training delivery.

- SCD5 SOPs provide policy direction on the range of checks that must be undertaken for each investigation and/or enquiry and details the circumstances when information can be shared. This is supported by supervision systems within the CAI team referral desks. 24/7 access to child-at-risk data is provided by both the CAD and MERLIN systems.

- The SCD5 crime management unit supports CAI team supervisors in ensuring compliance with NCRS and Home Office counting rules. All crime reports follow a corporate structure and auditing is achieved through flagging and monitoring systems. More serious cases are managed as critical incidents and decisions recorded in decision logs. All investigations are regularly supervised and monitored by a flagging system on CRIS. DIs and DCIs have responsibility for co-ordinating the investigation of all serious cases. SCD5 initial training covers how to question other professionals and a sample of interviews (suspect and victim) are reviewed either iteratively or post hoc. 24/7 response is provided via an SCD reserve staffed by CAI supervisors providing call-out arrangements for CAI team officers (DSs and DCs) under the supervision of on-call DIs and detective superintendents.

- All CAI team staff have up-to-date job descriptions and the main roles are published in the SCD5 SOPs. Staff levels on CAI teams are based on the crime investigation priority project (CIPP) model (60 investigations per investigator per year) and the MITs are based on the MPS model. The former is currently under review and the SMT awaits the results of a recent workload analysis. All investigators are trained interviewers to PEACE and Achieving Best Evidence standards and more than 70% are fully trained detectives. SCD5 has a dedicated finance and resource department that co-ordinates the provision of accommodation, transport and communication resources. Each CAI team has at least one vehicle and all supervisors have personal mobile phones. All officers have access to IT and each team has at least one laptop. All officers without mobile phones are provided with pagers. Under the MPS roll-out of Airwave, all officers will have personal issue radios/phones.

- All CAI teams have a referral desk and CIPP teams are supervised by a DS. Each CAI team is managed by a DI who reports to one of four regional DCIs. The CAI team proactive arm and MITs have a similar structure. Regional DCIs report to two operational detective superintendents and an HQ detective superintendent who all provide 24/7 cover. Performance is monitored by the supervisory structure and the SMT is supported by management information and quality assurance (QA) units. Regular chief officer reviews and inspections are conducted. Policy and practice is reviewed via a policy group that has representation at all levels up to detective superintendent; this forum is co-ordinated by a dedicated policy officer.

- The MPS ensures that DV crimes are recorded and investigated effectively through MPS policy and SOPs. All incidents recorded on CAD as DV-related incidents are 'typed' 29. All type 29 calls or other methods of reporting, whether crime or non-crime, are recorded on CRIS and flagged 'DV'. Form 124D has been introduced to ensure effective investigation by response officers. CSU teams will continue the investigation after initial report in accordance with the SOPs.

- There is a clear accountability framework for performance and service delivery in relation

to DV. The TP crime directorate leads on compliance, performance and accountability. There is an onus on BCU commanders to ensure compliance with the policy. There are clear lines of responsibility for all staff involved in the investigations.

- CSU DIs ensure effective investigation and the TP crime directorate monitors and dip samples investigations.

- On a daily basis, BCU commanders look at all DV where a power of arrest exists to ensure that every arrest was made in line with the national best value performance indicator (SPI8a + 8b). Work is currently taking place to ensure that systems are recording this information and it is easily retrievable. Reporting continues to rise, which is encouraging as the MPS is aware that DV is under reported. However, trends show that serious incidents are reducing, as is repeat offending (the PIB publishes relevant statistics).

- Information is gathered and shared effectively to inform risk assessment and decision making. All DV incidents must be recorded both on the intelligence database (CRIMINT) and crime reporting system (CRIS). There is a Merlin entry where children are linked to CAI teams and ACPCs. Under a new policy and mandatory training, the DV risk assessment model requires response officers to identify risks based on recorded intelligence/risk assessment procedures and to intervene at the initial incident (recorded in Book 124D and on CRIS/CRIMINT). CSUs then conduct part two of the risk assessment model and record their decision on CRIS/CRIMINT. Risk assessment must be recorded on MG6/7. A service level agreement for DV between the MPS and CPS is in place.

- CSU and Sapphire (rape teams) are generally co-located and managed. CAI teams and CSUs have processes in place to improve communication and links outlined in the DV policy. Public protection units have DV incorporated into their training, are generally co-located with CSUs and often managed by the same DI. Centrally, discussions are taking place between all of the strategic teams to improve communication and working practices.

- Training for recruits and probationers was reviewed recently. There is a one-day mandatory training course for all front-line police staff in line with the Centrex package. DV policy was recently reviewed and published by the racial and violent crime taskforce at the TP crime directorate. BCU commanders must ensure compliance of policy.

- The racial and violent crime taskforce visits all CSUs on a quarterly basis and identifies good practice. This is supplemented by monthly meetings with the operational heads of all CSUs. Examples of good practice are published on a dedicated website and ensure all new policies incorporate good practice and have a one-day DV training day where good practice is promulgated.

- There have been huge strides forward towards agreeing a pan-London protocol for both automation of the referrals process to the London Victim Support schemes and the introduction of volume referral. These initiatives are expected to have a real impact upon the service that Victim Support is able to offer to victims in London.

- Training has been provided to all officers; this is subject to sophisticated independent evaluation. This training has been provided to other forces that clearly recognise the MPS as a leader in this field and a national and international centre of excellence.

- MPS Notice 37/98 provides the policy directive for responding appropriately and promptly to reports of vulnerable missing persons. Operation Compass is a dedicated operation that is reviewing policy and practice and will imminently publish comprehensive new

policy and guidance in line with new national ACPO guidance.

Areas for Improvement

- During 2004/05, the MPS recorded 1.27 racially or religiously aggravated offences per 1,000 population; this was a 1.3% reduction on 2003/04. The MSF average was 1.14 and ranks the MPS fifth out of five. The national average was 0.7 and ranks it 42nd out of 42.

- The current band of performance indicators within the police performance assessment framework (PPAF) does not do justice to the extent and breadth of the department's work. In order to ensure that success is properly recognised and valued, performance indicators should be developed to measure and reflect the totality of this work. (Detection rates are not necessarily a measure of success in the eyes of the victim, who may see alternative methods of disposal as a desired outcome.) The range of current performance indicators takes no account of the 50% reduction in the DV murder rate during the last three years.

- The diversity training support unit, on behalf of the Home Office, is currently developing a performance needs analysis to identify training requirements in relation to LGBT and gender issues.

- There are liaison officers at borough level who provide a point of expertise for their colleagues; however, their skills are based on their own life experiences as opposed to any corporate training input.

- Hate crimes are investigated by borough CSUs. The units are managed by a DI and consist of sergeants (uniformed and detective) and constables (uniformed and detective). CSUs also have the responsibility for investigating DV incidents and crimes. The skills within CSUs are in place on a borough level; however, due to competing demands caused by volume and borough priorities, the investigation of hate crime at borough level is under resourced. Recent restructuring of the diversity directorate has reduced the level 2 proactive responses to hate crime as the relevant units have been realigned under a different directorate.

- There is no clear rationale for staffing levels that takes account of workload, demand, abstractions and resilience. At BCU level specialist units responsible for hate crime are frequently found to be working under huge pressure. Staffing levels appear to vary widely between BCUs, without a corporate standard.

- Concerns from Victim Support schemes regarding compliance with national standards for care of victims and witnesses mainly relate to the variability of the response from different officers: some being exemplary while others still appear not to have taken on board the new 'caring' ethos being promulgated from the top. While very impressed by the enthusiasm and dedication of many of the staff in victim care units, there are concerns that some staff are wholly unsuited to this work. Other concerns centre on how rarely personal impact statements are obtained from victims.

- Evidence submitted to the equal opportunities and diversity board indicates that though officers record and flag anti-Semitic faith hate crime, this is often not done in relation to Islamophobic faith hate crime.

3D   Volume Crime Investigation

Poor	Improved

Strengths

- During 2004/05, the MPS achieved a detection rate of 34% for racially or religiously aggravated offences, an increase on 2003/04 of 11.1 points. The MSF average was 32.5% and ranks it second out of five. The national average was 36.4% and ranks it 34th out of 43.

- The current crime strategy is based upon the most recently published strategic assessment, which formed the basis for the current control strategy. The same process was adopted by each BCU, which conducted its own borough strategic assessment and set individual control strategies that contain bespoke performance targets to make up the corporate targets published within the current MPS policing plan.

- Force and BCU level plans contain SMART objectives owned at a BCU level by individual SMT leads. The TP planning process also builds in a cross-SMT contribution to objective achievement. Targets are set on a bespoke basis, utilising comparison to unique iQuanta most similar BCU groups within the MPS and to BCUs outside the MPS. Benchmarks are established and boroughs offer targets to TPHQ; these targets are subject to analysis and review by link ACPO officers through a star chamber process. Bottom-up ownership of target proposals (after consultation with CDRPs) is balanced with a corporate expectation that those targets will be stretching.

- The MPS operates a forensic escalator process that enables BCUs to bid for covert technical resources, additional forensic services or surveillance teams. Fast-time requests are actioned through the TP crime directorate with reference to the relevant ACPO lead. The TP crime directorate runs a level 2 intelligence unit that co-ordinates intelligence in relation to level 2 volume crime and supports such requests for specialist assistance from BCUs.

- Tasking and co-ordination processes are in place on all boroughs, at a TPHQ level and now corporately. These meetings are NIM compliant and are supported by a number of other focused performance management processes. The tasking and co-ordination process extends to the deployment of pan-London resources.

- Within TP command, the performance management framework is used to focus upon issues within the wider crime investigation theme. Accountability for performance is driven through regular meetings led by the link commanders and Westminster. Performance reviews are conducted using crime and performance data and visits into operational units. Use is made of action planning meetings with the borough units that are most out of line with peer group delivery. Also in place is the crime control strategy meeting (CCSM) meeting programme (a Compstat-style approach) that reviews the performance of all 32 BCUs in a four-week period. This aims to review performance, identify barriers to better delivery, share successful solutions and learning and agree actions to further improvement. In this planning year, the themes of gun-enabled crime, DV, rape, violent crime and knife crime have been considered in more detail and the meetings used to drive performance, service objectives and plan to deliver solutions.

- The MPS responsibility for the development of investigative skills is within the domain of the crime academy, SCD. The academy was redeveloped in April 2003 and has since introduced a wide range of investigative training skills courses across all key investigator ranks. In September 2004, the Investigators' Foundation Development programme

commenced. Additional work has progressed with the virtual crime academy and an intranet service across the MPS. The MPS has been extremely proactive in developing the investigative skills of its officers. The creation of the crime academy programme board, chaired by an assistant commissioner, has been instrumental in ensuring the crime academy's 2004/05 annual plan was delivered. All directorates contribute to this board. Additionally, the introduction of the PIP is inextricably linked to the development of investigative skills across the MPS. Four pilot OCUs have been progressed to eight, with the introduction of PIP accreditation commencing at Hendon from 2005.

- In 2004, the automatic number plate recognition (ANPR) teams read 1,531,957 vehicle registration marks, of which 72,504, approximately 5%, were of immediate interest to police. As a result, the intercept teams stopped a total of 27,695 vehicles resulting in the recovery of 185 stolen vehicles with an estimated value of £1,834,750; the recovery of stolen goods on 84 occasions with an estimated value of £87,657; the seizure of drugs on 195 occasions with an estimated street value of £105,538; and the seizure of seven firearms and 68 offensive weapons. Throughout 2004, the ANPR deployments led to 2,219 arrests including, 506 persons for robbery, theft or burglary; 252 persons for driving-related offences; 211 persons for other crime; 341 persons for vehicle crime; 207 persons for drug-related offences; 267 persons wanted on warrant; and 349 persons whose identity was in doubt.

- The MPS received an overall Amber grading in the 2003 NCRS review by the Audit Commission. In 2004, this had deteriorated to an overall Red grading. The report included comment in relation to the limited progress made between audits as driven by the action plan. The current action plan, however, is more focused and encourages cross-business group activity to provide a cohesive and co-ordinated response.

- The NCRS action plan is monitored by an oversight board, which provides monthly information.

- A total of 4,000 sergeants have been trained to address the NCRS problems.

- Central crime input bureaus are a high priority for the MPS management board in seeking a solution to the NCRS problem.

- Minimum standards of investigation are set for all aspects of volume crime investigation.

- There are strong partnership working arrangements, particularly with CDRPs, including joint action to target prolific offenders.

- Specific resources are dedicated to volume crime analysis and there is good analytical capacity and effective targeted action through NIM processes.

Areas for Improvement

- During 2004/05, the MPS achieved a detection rate of 5.4% for vehicle crimes, an increase of 1.4 points on 2003/04. The MSF average detection rate was 7.8% and ranks the MPS fifth out of five. The national average was 10.1% and ranks it 42nd out of 43.

- During 2004/05, the MPS achieved a detection rate of 38.3% for violent crime; this was an increase of 14 points on 2003/04. The MSF average detection rate was 43.5% and ranks the MPS fifth out of five. The national average was 49.5% and ranks it 40th out of 43.

- During 2004/05, the MPS achieved a detection rate of 13.5% for domestic burglaries; this was an increase of 3.2 points on 2003/04. The MSF average detection rate was 13.6%

and ranks it third out of five. The national average was 15.9% and ranks it 34th out of 43.

- During 2004/05, the MPS achieved a detection rate of 15.5% for robberies, a 3.1 point increase on 2003/04. The MSF average detection rate was 17.6% and ranks it fifth out of five. The national average was 19.9% and ranks it 41st out of 43.

- During 2004/05, 15.5% of notifiable/recorded offences resulted in a charge, summons, caution or were taken into consideration at court. This was an increase of 2.8 points on 2003/04. The MSF average was 18.9% and ranks the MPS fifth out of five. The national average was 21.4% and ranks it 43rd out of 43.

- During 2004/05, the MPS achieved a detection rate of 21.1% for total crime, an increase of 5.7 points on 2003/04. The MSF average detection rate was 22.8% and ranks the MPS fifth out of five. The national average was 25.7% and ranks it 40th out of 43.

- During 2004/05, the MPS achieved a sanction detection rate of 4.7% for vehicle crimes. This was an increase of 0.9 points on 2003/04. The MSF average sanction detection rate was 7.1% and ranks the MPS fifth out of five. The national average was 9.3% and ranks it 42nd out of 43.

- During 2004/05, the MPS achieved a sanction detection rate of 20.7% for violent crimes; this was an increase of 3.1 points. The MSF average sanction detection rate was 29.4% and ranks it fifth out of five. The national average was 34.3% and ranks it 43rd out of 43.

- During 2004/05, the MPS achieved a sanction detection rate of 11.9% for domestic burglaries. This was an increase of two points on 2003/04. The MSF average was 12% and ranks the MPS fourth out of five. The national average was 14.3% and ranks it 36th out of 43.

- During 2004/05, the MPS achieved a sanction detection rate of 11.9% for robberies, an increase of 0.3 points on 2003/04. The MSF average was 14.7% and ranks the MPS fifth out of five. The national average was 17.2% and ranks it 43rd out of 43.

- The Audit Commission undertook further work on the MPS's arrangements to comply with NCRS using the methodology developed in 2002 by the police standards unit. The review provided an assessment, using traffic lights, of the implementation of NCRS at each BCU. The overall assessment was Red, a movement downwards from last year's Amber assessment. BCUs generally performed better in terms of incident and crime recording when dealing with priority crimes. Overall, levels of compliance with the NCRS were still relatively low, due to insufficient information or detail on incident logs and crime records to support decisions not to crime and also due to breaches of NCRS principles in recording crime. This is an important area to address as it affects the validity and reliability of crime figures, but also as the tasking and co-ordination of resources is therefore based upon flawed data.

- The MPS needs to develop qualitative performance indicators around the compliance of NCRS to mirror the existing well-developed quantitative performance culture.

- Considerable efforts are being made to address the training needs of staff around NCRS and the Home Office counting rules. This is not assisted by all officers being permitted to directly input crimes. Compliance with NCRS will be greatly assisted by the central crime input bureaus for which an appropriate business case should be developed. Potential savings from the service review could be re-directed to militate against the risks posed to the organisation by a lack of data quality and non-compliance of NCRS. There is an action plan to address the deficiencies highlighted by the NCRS audit and the MPS is currently exploring the business case to justify the £15 million budget necessary to

resolve these issues.

- The current crime-recording regime relies upon more than 20,000 police officers inputting data into the crime recording system. The training that exists for recording officers is focused around the functionality of the system and not the requirement to ensure that the initial investigation record is a key part of the investigative process.

- The conflict between priority crime and NCRS issues remains to be addressed. The implementation of the NCRS action plan is creating conflict at practitioner level where compliance is raising recorded crime levels contrary to the culture of the organisation. Full compliance will raise crime levels and targets may need to be reviewed in light of this.

- The crime integrity team produces a monthly report but no formal mechanisms exist to hold borough commanders accountable for these qualitative issues.

- Given the volume of crime, the resources of the force crime registrar's team (five officers/staff) do not permit an independent central programme of quality audit to be carried out. Therefore, no assurance can be given that all the data is of good quality.

- The CRIS system does not permit crimes to be re-classified once a crime is confirmed. (Under Home Office counting rules, if a lesser offence is charged after initially recording the offence the crime should be re-classified.) There are a large number of officers who have the ability to confirm a crime (quoted as up to 4,000, although not all these officers are actively involved in confirming crimes on CRIS). If the confirmation process is to act as an effective check, ability to confirm crimes must be controlled as part of the checking procedure.

- The HMIC report *Payback Time* found that the MPS was not consistently exploiting POCA, though there were pockets of excellence. As a result of HMIC recommendations, an implementation plan is being drawn up between Operation Emerald and SCD6. Cash seizure awareness is generally good and money-laundering charges are steadily increasing (however, data accuracy could be improved).

- Systems and processes are under developed as an incentive to boroughs to share POCA seized funds.

- Further opportunities exist to exploit ANPR technology.

| **3E** | **Forensic Management** | **Fair** | **Improved** |

Strengths

- During 2004/05, the MPS examined 86.1% of burglary dwelling scenes, a decrease of 0.9 points on 2003/04. The MSF average was 84.8% and ranks the MPS third out of five. The national average was 85.4% and ranks it 24th out of 42.

- During 2004/05, the MPS recovered DNA from 7.7% of burglary scenes examined, an increase of 1.7 points on 2003/04. The MSF average was 7.6% and ranks the MPS third out of five. The national average was 8.2% and ranks it 24th out of 42.

- During 2004/05, the MPS recovered DNA from 26.3% of theft of motor vehicle scenes examined; this was an increase of 4.3 points on 2003/04. The MSF average was 21.1% and ranks the MPS first out of five. The national average was 20.1% and ranks it 10th out of 42.

- During 2004/05, the MPS had 46.3% of fingerprint identifications from recovery at theft from motor vehicle scenes. This was a decrease of 5.7 points on 2003/04. The MSF average was 29.2% and ranks it first out of five. The national average was 27.9% and ranks it 4th out of 42.

- During 2004/05, the MPS had 40.8% of DNA matches from recovery at burglary dwelling scenes. The MSF average was 39.4% and ranks it second out of five. The national average was 35.5% and ranks it 12th out of 42.

- During 2004/05, the MPS had 61.2% of DNA matches from recovery at theft from motor vehicle scenes. The MSF average was 39.2% and ranks it first out of five. The national average was 38.3% and ranks it 2nd out of 42.

- During 2004/05, the MPS had 45% conversion of fingerprint identifications to primary detections. This was a decrease of 2 points on 2003/04. The MSF average was 39.7% and ranks it second out of five. The national average was 45.3% and ranks it 27th out of 41.

- During 2004/05, the MPS had 42.5% DNA detections per match. This was an increase of 8.5 points on 2003/04. The MSF average was 40.6% and ranks it third out of five. The national average was 49.5% and ranks it 36th out of 42.

- Over the last two years, the MPS's intervention rate for all offences has risen from 6% to 14%.

- Fingerprint and DNA matches have increased from 13,000 to 14,500 between 2003 and 2005.

- The directorate business plan sits within the overall MPS plan, with objectives covering terrorism, forensic intelligence, sole response to burglary by a scene examiner, fingerprints, photography, forensic science provider performance, burglary and training.

- Since the post of director of forensic services was established, a forensic services strategy group has been in operation. This group has ACPO representation from SC and TP commands; senior police staff from the directorate of intelligence and resources (procurement) have participated in the group. The group has acted as the strategic oversight group for major projects, such as the METAFOR computer system and the MPA commercial strategy.

- There is a published forensic change programme (as part of the SCD business plan) including, a new integrated forensic IT system, quality management, role-based structure and business processes.

