



RECOMMENDATIONS OF THE POLICING BUREAUCRACY TASKFORCE

DELIVERED

Recommendation	Progress	ACPO/HO/APA lead	MPS Lead	MPS progress	Diversity	Efficiency savings
To improve prisoner handling and transportation process	Legislative provisions in force and guidance issued. Pilots underway.	ACC David Warrcup, Northumbria/John Woodcock/Andrew Honeyman	Cmdr Hitchcock (Op Emerald)	Issue will be considered as part of a project at Westminster to designate detention officers under S.38 of the Police Reform Act. Will begin recruiting staff from August. Extent to which designated staff can act as escort officers is part of the project. Unlikely to employ staff to escort from point of arrest to custody.		
To issue guidance on detention management services	Legislative provisions in force and guidance issued. Pilots underway.	ACC David Warrcup, Northumbria/John Woodcock/Andrew Honeyman	Cmdr Hitchcock (Op Emerald)	NSPIS Case and Custody will radically alter how we do business as will the change in legislation giving the responsibility for deciding a charge to the CPS. In addition, Non police detention officers are now in place in a number of boroughs but it is too soon to assess their true impact. However, early indications are that they free up the custody officer for his/her statutory duties. Additionally, Op Emerald have a Gold Group examining the medical/welfare care of detainees and this includes the potential extension of the Custody Nurse system as operated in Westminster to Lewisham borough.		
To extend the use of prisoner handling units	Legislative provisions in force and guidance issued. Pilots underway	ACC David Warrcup, Northumbria/John Woodcock/Andrew Honeyman	Cmdr Hitchcock (Op Emerald)	Now referred to as Case Progression Units. These units in place in 19 boroughs and full roll out by end of July 2004.		
To limit the property management burden on officers	Criminal Justice Act 2003 provides discretion on the recording of property of detained persons	CC John Burbeck, Warwickshire/John Woodcock	Cmdr Hitchcock			
To introduce street	Provisions in	Alan Brown	DCS	Street Bail legislation now passed and power exists. However, due to		

bail	Criminal Justice Act 2004		Mark Benbow (Op Emerald)	the short notice of the passing of the legislation, the MPS is currently developing and communicating management systems to BOCU's to ensure the concerns expressed by the MPA are recognised.		
To introduce co-located criminal justice units	Shadow charging arrangements in 302 police units in 42 forces	ACC Jim Barker-McCardle, Kent/Clare Ringshaw-Dowle	Cmdr Hitchcock (Op Emerald)	The MPS/CPS have a bespoke approach for London involving CPS at point of charge. Victim and witness specialists and Case Progression Units. Lawyers currently in place in all boroughs. MPS units (CPUs and VWSUs) in 19 boroughs with full roll out complete by end of July 2004.		
To extend use of fixed penalty notice scheme	National rollout of penalty notice for disorder scheme- April 2004	ACC Paul Blewitt, West Mids/Keir Hopley	DCS Mark Benbow (Op Emerald)	Penalty Notice Scheme now in place across the MPS. Mixed take up with some boroughs issuing them more regularly than others but there is a definite increase across the board. Monitoring systems established and reporting expected from Central Ticket Office at Sidcup. MPS (Op. Emerald) currently lobbying ACPO and gov't. regarding the extension of the PND as a disposal option for additional offences, i.e. shoplifting and possession of cannabis.		
Police to relinquish responsibility for escorting abnormal loads	Police stopped routinely escorting abnormal loads on 1 January 2004	CC Steve Green, Notts/Geoffrey Biddulph	Cmdr Kaye	ACPO published strategy, MPS supports and agrees with exit strategy. Before complete withdrawal awaits Home Office decision.		
To implement Livescan to all high volume custody suites	195 Livescan Units currently used in 36 forces	CC Mike Baxter, Cumbria/Stuart Bullock	Caroline Pocklington	Complete. Introduced in to all 24 hour custody suites		
To implement video identification parades to all forces	All forces have the capability to undertake video identity parades	ACC Steve Long, Wiltshire/Paul Oldfield	Cmdr Moore	Delivered. MPS uses PROMAT as VIPER does not meet MPS needs.		
To change forces approach to resource management	Force targets agreed and HMIC can advise on best practice in resource management	CC Jane Stitchbury, Dorset/Sara Aye Mounq	Cmdr Broadhurst	Specific Best Value Report recommendation No.9 Accenture "toolkit" listing potential shift patterns and methods of implementation on hold pending creation of MPS shift work centre of excellence. Requires some editing into a user-friendly package. Pilot at Greenwich complete. Needs to be incorporated into Efficiency & Effectiveness project. Guidance issued to all BOCUs on reducing o/t.		
To provide supervisors with time management	National Occupational Standards for the	DCC Ian Holding, Cheshire/Patricia McFarlane	Cmdr Broadhurst	Recommendation 8 of Best Value Review on Managing Demand aims to implement MPS standards of patrol supervision. Its 17 recommendations link into those made by HMIC following MPS		

