



Metropolitan Police Service Annual Report 2001/2002



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This is the joint report of the Commissioner of the Metropolitan Police and the Metropolitan Police Authority for April 2001 to March 2002. It sets out how we performed in the last year and the priorities for 2002/03. A summary is available in the languages listed below, large print, audiotape or Braille by writing to the addresses shown on previous page.

Arabic

অন্যান্য ভাষা

এটা হচ্ছে এপ্রিল 2001 থেকে সালের মার্চ 2002 পর্যন্ত মেট্রোপলিটান পুলিশের কমিশনার এবং মেট্রোপলিটান পুলিশ অথরিটির বৌধ রিপোর্ট। গত বছর আমরা কি রকম কাজ করেছি এবং 2002-03 সালে কি কি বিষয়কে অগ্রাধিকার দেওয়া হবে তা এতে বলা হয়েছে। আগের পৃষ্ঠায় দেওয়া ঠিকানাযা চিঠি লিখলে, নিচের তালিকার ভাষাভাষিত, বড় ছপায়, কানে শোনার টেপ অথবা ব্রেইল-এ এর সংক্ষিপ্ত বিবরণী পাওয়া যাবে।

Bengali

هذا هو التقرير المشترك لمفوض شرطة العاصمة و جهاز شرطة العاصمة للفترة ما بين أبريل/نيسان 2001 و مارس/آذار 2002. و هو يوضح كيف كان أداءنا خلال السنة الماضية و ما هي أولوياتنا لسنة 2002-03. و يمكنكم الحصول على تلخيص باللغات المبينة أدناه و بالحروف الكبيرة و على أشرطة سمعية و بطريقة "بريل" عن طريق الكتابة إلى العناوين الموضحة على الصفحة السابقة.

Chinese

其他語文

這是首都警務局長與首都警察當局有關 2001 年 4 月至 2002 年 3 月的聯合報告。它闡述我們去年的服務表現，及我們在 2002-03 年度的優先項目。本報告的摘要備有以下各種語文、大字體、錄音帶或凸字版版本，請致函上頁所示地址索取。

Croatian

Ovo je zajedničko izvješće Komesara Metropolitan policije i Uprave Metropolitan policije za razdoblje od travnja 2001. do ožujka 2002. godine. U njemu su sadržani naši rezultati za minulu godinu i naši prvenstveni ciljevi za 2002/03. godinu. Sažetak izvješća na dolje navedenim jezicima, u krupnom tisku ili u Braillevoj azbuci može se dobiti na pismeni zahtjev upućen na adrese navedene na prvoj strani.

MPS

Greek

Αυτή είναι η από κοινού αναφορά του Διευθυντή της Μητροπολιτικής Αστυνομίας και της Αρχής της Μητροπολιτικής Αστυνομίας για το χρόνο μεταξύ Απριλίου 2001 και Μαρτίου 2002. Μπορείτε να προμηθευτείτε μια περίληψη στις γλώσσες που αναφέρονται παρακάτω, σε γράμματα μεγάλου μεγέθους, σε κασέτα ή σε Μπράιγ, γράφοντας στη διεύθυνση που βρίσκεται στην προηγούμενη σελίδα.

Gujarati

વૈકલ્પિક ભાષાઓ

કમિશનર ઓફ ધ મેટ્રોપોલિટન પોલીસ અને મેટ્રોપોલિટન પોલીસ ઓથોરિટીનો એપ્રિલ 2001થી માર્ચ 2002 માટેનો આ સંયુક્ત અહેવાલ છે. તેમાં અમે ત્રણ વર્ષે કેવું કામ કર્યું તેની વિગતો અને વર્ષ 2002-03 માટેની અમારી અગ્રતાઓ જણાવવામાં આવી છે. આગળના પાને આપેલા સરનામે લખવાથી, તેનો ટૂંકસાર નીચે જણાવેલી ભાષાઓમાં, મોટા અક્ષરોમાં છપાવેલો, ઓડિયો ટેપ ઉપર અથવા બ્રેઈલમાં મેળવી શકાયો.