- Comprehensive policy and SOPs were published for DNA and fingerprints in October 2004. A forensic submissions policy (supported by SOPs) submitted to the policy clearing house (January 2005) will be published shortly.

- Recent DNA improvements include updated material for recruit training and a 'training the trainers' programme; a good uptake for the training made available on borough via the DNA expansion programme and wide distribution of posters and other guidance material across the MPS.

- The TP structure comprises a scientific services manager and four operations managers, each overseeing eight borough forensic managers; they, in turn, sit on borough SMTs, provide a forensic strategy to the borough, gatekeep exhibits and track actions on identifications. The scientific services manager sits on TP TCG meetings.

- The SCD structure comprises a scientific services manager and four operations managers overseeing 32 crime scene managers, who actively manage major crime scenes and develop, with investigating officers, a forensic strategy in homicide and serious crime.

- There are 24-hour shifts covering all crime scene examination and management and fingerprint bureaus. The fingerprint counter-terrorism team provides mark searching and scene examination. Forensic analysis units support both TP and SCD with forensic intelligence in link crimes, and inform an understanding of some areas of criminality.

- Directorate SMT members sit on both the SCD and TP TCG meetings (at force level). Each borough has an examiner who sits on local TCG meetings. These staff provide a forensic link series to borough and SCD intelligence units.

- There is a regular CompStat process in place to track and challenge forensic performance at BCU level. Each of the 32 BCUs has set targets based on MPS corporate targets and local borough forensic strategies for TP. These include intervention rates for burglary and car crime, retrieval rates for fingermarks and DNA. Borough forensic managers check police action on identifications and are the gateway for forensic submissions, ensuring that value for money is achieved. A joint review of one borough is to be completed in conjunction with the police standards unit, Lannar (process consultancy) and the forensic directorate.

- The directorate of forensic services has a budgeted workforce target (BWT) of 1,119, which includes 218 externally funded posts. These posts are funded in respect of the Home Office DNA expansion programme and the introduction of burglary sole response. There are also some posts funded via the counter-terrorism fund and some funded in respect of common police purposes. Again, the directorate has made good use of external funding to improve accommodation for borough-based officers. It also used funding to establish four 'mini labs' within London.

- Crime scene examiners have increased during the last four years from 150 to 450. This has enabled 24/7 cover, record photography and the delivery of burglary sole response within a target time of four hours. This has increased the MPS's capability to take DNA samples.

- Due to a large increase in forensic costs, independent reviews led to the development of a commercial strategy for forensic submission utilising three service providers. This is

managed by a contracts manager.

- Costs have been reduced through the use of the question-based approach and use of forensic managers as gatekeepers for submissions. Poor performance of forensic providers has led to a switch to other providers. This has achieved efficiency savings and improved timeliness.

- The MPS has complete Livescan cover, with a 24/7 ten-print service in support of Livescan and out-of-hours crime scene mark identification for both volume and serious crime. The MPS scan fingerprint lifts directly onto the National Automated Fingerprint Identification System (NAFIS) without resorting to photography as far as possible. Suspect checking is undertaken on NAFIS and the fingerprints of all persons who come to notice are checked on the latent mark NAFIS database.

- The MPS has fully embraced the Criminal Justice Act 2003, which has resulted in a 50% increase of fingerprint traffic since April 2004. Following the implementation of the Criminal Justice Act 2001, all acquittals have been re-filed to and searched through NAFIS. All MPS police prints are filed to NAFIS, including PCSOs and support staff. The MPS has now commenced a back-record conversion of palm prints from 2001 and before, in preparation for the palm print system. The MPS is also engaged in the development of the interface between NCIS and NAFIS in order to streamline the international arrest warrant process.

- In order to ensure a more customer-focused service, the fingerprint service has been restructured to meet the needs of boroughs.

- The directorate of forensic services makes a broad contribution outside volume crime issues. The contribution in homicide, specialist crime and counter-terrorism will always be difficult to reduce to simple numbers. The development of specialist capability to tackle serious crime and the international exchange of forensic data in support of counter-terrorism, not to mention the contribution to the identification of victims of the tsunami, all deserve special mention. The excellent work of forensic staff has also made a critical contribution to the identification of victims and the investigation of recent terrorist events in London. The work of these staff is highly commended.

Areas for Improvement

- During 2004/05, the MPS examined 12.5% of theft of motor vehicle scenes. The MSF average was 28.4% and ranks the MPS fifth out of five. The national average was 40.1% and ranks it 42nd out of 42.

- During 2004/05, the MPS recovered fingerprints from 39.3% of theft of motor vehicle scenes examined. This was an increase of 1.3 points on 2003/04. The MSF average was 47.6% and ranks the MPS fourth out of five. The national average was 48.9% and ranks it 34th out of 42.

- During 2004/05, the MPS had 15.9% of fingerprint identifications from recovery at burglary dwelling scenes. This was a decrease of 1.1 points on 2003/04. The MSF average was 16.9 and ranks the MPS third out of five. The national average was 16.8% and ranks it 25th out of 42.

- During 2004/05, the MPS had 49.6% conversion of fingerprint identifications to total detections (including secondary). This was a decrease of 1.4 points on 2003/04. The MSF average was 67.1% and ranks it fifth out of five. The national average was 82.5% and ranks it 37th out of 41.

- During 2004/05, the MPS had 45.1% DNA total detections per match (including secondary). This was an increase of 4.1 points on 2003/04. The MSF average was 64.8% and ranks it fifth out of five. The national average was 88.7% and ranks it 41st out of 42.

- The MPS has a range of forensic policies and SOPs but no overarching forensic strategy.

- Some boroughs have up to a 13% failure rate in the administration of DNA sample taking. There is a need for greater accountability in this area.

- Forensic identifications are not being maximised at the arrest and prisoner-processing phase because of a capability gap in the obtaining of TICs (offences taken into consideration).

- Livescan is not being maximised during the prisoner-handling phase.

- The forensic analysis unit develops packages that involve scene linking and cross-border level 2 criminality, but the resultant products are not always effectively dealt with within the TP NIM structures.

- Footwear analysis is an under-developed area in the MPS, but performance targets are now being set.

- Key forensic processes are not clear and some key roles need to be developed to ensure continuity of staff. This includes dedicated custody officers, dedicated detention officers and custody nurses. There is a need for greater process management within the custody environment.

- Forensic awareness training is not subject to training needs analysis and is not overseen by the training department. The director of forensic services is creating a post to ensure consistency of training across the MPS. The general level of forensic awareness is under developed.

3F **Criminal Justice Processes**	**Fair**	**Improved**

Strengths

- Significant progress has been achieved with the offences brought to justice (OBTJ) data inputting following a working group. Previous delays of seven to eight months have been reduced well below the Home Office target of two months.

- Criminal justice unit targets have all been met except for persistent young offenders. Significant reductions have been made in the cracked and ineffective trials rate and there are plans to further develop effective trial management programmes this year.

- These targets are in accordance with the MPS annual policing plan, as well as the LCJB.

- Police National Computer (PNC) data quality issues are addressed by a fortnightly OBTJ meeting, which is chaired by a commander. All agencies involved in the criminal justice processes of data collection and resulting are held to account at this meeting.

- A commander is the lead for criminal justice issues and there is active MPA oversight of this area.

- Operation Emerald was set up in response to the government's Narrowing the Justice Gap paper to improve the delivery of criminal justice across all agencies. The London criminal justice board controls criminal justice activities throughout London and workstreams and sub-groups are at varying stages of implementing these activities to improve criminal justice performance. The key areas of No Witness, No Justice; Effective Trial Management Programme; Statutory Charging and Restorative Justice have MPS, CPS and Victim Support staff co-located within an MPS building at Empress State to ensure operational effectiveness in implementation and sustaining of these processes.

- Criminal justice unit processes have been process-mapped during the creation of Operation Emerald. All criminal justice strategies and structures that govern MPS prosecution processes are managed by Operation Emerald.

- The Operation Emerald performance team is now based within the London performance management team, which reports direct to the London criminal justice board. Additionally, the Operation Emerald performance team produces monthly management information with which Operation Emerald holds borough commanders to account.

- Operation Emerald has implemented a number of key processes that have impacted upon alleviating the administrative burden on operational officers. These processes include the Emerald Warrants management system, statutory charging, witness care units and case progression units on every BCU.

- The MPS has implemented witness care units in every BCU in accordance with the national minimum standards. In partnership with the CPS and national No Witness, No Justice team, the MPS is currently conducting a baseline assessment of all the units with a view to co-location of the CPS within the units, and embedding and sustaining the process. Co-location of the CPS has not been as successful as intended within the pilot site; however, placing lawyers at the point of charge is working well and has been well received by staff. There are difficulties with the CPS direct 'out of hour' scheme.

- Criminal justice units are staffed to minimum standards across the MPS, in accordance with each borough's resource allocation formula. Having regard to this, borough commanders are given the flexibility to deploy their staff to meet overall borough

performance objectives. All staff receive criminal justice training on a local basis, as there are no nationally agreed standards.

- A custody directorate has been created to deal with the cross-cutting custody processes. There is a custody user's forum and a developing IAG for custody-related matters.

- All custody facilities are governed by minimum requirements that meet health and safety requirements for detained persons. The new MPS custody directorate is currently inspecting every borough with a view to improving overall delivery of this service.

- Plans are well managed through the corporate control strategy and individual strategic documents in relation to key criminal justice processes such as No Witness, No Justice, case progression units, Effective Trial Management Programme, warrants and statutory charging.

- The MPS youth crime strategy was launched in April 2003. A commander is the ACPO lead for youth justice issues.

- Special arrangements have been made to ensure that young people in the criminal justice system are dealt with appropriately and these arrangements have been made through the persistent young offender (PYO) action plan, and the PYO premium service protocol in liaison with the CPS/court service. Arrangements are monitored through PYO tracker meetings.

- A dedicated officer with the youth policy team acts as support to youth offending teams (YOTs) and has developed policy and guidance for YOTs. Role profiles, working practices and a manual of guidance have been produced, with details posted on the intranet site. There are quarterly meetings for YOT officers, as well as regular meetings with the youth justice board.

- A partnership venture with the football Premiership will see finance invested in a youth diversionary programme in return for the costs incurred in policing football matches.

Areas for Improvement

- A snapshot view of training needs analysis identified that more robust processes are required to ensure cannabis street cautions are converted into detections within the crime recording computer system. Increased focus upon TICs within the 'wipe the slate clean' initiative has seen TICs rise from 400 to 1,200 per month over a six-month period. There are still many further opportunities to obtain more detections in this way.

- Results from a restorative justice pilot aimed at post-sentence, pre-conviction opportunities bore mixed results and further opportunities can be developed around restorative justice programmes.

- During an inspection in February 2005, concerns were raised in all areas of the PNC inspection protocols, with serious concerns in terms of system security, training and data quality. The force has consistently failed to meet its targets for PNC data entry.

- The new MPS custody directorate is currently inspecting every borough with a view to improving the evidential investigation processes within the custody suite. The case progression unit gatekeeper role is the single point of contact on each borough, ensuring evidence examination is achieved at the earliest opportunity.

- Case progression units remain an area for further development. In some boroughs, there are difficulties with them taking on all the best practice available due to staffing and skills levels.

4   Promoting Safety (Domain 3)

The MPS has been successful in creating political ownership of the strategy for growth. Engagement in the step change programme and the delivery of ward-based policing have the potential to address the narrow focus on national crime targets that skews delivery towards law enforcement aspects of the policing model at the expense of public reassurance. The proposal to increase the number of uniformed staff in London to 35,000 recognises the difficulties in dedicating officers to community policing without being abstracted to other duties. The desire is to introduce dedicated officers ring fenced to work within local communities providing continuity. There would be a team of six staff on each of the 680 wards, consisting of one sergeant, two constables and three PCSOs. This seeks to address a major part of the government's police reform agenda and is leading to a change in policing style.

4A   Reassurance

Fair	Improved

Strengths

- Last year the MPS introduced the Safer Neighbourhoods programme. The programme will introduce, subject to funding, more than 600 local policing teams in every neighbourhood across London, providing a visible, knowledgeable and accessible policing presence to deal with locally identified priorities. The teams consist of a sergeant, two constables and three PCSOs who will be dedicated to their area.

- The MPS is also part of the National Reassurance Policing programme, with four sites across London. Both these programmes focus on improving the level of confidence and reassurance within communities. Constables and sergeants enjoy working on SNTs.

- Safer Neighbourhood wards are showing higher levels of crime reduction and detection than wards not yet adopted. It needs to be recognised that this is occurring in the most challenging wards within the MPS. The MPS now has a style of policing that is increasingly meeting community expectations.

- Some 51.5% of BCS respondents within London think that the police in their area are doing a good or excellent job. It places the MPS at the top of its MSF group. This takes no account of the higher satisfaction levels being found by the independently evaluated Safer Neighbourhood wards.

- PCSOs make an excellent contribution within the SNTs, where they are tasked appropriately and their submission of intelligence is highly effective.

- The MPS has currently recruited and deployed over 2,000 PCSOs across London in four different roles. They now work in security, traffic, Royal Parks and community roles. In addition, in excess of 130 PCSOs have been purchased by external bodies to increase the visible presence of the MPS.

- Over the past 12 months, the MPS has increased the number of special constables by 22% and has more than 800 this year. It has introduced Shopwatch, which is a partnership with the retail trade, allowing members of retail staff to patrol as a special constable, reducing crime and improving the safety of retail areas.

- The Shopwatch scheme is reinvigorating the Special Constabulary through an excellent partnership with the retail business community. Some retail companies have achieved significant loss of stock reductions following the deployment of their staff within the scheme. The MPS has supported this scheme by allowing police support staff one day

off per month to patrol as a special constable.

- The response to the Asian tsunami, through Operation Bracknell, is an excellent example of the MPS's response to such issues in partnership with key stakeholders. Such operations provide significant reassurance to the community.

- The MPS is currently introducing a 'proof of concept' community safety accreditation scheme to develop the extended police family in Southwark Borough. The scheme has received the support of the MPA. The scheme will be evaluated, assessing the implication for the service, prior to a decision being made to introduce further such schemes.

- On every borough, patrol priorities and deployment are intelligence driven through the NIM as part of the tasking process. A similar method is followed by SNTs, who work with the community to identify and tackle local priorities with a problem-solving approach. Boroughs are now establishing joint agency groups as part of the tasking process, in accordance with the NIM, to ensure that local priorities are adequately reflected within the tasking process.

- Communication and marketing forms a central part of the Safer Neighbourhoods programme. There is an overall communication strategy at force level, which is reinforced with a local strategy at both borough and neighbourhood level. To improve accessibility, each team has its own internet site, providing information to the public and details of their phone numbers.

- Every SNT is led by a sergeant who performs the role of community beat manager. To ensure that community policing is regarded as an area of expertise, all supervising officers were provided with problem-solving training to support them in their role and this will be continued over the next year. The MPS has also developed role profiles for inspectors, sergeants and constables to assist them and their future development.

- A deployment protocol and abstraction policy has been developed for all officers and PCSOs posted to SNTs. The policies provide a minimum framework to allow officers to provide a permanent and visible presence with local variations to take account of local needs.

- Evaluation within the National Reassurance Policing project has demonstrated wider desirable social outcomes beyond the policing remit.

Areas for Improvement

- Compared with the MSF group, the MPS has the highest level of fear of burglary, violent crime and perceived disorder; it is significantly above its MSF average. The MPS has the lowest score in its MSF group for promoting public safety (year up to September 2004). The projection suggests the rating is getting worse. (Source: iQuanta).

- Interpretation of this data is complex as fear of crime is high, but there is some public confidence in operational activity. Some 51.5% of BCS respondents think that the police in their area are doing a good or excellent job placing the MPS in the top quartile within its MSF group. Safer Neighbourhood wards demonstrate higher levels of satisfaction with the way people are policed.

- The MPS single crewing policy is not being enforced and consequently reassurance opportunities are being lost. This needs to be resolved by stronger leadership and supervision.

4B Reducing Anti-Social Behaviour and Promoting Public Safety

Fair	Improved

Strengths

- The assistant commissioner TP is the chief officer lead for reducing ASB and promoting public safety.

- The pan-London multi-agency ASB strategy is nearing completion after nearly a year of extensive commitment and consultation between different partners who are all committed to tackling ASB together. This explicit partnership engagement has taken place at the Government Office for London, which has led on the strategy together with the GLA, the Home Office ASB unit, the Housing Corporation, the Association of London Government (ALG), British Transport Police, the CoLP, the LFEPA, the MPA and the MPS. Consultation has also taken place at various stages over the past year with different community and business groups throughout London.

- London boroughs are encouraged to adopt an approach to tackling ASB through programmes of education, prevention and enforcement. Comprehensive education and prevention strategies have led to reductions in the need for enforcement activity. This has proved particularly beneficial to young people who are encouraged to take responsibility for themselves and their behaviour through Acceptable Behaviour Contracts (ABCs), restorative justice and mediation.

- The ASB Act 2003 significantly enhanced the powers of local authority and housing officers to tackle ASB concerning breaches of tenancy agreements, graffiti, abandoned cars and noise nuisance. Partners, such as the police, are now more fully engaging with other partners to make best use of these new powers.

- The MPS has engaged locally with the local authority on almost every London borough to discuss the need for dispersal areas under section 30 of the ASB Act 2003. In nearly all of these cases the need for a dispersal area has been jointly agreed and has involved the local business communities. This has also been true in the case of Anti-Social Behaviour Orders (ASBOs), where the ASB co-ordinator is generally a local authority employee, and also with ABCs, on which the MPS often provides the lead in partnership with schools and other education establishments, housing officers, YOTs etc. The MPS has also introduced schemes, such as Shopwatch, to tackle business-related ASB and has introduced SNTs across London with specific responsibility for engaging public, business and voluntary sector agencies.

- The multi-agency problem-solving model adopted is the victim, offender, location model (problem analysis triangle), which has been used successfully in all London boroughs. This has been achieved through tackling relatively simple problems in the first instance, in order to gain confidence, before moving on to more complex issues identified as such by the local community. These issues are often identified by tick boxes on maps that identify problem areas. From here, times of day and the specific issues, such as vandalism to different groups, eg the elderly, youth, females etc are monitored. These maps provide an 'at a glance' illustration of what the issues are, to whom they are occurring and when.

- Tackling ASB is one of the key planks of government policy, evidenced by the ASB Act 2003 and the Together Home Office campaign. Tackling ASB is now included in BCU

TCG processes in partnership with local authorities and other key agencies. For example, prolific and priority offenders (PPOs) are identified in partnership with local authorities and part of this partnership work means that all PPOs will be considered for an ASBO.

- There are many examples of the proactive use of new ASB powers and good practice is shared in a number of forums. There is also evidence of innovative multi-agency initiatives to tackle local problems, such as the amalgamation of the ASB unit, YOT and the CSU within Bexley. Chewing gum boards in Ealing have been successful in addressing the perennial problem of discarded chewing gum.

- Secondary benefits emanating from Safer Neighbourhood initiatives are now being evaluated and it is clear that work being conducted by the police is having a major impact upon demands faced by other agencies following ASB.

- There is a plan to appoint chief inspectors to oversee SNTs and engage with the full range of public, business and voluntary sector agencies in order to tackle ASB through problem solving.

- The commander (traffic and transport) is the chief officer lead for road safety. The MPS road safety strategy complements the Mayor of London's road safety plan. It was last reviewed with MPS involvement in November 2004. Significant stakeholders include TfL and the ALG (the local authorities). In addition, there are partnership agreements with local authority road safety officers and geographically based MPS traffic management units. A total of 18 traffic management unit officers provide feedback to local authorities on issues arising from killed or seriously injured (KSI) incidents and consultancy support to SNTs. The pan-London road safety group provides a mechanism for strategic consultation.

- A casualty reduction target is included within the MPS annual plan. It mirrors Department for Transport (DfT) and Mayor of London targets to reduce deaths and serious injuries on roads by 40% by 2010 and child casualties by 50%. Data for 2003/04 indicates a reduction in KSIs by 26% and child casualties by 42% against the baseline figure. This would suggest that the MPS is on track to meet the 2010 target. Performance is monitored on a monthly basis in the traffic monthly management report (MMR).

- The MPS is party to an 'all hazards' plan (the London emergency services liaison panel major incident procedure manual). In addition, the relevant cross-agency forum for the MPS is the London regional resilience forum (LRRF), at which it is represented by the assistant commissioner (special operations) and the commander (TP).

- Staff from the MPS are seconded to the LRRF.

- The MPS, in conjunction with its partners, has detailed plans that are both generic and also incident/site specific.

- The emergency plans are supported by a comprehensive regime of training, exercising and testing. This is conducted in-house, as well as having multi-agency involvement.

- The MPS provides a good level of critical incident training to all levels of the organisation; this maintains staff awareness. Contingency plans are accessible to staff via the force intranet.