framework	police delivered			Inspection. Project Team now implementing these recommendations in conjunction with C3i. Link to DOIT awaits. Part of the Integrated Borough Operational Structure.		
To explore forecourt crime reduction scheme	Guidance placed on ACPO intranet	DCC David Swift, Staffs/Penella Price	Cmdr Moore	Milton Keynes reporting pack would be too bureaucratic for MPS. MPS have adapted this pack into one page. Inputted by TIB. Pilot on 5 BOCU's. Awaits evaluation		
To issue guidance to forces on officers taking meal breaks in public	Guidance placed on ACPO intranet	CC John Giffard, Staffs/Lindsay McKean	Cmdr Broadhurst	The Operational Policing Measure will use the resource management database CARMS and its successor, Met duties, to actively measure the time spent undertaking visible and non visible policing.		
To reduce the burden of best value	Guidance issued to forces in August 2003	DCC Brian Davies, Gwent/Claire Willerton/Fionnala Gill	David Skelton Internal Consultancy	The actions of this proposal have been implemented within the MPS. An Inspection/Audit Co-ordination Group has been established to co-ordinate internal and external review activity within the MPS. BVRs have been replaced with Service Improvement Reviews, 2 per year.		
To pass ancillary tasks to local authorities: -Noise nuisance -Missing persons -Non-suspicious sudden deaths -Liquor licensing	Noise nuisance provisions of Anti-Social Behaviour Act commence March NCPE developing a Code of Practice to cover missing persons Luce Report into coroners' offices published. Licensing Act only requires police officers to attend hearings when they object to the application	CC John Giffard, Staffs/John Woodcock		Anti-Social Behaviour Bill will allow Environmental Health Officers to close down premises that cause noise nuisance and allow LAs to issue fixed penalty notices. Invest to Save project underway to develop a risk assessment framework. Awaits Home Office direction following second Shipman Report & Tom Luce's review that recommend transferring Coroners Officers to the court or Tribunal Service. Licensing Act 2003 make the LA the licensing agency. Police have no admin role, work to prevent crime & disorder.		
To develop use of Automatic Number Plate Recognition	All forces undertaking ANPR operations, 23 of which under Project Laser	DCC Frank Whiteley, Northants/Terry Kellaher	Cmdr Moore	The MPS is working towards the National vision of ANPR data-sharing via the Back Office facility. All ANPR activity is NIM compliant and subject to Best Value review and analysis. Traffic and Transport Intelligence Unit provides co-ordinated MPS wide CRIMINT database for all ANPR deployments. Review of ANPR		