Hindi

अन्य भाषाएँ

यह कमिश्नर ऑव द मेट्रोपोलीटन पुलिस और मेट्रोपोलीटन पुलिस अधारिटी की अप्रैल 2001 से मार्च 2002 तक के समय की रिपोर्ट है। इसमें बताया गया है कि पिछले वर्ष हमारी कारगुजारी कैसी रही और 2002-2003 में हम किन कामों को प्राथमिकता देंगे। इस रिपोर्ट का सारांश निम्नलिखित भाषाओं में, बड़े अक्षरों में, ऑडियो टेप पर या ब्रेल में लेने के लिए आप पिछले साफे पर बताए पते पर पत्र लिख सकते हैं।

Turkish

Metropolitan Polis Müdürü ve Metropolitan Polis İdaresi tarafından ortaklaşa hazırlanan bu rapor Nisan 2001 ile Mart 2002 arası dönemi kapsamaktadır. Raporda geçen yıl performansımızın nasıl olduğu ve 2002-03 döneminde öncelik verilecek konular açıklanmaktadır. Raporun özeti, aşağıda sayılan dillerde, büyük harf baskılı, ses kaseti halinde ve körlük için Braille alfabesiyle mevcuttur ve bir önceki sayfadaki adrese mektup yazmak suretiyle edinilebilir.

Urdu

یہ میٹروپولیٹن پولیس کے کنٹریکٹ اور میٹروپولیٹن پولیس اتھارٹی کی مشترکہ رپورٹ ہے۔ 2001 مارچ تا 2002 اپریل کے درمیان میں ہماری کارکردگی اور 2002-03 کے لئے ترجیحات کا ذکر کیا گیا ہے۔ نیچے دی گئی زبانوں، بڑی چھپائی، آڈیو ٹیپ یا بریل میں اس کا خلاصہ، چھپے صفحے پر دئے گئے چوں پر غلط لکھ کر حاصل کیا جا سکتا ہے۔

Metropolitan Police Service Annual Report

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Foreword by Sir John Stevens

Commissioner of the Metropolitan Police



Welcome to the Annual Report of the Metropolitan Police Service for the financial year 2001/02. What a momentous year it was. We have witnessed one of the busiest and most challenging twelve months in the long and distinguished history of our Service.

In the aftermath of the terrible events of September 11, our officers and essential support staff responded magnificently to the dramatically increased demands made of us all. Our presence on the streets of London provided reassurance and confidence to people at a time when they needed it most. Our specialist departments worked tirelessly to counter the threat posed by a range of terrorist groups, lending their expertise to other countries and adding to our reputation as world leaders in anti-terrorist activity.

'Safer Streets', our operation to address the increase in street crime across the capital, saw unparalleled success in combating a crime that was beginning to blight the lives of Londoners.

We policed the funeral of Her Majesty the Queen Mother in a dignified and professional manner, earning universal admiration for our response.

Across London we have continued to meet an unprecedented rise in demand for our services with 999 calls to Scotland Yard passing the two and a half million mark. Against this backdrop we have at last received recognition of the need for a large increase in police numbers. We have seen the beginning of a dramatic rise in the numbers of people entering training school as we turned round the recruitment crisis facing the organisation.

From the major operations highlighted above to the day to day policing of all communities across London, the hard working staff of the MPS, of all grades and ranks continue to perform exceptional work as we move towards our vision of making London the safest major city in the world.

I know that significant challenges lie ahead but we are making excellent progress. As I enter the second half of my Commissionership, I am justly proud of our organisation and remain grateful for the support we receive from our Police Authority. I know that together we will continue to provide the high standard of service that Londoners deserve and enhance still further the reputation of the Metropolitan Police Service.

A handwritten signature in black ink, which appears to read "John Stevens". The signature is written in a cursive, flowing style.

Mission

Our mission is:

Making London safe for all the people we serve.

We:

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

Vision

Our vision is:

To make London the safest major city in the world.