- The MPS is confident that it has sufficient trained and practised personnel with access to adequate resources to provide an effective initial response to a major incident. Only occasionally does the force have to utilise external support and then only for particular expertise.

- The MPS's representative on the LRRF actively engages with the regional resilience forum.

Areas for Improvement

- There are currently no sub-regional local resilience forums though these are under consideration.

- ASB is difficult to define and ASB tools, such as ASBOs, are being used to help tackle a significant range of issues from graffiti and fly-tipping to robbery and gun crime. Given the other initiatives that are often also in place, in tandem, to tackle some of these issues, any measurement of reductions in all types of ASB is a complex issue. There is evidence, however, of a 90% success rate in the use of ABCs. This has been measured in terms of not having to serve notices seeking possession or to apply for ASBOs for those served with ABCs.

- Measuring the success of ASBOs is difficult, if the ASB co-ordinator is not involved in the process, because of the different agencies that can now apply for an ASBO, including Crown Court judges, technically without the knowledge of other agencies. The MPS is now working on developing an IT package to measure the use and effectiveness of the dispersal power and the drugs directorate is also looking to collect crack house data (crack houses also feature in the ASB Act 2003).

- Robust systems are needed to measure success in reducing ASB. Some measures are being considered that include public satisfaction, the use of dispersal powers, closure of crack houses and effective use of ASBOs.

5 Providing Assistance (Domain 4)

Implementation of the demand management BVR action plan, together with the additional business benefits flowing from the C3i project, should continue to improve performance in the future. There is a robust critical incident command structure. The roads policing command has expanded duties to encompass the MPS counter-terrorism strategy and increased public order patrols. Some excellent partnership work occurs with TfL.

5A Call Management

Fair	Improved

Strengths

- During 2004/05, the MPS answered 86.4% of 999 calls within the 15-second locally set target. This was a decrease of 1.5 points on 2003/04. The MSF average was 85.6% and ranks the MPS third out of five in its MSF group. The national average was 87.3% and ranks it 28th out of 39.

- During 2004/05, 1,861,206 calls were answered within the local target time; this was a decrease of 7.5% on 2003/04. The MSF average was 718,826 and the national average 254,988. These numbers give an indication as to the scale of the task faced by the MPS.

- The central communications command strategy document for 2005–08 has recently been published. Key objectives comprise aligning the service, setting the standard, monitoring service delivery, resourcing, the delivery of training, highly skilled supervisors and seeking opportunity.

- Grading of incidents is fully documented in the MPS graded response manual. This document is continually updated as a result of real-time scenarios impacting on the way business is conducted.

- Integrated borough operations (IBOs) are being rolled out MPS-wide. Advantages include fast-time intelligence from well-trained and experienced staff improving the quality of CAD messages and supervision.

- The setting-up of telephone investigation bureaus will assist boroughs in maintaining an effective interface with Metcall and reduce the number of deployments to those crimes that could be investigated by telephone.

- The C3i programme, with funding in excess of £155 million, is the largest single business change process ever undertaken in the history of the MPS.

- Once all borough command and control has migrated to the new central communications command, it will be the largest single OCU in the UK.

- New rosters have been agreed for communications staff working in the new centres. The desire to be flexible has seen the introduction of part-time working options, fully risk assessed by the occupational health department. Sickness levels are slightly higher than the MPS average for police staff, although the central communications command has the highest concentration of police staff (as opposed to police officers) working 24-hour shift patterns.

- Up to 1,300 crimes per month are now being reported online. The MPS receives the bulk of these crime reports nationally and, in the two years since the service went live, has handled over 10,000 online notifications – with the number of reports received this way increasing steadily month on month.

- Some 1,200 communications staff have a mobility clause within their contract to facilitate the delivery of C3i and they are ring fenced within the communications portfolio.

- The C3i team has undertaken visits to all boroughs delivering presentations to communications staff. In addition, all boroughs have been consulted and involved in agreeing the relocation order and plans. Each borough has a local change manager who is regularly updated with the developing plans and latest information.

- Trade unions and staff associations have played an integral part in the decision-making processes, channelling the views of staff on issues such as new shift rosters, uniform and desktop configuration and furniture. Recruitment into the new central communications OCU continues on target and turnover remains at 17%, well below anticipated levels during transition. The amended MPS attendance management policy is helping to reduce absenteeism by assisting staff back to work through dialogue and flexibility.

- During the summer of 2004, the MPS launched Language Line, a facility whereby 999 callers have immediate access to interpreters in over 150 languages. Since conception, approximately 625 callers per month utilise this service.

- Hard of hearing and deaf Londoners can contact their local police direct, as a result of the installation of text phones in the 32 borough control rooms. The text phone enables a caller to hold a screen text conversation with a member of their local police – allowing them confidential access to the MPS's services.

- The C3i programme board and associated meetings process has facilitated key stakeholder involvement in shaping the new command and control infrastructure. TP, in conjunction with central communications, has developed a leadership and supervision document that will establish clear areas for incident ownership, intrusive supervision and strategic roles and responsibility centred on the IBO and central communications environment.

- Measurable standards apply to a wide array of performance ranging from crime reduction and detection to correspondence acknowledgement and meaningful reply. Designated secretarial support staff have access to CORIN, an online facility to record and track the movement of correspondence. Senior staff from the directorate of information meet formally with key business partners and suppliers on a regular basis; these include Damovo, NTL and Unisys. Performance and working protocols are discussed, including the efficiency of their helpdesk facilities.

- Volumetrics and subsequent performance are broken down to provide statistical data for line managers to itemise precise performance on each day of every month. If desired, this can be broken down further to hourly periods. Historical data is used to predict likely demands on significant dates of the year such as 31 October (Halloween) and 31 December (New Year's Eve). Adequate staffing levels can then be secured in order to address the increased volumetrics.

- On a daily basis, line managers dip sample incoming emergency calls (all of which are recorded as a matter of course). CAD messages are then examined to ensure all relevant information from a caller is correctly documented.

- Since the commencement of the limited roll-out of C3i, there has been some evidence of the positive effect this project will have. For example, there has been a 21% increase in the number of non-emergency calls being answered by the police. There has also been 16% fewer deployable messages placed on the CAD system, with an increase of these

calls being resolved at the initial point of contact.

- There are effective procedures to ensure that potential critical incidents are identified and risk-assessed at the earliest stage. Central communications recently opened a new facility to monitor the escalation of critical incidents. The pod has been equipped with the latest technology and linked to all MPS computer systems – with decision logging, intelligence and information systems now integrated into one part of the information room at New Scotland Yard.

- CAD incident messages are routinely passed to the London Fire Brigade (LFB) and Ambulance Service (LAS) through a seamless link. Staff from both organisations will occupy dedicated pods within the special operations room at New Scotland Yard when major events or public order events occur.

- Senior staff within central communications command meet with representatives from the LFB and LAS on a regular basis.

- Work is currently under way to make CCTV imagery available to both the LFB and the RNLI who have responsibility for rescue services on the River Thames.

- A jointly staffed control room has been established with TfL, which has responsibility for congestion charging, red routes and bus lanes in the capital.

- MPS representatives are also linking in with the Highways Agency in the configuration of a new motorway control facility at South Mimms that will oversee the M25 and all other primary routes into the capital.

- As borough control rooms close upon transition into the new central communications environment, the IBO at each borough will retain linkage into local public services.

- The MPS plays an integral role in the London emergency services liaison panel, which is responsible for drafting the response and responsibility of each of the emergency services at a major incident.

- All borough OCUs, two specialist operations units and transport OCUs are fully operational using mobile data terminals (MDTs). There are 1,265 installations of MDTs in vehicles supported by three live servers. During November 2004 as an example month, 140,000 PNC enquiries were conducted and over 130,000 CAD incidents were copied to officers in vehicles. The maximum number of vehicles functioning on the streets of London at any one time is over 500.

- The MPS hosts Silent Solution on behalf of police services across England and Wales. 999 calls from mobile phone users where no speech is heard are deflected to an automated attendant. An average of over 15,000 calls per day are diverted to this service.

Areas for Improvement

- The C3i programme will deliver a new structured call-handling and resource despatch facility evolving during the next two-year period and embracing new technologies to deliver an enhanced service to people in London. Wide-ranging special operating procedures will cover all aspects of call handling.

- Borough OCU migration to the new central communications environment commenced in November 2004 and a phased transition will take place through to 2006. SNTs will ultimately see a dedicated team of PCSOs in every ward across the MPS, primarily providing reassurance policing and grass-routes contact with the local community.

- The C3i business case is based on the premise that the MPS will civilianise up to 800 police posts at operator and supervisor level. There will remain a requirement for a limited number of police posts, particularly at chief inspector level. The final numbers have yet to be agreed. In addition, the programme is considering the requirement to retain up to 300 police posts during the transition and relocation to the new communications centres to ensure that the risks to operations and the service can be mitigated.

- The structure of the new central communications command will have a QA office linked to the management information unit in order to further enhance interpretation of data.

- The C3i programme will deliver a virtual single centre in that each of the new communications centres will have an in-built capacity to cater for fallback. Business processes take into account the national call-handling strategy.

- The MPS has commenced the transition programme to migrate boroughs into the central call centres. However, this process is being delayed by the change in the Airwave contract. Use of Airwave is a prerequisite for the total delivery of C3i and because its delivery is now delayed, only seven boroughs can be accommodated within C3i using the current MPS radio. This means that the business benefits available from C3i will be delayed.

- Many of the strengths referred to above will only be fully realised when C3i is fully operational.

- There will be a need to embed the culture change necessary to maximise the business benefits from the C3i project.

- The MPS has modelled total demand across all three C3i sites and developed a shift pattern to meet demand. This was implemented on the first site at Lambeth and immediately failed to match a single site profile. Staff are currently in the process of being balloted to change to a 12-hour shift pattern which has caused great consternation. Evidence suggests that when the MPS moves to implement the other two sites, it will come up against a similar problem and will have to go through the whole process again.

- Future consultation needs to take account of real engagement with staff to ensure their views are reflected in policy.

- The MPS is using a substantial amount of overtime to meet performance targets.

- Contact handling systems need to be introduced for all borough telephone investigation bureaus.

5B **Providing Specialist Operational Support**

Good	Improved

Strengths

- The MPS has a wide range of specialist departments that enable it to fulfil the full range of tactical options outlined in the ACPO manual of guidance *Keeping the Peace*. In addition, tactical advisers are trained to support command teams and support is provided to outside forces in relation to mutual aid, planning advice and operational support in the form of firearms intervention team officers, rope-climbing teams and police support units trained in public order.

- The MPS has a specific department (CO11) that co-ordinates all internal aid requirements from BCUs in relation to significant policing events. Regular reviews of this process have been conducted aiming to reduce the number of aid abstractions to boroughs. Any significant aid requirements are also monitored through the TP TCG meetings. All aid abstractions are recorded on a computerised database POSMIS, which also supports the refunding of costs incurred by boroughs as a result of aid abstractions.

- All TP pan-London units and specialist resources are deployed through the central operations tasking meeting in accordance with the current control strategy objectives.

- The MPS complies with the relevant Home Office Code of Practice on the Police Use of Firearms and Less Lethal Weapons, the ACPO Manual of Guidance of Police Use of Firearms and the National Police Firearms Training Curriculum (NPFTC).

- The MPS is committed to self-assessment and robust performance review and this includes a comprehensive threat and risk assessment as required by the Home Office code of practice. There is some evidence of the link between the threat assessment and the numbers of officers engaged in firearms-related incidents, which includes authorised firearms officers, Gold, Silver and Bronze commanders and tactical advisers.

- The MPS can evidence that staffing and equipment provision and training continues to meet force needs, and there is unambiguous direction as to the roles and responsibilities within each area.

- A commander is nominated as the force lead on operational policy and practice and provides active leadership and direction where appropriate.

- There are good lines of communication between the policy group and practitioners, providing opportunities for the thorough discussion and review of issues, and for disseminating good practice. Incidents are properly debriefed to a common minimum standard and reviewed by practitioner or policy groups.

- When armed officers are deployed they have less lethal options readily available, including baton guns and Tasers.

- Where practicable, an appropriately trained handler and dog trained to work with firearms officers are deployed to firearms incidents, providing a less than lethal option.

- It is operational practice to call a paramedic ambulance to the scene of all armed response vehicle (ARV) deployments, likewise for all pre-planned operations. ARV calls are running at approximately 36 per day, where such procedures may be initiated. Where there is a threat of fire, the LFB would be called or an LFB incident liaison officer would be requested to the scene to act as a specialist adviser to Silver.

- MPS and CoLP firearms units have very close operational ties and are viewed jointly as 'guardians of the capital'. There are currently three CoLP firearms instructors on

permanent attachment to the MPS Training Centre, and two CoLP firearms officers on a six-week rotation with SO19 ARV/specialist firearms officer teams. One CoLP sergeant has been on attachment to the codes of practice team between February – December 2004. A number of operational protocols are in place to ensure a seamless delivery of firearms capability. CoLP duty officers provide a resilient Silver firearms command capability on seven surrounding BCUs. The CoLP SMT sits on strategic and regional training firearms committees and shares all policy documents.

- The debriefing of all firearms operations is standard practice within SO19 and is formally recorded within the current armed operation record form 3605. A completely revised form is currently being trialled and incorporates pull-out copies of debrief sheets that can be forwarded to intelligence units and SO19 training. For other major public incidents form 3166 would be utilised, and incorporates similar pages to debrief everything from command through to the provision of refreshments, which are then forwarded to CO11 for collation and action. Large-scale incidents, such as a siege, would be subject to major organised debriefings carried out by the internal consultancy group.

- All use of Taser and baton guns is reported to the ACPO firearms secretariat as part of a best practice reporting system.

- Selection for authorised firearms officers is managed initially through an authorisation process documented within form 6614 (currently being reviewed to National Competency Framework standards). Thereafter, a yearly re-authorisation process is documented on form 6620. All core firearms training courses have been benchmarked against the learning outcomes of the NPFTC and are compliant. Work is ongoing to complete this work for all courses, but no future course will be delivered that is not compliant with the NPFTC. MPS policy is that all inspectors who are required to command a firearms operation must have completed a two-day inspectors firearms command accreditation training course. Chief inspectors/superintending ranks are required to complete two two-day modules on firearms strategic command training.

- Firearms response is delivered through ten firearms command units across the MPS.

- The MPS firearms policy was the subject of comprehensive review and consultation throughout 2003, on behalf of the firearms policy forum. A new *Firearms Operations Manual*, SOPs, was issued in May 2004 replacing all previous policy documents published in *Police Notices*. The document has been amended twice since publication, overseen by the policy clearing house. A code of practice project team was established in February 2004, reporting to a project board tasked with the delivery of compliance with the codes of practice. Following negotiation with HMIC, the delivery of trained firearms command was agreed with full implementation by 1 April 2005. Threat and risk assessments have been completed. A re-accreditation process for firearms commanders is being developed. Best practice is being shared with Centrex to assist the delivery of codes compliance nationally.

- Public order issues are captured in the MPS's strategic assessment at all levels.

- The MPS has the ability to measure the success or otherwise of its efforts to tackle this type of incident. The measures are both quantitative and qualitative coming from a variety of sources such as debriefings, media monitoring, IAG soundings and various costings.

Areas for Improvement

- Currently, there is no MPS-wide IT compatibility but this is compensated for by a system of secondments into the dedicated public order intelligence unit.

- The sharing of intelligence products both internally and outwardly is effective, although there is an acknowledged reliance on forces outside London forwarding relevant intelligence. There are also gaps and overlaps in responsibility/remit between the National Public Order Intelligence Unit , SO12 and CO's public order intelligence unit in respect of certain areas of threat (Fathers for Justice).

- Following the creation of the fifth directorate, opportunities exist for the further development of service level agreements with boroughs to highlight the contribution made by all directorates to Safer Neighbourhood policing.

- The CCSM process conducts thematic inspections of performance that consider BCUs in relation to volume crime reduction and detections performance. These inspections include the activity of specialist units and how they are effectively supporting borough operations. A recent example would be the review of gun-enabled crime detections that included the support provided by forensic branch.

5C   Roots Policing

Excellent	Improved

Strengths

- The commander (traffic and transport, incorporating the traffic OCU, transport OCU and the traffic criminal justice OCU (TCJOCU)) is the MPS strategic and policy lead for roads policing issues, including police Safer Driving.

- The traffic and transport branch control strategy is: 'Making London's roads safer through the engagement of intelligence-led policing, denying criminals the use of the roads, reducing road casualties and maximising available space for lawful road users'. Support and integration of organisational priorities and objectives (crime and counter-terrorism strategies, for example) is achieved, in both corporate and branch strategic assessments, by using intelligence that links casualty hotspots with priority crime hotspots to deploy resources via the branch and the MPS pan-London TCG process.

- This approach was singled out as good practice by the House of Commons transport committee in its report entitled *Traffic Law and its Enforcement*, dated October 2004.

- The MPS policy 'policing response to incidents on motorways and other fast roads' and the supporting 'roads death investigation' policy and SOPs are available on the corporate policy database.

- The MPS has adopted the DfT casualty reduction target in relation to KSIs (40%) and child casualties (50%) as part of its wider strategic aim to create safer neighbourhoods. Data would suggest that the MPS is on track to meet the 2010 targets.

- The traffic OCU is setting itself an additional target for 2005/06 to reduce the number of KSI powered two-wheeler riders.

- The TCJOCU, in partnership with the traffic OCU collision investigation unit, the CPS and Coroners, has produced a new protocol for the effective and timely handling of fatal investigations and prosecutions. The protocol sets targets for each stage of the work required. Performance against these is reported on a monthly basis in the MMR.

- Primary responsibility for undertaking operational roads policing within the MPS rests with the traffic OCU, which is a centrally managed pan-London unit. The transport OCU has a specific objective to tackle congestion on agreed bus routes and key locations and makes a significant contribution alongside the traffic OCU staff. To ensure that the BCUs (and where appropriate other OCUs) receive a proportionate and equitable level of support, patrol tasking is based on relative collision and levels of volume crime. This allows patrols to be targeted in key areas and provides a clear mechanism to assess effectiveness and performance. BCUs and other OCUs can bid for additional patrol, proactive and reactive capability through the OCU or TP TCG process. This includes the deployment of the five ANPR teams to support BCU or specialist unit (eg Operation Trident) operations.

- The strategic aim of the traffic and transport branch sets out clear headline objectives, which are translated into the supporting OCU objectives. The aims and objectives are published in the strategic assessment, branch plans and on the MPS intranet site. This includes the development of ANPR databases, intelligence and activity.

- The OCU activities fall into three broad sections, namely: patrol and response, investigation of fatal and life-changing collisions and partnership. Patrol activity supports the key themes within the DfT Think campaign. Casualty reduction activity is promoted

by the OCU media officer through specific activity, such as drink drive publicity, and other support activity, eg representation at national motorcycle shows.

- The main mechanism for measuring and managing performance is the OCU's MMR. This contains data relevant to assessing performance against each OCU's objectives and priorities. The documents are reviewed in order to reflect new structures and responsibilities within the units. In addition to the overall objective of casualty reduction, specific performance indicators/measures have been developed for the Think campaign, deployment and use of ANPR, BikeSafe course delivery and the performance of collision investigation units.

- Individual performance is assessed through the corporate PDR system with officers allocated between two and four personal objectives each reporting year.

- The TCJOCU has established a comprehensive range of targets for its activities; these include targets for the timeliness of processing fixed penalty matters and traffic prosecutions and a range of monthly targets for safety camera enforcement activity. The OCU is soon to take over all pan-London traffic prosecutions and a new means of measurement will be introduced for 2005/06.

- The whole OCU has been subjected to a systematic 'bottom-up build' process to establish staffing, structural and local management requirements against business needs. The eventual staffing structure balances affordability. The current BWT of the traffic OCU is 684 police officers and 134 police staff. These figures are based on historical allocations. Allocations of staff within the OCU are subsequently based on activities. Seven posts are funded through external income generation and it is intended to make a moderate increase in this number for 2005/06. The allocation of supervising officers is based on MPS ratios. The OCU has minimum patrol strengths and a roster based on a profile of demand. It retains the ability to provide surge capability in times of operational need (eg Operation Fresco). Specific initiatives have been successfully introduced to address both a shortfall in numbers of staff and driving skills.

- All roads policing activity carried out by traffic and transport OCUs is intelligence led and co-ordinated through branch and pan-London tasking processes. Identified hotspots within road corridors are determined using casualty and crime figures (BCU crime information is 'overlaid' onto the casualty 'corridors'), and officers are briefed daily on both. The traffic OCU ANPR capability is included within this tasking process. Speed enforcement and safety camera sites are determined in accordance with DfT and safety camera partnership guidance. The TCJOCU provides the OCU intelligence unit with details of approximately 1,000 target vehicles per month for input to the ANPR database. Targets are identified by TCJOCU sections and special computer searches. The OCU operates its own NIM-compliant intelligence desk and through branch tasking allocates cases of a particularly high priority to its own enquiry officers for special attention.