				fleet has led to six new Spectrum vans being ordered and 62 Provida equipped traffic vehicles.		
To provide forces with national briefing model (NBM)	NBM incorporated into ACPO Minimum Standards document which has been rolled out nationally as part of the NIM business process	DCC Sara Thornton, TVP/Karim Hosseini	Comander Bray			
To issue forces with an income generation guide	Guidance placed on ACPO intranet and PolFIG website in April 2004	Martin Wright, Beds/Michael Grimwood	Marcus Kendrick	MPS 5 year strategy approved by the MAP. MPS working with the Home Office on guidelines		
To provide a database of retired officers	National database rolled out	CC Ken Jones, Sussex/Peter Haddock	Mike Shurety Director HR Services (Chris Haselden)	Legal Services advice has been sought and received about employment status of members of the database and an appropriate mechanism for pay. Draft guidelines and registration forms are now being written to incorporate advice. A number of recently retired officers have been written to seeking expressions of interest. Procurement Services are in final stages of producing an ITT specification whereby retired police personnel are supplied to the service on short-term work placements.		
Home Office to adopt Policy Effects Framework (PEF)	Public Services Threshold Test integral part of the Regulatory Impact Assessment from April 04	Graeme McCabe	Home Office	Proposal to be actioned by Home Office.		
To provide forces with guidance to address bureaucratic practices	Guidance placed on ACPO intranet in September 2003	DCC Roger Baker/Angela Underhill	Dave Wilkinson Policy Clearing House	The Policy Clearing House has developed a "Policy Review Workbook", the purpose of which is to help policy developers and strategic committees ensure that all corporate policies are fit for purpose. The workbook, cited by the Commission For Racial Equality as an example of best practice, includes questions on all the key legislative issues, Human Rights, Health and Safety, Data Protection, Race Equality and Freedom of Information and also		

				includes questions about the impact of the policy on bureaucracy. All corporate policies will be reviewed by 12/04. It is estimated that the final approved corporate policy list will be 15-20% of the original total. Representing a major contribution to reducing bureaucracy in the MPS. Bureaucracy Scrutiny guidance framework introduced.		
--	--	--	--	---	--	--

UNDERWAY

Recommendation	Progress	ACPO/HO/APA lead	MPS lead	MPS progress	Diversity	Efficiency savings
To introduce NSPIS Custody and Case Preparation	Custody and Case Preparation in operational use in 10 forces. National rollout due by 2005-6.	ACC Derek Cake, Warwickshire/Stuart Bullock/Peter Holland	Cmdr Hitchcock (Op Emerald)	MPS pilot site at Newham delayed until May 04. MPS has negotiated with PITO that the MPS is not part of national role out but runs in parallel with other forces. Role out from late 2005 and planned to avoid conflict with C3i. Op Emerald have now put in place a senior programme manager to bring project back on track.		
To improve the court listing process	Listing practices currently being piloted in England and Wales	ACC Doug Brand, South Yorks/Clare Ringshaw-Dowle	Cmdr Hitchcock (Op Emerald)	MPS works with the Effective Time Management programme initiated by the Lord Chancellors Department. Future meetings will agree the site of the pilot and activity to support. Work on court listing and improving the effective trial rate is also being addressed through LCJB delivery plan. An effective Trials sub group is addressing this issue. LCD case progression project starts at ILCC in the autumn. MPS Case Progression Units (CPU's) and Victim and Witness Support Units (VWSU's) are in place in 19 boroughs (MPS roll out complete in July 2004). This business improvement allows the CPS to work with police to hold Pre-Trial Reviews (PTR's) in Mags. Courts and thus achieve more certainty over court listings.		
To address blockages in the criminal justice system	Effective Trial Management Programme will support CJ areas in considering the Criminal Case Management Framework and what local changes	CC John Burbeck, Warwickshire/Clare Ringshaw-Dowle	Cmdr Hitchcock (Op Emerald)	Case Progression Units will overcome many of the issues outlined in the change proposal. All activity is co-ordinated within the CJ structures: CJ work stream, MPS/CPS Joint Steering Group, CJ Policy and Strategic Committee. Activities include -pre-trial review; S9 statement format for defence witness statements; tactical complaints against police; changes to PACE clock; fingerprinting; bail; ID parades post charge bail observance; initial plea at court; attendance at court; disclosure and evidence giving. Where this package of		