Values

Our values are to:

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

The last year has been one of the most demanding periods ever with unprecedented pressure on the Service. There have been particular challenges placed upon the Service to tackle the problems of rising street crime and the security demands following September 11.

During the year we have:

- made over 7,000 arrests as part of Operation Safer Streets
- dealt with the aftermath of September 11
- co-ordinated the policing of the ceremonial events surrounding the funeral of the Queen Mother
- exceeded police recruitment targets
- launched a scheme in partnership with Tower Hamlets and the City of London Police to provide affordable housing for police and civil staff
- undertaken a bespoke target setting process as part of the corporate planning cycle to ensure it more appropriately reflects local priorities and targets
- developed a new formula for the allocation of officers to borough command units
- revised the promotions process for officers to make it fairer and less bureaucratic
- undertaken a civil staff pay and grading review
- created a policy clearing house to ensure that the any policies circulated are up-to-date and relevant.



Operation Safer Streets

With the significant increases in street crime giving cause for concern, Operation Safer Streets was launched in February 2002. Initially on nine inner city boroughs, but later extended, the operation targeted known crime hot-spots and persistent offenders. Over 400 undercover and high visibility officers from specialist teams such as Territorial Support Group and London Crime Squad, worked with local officers in robbery hotspots. Operational support included over 160 traffic wardens, 250 traffic officers, Marine and Air Support Units, Mounted Branch and Dogs Sections.

The reason for the escalations in the offences, particularly in the later months of 2001, is unclear, however the transfer of a large number of officers to central London on security duties following September 11 is cited as one possible cause. During the initiative street crime dramatically reduced across all boroughs. Apart from the significant impact of the initiative, the reasons for the reduction appear to include the:

- increased publicity raising people's awareness of the crime
- effects of the mobile phone marking campaign, and
- publicity being given to the courts being prepared to jail offenders for committing these offences.

However, the effect on total notifiable offences was less marked, illustrating the fact that whilst street crime is of concern, it accounts for less than 7% of the total number of notifiable offences. Additionally whilst having more officers on the streets produces results, a consequence is that more offences are also identified, for example, through stop and search.

Mobile phone marking

During February 2002 over 40,000 mobile phones were marked with a permanent ultraviolet property code as part of the Safer Streets campaign. Supported by The Link mobile phone shops and the Evening Standard, teams of promotional staff visited dozens of high streets and stations to mark the phones and distribute over 100,000 leaflets.

Operations Claymoor & Tillerman

The operations commenced in Brent in July 2001 targeting street crime. With intelligence led policing as a key ingredient, over a ten week period, over 100 officers from Brent were joined by officers from Territorial Support Group, Mounted Branch, Traffic and Dogs sections. Key results included: making over 1,197 arrests, drugs seizures with a street value of well over £1.2m, firearms seized and illegal immigrants identified. The operation targeted known prolific offenders, with the aim of seeing a long term impact on crime, along with developing partnership and enhanced relations in the area.



◀ Operation Sabre

As part of the Met-wide initiative targeting street robberies, burglary, drugs, prostitution, motor vehicle crime and fare evasion, Operation Sabre led to more than 200 arrests in Tower Hamlets in just eight weeks.

Haringey success

Operation Castille ran in Haringey from April to June and resulted in 187 arrests for autocrime, 93 for robbery and 89 for burglary. May 23 proved to be a unique day when there were no reports of street crime in the borough. Drugs raids took place using dogs which netted more than 100 rocks of crack cocaine, 200 kilos of cannabis and three kilos of heroin and ecstasy tablets. In addition traffic police swept the borough for vehicles that were uninsured, unlicensed and in a dangerous condition, removing 100 vehicles and notching up over 250 prosecutions as a result.



◀ Operation Trident

Within Specialist Operations Department – Operation Trident has a pan London command focusing on gun crime among black communities, in particular drug related shootings. In the past year, over 268 pro-active operations were undertaken, leading to 129 firearms and ammunition being recovered, along with significant quantities of drugs. A total of 442 persons have been arrested for offences including assault, firearms, drugs and homicide.