- The principles of the ACPO *Road Death Investigation Manual* have been adopted. Specialist fatal collision investigators receive 'crime academy' training relevant to their role. This includes advanced level vehicle and collision scene examination and investigative training equivalent to detective level training. The intention is to deploy branch family liaison officers to all fatal collisions. The OCU currently has 42 trained family liaison officers and six trained family liaison co-ordinators.

- The London safety camera partnership includes the MPS, CoLP, TfL, ALG and Greater London Magistrates' Courts Authority. Further partnerships are maintained with the Highways Agency, Vehicle and Operator Services Agency, Royal Society for the Prevention of Accidents, Coroners, the Health and Safety Executive (HSE) and

membership of the Parliamentary Advisory Council for Transport Safety. Two partnership conferences hosted at New Scotland Yard to promote better working relationships led to the creation of local casualty reduction forums supported by liaison between individual local authorities and a team of 18 traffic management officers.

- Traffic management units provide feedback to local authorities on issues arising from KSI incidents and consultancy support to SNTs.

- The traffic OCU is involved in a number of national partnership initiatives, including Safer Routes to School and BikeSafe. It was instrumental in the creation of a pan-London road safety group that continues to provide a mechanism for strategic consultation. The OCU also led on the introduction of SOPs for the deployment of off-road motorcycles to tackle ASB by motorcyclists on common land/waste ground. A pilot is to be developed with TfL to address work-related road risk through patrol backed by seminars.

- The HSE conducted an inspection and found that a recent training package for officers attending fast road incidents had been well received and provided good advice. Vehicles that were allocated to work on fast roads had recently been re-equipped.

- The OCU has reviewed a number of road death investigations using the crime investigation review teams with subsequent development in procedures.

- There is evidence to suggest that intelligence and information in relation to roads policing contributes to the force strategic assessment. As such, the way in which roads are policed featured in both BCU and force level strategic assessments.

- Performance targets are set by the MPA, and the roads policing unit (RPU) works to the DfT. The unit also has a direct input to the Mayor of London's strategies.

- There are links and partnership working protocols with the road crime intelligence unit, TfL and traffic criminal justice units.

- The RPU is fully NIM compliant.

- The RPU is tasked as part of various operations, such as Rainbow and ANPR, as well as counter-terrorism tasking.

- The MPS has sufficient resources to deal with the existing demands and has regularly tested its contingency plans to meet the requirements of spontaneous or significant pre-planned incidents on its roads.

- The MPS adheres to the *Road Death Manual* with exception to the use of HOLMES. The MPS has a dedicated collision accident investigation unit.

- The RPU has partnership protocols in place with the Coroners' Offices, the CPS and the Victim Support Service. In addition, the unit is involved with education departments and engages in consultancy work to reduce accidents on the road.

- The RPU has dedicated staff who work towards performance indicators covering various areas of work. These are measured both internally and by external partners.

Areas for Improvement

- There are opportunities within the service review to integrate the roads policing strategy with other operational strategies.

- The MPS may wish to review its provision and deployment of ANPR teams to ensure appropriate force-wide coverage.

- The HSE inspection found there was some confusion among officers as to whether it was their responsibility to remove debris and broken-down vehicles from fast roads. Officers were also concerned that there were not always enough vehicles to effectively implement a rolling roadblock on fast roads. Any vehicles that passed the block would place officers, and others, at risk if they were attending an incident ahead of the block.

6 Resource Use (Domain B)

Following a recommendation from the last HMIC inspection, the MPS has created a strategy to address growth. There is now a clear vision with coherence between strategies and plans including, succession planning, training needs analysis, workforce planning and workforce data. This work is underpinned by professional HR managers who have achieved significant improvements in HR management within the MPS. Performance targets have been achieved for police officer sickness and for police staff and police officer medical retirements. The trend for sickness among police officers, police staff and traffic wardens has been downwards for the past two years. The upward trend for PCSOs is being dealt with through action plans. Recommendations from *Winning the Race* and other reports (eg the Macpherson Inquiry report) are contained within the diversity strategy action plan. The government's recruitment targets for BME officers will not be met. Both the MPA and the MPS are aware that, despite the progress on financial management, they still need to make further significant improvements. Overtime reduction in accordance with the PNB's target remains a significant challenge, together with compliance with the working time directive. NIM structures and systems are well embedded within the MPS.

6A Human Resource Management

Good	Improved

Strengths

- During 2004/05, the number of working hours lost to sickness by police officers in the MPS was 55.94 hours, a reduction of 13 points on 2003/04. The MSF average was 64.34 and ranks the MPS second out of five. The national average was 70.57 and ranks it 6th out of 37.

- There is an HR strategy and comprehensive, costed HR plan in line with the requirements of *People Matters* and other strategic plans, including *Breaking Through*. The annual HR plan is agreed with the MPA and summarised in the annual policing plan. It sets out the objectives, activities and targets to support the operational goals set in the annual policing plan. The HR plan contains clear annual objectives and activities covering the full ambit of HR.

- Regular corporate performance data, including a range of key HR aspects and a detailed HR scorecard, is presented to the MPA HR committee on a monthly basis.

- The director of HR is a member of the Commissioner's management board. Business group management structures and processes are in place to enable delivery of the HR plan and effective people management. They are supported by central HR activity and local, devolved HR managers and support units. HR policies and procedures clearly set out responsibilities for line management and specialist HR activity. All operational units have an HR unit and staffing levels are determined locally. Central HR operates an account manager scheme to provide for direct customer contact. Most HR managers and many central HR staff are professionally qualified or are studying towards qualification. The MPS sponsors HR managers to undertake professional qualifications.

- The service review is taking the opportunity to reassess the extent to which the organisation has decentralised HR and is reviewing whether the current arrangements provide the best fit.

- The 1999–2004 people strategy took the MPS through a period of unprecedented growth, which, while likely to continue, is unlikely to be on quite the same scale for the next few

years. HR recognises the need to build on the organisation's capability – more than its capacity – to work in partnership with managers to meet the changing needs of the service. The plan is to take HR to a more strategic level. Forward-thinking transformational HR is required to help the MPS foresee future challenges and prepare the organisation to manage change and people matters more effectively.

- All HR policies are prepared following a corporate process designed by the policy clearing house. This requires that a number of specific reviews are carried out (eg race equality and health and safety).

- All policies for recruitment and selection require that staff are recruited and selected against the role profiles within the integrated competency framework (ICF). The ICF also underpins promotion, PDRs, performance needs analysis, development programmes and accreditation schemes. The Two Ticks scheme guarantees an interview to a disabled applicant who meets minimum requirements.

- HR is an integral player in the corporate planning and performance management processes, including the NIM. The HR evaluation process monitors local application of key HR processes and related performance. Local performance reports include a range of HR monitoring data. Local staff surveys are carried out resulting in local action plans and the Morris Inquiry conducted a service-wide survey last year. Corporate issues identified are pursued by central HR or other central HQ departments.

- Many links exist between central HQ and local units including, the postings panel, meetings between the director of HR and all local HR managers and HR membership on corporate and departmental forums, projects and change committees.

- The MPS seeks to influence best HR practice through membership of the London employers' coalition.

- All business groups are allocated their BWTs at the beginning of the financial year and the management board agrees the deployment plan. The workforce planning unit works closely with the business groups to prioritise resources in support of MPS requirements. The movement of constables and sergeants is co-ordinated through the monthly posting panel, and for other ranks as the need arises.

- The workforce planning unit produces an annual forecast each month of strength against BWT for all ranks. This informs promotion and selection processes and highlights any potential shortfall.

- The new police staff recruitment/selection policy focuses on a competency-based approach and there have also been enhancements within medical recruitment. The MPS is providing more detailed job descriptions on the internet, which helps applicants decide which part of the policing family is most suited to them. The MPS has also created bespoke advertising and events that are targeted to certain groups to ensure their effectiveness.

- National recruiting standards have been implemented for all police officer recruits and have been introduced for PCSOs.

- The MPS has a corporate health and safety policy that is designed to be cascaded and reproduced at individual business group, BCU and department level.

- These policies designate line management responsibility for health and safety matters. The health and safety branch is responsible for auditing compliance.

- The health and safety branch provides routine support and a 24-hour duty call-out

service.

- The First Aid at Work training system meets health and safety requirements. The fitness test system has recently been risk assessed and reviewed.

- Effective use of occupational health resources has resulted in ongoing reductions to police officer and police staff absence rates. Use has been made of the additional funding made available to undertake proactive health measures, such as health promotion activity and surgical and psychological interventions through third parties.

- Occupational health was integrated into the operational arena through the deployment of specialist support abroad following the Asian tsunami.

- Performance targets have been achieved for police officer sickness and for police staff and police officer medical retirements. Trends for sickness among police officers, police staff and traffic wardens have been downwards for the past two years. The upward trend for PCSOs is being dealt with through action plans.

- The recruitment of police officers is continuing at an all-time high and the number of police officers in post is more than 20% higher than in 2000. This is highly commendable.

- Retention levels are increasing and more attempts are being made to develop flexible working. This is all working towards establishing the MPS as an employer of choice.

- Through the pilot exit survey, the MPS is improving its monitoring and quality of information about why people leave. This will inform a new exit process.

- A new pay structure was introduced for police staff in 2001, and there is evidence that turnover has reduced as a result of the MPA taking a deliberate decision to put significantly more money in the police staff budget to address the issue.

- The police reform changes were implemented on time. The MPS has a devolved bonus scheme for both police officers and police staff. The police reform steering group monitors developments and co-ordinates and decides on special priority payment bids. Post-related allowances for chief superintendents were implemented for approved posts in July 2004, backdated to 1 April 2004.

- Return rates for PDRs are now much more effective (80–90%). Objectives are also more effective, with 75% of all PDRs having objectives within them. The challenge now is to make the PDR a more useful tool for identifying development needs, suitability for promotion or selection to other roles or identifying where a person may not be competent. The MPS is also still tightening up the process for how it monitors the quality and completion of PDRs.

- The management board/director of HR meets with the Police Federation, the Superintendents' Association, trade unions and staff support associations regularly, both formally and informally.

- Good practice, advice and learning from employment tribunals are disseminated and the employment unit provides input to training events and workshops. The fairness at work process is compliant with the minimum requirements of the dispute resolution regulations and learning points are shared across the organisation.

- The police staff discipline unit provides expert advice and ratifies all police staff suspensions. Complex and long-standing cases are monitored, with proactive intervention where appropriate.

- Staff are involved in the development of HR policy through a structured method of

consultation. A number of HR policies directly demonstrate the commitment to good employment relations.

- The MPS is appointing fairness at work advisers as a central core team to provide support to managers dealing with fairness at work issues.

- The MPS has appointed a member of staff to capitalise upon the organisational learning available from grievance and tribunal cases.

- Trade union representatives reported generally good morale among their members but with some obvious concerns regarding the service review. They also recognised rich opportunities for civilianisation within the MPS that most other forces have already addressed.

- METUS meets management board members and the MPS engages them in appropriate consultation. Relationships are very constructive. METUS, the trade union side, have been invited to sit with staff associations as part of the challenge panel to the service review.

Areas for Improvement

- The HSE reports that the occupational health and safety branch has expanded in recent years and is trying to address many important health and safety issues. There will be a constant need to ensure that the advice of the occupational health and safety branch is fully integrated into the operational work of the MPS.

- The HR function would benefit from the development of an IAG to assist in the development of strategy and the implementation of policy.

- Future development of the HR strategy would benefit from wider external stakeholder consultation.

- The MPS has achieved excellent results in its sickness rates for both police officers and support staff. Union representatives recognise the robust but professional style of senior managers engaged in reducing sickness levels across the organisation. They also identified the need to address disproportionately high sickness levels among PCSOs.

- Some PCSOs have a high sickness rate. Evidence suggests this may be exacerbated through boredom from routine duties and a lack of meaningful tasking and adequate supervision.

- Fairness at work is not working as intended because managers hide behind the processes. The Morris Inquiry severely criticised the fairness at work process.

- The ACPO team's personal objectives have been delayed and need to be addressed.

- The central IAG is keen to maximise effective use of staff associations to build trust and confidence and recognise that further duty time is required for this task to be satisfactorily completed.

- Although the MPS monitors high overtime earners, there are no formal mechanisms to monitor compliance with the working time directive. Staff associations report there is a lack of commitment to address compliance with the working time directive and that recommendations have been slow to emerge from the on-call working group; this is an ongoing issue.

- There has been some good progress in recruiting staff from BME communities but the MPS has been unable to meet the government targets. It will take time to meet these

targets, especially as the economically active community changes over time and the task becomes even harder.

- While recognising some good local initiatives to ensure the health and safety of PCSOs, the HSE noted that PCSOs are expected to undertake officer safety training on a regular basis when some are unable to participate due to medical conditions. They were unclear how PCSOs can fulfil their duties safely if they are not given their mandatory officer safety training. The HSE was surprised that people were selected for the role of PCSO if they could not meet the physical requirements for the PCSO training. They were also concerned for the health and safety of PCSOs when sometimes they are asked to do tasks that are beyond their remit.

- Investors in People accreditation has been achieved for the directorate of training and development. It is not being pursued for other parts of HR since the business benefit, taking into account the unavoidable accreditation processes, is not considered proven by the MPS. The MPS is a member, and holds the secretaryship, of the national Chartered Institute of Personnel and Development police forum and the heads of profession group. Through this route, information about best practice is shared and utilised.

- The MPS has been successful in improving the completion rate for PDRs, but it now needs to ensure the quality of the content is appropriate. The decision to use PDRs in promotion processes will sharpen up both timeliness and the quality of the content.

- Although the overtime budget is significantly overspent, the bottom line budget is within target. The downside of this, however, is that the government's overtime targets will not be met and the work/life balance issues are not being fully addressed as intended by the PNB agreement.

- The inspection team was surprised to learn of the very low numbers of female police staff drivers. This is another area where the barriers creating under-representation need to be identified and removed.

6B   Training and Development

Fair	Improving

Strengths

- The MPS has a three-year training strategy, which is very well aligned to relevant Home Office circulars.

- The MPS has produced a thorough and broad-ranging costed training plan following the requirements of the national costing model and relevant Home Office circulars. This piece of work is particularly detailed and comprehensive.

- The force has an evaluation strategy that is well aligned to Home Office circulars, and a prioritisation matrix to help risk assess the order of evaluation work to be applied and sanctioned by the training management board (TMB).

- Collaborative work takes place with many other public bodies, including the LFB and LAS, particularly in relation to joint emergency training. The force also has a number of regional and international collaborative arrangements with other police organisations, including training with Japan, Italy, South Africa and Russia.

- All staff now have role profiles allied to the ICF. All promotion, selection and recruitment procedures are based on role profiles, and/or ICF behaviours. A corporate induction process includes familiarisation with role profiles and the PDR**.**

- A prioritisation model exists in relation to training. This model provides a systematic risk assessment process for managing supply and demand conflicts within training and development for the MPS. This model is applied by the TMB to meet its strategic target level.

Areas for Improvement

- Difficulties were experienced in producing the 2004/05 costed training plan in a timely manner, partly caused by software difficulties and partly by ownership issues of the national costing model process. The MPS needs to ensure that sufficient resources are allocated to this function and that they are located in the most appropriate business area.

- Although there appears to be a robust system to monitor the costed training plan, there are concerns regarding the degree to which this is largely driven by corporate demands at the expense of local needs, to an extent that the latter do not get addressed in an appropriate proportion. For example, during visits to boroughs, numerous examples of locally identified needs, specifically targeted towards operational performance improvements, were articulated that had not been delivered to the extent required because of the need to ensure that corporate training was met

- Visits to boroughs showed that there was a good deal of work being undertaken to identify local training needs. However, the resultant local plans were of a disparate nature, and the application of costs and other national guidance in relation to how they might be addressed was not evident.

- Training boards and school management boards provide the strategic client groups within individual business areas of the MPS. A member of staff at ACPO rank or equivalent chairs these boards. The boards report on a quarterly basis to the TMB, chaired by the director of HR, which is the force's senior client body. All chairs of the training boards are members of the TMB, as is the director of training and development. The training strategy sets out the roles and responsibilities of both clients and

contractors. There are inconsistencies in the function of these boards, with some being more developed than others in terms of their ability to meet regularly and provide the standards of service required by the TMB.

- The client/contractor relationship at BCU and department level was less defined. However, in some BCUs, fledgling processes are developing. Further exploration of a corporate process to establish this relationship at all levels of the training and development function needs to be pursued by the directorate of training and development. HM Inspector encourages the MPS to consider adopting an emerging process from either Lambeth or Newham, both of which were able to demonstrate noteworthy practice in terms of a developing client/contractor process.

- Within the training standards unit, a QA team is established with responsibility for overseeing this function across the MPS. The information they collate is produced on a regular basis via a performance report to the TMB, and is available via the intranet. This QA department is currently responsible for carrying out a series of targeted QA audits across the MPS; however, this function is a recent development and to date only three such audits have taken place.

- Within the directorate of training and development, QA processes were found to be generally good; however, managers within professional development and the extended police family training departments acknowledged that activity had been reduced in response to increased demand. Outside the directorate, QA practices were found to be significantly less rigorous at borough and department level.

- There is only limited knowledge of the national guidance contained within the Centrex *Models for Learning in the Police Service* document.

- Good application of the use of best value methodology was found in relation to the use of driver training. However, the MPS needs to consider the manner in which it can routinely use the principles of best value when considering all new training events. There is no routine, comprehensively applicable mechanism to apply these principles, particularly at borough level.

- There exists a recurrent theme of disillusionment with PDRs across the force; this appeared to arise from regular alterations and changes to the process, and a feeling that the document served no real effective purpose for staff.

- Boroughs have been given a corporate business plan template to complete; however, there is no requirement for, or mention of, training within this template. Such consideration will encourage a more robust and locally owned training plan to be developed.

6C   Race and Diversity

<div style="float:right; border:1px solid black; padding:4px;">**Fair**</div>

Strengths

- The deputy commissioner is the diversity champion and chairs the diversity board.

- The Commissioner has personally undertaken the CRE's leadership challenge and promoted it at a strategic level with race equality as a priority. Equal opportunities and promoting good race relations are built into all policies.

- Under the Race Relations (Amendment) Act 2000, the MPS has a legal duty to promote race equality, and this is evidenced in the statutory publication of an RES. In its scheme, the MPS has committed itself to ensuring that all sections of the community have total trust in the MPS.

- At the top of the organisation there is a clear vision for equality of service delivery and an understanding of why it is vital to build trust and confidence within the community.

- The fairness at work co-ordinator monitors all cases and proactively intervenes where appropriate. Within the employment tribunals unit, there is a newly created post dealing with learning, development and dissemination of best practice. Although this post is currently in an embryonic stage and will also proactively intervene where appropriate, lessons learnt from employment tribunal and fairness at work cases have, for some time, been shared across the organisation by way of advice notes.

- The HR department is currently working on a code of ethics, highlighting acceptable standards of behaviour. Those actions falling below this standard will be treated extremely seriously. Discrimination, whether towards the public or towards colleagues, is treated as a serious offence under both police officer and police staff discipline regimes. Particular emphasis is given to this during induction/initial training, demonstrated by some dismissals of probationers at Hendon.

- Progress towards creating a diverse workforce is demonstrated through upward trends in workforce data figures in all areas. The percentage of officers from BME groups has more than doubled since 1998, against the background of a greatly expanded workforce.

- The complexity of the diversity of the community in London is on a different level to the rest of the country, including MSF forces, and residential data varies greatly from transient workforce data. In addition, many new communities do not have the necessary residence criteria to be considered within the MPS officer recruit pool. Progress may be better assessed against the specific community picture of London.

- Activities taken to ensure recruitment, retention and progression of staff from BME groups, women and other under-represented groups are in line with *Dismantling Barriers* and the Gender Agenda.

- There is evidence of commitment from the top of the organisation to drive forward the Gender Agenda.

- The MPS has seconded an officer to be the national co-ordinator for the British Association of Women Police, which takes the lead role in co-ordinating the Gender Agenda.

- The assistant commissioner of the newly formed fifth directorate has identified significant under-representation of female staff within specialist operational support units and is

developing initiatives in an attempt to address these issues.

- Think Flexibly, a two-fold guide for managers and staff explaining the MPS's flexible working policy, was launched in November 2004 and has helped to raise awareness. Over 3,500 employees have adopted an alternate working pattern and posts previously seen as inflexible, such as detective roles, have introduced some form of the policy.