	will be made in response to the Framework.			measures is already in place (ie: Newham) performance has improved dramatically.		
To issue guidance for pre-trial assessment	Framework to be issued in July 2004 as a guide to national good practice for pre-trial case management.	CC John Burbeck, Warwickshire/Clare Ringshaw-Dowle	Cmdr Hitchcock (Op Emerald)	See item 23 (Court listing) re: PTR's and early indications of success.		
To develop a national form for the self-reporting of road traffic collisions	National form being developed at Department for Transport	CC Richard Brunstrom/Geoffrey Biddulph	Cmdr Kaye	MPS policy 20/99. Self-reporting collision form. Including minor injury. MPS working with DoT in reviewing and progressing national reporting format.		
To introduce guidance on the recovery of abandoned stolen vehicles	Home Office taking forward the issue with ACPO	Ch Supt Les Owen/Geoffrey Biddulph	Cmdr Moore	OP Notre Dame is reviewing and revising current guidelines. Charlton car pound is now open and staffed 24hours by IDO's		
To remove bureaucracy concerned with producing documents at a police station	Power to take fingerprints at roadside is in proposed legislation. ACPO considering issuing guidance on the use of databases to reduce the need to issue HORTIs	CC Richard Brunstrom/Geoffrey Biddulph	Cmdr Kaye	Proposal links into introduction of entitlement card. MPS policy 12/97. Reduced issue of HORT's to a manageable level. Need to promote greater use of DVLA and Insurance database within the MPS. MOT to go on database by 12/03.		
To draw up computerised national breath test form	Legislative possibilities for conducting evidential tests at the roadside under consideration.	CC Richard Brunstrom/Geoffrey Biddulph	Cmdr Kaye	MPS does not support this proposal as proposed by the PBTF. The product recommended is not compatible with either NSPIS or current equipment used. Is also very expensive to purchase and maintain.		
To improve call-handling	Under consideration by	DCC Ian Readhead, Hampshire	Cmdr McPherson	C3i programme is the MPS response to the proposals assertion that call resolution should be developed within a		

	Home Office and ACPO			strategic plan that supports overall business objectives. Incorporated into the Integrated Borough Operations Project. The status of a central help desk to be reviewed 03/04.		
To make best use of remote access to information, including in relation to stop and search	35 forces now using Airwave. Mobile data pilots in relation to stop and search in North Wales and Tower Hamlets	DCC Ian Readhead/Mireille Levy/Andrew Honeyman CC Matt Baggott, Leics/GrantOliver/Fionnala Gill	Ailsa Beaton Director of Information	The pilot of an IT based approach to rec 61 commenced operationally at the end of Nov 2003 and concluded on 20/4/04. The output is now being analysed. 10 hand held units remain at the trial site (Tower Hamlets) for mobile stops.		
To expand the use of the police portal	Police Portal Programme Board set up. New user requirements to be evaluated and prioritised by PITTO	Ailsa Beaton, Met/Paul Flanagan/Andrew Honeyman	Ailsa Beaton Director of Information	MPS committed to meeting the Government agenda to provide electronic services to citizens by 2005. The strategic aim of the MPS is to deliver services electronically when possible by: identifying and defining those services which can reasonably be delivered so; investigating and developing the infrastructure to provide a range of service delivery options; implementing the e-services, providing clearly defined, compelling, citizen-focussed services.		
To implement automatic facial recognition technology	Solution to be agreed by July 2004, subject to technical development	CC Paul Garvin, Durham/Stuart Bullock	Cmdr Moore	The MPS is working with Stirling University to develop a hybrid solution using current facial recognition technology. A paper is to be submitted to TPHQ for consideration of progressing this work. Should this be agreed a pilot is likely to run on an MPS BOCU later this year. Enfield and Haringey have been identified		
To develop guidance on civilianisation	Scope to be reviewed in light of work on the extended police family and the HMIC thematic	Sir Ronnie Flanagan/Lawrence Springall/Andrew Honeyman	Mike Shurety Director HR Services (Chris Haselden)	National strategic guidance awaits. Parallel work in the MPS is underway to implement a civilianisation programme based on the GLA//MPA Efficiency and Effectiveness review carried out by Accenture. MPS civilianisation plan approved by MB on 5/6/03. Plan sets out numbers and types of posts to be civilianised and a timescale from 2003/04 to 2005/6. First years plan to be implemented as far as recourses allow. Includes up to 188 posts in CMUs, CJ units, property, MIUs, SO major incident rooms and in HQ policy development. These areas cover the case preparation aspects of the planned HMIC inspection. Areas such as custody are planned in the next tranche.		
To develop	Strategy being	ACC Julie Spence,	Cmdr J.	MPS has a volunteers in policing co-ordinator. Policy and best		