There have been 21 Trident murders this past year, along with 94 cases of attempted homicide. Regrettably the clear up rate of such crimes can be very low compared to other murders but these are usually complex cases and witnesses are frequently reluctant to give evidence.

For Operation Trident partnership working has been key to the success of operations, involving not only the local boroughs and community but also Customs and Excise, Immigration and the Jamaican Police.

Publicity has been a key element of the operation, so in conjunction with the Independent Advisory Group, various advertising and publicity work has been undertaken to communicate to those who need to hear the message.

◀ “Carrying a knife on the streets could slash two years off your life”

An advertising campaign took place in October aimed at cutting the number of knives being carried unlawfully on London's streets. Other initiatives included focused stop and search, knife exclusion zones and operations with Trading Standards officers to clamp down on shops selling knives to young people.



Operation Bantam

As with most corporate initiatives there are often locally based operations underpinning the main theme. For example, based in Hackney, Operation Bantam was directed at the sub-Trident activity aimed at combating drug related gun crime. To date over thirty firearms have been seized and significant quantities of drugs.



◀ Dome heist

February 2002 saw the conviction of five men at the Old Bailey for an elaborate plot to steal the De Beers Millennium Diamonds worth over £200m. Specialist Operations Flying Squad developed intelligence pointing to a major armed robbery plot which involved JCBs (the image shows actual CCTV footage from the heist), smoke bombs, a nail gun, ammonia and an awaiting speedboat, but the gang were arrested seconds away from snatching the diamonds.

Edgware Road

The vice trade and influx of wealthy visitors to the Edgware Road area provided an ideal location and rich pickings for muggers. Street robbers were identified and targeted, community officers patrolled the area, prostitute advertisement cards were removed and indexed (displaying vice cards became an arrestable offence in September 2001 with penalties of £5,000 fine and six months imprisonment). Letting agents and landlords were also informed of the illegal activity in their addresses with the result that many were closed within days. Stolen mobile phones and credit cards were recovered, over 40 brothels closed and more than 120 arrests made for street crime, vice and immigration offences.



September 11

The MPS response to the aftermath of the World Trade Centre tragedy placed a massive responsibility and demand on all staff.

Following the actual incident, a Family Liaison Officer reception point was established in New York responsible for ensuring that all visiting bereaved British families received appropriate support. The team included 11 MPS officers. Additionally three officers assisted with the complex task of identifying victims and a press officer also flew out to deal with the deluge of media enquiries.

Anti-Terrorist officers were, and continue to be, involved with extensive enquiries, working closely with law enforcement agencies.

With safety and security paramount, over 1,000 extra officers were placed on the streets to deal with the increased high visibility patrols in Central London and increased security levels at key sites including London City Airport and Heathrow. This action placed enormous demands on all staff, not just on the officers performing the patrols but on those left back on boroughs trying to fulfil everyday policing requirements.

The Diversity Directorate took the prime lead for co-ordinating a pan London community reassurance programme, meeting with leaders of communities many of which felt particularly vulnerable during this time, and holding briefings for staff at the Arab and Muslim embassies and missions.

The MPS has dealt with major incidents such as the Paddington rail crash and Canary Wharf bombing but never anything of such magnitude. Many lessons were learnt over this time particularly from the experiences in New York.

The former Mayor of New York, Rudolph Giuliani, and the former Police Commissioner Bernard Kerik met with the Commissioner Sir John Stevens and the Chair of the MPA Lord Toby Harris in February. To mark the occasion the Commissioner unveiled a commemorative display featuring a badge from an officer who died during the World Trade Centre attacks. The New York Police Department presented the badge belonging to Detective Joseph Vigiano to the Queen, who has permanently loaned it to the MPS.

Detective Vigiano died alongside his firefighter brother John on September 11 and the family donated the badge as a token of gratitude to Britain for its help and support.

Royal events

The year covered by this report saw some significant royal events unfold, particularly in its closing days. The funeral of Princess Margaret was a private ceremony requiring a low level of policing but the events surrounding the death of the Queen Mother saw over a million people on the streets of London and a massive policing operation.