- The diversity directorate's training and development branch has lead responsibility for the development of race and diversity training. During 2005, the branch will be responsible for implementing the national strategy to improve police performance in race and diversity. The MPS also has the national lead on two performance needs analysis programmes on gender and LGBT issues to inform the national learning requirement. Both analyses will be completed by the end of 2005.

- The diversity directorate works closely with the training standards unit (which is responsible for performance needs analysis and training design) and diversity aspects are included in all relevant general training activities.

- A high level of stakeholder involvement is achieved by representation on the diversity strategy board and the diversity forum. The board includes the IAG, MPA, CRE, Black Police Association, Police Federation and Superintendents' Association. The forum includes all of these as well as the GLA, SAMURAI staff associations, employers forum on disability and LGBT advisory group. All diversity policy and strategy developments thereby undergo considerable scrutiny and discussion. The results of monitoring are reported at board and forum level and detailed documents circulated to stakeholders.

- All policies, new and old, have undergone the policy clearing house process, during which the application of the policy is scrutinised for impact on legislative compliance, equalities and diversity issues. The strategic disability board leads on disability. Individual needs are assessed for personnel but, in the wider context, adjustments to the MPS estate to allow disabled access are hampered by the age of many of the buildings and the scale of rebuilding required.

- The MPS supports 15 minority staff associations, which have formed an umbrella group called SAMURAI. This group meets bi-monthly with the director of HR. All the minority associations have access to the Commissioner/deputy, and are part of the policy consultation process. Associations are allowed time for executive members to carry out their functions and some have been provided with dedicated administrative resources based at the training school, where the need for staff support has a significant concentration due to the numbers there.

- A number of staff surveys have been completed, including one by the Morris Inquiry. The results of this were used to inform the Inquiry recommendations.

Areas for Improvement

- During 2004/05, 19.5% of overall force police strength was female. This is an increase of 1% on 2003/04. The MSF average was 21% and ranks the MPS fourth out of five. The national average was 21.2% and ranks it 34th out of 42.

- During 2004/05, 60.2% of police staff were female. This was an increase of 0.3 points on 2003/04. The MSF average was 61.4% and ranks the MPS fourth out of five. The national average was 62.3% and ranks it 32nd out of 42.

- During 2004/05, the difference between voluntary resignation rates of male and female officers was 1:1.25. This was a decrease of 5.4 points on 2003/04. The MSF average

was 1:1.33 and ranks the MPS third out of four. The national average was 1:1.41 and ranks it 16th out of 39.

- IAG members provided a very balanced picture of the progress made by the MPS in addressing race and diversity issues, but also highlighted the significant challenges that remain.

- IAGs are breaking down barriers between the police and some communities. Not all boroughs are working to the central guidance provided and the MPS needs to hold them to account more rigorously. The success of IAGs has meant their proliferation throughout the MPS and accountability structures are needed to ensure their compliance with policy.

- The 32 boroughs and OCUs incorporate race and diversity matters in different ways because at present there is no single overarching strategy. The new strategy has been delayed in order to take account of issues arising from the Morris Inquiry, the Taylor report and the CRE report.

- The service review has the potential to recognise managing race and diversity as a core business process. When put into operation it should allow for the diversity directorate to formulate its strategy and to develop standard performance monitoring and management through appropriate accountability mechanisms. This should resolve current deficiencies.

- The diversity directorate fulfils a strategic role, provides general advice around the six strands of diversity and is developing a performance monitoring function. The diversity strategy is currently being formulated, but as yet there is no single tool or product that adequately monitors race and diversity issues within the MPS.

- The MPS has set targets to ensure that the police force represents London's diverse communities. In the last five years, representation of female police officers has improved and it seems the target set for female police officers of 25% by 2008 is achievable. However, progress in improving the representation of BME officers has been slow, despite several initiatives to encourage members from the BME communities to join as police officers. More effort is needed to strengthen relations between the MPS and London's diverse communities.

- Recent reports highlighted that there are large sections of the community and employees who do not feel they have an adequate stake in the service delivered by the MPS.

- The MPS must address the reluctance of some managers to properly deal with race issues. First-line managers do not sufficiently challenge or deal with inappropriate behaviour.

- The business case for dealing with gender issues and diversity is not clearly articulated. Staff in the workplace are not held to account, partly because the performance management regime does not take account of gender and diversity issues. Supervisors do not deal effectively with problems because they do not have the confidence to seek resolution.

- The British Association of Women Police acknowledges that a vast amount of work is being done to drive forward the Gender Agenda, but some of this good work is not properly recognised due to inadequate marketing.

- There are opportunities for senior managers to demonstrate their commitment to minority support groups through associate membership.

- Following the last baseline assessment, the MPS has established common accommodation and administrative support for minority support groups. This is a

welcome move, but some of the support groups still do not have sufficient time to fulfil tasks that are very much in the interests of the MPS. Many of these groups are an asset to the organisation and make a real contribution to building trust and confidence in areas such as recruitment, retention and progression. It is clear that the MPS is very much aware of this issue and it needs to keep the business case for further support to these groups constantly under review.

- Officers involved in the service review find it extremely difficult to balance their contribution with the demands of their day jobs.

6D	**Resource Management**	**Good**	**Improved**

Strengths

- There were sound overall reserves of £111 million at March 2004.

- The various initiatives pursued since 2000, designed to improve the management of the MPS's and the MPA's finances, were consolidated in the financial management strategic programme.

- In 2004, the District Auditor Scored Judgement under the Initial Performance Assessment Review of the MPA gave an assessment score of three (out of a possible maximum of four) on the finance and resources element.

- Unlike other PAs, the MPA employs a full-time treasurer and deputy as well as other finance support; they work closely with senior MPS staff to be assured that the financial support to the MPS and MPA is effective.

- The annual budget submission to the MPA and GLA encompasses both business and financial plans including, medium-term, three-year financial projections and five-year capital and borrowing plans.

- Close liaison takes place between financial planning and corporate planning groups throughout the year via the planning process board.

- Business planning at OCU level is closely linked to budget growth, savings proposals and detailed budget allocations.

- The director of resources is a full member of the MPS management board and chairs the MPS resource approvals committee.

- The MPA has a corporate governance committee that meets quarterly and a finance committee, which meets monthly. Financial regulations are in place, which set out the roles and responsibilities of the MPA, treasurer, Commissioner, director of resources and internal audit.

- Detailed financial instructions, a finance manual and a scheme for devolved financial management are also in place.

- The MPS management board receives monthly budget monitoring reports and budget planning reports alongside reports on performance.

- All units have a manager responsible for the day-to-day management of the budget (finance and resources manager, finance manager, etc). These individuals and their line managers (OCU commanders, etc) receive financial awareness training from central finance and have access to necessary guidance through the online finance manual.

- In addition, every unit has a named business accountant within central finance who is responsible for advising and providing day-to-day guidance to the local managers and their teams on all matters relating to finance and budgetary management and control.

- These individuals oversee processes, such as in-year monitoring, budget setting and business case construction, and ensure that local managers have monthly management information on budgetary performance, that local staff have training and that issues of concern or interest are raised centrally.

- The MPS has established a resources re-direction review, which will now be subsumed

into the service review. A key element will be the release of existing resources to front-line delivery.

- A detailed efficiency plan for 2005/06 (and the next two years) has been agreed and appropriate savings are being achieved.

- Activity-based costing for 2003/04 has now been completed with activity analysis being provided to various OCUs. A project for costing 2004/05 activity data is currently being established.

- The MPS is developing a specific management information methodology, known as the operational policing measure, to allow measurement, analysis and comparison of police time spent in the public view. This will enable the debate on police visibility and effectiveness to move from a relatively unsophisticated dialogue on police numbers to a more informative discussion on time spent by police officers, PCSOs, and police staff in the public view. The operational policing measure should be looked on as a valuable addition to the suite of management information available to police leadership and oversight bodies. In addition, work has already been done to establish a shift pattern toolkit, available on the MPS intranet, and provide a shift pattern centre of excellence.

- Longer term, the MetTime project will provide activity analysis (planned and actual) across all staff, ranks and grades.

- The outcome of the service review will provide a response to the Gershon agenda.

- Finance function performance is measured in a number of ways. It participates in the Institute of Public Finance benchmarking club and annual results are circulated widely within the department to question existing processes. It has a service plan that links with both the resources directorate and corporate plan to provide focus on performance improvement and activity.

- Flexible working is available to all police officers and police staff regardless of the reason. The flexible working policy and guidance states that any request will be seriously considered. Seven flexible working patterns are identified and explained. These are flexi-time, annualised hours, job-sharing, working from home, compressed hours, part-time and term-time working.

- The MPS is currently undertaking an evaluation of its resource allocation formula, which is used to allocate resources between BCUs.

- The MPS procurement strategy is clearly defined and agreed with the MPA and addresses the requirements of best value principles and legislation and comprises three key elements – people, processes and technology.

- The estate strategy is approved by both the MPS and MPA and closely mirrors the operational policing plan, thus ensuring full support for policing performance. There is limited capacity to collaborate on joint occupation of the MPS estate, due to pressures arising from growth, although where possible this is achieved (eg CPS and London borough CCTV schemes). Collaboration with other partner estates is becoming a reality, particularly in the Safer Neighbourhood bases that are provided by both public and private sector partners.

- The MPA/MPS transport services strategy has been updated and was approved by the MPS management board in October 2004 and the MPA finance committee in December 2004.

- Transport services operate a balanced scorecard performance management regime that

focuses on a set of key indicators covering the range of functions within its remit. In addition, the MPS outsource services programme is currently re-competing the equipment for service, repair and maintenance and one-stop shop outsourced contracts that account for around 90% of the department's vehicle-related functions. This should lead to a market benchmarked, best value, new support solution from April 2006.

- New vehicle types are selected against a user requirement matrix that is strongly influenced by and biased towards lowest whole life costs.

- The MPS has upgraded financial systems and is the first police force to use SAP business warehouse and strategic enterprise management.

- The MPS has shown commitment to staff by becoming an accredited training body with the Chartered Institute of Public Finance and Accountancy, Chartered Institute of Management Accountants, Association of Chartered Certified Accountants and Association of Accounting Technicians.

- Category management capability is used to map the processes and capitalise on sourcing opportunities. This is evidenced by the purchase of diesel fuel across the organisation at significant savings, rather than within the separate functional directorates.

- There is a desire to align the parallel strategies of finance, people and priorities.

- Investment choices within the policing model have begun to redress the balance between preventative and investigative activity.

Areas for Improvement

- During 2004/05, 82.6% of police officers were in operational posts. This was a decrease of 0.7 points on 2003/04. The MSF average was 86.8% and ranks the MPS fifth out of five. The national average was 88.2% and ranks it 40th out of 41.

- Although the MPS has progressed budget devolution to include police pay, operational commanders have little flexibility to significantly vary their budgets. Borough commanders are limited in their opportunities for virement within budgets due to centrally imposed restrictions; these are placed in order to ensure police numbers are maintained. The preoccupation with police numbers adversely affects the opportunities for workforce modernisation. The operational policing measure creates new opportunities for more appropriate monitoring.

- The inability of the organisation to rein in overtime spending after a considerable amount of monitoring highlights a lack of corporate governance in this area.

- Although the overall budget is under spent, the MPS will not achieve its 15% overtime reduction required by the PNB agreement and this adversely impacts upon work/life balance. The volume of overtime in some departments is high and raises questions as to whether those departments have been allocated a sufficient share of the budget in the first place.

- The SO directorate is the primary cause of the overtime overspends. Although the MPA has closely monitored the overtime expenditure, until very recently there has been an unwillingness by the MPS to directly address the cause of the overspend.

- Although the MPS monitors high overtime earners, there are no formal mechanisms for monitoring compliance with the working time directive. This assessment identified a lack of understanding and awareness that the working time directive applies to police officers.

- Evidence gained during this assessment suggests there are significant breaches of the

working time directive and a lack of appropriate consideration for the work/life balance. There are significant health and safety implications for some of the staff and all of these issues must be addressed immediately. Objectives to deal with this should be included within the PDR process.

- There exists a long hours' culture at the very highest levels that needs to be carefully monitored in order to set the right tone for the rest of the organisation. Some senior managers seen throughout this assessment showed signs and symptoms of overwork and exhaustion.

- There is a need to improve progress in implementing activity-based costing arrangements. Much still needs to be done to meet the national policing plan requirements.

- The financial health position of the MPS/MPA, although still tight, is much stronger than hitherto. There is a need to seek further improvements in budget monitoring and control arrangements in high-risk areas.

- The MPS is creating a MetDuties time management system, in addition to computer-aided resource management, as an interim solution to providing core resource management information to facilitate the introduction of the new communications environment. MetDuties has a broad project brief to deliver a duty management suite in line with the MPS information strategy. By comparing actual strength and deployment against blueprint, the MPS will effectively be able to drive workforce planning, recruitment, deployment, training, selection and promotion. These changes are to be delivered during the current calendar year.

- The MPA and MPS have achieved improvements in medium-term financial planning and recognise the need to further integrate with other types of strategic and operational planning.

6E   Science and Technology Management

Good	Improved

Strengths

- Clear leadership is exercised by the director of information, who chairs the information management steering group (IMSG), and by MPS business group senior representatives who are members of the group. The director of information (head of IS/IT) now attends MPS management board meetings as a full member, as previously recommended by HMIC, in recognition of her role as the primary professional adviser on information and communications technology (ICT) matters.

- A hierarchy of strategies has been developed, supporting the aims of a wide variety of strategic documents, eg the national policing plan and the Home Office police science technology strategy.

- A formal process exists for the management of requests for new projects and services covering initial capture, formulation of detailed proposals, alignment with MPS strategic direction, definition of business change proposals and expected business benefits.

- A comprehensive suite of ICT policies is in place. These are closely linked to the business strategies and plans, generally feeding off their objectives, but also feeding the goals of the police science and technology strategy and MPS ICT policies into their objectives and targets.

- The annual programme of projects is agreed by the IMSG against MPS priorities and available funding. It oversees the ICT strategies, approves the annual directorate of information programme of projects in support of these, and agrees any re-prioritisation required in-year. All major milestones, from project initiation to benefits realisation, are overseen by the IMSG.

- Directorate of information workstream managers are responsible for allocating resources and ensuring delivery of the project to time and budget, in accordance with the business case. Project sponsors are held accountable for the realisation of business benefits.

- A technology strategy has been produced that encompasses not only technology, but also the management organisation required to ensure technology is fully integrated into the business planning process.

- The MPS is in the process of identifying cross-cutting processes that will each have management board leads. The provision of IT services that will prevent the current need to meet the separate requirements of the functional silos of the organisation. The corporate strategy that will fall out of the service review will assist the process owners to identify business needs across the organisation.

- The directorate of information has provided a modern, cost-effective and fit-for-purpose ICT infrastructure force-wide to support operational and professional ICT systems across all areas of the police business.

- The director of information reports progress on exploiting technology to the management board at six-monthly intervals. The directorate of information is the technical design authority that ensures all projects are reviewed at relevant stages and comply with agreed architectures and standards. A robust change management process with the IS supplier ensures the continued integrity of the IT infrastructure, likewise with the main operational systems' suppliers.

- Main operational systems are integrated into the standard corporate desktop configuration (AWARE). The corporate risk management group is consulted for its business perspective to the corporate infrastructure.

- The MPS has a resilient IT infrastructure that enables officers to access core applications at any site. It also has multiple back-up data stores to enable data access in the event of incidents and eliminate information islands.

- The existing call-handling service has regularly tested fallback arrangements and a new multi-site call-handling service is being implemented to provide resilience and capacity to meet growth demands.

- All outsourced suppliers have continuity plans, as do units providing support to critical services provided to the MPS. Senior directorate of information staff and a client unit directly support MPS Gold groups established to deal with incidents, and services are mustered to meet operational demands.

- The information programme group TCG meets monthly to monitor and control the programme of projects and consists of programme managers, as well as the head of the programme management office, resource manager and finance manager.

- All development projects follow the directorate of information project lifecycle, adherence to which is regularly audited by a British Standards accredited agency. The lifecycle demands that the service delivery group (supporting operations), procurement services and the technical design authority are fully involved in development projects from their inception.

- MPS security policy is recorded in the METSEC code, which is maintained by information management governance, within the directorate of information. The variation and development of information systems is specifically addressed therein. All developments of new systems and applications must include the concepts and products development lifecycle. The information security officer in information management compliance is responsible for a team of security accreditors. Their role is to review accreditation document sets (including risk assessment and system security policy) produced by project teams and, if satisfied, award accreditation certificates.

- The directorate of information HR unit conducts a robust vacancy management system to determine staff requirements. The BWT is strictly monitored and reconciled on a monthly basis with local finance contacts. Monthly reports are produced detailing recruitment and wastage figures. The directorate of information has developed a competency framework specifically for all IS/IT staff. All roles have a profile allocated outlining the relevant activities and behaviours. New roles are evaluated in line with the job evaluation policy and the directorate conducts a technical assessment to determine if a technical shadow pay band is applicable. The directorate of information operates a proactive recruitment process in line with MPS guidelines. Job profiles are created for all advertised roles. All roles are advertised internally in accordance with the equal opportunities policy and externally.

- The directorate of information deploys business development/account management field staff, often co-located with customers. They are the primary link between the directorate and its customers, responsible for advising on the application and use of ICT; capturing emerging business requirements; problem identification and escalation; and general customer consultation. Newly identified requirements are fed into the directorate's request process, whereby initial scanning considers how the need might be satisfied and the likely impact on resources, prior to consideration by the information board. If the

request is deemed likely to have significant impact on the work programme, it is referred to the IMSG for prioritisation against the existing programme.

- The directorate of information project lifecycle defines an end of project review to measure whether projects have delivered to their own mandatory benefits realisation plan. The incremental review process (at the end of each stage of a project) ensures that the business case and benefits realisation plan are kept up to date.

- The MPS and MPA have agreed governance, benefits management, programme and project QA processes and project reviews, which ensure intended outcomes are delivered. All projects have a senior responsible officer, the majority being senior police officers with responsibility for the business area in which the project is delivered.

- The senior responsible officer reports on benefits to the IMSG, chaired by the deputy commissioner, and the directorate of information workstream manager reports on benefits to the audit and benefits realisation sub-group.

- In addition for large-scale projects, Office of Government Commerce gateway reviews are carried out and all projects are subject to internal gateway reviews, which are modelled on the Office of Government Commerce process. This includes a compulsory gateway for assessing project outcomes.

- The audit and benefits realisation sub-group meets quarterly, and receives written progress reports from the benefits realisation team. The director of information chairs the meetings, and at each one a number of workstream managers are required to give a verbal account of the benefits being realised by their projects. These accounts can be questioned and challenged by sub-group members, who include senior managers from within and outside the directorate of information. A summary progress report is submitted to the following IMSG.

- The service delivery group holds monthly meetings with outsourced service suppliers to review performance. Performance is also reviewed monthly at the directorate of information SMT (information board) meetings.

- Service credits are claimed against contractors that fail to meet contractual service levels. The director of information and her senior directors meet twice yearly with each supplier's directors to maintain an overview and discuss any referred performance issues.

- Service improvements have been sought consistently during the life of the outsourced service contracts with some success. Experiences with the current contracts have significantly influenced the specification of the new contracts that have recently been re-tendered.

- MDTs have now been rolled out in every borough. MDTs are designed to provide officers in vehicles with access to on-screen information, as they need it, without having to request it via the radio.

- The MPS is addressing the legacy of unlinked systems leading to multiple keying.

- The data quality team has been examining historical data, and the information authority is being set up to control future data handling.

Areas for Improvement

- The information programme group TCG may benefit from using NIM products, such as strategic assessments and control strategies.

- Information is not consistently treated as a corporate asset.

- The MPS has agreed to take the case and custody application. The requirement for 420 servers to support the application is a measure of the poor architectural design drawn up nationally. At the moment, the Police Information Technology Organisation (PITO) deals only with national applications and not the national infrastructure in relation to IT provision. This would appear to create a significant gap that needs to be addressed.

- The MPS needs to address the scale of the task of implementing the IMPACT initiative to deal with post-Bichard issues.

- Growth in information requests means subject access resourcing is still an issue to be addressed.

- The ACPO information management benchmarking toolkit is completed annually and returned in accordance with the timetable. However, the directorate of information finds that the amount of time and effort put into collecting data to complete this return is not warranted by the value of the outputs received. This was just one of a number of data collection exercises conducted during the past year with a view to benchmarking performance, including one conducted by PricewaterhouseCoopers for PITO and one for the corporate IT forum, which seeks to benchmark against other bodies both in the public and private sectors. This latter survey is of greatest value because it compares the MPS with organisations of a similar size and complexity. When other police services are the comparator, the only conclusion ever drawn is that the MPS is an outliner.