community volunteer schemes in forces	developed by HO/APA/ACPO and Unison	TVP/Sheena Leng	Smith	practice guidelines being developed. Position paper submitted to the MPA in Sept 03. Full strategy paper to be submitted by April 04.		
To examine crime reporting	Being considered by National Bureaucracy Adviser	Alex Marshall	Cmdr Broadhurst (C/I Steve Kyte)	TIB to have 300 staff using 100-135 workstations to corporately investigate and report 40% of all crime over the telephone. 60 workstations will be based at the 3 call centres. Additional accm is being sought. Blueprint awaits.		
To stop recording administrative detections where no further action is to take place	Work underway in Home Office	DCC Frank Whiteley, Northants/Teresa Burnhams	Cmdr Moore	Crime Screening Policy review now complete. Awaits TPCT approval. There is parallel work being carried out by DCS Bussey to improve the MPS detection rate. The PPAF Programme Board has yet to decide whether Forces will be required to collate and manage administrative detections.		
To extend beyond the police the power to enter premises to save life or limb or preventing serious damage to property	ODPM introducing new powers of emergency entry for firefighters in Fire and Rescue Services Bill. Awaiting consideration by DoH.	John Woodcock	Cmdr Moore	DCS Gwillian representing the MPS		
To issues guidance to forces on risk assessed decisions on single crewing	Draft guidance issued to forces. Awaiting comments	ACC Huw Jones, Staffs/Robert McMullan	Cmdr Broadhurst	Best Value Report into Managing Demand recommendation No. 11. Its 17 recommendations link into recommendations made by HMIC following MPS inspections. Six-month pilot began at Redbridge in 1/11/03 and a second pilot is planned. Both will be evaluated by the end of May 2004.		
To introduce a field test kit for cocaine derivatives	Field trials underway	Neil Jacobs, Met/Eric Downham	Cmdr Hitchcock	4 kits to be trialled. 5 sites in MPS, West End Central, Brixton, Camden, Havering and Hackney. FSS will evaluate each test. Drugs Directorate will collect data on tests undertaken to monitor progress and performance of each BOCU. Training in Havering complete, Holborn to commence Dec 03. Testing progressing at West End Central & Hackney.		
To pass responsibility for	DEFRA's Clean Neighbourhood	CC John Giffard, Staffs/John	Cmdr J. Smith	Met Dog Legislation Advisory Group concerned because a number of animal welfare groups are not willing to operate a		

dealing with stray dogs to local authorities	Bill to amend Dogs Act 1906 so police no longer have to deal with stray dogs	Woodcock		24 hr service on behalf of local authorities.		
To pass responsibility for ancillary tasks to local authorities: Parking enforcement Guarding insecure premises Lost and found property Holding alarm keyholder records Gaming and betting regulation Animals	Legislative power to direct local authorities to take on decriminalised parking enforcement powers in Traffic Management Bill Exploring whether accredited wardens or specials could perform this task. Considering civilianisation or privatisation of task Monitoring Met's database with a view to spreading good practice Draft Gaming and Betting Bill will reduce direct involvement of the police. Possible provisions in Animal Welfare Bill to relieve police of burdens	CC John Giffard, Staffs/John Woodcock		Have already been passed to the local authority. Although police still have responsibility for red routes. Awaits HO direction. 24 hr LA wardens unlikely. Need for further discussion with ODPM & LGA re transfer to LA. Contract now run by 'Dial media Group' Awaits legislation. Animal Welfare Bill provisions to reduce police burden.		
To pass responsibility for dealing with	ODPM co-ordinating a national strategy	ACC Nigel Arnold, Devon and Cornwall/Graham	Cmdr J. Smith	Policy Jan 2002. BOCU's do not deploy to abandoned vehicles. Block checks conducted on behalf of LA. Policy is being re-visited to identify good practice.		

abandoned non-stolen vehicles to local authorities	for abandoned vehicles	Hodgkins				
--	------------------------	----------	--	--	--	--