- The running costs of maintaining the infrastructure and the capital investment to keep it up to date continue to present a funding challenge when overarching priorities focus on front-line policy.

- The MPS needs to ensure that lessons learnt from previous outsourcing contracts are captured and incorporated in the proposed re-tendering process.

6F   National Intelligence Model

Good	Improved

Strengths

- NIM structures and strategic and tactical processes are established at borough/OCU, business group and corporate levels. Clear links are being established between the production of strategic assessments and the formulation of control strategies and their impact on the business planning process. The programme is now managed in DCC2 through the intelligence standards unit and the strategic intelligence steering committee chaired by an assistant commissioner.

- Key managerial and operational roles within the NIM process are identified at borough, business group and corporate level. Work is ongoing to ensure that these roles correlate to those identified within the people assets appendix and to NIM minimum standards.

- NIM training has and is being provided at all levels (ACPO and command team awareness sessions, intelligence manager training, gatekeeper training, briefing officer training in MetBATS (MPS briefing and tasking system) etc), although none of this is nationally accredited. Analytical training is accredited and provided to analysts. Training for researchers is currently being scoped. Covert human intelligence source handler and controller training is accredited.

- Corporate templates for strategic and tactical assessments have been established to be used at all levels. Guidance includes the importance of recommendations within those products to enable strategic and tactical decision making. Tactical assessment templates enable alignment of control strategy priorities to tactical activity.

- The regional approach for the MPS has been to focus on establishing a tri-regional meeting of MPS contiguous police forces. The first strategic meeting has taken place and tactical meetings are under development.

- The MPS intelligence manual, which contains the guidance on the NIM, is available via the intranet, and is utilised as the service knowledge repository. The MetBaTs system allows briefings and tactical and strategic assessments to be published on the intranet system.

- Roll-out of the CrimInt Plus intelligence system will enhance MPS system assets. The government protective marking scheme is adhered to. Sterile corridor policies are in place and dedicated source units utilised.

- Information from victims and witnesses is submitted on CrimInt (intelligence system). Covert human intelligence source and undercover/test purchase policy is outlined and available via the intranet.

- Crimestopper information is co-ordinated for the service by SCD 11.

- Existing TCG policy is currently being reviewed to improve capture of forensic data and information into the tasking process.

- Improvements to the data search facility are being developed via the introduction of the integrated intelligence platform. The 5x5x5 system will be introduced with the CrimInt Plus system.

- Functional responsibilities within intelligence units are identified; focus desks are

established around control strategy priorities.

- Centrally based technical support assists local delivery. Overt and covert business group resources support borough reactive and proactive units.

- Results analysis and operational review guidance is being evaluated. Guidance on intelligence products incorporates the importance of recommendations for prevention, intelligence and enforcement activity.

- There have been significant improvements, especially in source management and directed surveillance, around Regulation of Investigatory Powers Act 2000 compliance as evidenced by the recent Office of Surveillance Commissioners inspection.

Areas for Improvement

- Tri-regional tasking and co-ordination is in its infancy.

- A review of TCG policy is taking place.

- Involvement of partner agencies within the TCG process varies according to BCU/OCU or business group. The introduction of the fifth directorate (TP operations) will help the MPS to be better equipped to manage the TCG process in respect of level 2 resources.

- Guidance has recently been updated for boroughs on the attendance at, and role of, the daily management meeting.

- CrimInt Plus will improve the capture/searchability of intelligence impacting on organisational memory.

7   Leadership and Direction

The service review, instigated at the new Commissioner's appointment, seeks to align resources with his widening vision incorporating citizen focus and safer neighbourhoods. The size of the force should not preclude it from seeking or achieving top quartile performance in the future. Indeed, there should be an expectation of such performance where policies, systems and processes are in some areas becoming world class.

Lack of data quality remains a huge threat to the MPS and compliance with the NCRS is essential if data is to be valid and reliable. There is a need to address internal inspection and corporate governance through a stronger corporate centre. The organisation is now more confident and the step change programme has the potential to deliver radical change to policing style and quality of service. This work will be assisted by defining the corporate policing style and producing an overarching strategy demonstrating synergy between directorates. The bold move to align the 32 BCUs with the unitary authorities now needs to be underpinned by removing the barriers to financial devolution and capitalising on the full benefits to be gained from further civilianisation. BCUs need an appropriate level of autonomy that is guided within a tight framework of overall corporate guidance from the top. This applies equally to all business groups within the MPS. There is a strong performance management culture continuing to mature through pressure and support. Together with the MPA, the MPS is engaged in a BVR programme that is integrated with other MPS strategic development. The BME recruitment targets remain a real challenge, particularly in light of the new and developing communities within London.

7A   Leadership

Good

Strengths

- Stability and continuity have been achieved within the chief officer team through the appointment of a new Commissioner and new members of the management board. The service review has the potential to create further clarity around leadership.

- The MPS is now an organisation with its head up, and morale continues to improve with a justifiable high level of pride within many parts of the service.

- The chief officer team is visible and accessible to staff. Regular mission, vision and values briefings to large numbers of staff are held. Management board monthly meetings are held at OCUs and staff from those OCUs are invited to attend. All management board members attend OCUs both on scheduled and unannounced visits.

- The Commissioner holds focus groups of BME staff, female staff, OCU commanders and senior police staff. Monthly meetings are held with staff associations and trade union representatives, and regular Commissioner and assistant commissioner commendation ceremonies are held.

- Superintendents feel less disenfranchised with the current management arrangements. The service review brings problems to staff associations because of tight timescales. The MPS tries very hard but genuine consultation is complex in an organisation of this size, with added difficulties created by the need for additional consultation with non-statutory staff associations. However, there are significant benefits to be derived from these relationships.

- SMT meetings three times a week and monthly management board meetings ensure a regular interchange and sharing of issues. Management board awaydays, for team building and to discuss individual and corporate challenges, are held three or four times

a year.

- Team members hold a variety of national ACPO posts and update colleagues on developments within their business areas.

- Sound judgement is exercised in critical situations.

- The deputy commissioner chairs a strategic diversity board and is a proactive champion for diversity issues.

- There is a constructive relationship with the MPA, especially in relation to best value, strategic planning and performance scrutiny.

- There are weekly meetings between the Commissioner, deputy commissioner and MPA chair and clerk. An MPA committee structure, including the community engagement committee and planning, performance and review committee, is supported by, and includes, MPS officers and staff. Full authority meetings and co-ordination and planning meetings are held monthly and attended by management board members. MPA officers and members are included in the Commissioner's conferences and are included in all corporate level MPS meetings.

- There is an active Commissioner's leadership programme, run in partnership with the Work Foundation, which contributes to both individual and organisational development. The first programme was run in September 2001 for borough commanders and subsequent programmes have been aimed at chief inspectors/superintendents/ACPO and equivalent police staff. Adapted programmes have been held for specific OCUs and first-line managers. To date nearly 1,000 members of the MPS have attended.

- Chief officers gauge and influence morale through a combination of formal and informal processes. Formal processes include local staff surveys and the periodic corporate collation of these; the local staff surveys span all groups of the MPS as determined by local and business group management. They have the scope to cover both the business unit as a whole and thematic surveys for specific areas of interest. Corporate issues emerging from local surveys are taken forward by the relevant corporate business groups, eg HR, TPHQ and the resources directorate.

- The Commissioner has regular focus group meetings with officers and staff, at which there is open and direct feedback, and the Morris Inquiry held a corporate staff survey.

- The Commissioner also holds regular New Challenges, New Thinking events attended by around 250 officers and staff at all levels. These events include a question and answer session, with the issues being raised and the manner in which they are raised giving clear indicators of morale.

- Chief officers are both visible and effective in representing the MPS in the media. The Commissioner has set the tone by proactively engaging with the media and encouraging staff at all levels, corporately and locally, to do the same.

- There has been a strong drive to celebrate success in the media, led by a very active public affairs department. The director of public affairs is also a management board member. There are monthly briefings of crime correspondents, attended by management board members.

- The chief officer team supports staff development and promotes reward and value systems in a variety of ways.

- Emphasis is increasingly being placed on the importance of supervision, management and leadership at all levels in setting the right approach to development and reward,

and giving a personal example.

- Full use has been made of the competency-based threshold payments and special priority payments schemes to value and give reward to the more experienced officers and those in the more demanding and higher profile roles. Equally, staff bonus schemes are widely utilised as well as commendations at all levels.

- The importance of PDRs in performance reward and for development purposes is emphasised at briefings at all levels. The completion of PDRs is a specific performance criterion for all reporting officers in their own PDR assessment.

- To enhance development opportunities chief officers have championed the introduction of new programmes, such as the combined officer/police staff first-line manager training and the intensive development programme for police staff (mirroring the police officer high potential scheme).

Areas for Improvement

- The challenge remains to address the reasons for below average performance outcomes when the MPS has developed so many world-class policies.

- The chief officer team is further promoting a culture of empowerment, innovation and learning through its Together approach. This seeks to address silo management, develop corporacy and team working, make best use of resources and develop a more transparent tasking and co-ordination process.

- Aside from the MPS's mission, vision and values, it is recognised that clear values and standards around customer service need to be developed further.

- The creation of the policy clearing house has reduced the number of policies (from 2,700 to 156) to create a structure that is coherent, compliant with statute (principally Freedom of Information Act 2000, DDA, Race Relations Amendment Act) and owned by specialist business leads. Compliance is driven through a variety of mechanisms, but consistency remains a challenge.

	Good	**Improved**

7B   Strategic Management

Strengths

- A planning cycle is published highlighting key dates for decisions (financial and priority/performance decisions). At the start of each year, a series of planning assumptions are developed that will underpin work undertaken in each component planning cycle (HR forecasts, financial planning, priority and performance planning, etc). These assumptions are developed by all contributors to the overall planning process so that each element uses the same set of assumptions to underpin the detailed planning in their respective fields.

- A planning process board meets monthly to ensure that the planning work being undertaken by each business group is integrated.

- The results of extensive community and staff consultation are incorporated into the corporate strategic assessment. This document is used as the basis for selection of corporate control strategies.

- The contents of the national policing plan are analysed to ensure that each of the key priorities/issues raised will be progressed by the most appropriate control strategy owner.

- BCUs undertake a variable target-setting process, whereby they propose their contribution to the delivery of the corporate control strategies based on the focus of their CDRPs. The targets proposed by BCUs (and agreed in negotiation with their CDRP partners) are checked through a star chamber process (involving ACPO officers and the borough commanders) to ensure that they are realistic but stretching. The ultimate corporate targets are widely publicised on the internet and in the published annual policing plan.

- The budget submission to the Mayor demonstrates how the MPS revenue is aligned to priorities. The potential for activity-based costing to provide a full and complete breakdown of the cost of delivering each control strategy is currently being investigated.

- The MPA is fully engaged with the planning process, both through formal committee meetings and an informal planning panel. Plans and targets are jointly owned by the MPA.

- The MPS identifies policing plan objectives through a corporate strategic assessment based on the national policing plan and national counter-terrorism strategy. The identification of control strategies is supported by business group strategic assessments, problem profiles and identified strategic intelligence requirements. External internet consultation identifies community requirements and is supported by the internal MPA/MPS consultation at the Commissioner's conference. The MPA verifies high-level objectives, which are owned by identified ACPO and director leads. The delivery of a corporate control strategy is supported by PPAF and other measures, targets and NIM products including, problem profiles, risk registers, equality impact assessments and resourcing requirements.

- MPS senior management is at the forefront of driving through the changes required under the government's agenda. The management board is being restructured to cater for the changes required by the government's police reform programme.

- A police reform team was set up for the first phase of police reform and remains the

corporate focus for police reform issues. Its head sits on the Home Office modernisation co-ordination group and works alongside ACPO and the APA to shape the national picture. However, the SMT recognises that police reform should not be treated as an isolated programme of work and is integral to everything the MPS is delivering. Therefore, specific change programmes have only been developed when necessary, such as the citizen focus programme and the introduction of new pay and conditions arrangements through a separate HR police reform team.

- The MPS has a comprehensive communications plan, controlled by a committee and chaired by a deputy assistant commissioner. This co-ordinates communication from a strategic level through the business groups in a structured and systematic form.

- The directorate of strategic development includes strategic analysis, strategic performance management, and planning and government liaison. Within this unit, staff at different levels (including police staff, ACPO and other senior police officers) have active engagement with partners (HM Treasury, Cabinet Office, Home Office, GLA, ALG, MPA and a wide variety of community and special groups). Legislative and statutory guidance is tapped for its strategic impact across the organisation, fed into the corporate monthly NIM meetings as well as the six-monthly corporate strategic assessments. The MPS actively anticipates the way in which target regimes, performance monitoring and continuous dialogue with partners shapes the short, medium and long-term priorities.

- The corporate centre has its own analytical resources – crime analysts, criminologists and senior staff who manage the impact of police reform and change in the MPS. At this strategic level, the MPS includes a 360-degree scan – from assessing what people in London say about the police to what the treasury understands about policing as a public service – to put together a whole picture about the competing demands on policing as an accountable public service. The MPS has invested heavily in developing its environmental scanning capability, which now feeds into the corporate strategic assessment.

- The anti-bureaucracy unit has now been transferred to the inspectorate. Reductions in bureaucracy are assessed by means of calculating costs savings from specific initiatives. For example, a calculation into the costs of eliminating signing on at police stations by offenders on court bail has revealed potential savings of approximately £1 million with only a 25% reduction in numbers. This kind of identification of possible savings is fed into the relevant department responsible for policy.

- The amount saved by the service review is likely to be larger than the annual budgets of all forces in the country, except for three or four of the largest.

- Representatives from staff associations form part of the challenge panel for the current service review.

Areas for Improvement

- The MPS has articulated a clear vision for policing London, which is supported by communities and relevant stakeholders. However, a great deal of autonomy is given to operational commanders and, consequently, there is no single corporate policing model.

- At the time of the last baseline assessment, the MPS strategy 'towards the safest city' was in the process of being updated with a promise of a future, clearly articulated policing style. This work has yet to be completed and the service review is intended to

develop policing doctrine from which the policing style will naturally follow. This will address the balance between security, safety and reassurance within the corporate mission; the issue of devolution through a comprehensive service review; and the style of policing appropriate to the capital city. This work remains essential to provide clarity of purpose.

- The service review is being completed to very tight deadlines and is subject to internal tensions existing within the MPS.

- The MPS has found activity analysis and activity-based costing to be problematic. It has developed an operational policing measure, which it has found deals with methodology and scaleability more effectively.

| | **Fair** | **Improved** |

7C   Performance Management and Continuous Improvement

Strengths

- The chief officer team demonstrates leadership in raising performance levels through two forums: the management board chaired by the Commissioner with assistant commissioners (weekly and monthly information); and the NIM tactical meeting chaired by the deputy commissioner with deputy assistant commissioners/ commanders (monthly exception report).

- TPHQ monitors performance through an integrated meeting structure that includes TP co-ordination and tasking, link commander, CCSM and bi-weekly crime operations and tasking. There is more emphasis on challenge, but at the NIM tactical level a less confrontational style is being developed. Performance is also reviewed at the MPA planning performance and review committee (PPRC) committee.

- The MPS provides the MPA PPRC with traffic light style reports that cover: the annual policing plan year to date; 12 months performance versus target; and residual targets for the remainder of the year where appropriate. It also includes all PPAF SPIs as well as other indicators of interest to the PPRC. The format and content of reports was developed after a workshop with PPRC members and therefore is appropriate for the audience.

- There are targets in PDRs. There has been training for the new format reports using traffic lights at the PPRC and the NIM tactical/management board. There is growing use of the MSF data in the bespoke target-setting process for BCUs.

- Significant underperformance against targets and standards is addressed by the TP performance unit, which reviews underlying problems and agrees an action plan with the BCU and the link commander concerned.

- Performance management includes qualitative as well as quantitative assessment. All survey results are reported and the public attitude survey's questions are now aligned with the BCS.

- One set of performance data now drives the organisation. In producing the MPS monthly management report for boroughs, some good consultation occurred with users to produce a product to meet the needs of varied users. The document now encourages benchmarking within the MPS and within its family of forces. This comparative data is beginning to create a new dialogue through comparative performance and the MPS has conducted some good benchmarking with high performers, such as West Midlands Police.

- Such benchmarking has provided significant learning and demonstrated a willingness to address continuous improvement. The MPS monthly management report also encourages significant opportunities for internal benchmarking.

- The MPS has made effective use of logic trees to make links between systems and processes, and inputs, outputs and outcomes.

- BVR topics are selected by the MPS management board, are strategic in nature and chosen to address specific problem areas facing the organisation. Recent reviews have had greater focus on ensuring that the recommendations can be implemented more quickly and without additional funding. Review team members and other appropriate

stakeholders are debriefed at the conclusion of each review and the lessons learnt incorporated in the approach to future reviews.

- The service review instigated on the new Commissioner's appointment seeks to align resources with his widened vision incorporating citizen focus and safer neighbourhoods.

Areas for Improvement

- Some managers do not accept ownership of comparative performance through the use of iQuanta data and seek excuses for the MPS's predominantly third and fourth quartile performance.

- The size of the force should not preclude it from seeking or achieving top quartile performance in the future. Indeed, there should be an expectation of such performance where policies, systems and processes are in some areas becoming world class.

- The debate about performance is not helped by the failure to comply with the NCRS. A lack of validity and reliability within the statistics leads to issues being confused about the data quality.

- While doubt remains about the reliability of the crime statistics, some caution needs to be placed around the analysis of such data. The MPS accepts that there is significant room for improvement in the way it records data. However, the Audit Commission has made it clear that the NCRS audit was concerned primarily with the detail of how crime was recorded rather than whether crime had occurred; it did not look at incidents that were classified as crimes in error. Subsequent research by the MPS suggests that most of the 'no criming' decisions for the sample of crimes in question appeared to be correct, while the auditor was concerned with the compliance issue – whether sufficient detail was recorded. MPS research also showed incidents that were 'crimed' incorrectly, thus resulting in a 'net' effect of mistakes in recording less than the NCRS audit error percentage. Consequently, it is more likely than not that trends in crime reduction are correct, given that forces considered to be complying with NCRS were allowed an error rate of up to 10%.

- Changes in crime trends need to be considered with this information in mind. Tasking and co-ordination processes need to ensure that flawed data does not skew activity.

- The lack of data quality is a huge threat to the MPS.

- There is a strong case for central crime recording.

- The management structure encourages silo management and restricts a holistic performance management framework. The service review has revealed eight business principles that cover the totality of service provision. At the moment, the policing model utilising 32 BCUs allows for a level of devolution and autonomy that militates against corporacy and a common policing style. The Together programme will facilitate a wider CompStat review process that will allow performance management of a broader range of issues than hitherto, but it will not allow the loss of operational focus.

- Significant efforts are being made to strengthen the performance management systems. However, there is still a need to provide more robust performance information systems. While the best value performance plan was compliant with legislative requirements, 26% of the performance indicators contained within it did not satisfy the required criteria and the Audit Commission had to issue an 'except for' qualification on the plan.

- Control strategies include key indicators for performance. The NIM process highlights areas where performance is poor and instigates reviews such as sanction detections performance.

- The MPS has reviewed its internal inspection programme a number of times in recent years. Although it has an organisational learning department, it needs to develop a robust internal inspection programme with a cycle of inspection linked to policing plan priorities and areas of underperformance.

- Internal inspection is haphazard and unco-ordinated without a recognised inspection methodology. If the MPS is to benefit from light touch inspection through earned autonomy it must be able to accurately self-assess its own performance. Developments within the HMIC Going Local 3 programme also require self-inspection.

- There is a need for local self-assessment within BCUs against a common template and for critical cross-cutting MPS-wide processes to be reviewed on a cyclical basis. This needs to be linked to the internal performance management structures and governed by a strong accountability framework that should monitor implementation of recommendations from external reports. This further evidences the requirement for a stronger corporate centre to deal with corporate governance and development.

- Attempts should be made to avoid duplication with the inspection regimes provided by external organisations such as HMIC, the Audit Commission and Internal Audit within the MPA.

- There are no formal measures of accountability to ensure that HQ departments are held to account for their contribution to front-line performance. This is now subject to research within the service review.

- The service review is seeking to ensure that performance information is accurate, timely, concise and user friendly, and used effectively. There are deficiencies in the current systems, which the service review is seeking to address.

- Accountability mechanisms have not yet managed to control overtime expenditure and the MPS will not meet the PNB agreement on overtime.

- BCU commanders' PDRs are linked to bespoke targets, but team performance cannot be compared centrally because of differences in local structures.

- Some progress has been made towards the PDR system driving individual activity but further attention is needed to standardise this work.

- Due to the international, national and capital city policing functions carried out by the MPS a large proportion of its work is not measured by PPAF.