NOT BEING TAKEN FORWARD BY PBISG

Recommendation	Progress	ACPO/HO/APA lead	MPS Lead	MPS progress	Diversity	Efficiency savings
To introduce framework to enable officers to make best use of their time while waiting to give evidence	Pilots unsuccessful. Police time wasted at court simply transferred to the police station.	CC John Giffard/Staffs/Clare Ringshaw-Dowle	Cmdr Hitchcock (Op Emerald)	MPS is participating in the pilot of the EXIBIT2 computer within Crown Courts. Roll out delayed until Summer 2004 due to IT difficulties. However, PTR process (as described at number 23) is releasing officers back to patrol duties in the trial sites at a rate of between 8 and 15 per week as their evidence is being served s9.		
To allow police officers to give evidence via remote video link	Provisions in sections 137 of Criminal Justice Act 2003. No funding for pilots.	Kathy Elam	Cmdr Hitchcock (Op Emerald)	MPS is awaiting the outcome of the national proposal. Supports principle-progression currently awaits outcome of CJ Bill.		
To deliver intelligence to frontline officers	Incorporated into recommendations on mobile data and briefing model.		Cmdr Broadhurst	Will be developed under the C3i project as the "Territorial Policing Modernising Operations Project". It is envisaged that combined operations/intelligence rooms in individual BOCUs will deliver 24/7. Awaits implementation.		
To improve procedures for dealing with repeat incident business	Police Standards Unit to identify capabilities of existing systems	John Giffard, CC Staffs/Lindsay McKean	Cmdr J. Smith	MPS has a dedicated Problem Solving Unit engaged in progressing the rollout of problem solving training and advice. The unit has designed a problem solving process, (PSP), complies with NIM and forms part of the MPS Operational Policing Model. Has recently been awarded the Tilley prize.		
To issue guidance on setting up assault and harassment surgeries	Not being taken forward nationally	Ch Supt Chris Eyre, Kent/Sue George	Cmdr Moore	The MPS is currently not proceeding with this proposal. Special Police Notice 19/02- Crime Screening and Secondary investigation Policy-screens out the majority of cases suitable for the proposed surgeries.		
To reduce the numbers of false alarms	ACPO Security Systems Group developing 3 year	Peter Davies, ACC Lincolnshire/Sue Brown	Cmdr McPherson	Policy contained in MPS Security Systems Policy 2000. Based on ACPO policy. Based on sanction rather than charging for poor performance. Significant gains. 1/04 MPS will pilot a		

	strategy for reducing false alarms			new personal attack alarms policy.		
To establish police forms editorial board	Now being taken forward as Policing Bureaucracy Gateway	DCC Roger Baker/Angela Underhill	Cmdr Fitzpatrick	Second police notice Police Notice introduced. Removing an additional 150 forms. Guidance issued to policy makers and reviewers on form creation design and review. MPS has an Anti-bureaucracy unit and a Forms Unit. Guidance introduced.		
To issue guidance on patrol officer streetcraft	NCPE agreed in principle to absorb the recommendation into ongoing work.	John Giffard, Staffs/Lindsay McKean	Cmdr Broadhurst	Awaits guidelines from scoping study.		

OTHER BUREAUCRACY-RELATED ISSUES BEING TAKEN FORWARD BY THE PBISG

Issue	Progress	ACPO/HO/ APA lead	MPS Lead	MPS Progress	Diversity	Efficiency savings
RIPA	Group of frontline officers meeting to review RIPA forms on 12-14 May.	Jim Gamble/Simon Watkin	Cmdr J. Mc Dowall			
Frontline policing measure	Data received from activity based costing exercise has been used to calculate a baseline of 61% for the average amount of time officers spend on frontline duties. It will be reviewed in July when forces submit their returns, and the results used to inform the process of finalising	Peter Haddock	DAC Bryan (Helen Dean)			

	each force's baseline target.					
Bureaucracy relating to Local Criminal Justice Boards (LCJBs)	PBISG monitoring output of unnecessary bureaucracy from LCJBs	Anne-Marie Field	Cmdr Hitchcock (Op Emerald)			
Removing responsibility for pedlars certificates from the police	Hazel Blears written to Gerry Sutcliffe (DTI) to ask if Pedlars Act can be repealed.	John Woodcock				
Setting up Policing Bureaucracy Gateway	Gateway in process of being set up, with ACPO chair	DCC Roger Baker, North Yorks/Angela Underhill	DAC Bryan			