Appendix 1: Performance Tables

1A: Fairness and Equality							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	30.7%	N/A	40.8%	5 out of 5	48.6%	34 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	58.7%	N/A	66.7%	5 out of 5	71.5%	34 out of 37
% of white users very/completely satisfied with respect to the overall service provided **(SPI 3b)**	N/A	42.2%	N/A	53.7%	5 out of 5	56.8%	37 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided (SPI 3b)	N/A	31.5%	N/A	39.7%	5 out of 5	44.1%	36 out of 37
Difference between very/completely satisfied rates **(SPI 3b)**	N/A	10.6 pts	N/A	14 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided **(SPI 3b)**	N/A	70.0%	N/A	78.1%	5 out of 5	78.0%	36 out of 37
% of users from BME groups satisfied with respect to the overall service provided **(SPI 3b)**	N/A	62.7%	N/A	69.4%	5 out of 5	71.2%	37 out of 37
Difference between satisfied rates **(SPI 3b)**	N/A	7.23 pts	N/A	8.67 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest **(SPI 3c)**	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest **(SPI 3c)**	*	*	*	*	*	*	*
Difference between PACE arrest rates **(SPI 3c)**	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups **(SPI 3d)**	N/A	11.7%	N/A	17.6%	3 out of 3	24.7%	34 out of 34
% detected violence against the person offences for white victims **(SPI 3d)**	N/A	16.4%	N/A	27.4%	3 out of 3	34.6%	33 out of 34
Difference in violence against the person detection rates. **(SPI 3d)**	N/A	4.671 pts	N/A	9.79 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	1.28	1.27	*-1.3 %*	1.14	5 out of 5	0.70	42 out of 42
% detected racially or religiously aggravated offences	23.0%	34.0%	*11.1 Pts*	32.5%	2 out of 5	36.4%	34 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% of people who think that their local police do a good job **(SPI 2a)**	N/A	51.3%	N/A	48.3%	1 out of 5	48.6%	11 out of 42

* This data was not available at time of publication

1C: Customer Service and Accessibility							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police **(SPI 1a)**	N/A	47.3%	N/A	59.4%	5 out of 5	65.9%	37 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police **(SPI 1b)**	N/A	36.4%	N/A	49.4%	5 out of 5	54.9%	37 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	22.6%	N/A	35.0%	5 out of 5	38.8%	37 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	58.7%	N/A	65.6%	5 out of 5	69.5%	36 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided **(SPI 1e)**	N/A	39.2%	N/A	51.3%	5 out of 5	55.6%	37 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police **(SPI 1a)**	N/A	81.8%	N/A	86.8%	5 out of 5	87.8%	37 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police **(SPI 1b)**	N/A	64.1%	N/A	73.7%	5 out of 5	75.4%	37 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress **(SPI 1c)**	N/A	48.2%	N/A	59.3%	5 out of 5	58.5%	36 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff **(SPI 1d)**	N/A	86.3%	N/A	88.4%	4 out of 5	87.8%	27 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided **(SPI 1e)**	N/A	67.9%	N/A	76.6%	5 out of 5	77.3%	37 out of 37
% of people who think that their local police do good job **(SPI 2a)**	N/A	51.3%	N/A	48.3%	1 out of 5	48.6%	11 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided (**SPI 3a**)	N/A	30.7%	N/A	40.8%	5 out of 5	48.6%	34 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided **(SPI 3a)**	N/A	58.7%	N/A	66.7%	5 out of 5	71.5%	34 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	67.1%	75.3%	*8.2 Pts*	80.6%	5 out of 5	76.9%	22 out of 38

* This data was not available at time of publication

2A: Reducing Hate Crime and Crimes Against Vulnerable Victims							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	N/A	19.9%	*	37.3%	3 out of 3	55.7%	27 out of 28
% of partner-on-partner violence **(SPI 8b)**	*	*	*	77.7%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	1.28	1.27	*-1.3 %*	1.14	5 out of 5	0.70	42 out of 42
% detected racially or religiously aggravated offences	23.0%	34.0%	*11.1 Pts*	32.5%	2 out of 5	36.4%	34 out of 43

2B: Volume Crime Reduction							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	11.2%	2.5%	*-8.7 Pts*	4.1%	2 out of 5	5.3%	6 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	21.0%	20.2%	*-0.8 Pts*	20.3%	3 out of 5	17.9%	32 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	21.05	19.53	*-7.2 %*	20.48	3 out of 5	14.40	38 out of 43
Violent crime per 1,000 population **(SPI 5b)**	32.12	34.12	*6.2 %*	29.51	5 out of 5	22.44	42 out of 42
Robberies per 1,000 population **(SPI 5c)**	5.51	5.29	*-4 %*	3.75	5 out of 5	1.68	42 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	21.55	18.45	*-14.4 %*	18.22	4 out of 5	13.99	37 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.87	0.86	*-0.6 %*	1.00	2 out of 5	0.61	37 out of 42
Total recorded crime per 1000 population	143.76	137.55	*-4.3 %*	129.67	5 out of 5	105.37	40 out of 42
Violent Crime committed by a stranger per 1,000 population	*	19.17	*	15.21	4 out of 4	9.87	33 out of 34
Violent Crime committed in a public place per 1,000 population	*	22.00	*	19.67	4 out of 4	13.86	33 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	*	*	*	3.14	*	4.16	*
Violent crime committed in connection with licensed premises per 1,000 population	*	*	*	1.14	*	1.44	*
% of domestic burglaries where the property has been burgled in the previous 12 months	*	*	*	9.3%	*	8.3%	*

* This data was not available at time of publication

2C: Working with Partners to Reduce Crime							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) **(SPI 4a)**	11.2%	2.5%	*-8.7 Pts*	4.1%	2 out of 5	5.3%	6 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime **(SPI 4b)**	21.0%	20.2%	*-0.8 Pts*	20.3%	3 out of 5	17.9%	32 out of 42
Domestic Burglary per 1,000 households **(SPI 5a)**	21.05	19.53	*-7.2 %*	20.48	3 out of 5	14.40	38 out of 43
Violent crime per 1,000 population **(SPI 5b)**	32.12	34.12	*6.2 %*	29.51	5 out of 5	22.44	42 out of 42
Robberies per 1,000 population **(SPI 5c)**	5.51	5.29	*-4 %*	3.75	5 out of 5	1.68	42 out of 42
Vehicle crime per 1,000 population **(SPI 5d)**	21.55	18.45	*-14.4 %*	18.22	4 out of 5	13.99	37 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.87	0.86	*-0.6 %*	1.00	2 out of 5	0.61	37 out of 42
Total recorded crime per 1000 population	143.76	137.55	*-4.3 %*	129.67	5 out of 5	105.37	40 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.87	0.86	*-0.6 %*	1.00	2 out of 5	0.61	37 out of 42
Number of abductions per 10,000 population	0.069	0.003	*-96.1 %*	0.012	2 out of 5	0.016	19 out of 42
% of abduction crimes detected	25.5%	50.0%	*24.5 Pts*	47.4%	3 out of 5	34.9%	9= out of 43
Number of attempted murders per 10,000 population	0.23	0.14	*-39.3 %*	0.21	2 out of 5	0.14	30 out of 42
% of attempted murder crimes detected	44.6%	66.7%	*22 Pts*	62.9%	4 out of 5	72.7%	33= out of 43
Number of blackmail per 10,000 population	0.848	0.77	*-9.1 %*	0.52	5 out of 5	0.28	42 out of 42
% of blackmail crimes detected	11.2%	18.6%	*7.4 Pts*	22.8%	5 out of 5	26.2%	34 out of 43
Number of kidnappings per 10,000 population	1.371	1.11	*-19.4 %*	0.89	5 out of 5	0.53	42 out of 42
% of kidnapping crimes detected	27.0%	33.6%	*6.6 Pts*	38.0%	4 out of 5	44.3%	34 out of 43
Number of manslaughters per 10,000 population	0.009	0.016	*71.4 %*	0.022	1 out of 5	0.025	15 out of 42
% of manslaughter crimes detected	114.3%	66.7%	*-47.6 Pts*	74.3%	3 out of 5	119.2%	20= out of 43
Number of murders per 10,000 population	0.276	0.247	*-10.8 %*	0.233	4 out of 5	0.138	41 out of 42
% of murder crimes detected	96.6%	94.0%	*-2.6 Pts*	90.1%	2 out of 5	94.5%	25 out of 43
Number of rapes per 10,000 population	3.48	3.31	*-4.9 %*	3.30	3 out of 5	2.65	38 out of 42
% of rape crimes detected	32.7%	38.4%	*5.7 Pts*	32.9%	1 out of 5	29.5%	5 out of 43

* This data was not available at time of publication

3B: Tackling Level 2 Criminality							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Violent crime per 1,000 population **(SPI 5b)**	32.12	34.12	*6.2 %*	29.51	5 out of 5	22.44	42 out of 42
Life threatening crime and gun crime per 1,000 population **(SPI 5e)**	0.87	0.86	*-0.6 %*	1.00	2 out of 5	0.61	37 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.12	0.28	125.7 %	0.32	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	35.0%	33.5%	*-4.3 %*	26.7%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	25.0%	23.8%	*-5 %*	40.0%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	*	8.00	*	3.67	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	*	42	*	19.3	N/A	6.78	N/A
No. of confiscation orders	86	193	*124.4 %*	52.1	N/A	43.16	N/A
Total value of confiscation orders	£6,706,320	£8,101,628	*20.8 %*	£1,051,524	N/A	£1,179,340	N/A
No. of forfeiture orders	19	92	*384.2 %*	16.7	N/A	18.21	N/A
Forfeiture value	£342,645	£1,841,684	*437.5 %*	£150,942	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.62	0.67	*7.9 %*	0.61	3 out of 5	0.45	37 out of 42
% detected trafficking in controlled drugs offences	85.6%	89.0%	*3.4 Pts*	88.4%	3 out of 5	91.7%	26 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident **(SPI 8a)**	N/A	19.9%	*	37.3%	3 out of 3	55.7%	27 out of 28
% of partner-on-partner violence **(SPI 8b)**	*	*	*	77.7%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	1.28	1.27	-1.3 %	1.14	5 out of 5	0.7	42 out of 42
% detected racially or religiously aggravated offences	23.0%	34.0%	*11.1 Pts*	32.5%	2 out of 5	36.4%	34 out of 43

* This data was not available at time of publication

3D: Volume Crime Investigation							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
% detected of vehicle crimes **(SPI 7e)**	4.0%	5.4%	*1.4 Pts*	7.8%	5 out of 5	10.1%	42 out of 43
% detected of violent crime **(SPI 7c)**	24.3%	38.3%	*14 Pts*	43.5%	5 out of 5	49.5%	40 out of 43
% detected of domestic burglaries **(SPI 7b)**	10.3%	13.5%	*3.2 Pts*	13.6%	3 out of 5	15.9%	34 out of 43
% detected of robberies **(SPI 7d)**	12.4%	15.5%	*3.1 Pts*	17.6%	5 out of 5	19.9%	41 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court **(SPI 7a)**	12.7%	15.5%	*2.8 Pts*	18.9%	5 out of 5	21.4%	43 out of 43
% total crime detected	15.4%	21.1%	*5.7 Pts*	22.8%	5 out of 5	25.7%	40 out of 43
% sanction detected of vehicle crimes	3.7%	4.7%	*0.9 Pts*	7.1%	5 out of 5	9.3%	42 out of 43
% sanction detected of violent crime	17.5%	20.7%	*3.1 Pts*	29.4%	5 out of 5	34.3%	43 out of 43
% sanction detected of domestic burglaries	10.0%	11.9%	*2 Pts*	12.0%	4 out of 5	14.3%	36 out of 43
% sanction detected of robberies	11.6%	11.9%	*0.3 Pts*	14.7%	5 out of 5	17.2%	43 out of 43
% detected racially or religiously aggravated offences	23.0%	34.0%	*11.1 Pts*	32.5%	2 out of 5	36.4%	34 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	134325	151447	*12.7 %*	76933	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	12.3%	14.9%	*2.6 Pts*	18.6%	5 out of 5	20.7%	42 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population **(SPI 6c)**	0.12	0.28	*125.7 %*	0.32	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine **(SPI 6c)**	35.0%	33.5%	*-4.3 %*	26.7%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin **(SPI 6c)**	25.0%	23.8%	*-5 %*	40.0%	N/A	43.7%	N/A

* This data was not available at time of publication

3E: Forensic Management							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Burglary Dwelling - % scenes examined	87.0%	86.1%	*-0.9 Pts*	84.8%	3 out of 5	85.4%	24 out of 42
Theft of motor vehicle (MV) - % scenes examined	1000.0%	12.5%	*-987.5 Pts*	28.4%	5 out of 5	40.1%	42 out of 42
% fingerprint recovery from burglary dwelling scenes examined	23.0%	26.6%	*3.6 Pts*	26.8%	3 out of 5	32.1%	35 out of 42
% fingerprint recovery from theft of MV scenes examined	38.0%	39.3%	*1.3 Pts*	47.6%	4 out of 5	48.9%	34 out of 42
% DNA recovery from burglary scenes examined	6.0%	7.7%	*1.7 Pts*	7.6%	3 out of 5	8.2%	24 out of 42
% DNA recovery from theft of MV scenes examined	22.0%	26.3%	*4.3 Pts*	21.1%	1 out of 5	20.1%	10 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	17.0%	15.9%	*-1.1 Pts*	16.9%	3 out of 5	16.8%	25 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	40.8%	*N/A*	39.4%	2 out of 5	35.5%	12 out of 42
% DNA matches from recovery at theft of MV scenes	*	61.2%	*N/A*	39.2%	1 out of 5	38.3%	2 out of 42
% fingerprint idents from recovery at theft of MV scenes	52.0%	46.3%	*-5.7 Pts*	29.2%	1 out of 5	27.9%	4 out of 42
% conversion of fingerprint idents to primary detections	47.0%	45.0%	*-2 Pts*	39.7%	2 out of 5	45.3%	27 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	51.0%	49.6%	*-1.4 Pts*	67.1%	5 out of 5	82.5%	37 out of 41
% DNA primary detections per match	34.0%	42.5%	*8.5 Pts*	40.6%	3 out of 5	49.5%	36 out of 42
% DNA total detections per match (incl. secondary)	41.0%	45.1%	*4.1 Pts*	64.8%	5 out of 5	88.7%	41 out of 42

3F: Criminal Justice Processes							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6a)**	134325	151447	*12.7 %*	76932.6	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court **(SPI 6b)**	12.3%	14.9%	*3 Pts*	18.6%	5 out of 5	20.7%	42 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	91.2%	84.3%	*-6.9 Pts*	82.9%	3 out of 5	82.0%	16 out of 43
% of court results entered onto the PNC in 10 days	11.4%	32.5%	*21.1 Pts*	47.5%	5 out of 5	54.5%	42 out of 43
Number of sanction detections	134,554	157,654	*17.2 %*	78,013.6	N/A	27,659.4	N/A
PYOs arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

* This data was not available at time of publication

4A: Reassurance							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
BCS Fear of Crime (% very worried about burglary) **(SPI 10a)**	16.3%	18.0%	*1.8 Pts*	16.3%	5 out of 5	11.3%	42 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) **(SPI 10a)**	18.8%	19.5%	*0.7 Pts*	18.2%	4 out of 5	12.5%	39 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) **(SPI 10a)**	22.4%	25.5%	*3.1 Pts*	22.2%	5 out of 5	15.1%	42 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) **(SPI 10b)**	24.6%	29.0%	*4.4 Pts*	22.4%	5 out of 5	15.8%	42 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	10.7%	*	*	41.5%	*	37.8%	*
% of domestic burglaries where the property has been burgled in the previous 12 months	*	*	*	9.3%	*	8.3%	*

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	*	*	*	*	5.69	*
Number of RTCs resulting in death or serious injury per 1,000 population	*	*	*	*	*	0.51	*

5A: Call Management							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
The local target time for answering 999 calls (secs)	15.	15.	*0 %*	13.	N/A	11.1	N/A
Number of calls answered within local target time	2,011,431	1,861,206	*-7.5 %*	718,826	N/A	254,988	N/A
% of 999 calls answered within locally set target time	87.9%	86.4%	*-1.5 Pts*	85.6%	3 out of 5	87.3%	28 out of 39

* This data was not available at time of publication

5B: Providing Specialist Operational Support							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	3563	2964	*-16.8 %*	1255.0	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	*	*	*N/A*	49.5	N/A	22.5	N/A

5C: Roads Policing							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled **(SPI 9a)**	*	*	*	*	*	5.69	*
Number of RTCs resulting in death or serious injury per 1,000 population	*	*	*	*	*	0.51	*

6A: Human Resource Management							
Indicator	**2003/04**	**2004/05**	**Change**	**MSF Ave 2004/05**	**MSF Rank 2004/05**	**National Ave 2004/05**	**National Rank 2004/05**
Number of working hours lost due to sickness by police officers **(SPI 13a)**	64.32	55.94	*-13 %*	64.34	2 out of 5	70.57	6 out of 37
Number of working hours lost due to sickness by police staff **(SPI 13b)**	70.66	62.63	*-11.4 %*	66.34	2 out of 5	63.72	18 out of 37
Medical retirements per 1,000 police officers	1.96	2.05	*4.5 %*	2.2	3 out of 4	2.9	9 out of 39
Medical retirements per 1,000 police staff	1.63	1.01	*-38.1 %*	1.54	2 out of 4	2.16	10 out of 39

* This data was not available at time of publication

6C: Race and Diversity							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of police recruits from BME groups **(SPI 12a)**	16.8%	13.4%	*-3.5 Pts*	11.1%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area **(SPI 12a)**	N/A	26.1%	N/A	17.8%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations **(SPI 12b)** (white officers: BME officers)	1: 1.17	1: 2.26	*93 %*	1: 1.56	4 out of 4	1: 1.47	28 out of 37
% of female officers compared to overall force strength **(SPI 12c)**	18.5%	19.5%	*1 Pts*	21.0%	4 out of 5	21.2%	34 out of 42
% of female police staff compared to total police staff	59.9%	60.2%	*0.3 Pts*	61.4%	4 out of 5	62.3%	32 out of 42
% of white police officer applicants appointed	79.1%	265.6%	*186.5 Pts*	44.0%	N/A	26.9%	N/A
% of BME police officer applicants appointed	59.6%	49.4%	*-10.2 Pts*	33.6%	N/A	24.0%	N/A
Difference in % of applicants appointed	19	216	*19700 Pts*	10 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	83.4%	124.4%	*41 Pts*	45.5%	N/A	29.1%	N/A
% of male police officer applicants appointed	68.6%	192.1%	*123.4 Pts*	39.5%	N/A	24.2%	N/A
Difference in % of applicants appointed	14	67.6	*5360 Pts*	5.9 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 1.32	1: 1.25	*-5.4 %*	1: 1.33	3 out of 4	1: 1.41	16 out of 39

6D: Resource Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of police officer time available for frontline policing **(SPI 11a)**	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	83.3%	82.6%	*-0.7 Pts*	86.8%	5 out of 5	88.2%	40 out of 41
Total spending per police officer	£80,931.43	£311,096.77	*284.4 %*	£196,229.15	N/A	£121,668.41	N/A
Total spending per 1,000 population	£329,379.54	£1,309,898.06	*297.7 %*	£705,670.24	N/A	£320,496.85	N/A

* This data was not available at time of publication

Appendix 2: Glossary of Terms and Abbreviations

ABC   Acceptable Behaviour Contract

ACPC   area child protection committee

ACPO   Association of Chief Police Officers

ALG   Association of London Government

ANPR   automatic number plate recognition

APA   Association of Police Authorities

ARV   armed response vehicle

ASB   anti-social behaviour

ASBO   anti-social behaviour order

Balanced Scorecard   a measurement-based strategic performance system which provides a method of aligning business activities to the strategy, and monitoring performance of strategic goals over time. A Kaplan R. S., & Norton P., *The Balanced Scorecard* (Harvard University Press) 1992

BCS   British Crime Survey

BCU   basic command unit

BME   black and minority ethnic

BNP   British National Party

BVR   Best Value Review

BWT   budgeted workforce target

C3i   command, control, communications and information

CAI   child abuse investigation

CCSM   crime control strategy meetings

CDRP   Crime and Disorder Reduction Partnership

CIPP	crime investigation priority project
CoLP	City of London Police
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPS	Crown Prosecution Service
CRE	Commission for Racial Equality
CSU	community safety unit
DC	detective constable
DCI	detective chief inspector
DDA	Disability Discrimination Act
DfT	Department for Transport
DI	detective inspector
DNA	deoxyribonucleic acid
DS	detective sergeant
DV	domestic violence
Efficiency plan	a government requirement of each force to make measurable efficiency gains of at least 2% per annum
Gender agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
Gershon	Sir Peter Gershon's review for HM Treasury, "Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency" . July 2004 ISBN 1-84532-032-8
GLA	Greater London Authority
HMIC	Her Majesty's Inspectorate of Constabulary
HMRC	Her Majesty's Revenue & Customs

HOLMES	Home Office Large Major Enquiry System
HR	human resource(s)
HSE	Health and Safety Executive
IAG	Independent Advisory Group – a body advising a force or BCU on race and diversity issues
IBO	integrated borough operations
ICF	integrated competency framework
ICT	information and communications technology
IMSG	information management steering group
iQuanta	a web-based tool for policing performance information and analysis, developed by the Police Standards Unit (PSU) of the Home Office
IS/IT	information services / information technology
KSI	killed or seriously injured
LAS	London Ambulance Service
LCJB	local criminal justice board
Level 2 criminality	criminality that takes place on a cross-boundary basis
LFB	London Fire Brigade
LFEPA	London Fire and Emergency Planning Authority
LGBT	lesbian, gay, bisexual and transgender
LRRF	London regional resilience forum
MAPPA	multi-agency police protection arrangements
MDT	mobile data terminal
MIT	major investigation team

MMR	monthly management report
MPA	Metropolitan Police Authority
MPS	Metropolitan Police Service
MSF	most similar forces – a way of grouping forces to which each police force can be compared that has similar social and demographic characteristics
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
NPFTC	National Police Firearms Training Curriculum
OBTJ	offences brought to justice
OCU	operational command unit
Osman	Osman v UK (1999) 1 FLR 193 where the court established that in certain circumstances the State has a positive obligation to take preventive measures to protect an individual who is at risk from the criminal activities of others.
PA	police authority
PACE	Police and Criminal Evidence Act
PCSO	police community support officer
PDR	performance development review
PIB	performance information bureau
PIP	professionalising the investigative process

PITO	Police Information Technology Organisation
PNB	police negotiating board
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPO	prolific and priority offender
PPRC	Planning Performance and Review Committee
PYO	persistent young offender
QA	quality assurance
RES	race equality scheme
RPU	roads policing unit
RTC	road traffic collision
Sanction detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SCD	specialist crime directorate
SGC	specific grading criteria
SMT	senior management team
SNT	Safer Neighbourhood team
SO	specialist operations
SOP	standard operating procedure
SPI	statutory performance indicators are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Ct 1999. SPIs are also know as 'best value performance indicators'

TCG	tasking and co-ordination group
TCJOCU	traffic criminal justice operational command unit
TfL	Transport for London
TIC	offence taken into consideration when admitted in court
TMB	training management board
TP	territorial policing
Volume crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery
YOT	youth offending team

HMIC BASELINE ASSESSMENT 2005

	Avon and Somerset	Bedfordshire	Cambridgeshire	Cheshire	City of London	Cleveland	Cumbria	Derbyshire	Devon and Cornwall	Dorset	Durham	Dyfed-Powys	Essex	Gloucestershire	Greater Manchester	Gwent	Hampshire	Hertfordshire	Humberside	Kent	Lancashire	Leicestershire
Fairness and Equality	Good	Good	Fair	Good	Good	Fair	Good	Good	Fair	Good	Fair	Fair	Good	Fair	Good	Fair	Fair	Good	Fair	Good	Good	Good
Neighbourhood Policing and Community Engagement	Good	Fair	Fair	Good	Good	Fair	Fair	Fair	Good	Fair	Good	Fair	Fair	Good	Fair	Fair	Fair	Fair	Fair	Excellent	Fair	Good
Customer Service and Accessibility	Fair	Good	Poor	Good	Good	Fair	Good	Fair	Good	Excellent	Good	Good	Good	Fair	Fair	Fair	Good	Good	Fair	Excellent	Good	Good
Professional Standards	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Reducing Hate Crime and Crimes against Vulnerable Victims	Good	Good	Fair	Good	Good	Fair	Fair	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Fair	Good	Fair	Good	Good	Good
Volume Crime Reduction	Fair	Fair	Fair	Fair	Good	Poor	Fair	Fair	Good	Good	Good	Good	Good	Good	Fair	Fair	Fair	Good	Fair	Poor	Good	Fair
Working with Partners to Reduce Crime	Good	Good	Fair	Good	Good	Good	Good	Good	Excellent	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good
Investigating Major and Serious Crime	Good	Fair	Fair	Good	Fair	Good	Fair	Good	Fair	Good	Fair	Good	Good	Good	Excellent	Good	Good	Good	Good	Good	Good	Fair
Tackling Level 2 Criminality	Good	Fair	Fair	Fair	Good	Good	Poor	Fair	Fair	Fair	Fair	Poor	Fair	Good	Excellent	Fair	Fair	Fair	Fair	Good	Good	Fair
Investigating Hate Crime and Crimes Against Vulnerable Victims	Fair	Good	Fair	Good	Fair	Fair	Fair	Good	Good	Good	Good	Good	Fair	Fair	Good	Fair	Good	Good	Fair	Fair	Good	Fair
Volume Crime Investigation	Poor	Poor	Fair	Fair	Good	Poor	Good	Fair	Good	Good	Fair	Good	Fair	Fair	Poor	Excellent	Good	Excellent	Poor	Fair	Good	Fair
Forensic Management	Good	Good	Good	Fair	Fair	Fair	Good	Good	Fair	Good	Fair	Fair	Fair	Good	Fair	Fair	Excellent	Fair	Fair	Good	Excellent	Good
Criminal Justice Processes	Fair	Fair	Excellent	Fair	Good	Fair	Fair	Good	Good	Good	Fair	Fair	Fair	Good	Good	Fair	Fair	Fair	Good	Good	Good	Fair
Reassurance	Good	Fair	Fair	Good	Good	Good	Good	Fair	Good	Good	Good	Good	Good	Good	Fair	Good	Good	Good	Good	Good	Good	Fair
Reducing Anti-Social Behaviour and Promoting Public Safety	Good	Fair	Good	Good	Good	Good	Good	Fair	Good	Good	Good	Fair	Good	Good	Good	Good	Good	Good	Good	Good	Excellent	Good
Call Management	Fair	Good	Fair	Fair	Fair	Fair	Fair	Good	Fair	Fair	Fair	Fair	Good	Good	Poor	Fair	Excellent	Good	Poor	Excellent	Good	Good
Providing Specialist Operational Support	Fair	Fair	Fair	Fair	Good	Fair	Fair	Fair	Good	Fair	Fair	Good	Good	Fair	Good	Fair	Good	Good	Good	Good	Good	Fair
Roads Policing	Excellent	Fair	Good	Fair	Fair	Good	Fair	Good	Good	Good	Fair	Good	Fair	Good	Good	Good	Excellent	Good	Good	Fair	Good	Good
Human Resources Management	Fair	Fair	Poor	Good	Good	Fair	Poor	Good	Poor	Good	Good	Fair	Good	Good	Fair	Fair	Good	Good	Good	Good	Good	Fair
Training and Development	Good	Poor	Fair	Fair	Fair	Poor	Poor	Fair	Fair	Good	Good	Good	Good	Good	Good	Fair	Good	Good	Poor	Good	Good	Poor
Race and Diversity	Fair	Fair	Fair	Good	Good	Fair	Fair	Good	Fair	Good	Fair	Fair	Good	Good	Good	Fair	Good	Good	Fair	Excellent	Good	Good
Resource Management	Good	Good	Poor	Fair	Good	Good	Fair	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Good	Excellent	Excellent	Good
Science and Technology Management	Good	Good	Fair	Good	Fair	Good	Fair	Fair	Fair	Good	Fair	Good	Good	Good	Fair	Fair	Good	Good	Good	Excellent	Excellent	Good
National Intelligence Model	Good	Good	Good	Fair	Good	Good	Fair	Fair	Good	Good	Fair	Fair	Fair	Good	Good	Good	Good	Good	Fair	Good	Good	Good
Leadership	Fair	Good	Fair	Good	Good	Good	Good	Good	Fair	Good	Good	Good	Good	Good	Good	Good	Good	Good	Fair	Good	Good	Good
Strategic Management	Good	Good	Fair	Good	Good	Fair	Good	Good	Fair	Good	Good	Fair	Good	Excellent	Good	Good	Good	Good	Fair	Good	Good	Good
Performance Management and Continuous Improvement	Fair	Good	Fair	Fair	Good	Fair	Fair	Good	Good	Good	Fair	Fair	Good	Good	Good	Fair	Good	Excellent	Fair	Good	Excellent	Good

	Lincolnshire	Merseyside	MPS	Norfolk	North Wales	North Yorkshire	Northamptonshire	Northumbria	Nottinghamshire	South Wales	South Yorkshire	Staffordshire	Suffolk	Surrey	Sussex	Thames Valley	Warwickshire	West Mercia	West Midlands	West Yorkshire	Wiltshire
Fairness and Equality	Fair	Good	Fair	Good	Good	Fair	Good	Good	Fair	Good	Good	Good	Fair	Fair	Fair	Fair	Good	Good	Good	Fair	Good
Neighbourhood Policing and Community Engagement	Fair	Good	Good	Fair	Good	Fair	Fair	Good	Fair	Fair	Fair	Fair	Fair	Excellent	Good	Fair	Fair	Good	Good	Fair	Good
Customer Service and Accessibility	Fair	Good	Fair	Fair	Good	Fair	Fair	Good	Fair	Good	Fair	Good	Good	Good	Good	Fair	Fair	Good	Excellent	Fair	Good
Professional Standards	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Reducing Hate Crime and Crimes against Vulnerable Victims	Fair	Good	Good	Good	Good	Good	Fair	Good	Fair	Good	Fair	Good	Good	Good	Good	Fair	Fair	Good	Good	Fair	Good
Volume Crime Reduction	Fair	Good	Poor	Good	Excellent	Fair	Poor	Excellent	Fair	Good	Good	Fair	Good	Excellent	Fair	Fair	Fair	Good	Good	Good	Excellent
Working with Partners to Reduce Crime	Good	Good	Good	Good	Good	Good	Fair	Excellent	Fair	Excellent	Good	Good	Good	Excellent	Good	Good	Good	Good	Good	Good	Excellent
Investigating Major and Serious Crime	Fair	Good	Excellent	Good	Good	Fair	Fair	Good	Fair	Good	Good	Good	Fair	Good	Good	Good	Fair	Good	Good	Good	Fair
Tackling Level 2 Criminality	Poor	Good	Excellent	Fair	Fair	Poor	Poor	Fair	Fair	Good	Good	Good	Fair	Good	Fair	Good	Poor	Good	Good	Good	Poor
Investigating Hate Crime and Crimes Against Vulnerable Victims	Fair	Good	Good	Good	Good	Good	Fair	Good	Fair	Fair	Fair	Good	Good	Fair	Good	Fair	Fair	Fair	Fair	Good	Fair
Volume Crime Investigation	Poor	Good	Poor	Fair	Excellent	Good	Fair	Good	Poor	Good	Good	Good	Fair	Fair	Fair	Fair	Good	Excellent	Fair	Good	Fair
Forensic Management	Good	Fair	Fair	Excellent	Good	Fair	Good	Good	Fair	Good	Good	Fair	Fair	Good	Good	Fair	Fair	Good	Excellent	Excellent	Fair
Criminal Justice Processes	Fair	Good	Fair	Good	Good	Good	Fair	Good	Good	Good	Good	Fair	Good	Fair	Good	Fair	Fair	Good	Fair	Good	Good
Reassurance	Good	Excellent	Fair	Good	Fair	Fair	Poor	Good	Fair	Good	Good	Fair	Good	Excellent	Good	Good	Good	Fair	Good	Good	Good
Reducing Anti-Social Behaviour and Promoting Public Safety	Good	Good	Fair	Good	Good	Good	Fair	Good	Fair	Good	Good	Good	Good	Good	Fair	Good	Fair	Good	Good	Good	Good
Call Management	Good	Fair	Fair	Fair	Fair	Good	Good	Good	Good	Fair	Poor	Good	Fair	Good	Fair	Good	Fair	Good	Excellent	Good	Fair
Providing Specialist Operational Support	Fair	Good	Fair	Fair	Good	Fair	Good	Fair	Good	Fair	Fair	Good	Fair	Good	Good	Good	Good	Fair	Good	Fair	Good
Roads Policing	Good	Fair	Excellent	Good	Good	Fair	Good	Good	Fair	Fair	Fair	Excellent	Good	Good	Good	Good	Good	Good	Excellent	Fair	Good
Human Resources Management	Fair	Good	Good	Good	Fair	Good	Fair	Good	Fair	Fair	Fair	Good	Good	Excellent	Fair	Good	Good	Good	Good	Fair	Good
Training and Development	Fair	Good	Fair	Good	Fair	Good	Fair	Good	Fair	Fair	Fair	Poor	Good	Good	Good	Fair	Good	Poor	Good	Good	Good
Race and Diversity	Fair	Good	Fair	Good	Fair	Good	Fair	Good	Good	Fair	Fair	Fair	Good	Fair	Good	Good	Good	Good	Good	Fair	Fair
Resource Management	Poor	Good	Good	Good	Excellent	Poor	Good	Good	Fair	Good	Excellent	Excellent	Good	Good	Excellent	Good	Fair	Good	Good	Good	Good
Science and Technology Management	Good	Good	Good	Fair	Excellent	Good	Good	Good	Poor	Good	Good	Fair	Fair	Good	Good	Good	Fair	Good	Good	Good	Good
National Intelligence Model	Fair	Good	Good	Good	Good	Fair	Good	Good	Poor	Fair	Good	Good	Good	Good	Good	Fair	Good	Good	Good	Good	Fair
Leadership	Good	Good	Good	Good	Good	Good	Fair	Good	Fair	Good	Good	Excellent	Good	Good	Good	Good	Good	Excellent	Excellent	Good	Good
Strategic Management	Fair	Good	Good	Good	Good	Good	Fair	Excellent	Poor	Good	Fair	Good	Good	Excellent	Good	Good	Good	Good	Excellent	Good	Good
Performance Management and Continuous Improvement	Good	Good	Fair	Excellent	Good	Good	Fair	Good	Fair	Good	Fair	Excellent	Good	Good	Good	Good	Fair	Excellent	Good	Good	Fair

HMIC BASELINE ASSESSMENT 2005 – Direction of Travel

	Avon and Somerset	Bedfordshire	Cambridgeshire	Cheshire	City of London	Cleveland	Cumbria	Derbyshire	Devon and Cornwall	Dorset	Durham	Dyfed-Powys	Essex	Gloucestershire	Greater Manchester	Gwent	Hampshire	Hertfordshire	Humberside	Kent	Lancashire	Leicestershire
Fairness and Equality	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Neighbourhood Policing and Community Engagement	S	I	I	S	I	I	S	I	I	S	S	S	S	S	I	S	I	S	I	S	I	S
Customer Service and Accessibility	S	S	I	D	I	I	I	S	I	S	S	S	S	S	S	S	I	S	I	I	S	S
Professional Standards	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Reducing Hate Crime and Crimes against Vulnerable Victims	S	I	I	S	I	I	S	S	S	S	S	I	S	I	I	S	S	S	S	S	S	S
Volume Crime Reduction	I	I	S	S	I	I	D	I	S	I	I	D	I	I	I	I	I	I	I	I	S	I
Working with Partners to Reduce Crime	S	S	S	I	I	I	S	S	S	S	I	S	S	S	S	S	I	S	S	S	I	I
Investigating Major and Serious Crime	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Tackling Level 2 Criminality	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Investigating Hate Crime and Crimes Against Vulnerable Victims	S	I	I	I	S	S	I	S	S	S	S	S	S	S	S	S	S	S	S	S	S	I
Volume Crime Investigation	S	I	S	D	I	I	D	I	D	I	S	S	I	D	S	S	I	I	S	S	I	S
Forensic Management	S	S	S	S	S	I	S	S	I	I	I	S	I	S	D	S	S	S	I	I	I	S
Criminal Justice Processes	I	I	S	I	I	I	S	S	D	I	S	S	I	I	I	S	I	I	S	I	I	I
Reassurance	S	I	S	S	S	I	S	S	S	S	S	S	I	S	S	S	I	I	S	I	S	I
Reducing Anti-Social Behaviour and Promoting Public Safety	S	S	I	S	I	S	S	I	S	I	I	I	S	S	S	S	I	S	S	I	I	S
Call Management	S	S	S	I	D	I	I	S	I	S	I	I	I	S	D	S	I	S	I	S	S	S
Providing Specialist Operational Support	S	I	S	S	I	S	S	I	S	S	I	S	S	S	S	S	S	S	S	I	S	S
Roads Policing	S	S	S	I	S	S	I	S	S	S	I	S	S	S	S	S	I	I	I	S	S	S
Human Resources Management	S	I	D	S	I	I	I	S	D	S	I	I	I	S	I	I	I	I	S	I	S	S
Training and Development	I	I	I	I	I	S	S	I	I	I	I	I	I	I	I	I	I	I	I	I	S	S
Race and Diversity	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Resource Management	S	S	D	I	I	S	S	S	S	S	S	S	S	S	S	I	S	S	S	S	S	S
Science and Technology Management	S	S	S	I	S	S	I	S	I	I	I	I	S	S	S	I	S	S	S	I	I	S
National Intelligence Model	S	S	S	I	S	S	I	S	S	I	I	I	S	S	S	I	S	S	S			S
Leadership	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Strategic Management	S	S	S	S	I	I	S	S	D	I	S	S	S	S	I	S	S	S	I	I	S	S
Performance Management and Continuous Improvement	S	S	I	I	I	I	I	I	S	I	I	S	S	S	I	S	S	S	I	S	S	S

	Lincolnshire	Merseyside	MPS	Norfolk	North Wales	North Yorkshire	Northamptonshire	Northumbria	Nottinghamshire	South Wales	South Yorkshire	Staffordshire	Suffolk	Surrey	Sussex	Thames Valley	Warwickshire	West Mercia	West Midlands	West Yorkshire	Wiltshire
Fairness and Equality	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Neighbourhood Policing and Community Engagement	S	S	I	S	S	I	S	S	S	S	I	S	S	I	I	I	S	I	I	S
Customer Service and Accessibility	S	I	S	I	I	I	S	I	S	S	I	S	S	I	S	S	I	S	I	S
Professional Standards	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Reducing Hate Crime and Crimes against Vulnerable Victims	I	S	I	S	S	S	S	S	I	S	S	I	S	S	S	S	S	I	S	S
Volume Crime Reduction	I	D	I	S	I	I	I	I	I	S	S	S	S	S	I	I	I	D	I	I
Working with Partners to Reduce Crime	S	S	I	S	S	S	I	I	S	S	S	S	S	S	S	S	S	S	I	S
Investigating Major and Serious Crime	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Tackling Level 2 Criminality	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Investigating Hate Crime and Crimes Against Vulnerable Victims	I	I	I	S	S	S	S	S	I	S	I	S	S	D	S	I	S	I		I
Volume Crime Investigation	S	S	I	S	I	I	I	D	I	D	I	S	D	I	S	I	I	I	D	I
Forensic Management	S	I	I	I	D	S	S	S	S	I	S	S	S	S	I	S	S	I	S	S
Criminal Justice Processes	I	S	I	S	I	I	S	S	S	S	S	S	S	S	I	I	I	I	S	S	S
Reassurance	S	S	I	I	S	I	S	S	S	I	S	I	I	S	I	S	S	I		S
Reducing Anti-Social Behaviour and Promoting Public Safety	S	S	I	S	I	S	S	S	S	I	S	S	S	I	S	S	S	S	S	S
Call Management	S	I	I	I	I	S	I	S	S	I	S	I	I	I	I	I	S	I		S
Providing Specialist Operational Support	S	S	I	S	I	S	I	S	S	S	S	S	I	S	I	S	S	S	S	S
Roads Policing	I	I	I	S	I	I	S	D	S	S	S	S	S	S	I	S	S	S	S	S
Human Resources Management	I	I	S	S	S	S	S	I	S	I	S	S	I	I	D	S	S	I		I
Training and Development	I	I	I	I	I	I	I	I	S	I	I	I	I	I	I	I	I	I		I
Race and Diversity	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Resource Management	I	I	S	S	I	S	I	D	S	S	S	S	S	S	S	S	S	S	I	I
Science and Technology Management	S	I	S	I	I	S	S	S	S	S	I	S	S	S	S	S	S	I	S	I
National Intelligence Model	I	I	I	I	I	I	S	S	S	I	S	S	S	I	S	S	I	S	I
Leadership	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG	NG
Strategic Management	S	S	S	S	S	S	S	D	I	I	S	S	S	S	S	S	S	S	S	S
Performance Management and Continuous Improvement	I	I	I	S	S	I	I	S	I	I	S	S	D	I	I	I	S	S	I	I