Security at Westminster for the public as well as the visiting dignitaries and royal family was of paramount importance and carried out by hundreds of officers from across the MPS.

Detailed planning for the procession and funeral cortege from London to Windsor was many years in the making. The aim of the policing operation was to maintain the safety of the streets and to ensure that the days passed with efficiency whilst doing the utmost not to intrude on the sadness and dignity of the occasion. This involved massive co-ordination in all parts of the MPS, both operational and support, including the setting up of a public helpline at NSY, which received more than 20,000 calls from members of the public.

The policing of the event was one of which the MPS is immensely proud.



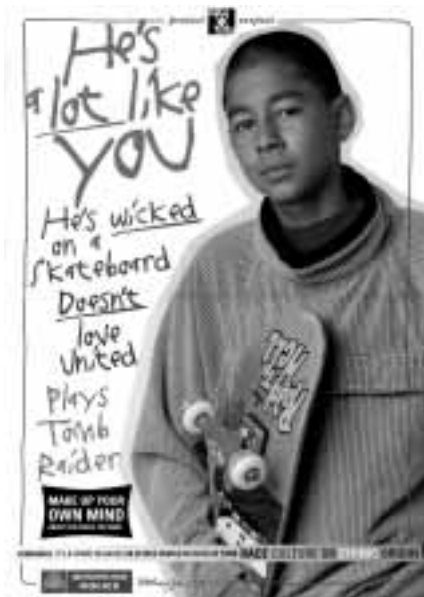
◀ Memorial garden

In October, Her Majesty The Queen opened a specially designed memorial garden, located within the Peel Centre at Hendon. The garden commemorates nearly 900 officers and civil staff who lost their lives in the line of duty during wartime.

Safer communities

Community Cohesion

Following a number of disturbances in towns and cities in England involving a large number of people from different cultural backgrounds which resulted in destruction of property and attacks on police, the Home Secretary set up a Ministerial Group on Public Order and Community Cohesion. The review was to examine and consider how national policies might be used to promote better community cohesion and sought the views of local residents and community leaders on issues that needed addressing along with good practice.



In the report by the Community Cohesion Review Team, it was recorded that police in Southall, Leicester and Birmingham had made great efforts to get to know the local community. Southall also had a robust network of people they called “interveners” who had the credibility in a diverse community at times of tension to be able to counter myth and replace rumour with fact.

- ◀ “He/She is a lot like you” was the theme of a poster launched as part of an anti-hate crime campaign in October, aimed at teaching young people to accept each other regardless of background, race or culture and to reject stereotypes.

Community in Action

A ‘Community in Action’ day was held in Bromley highlighting many different aspects of policing and community safety. Open days were held at the police and fire stations with the United Reform Church hosting an exhibition organised by Bromley Neighbourhood Watch Association. Raffles, competitions and a full programme of lectures complemented the stalls manned by a wide range of partners.

National Front Marches in Bermondsey

In the last year three marches by supporters of the National Front took place through the streets of Bermondsey. Southwark’s response was to initiate widespread consultation with community representatives during which police powers and tactical options were explained. In addition to formal meetings with all interested parties, sector officers made repeated visits to vulnerable and concerned residents and retailers in the Bermondsey area in order to inform them of details and policing arrangements for each march. Additional local officers patrolled the area in the days and evenings immediately before and after each one. Liaison also took place with the organisers who agreed to keep their numbers to a minimum in order to prevent disruption or disorder impinging upon the lives of local people.

All three events passed off peacefully and feedback from the community was that police had demonstrated commitment and effectiveness to protect the citizens of Bermondsey throughout this series of marches.

- ◀ **Navratri and Diwali advice**
Brent Council and police in consultation with the Brent Indian Association designed, translated and distributed 10,000 burglary and robbery crime prevention leaflets aimed at the Gujarati speaking population attending festivals.

Kerb crawlers

As part of the team formed as a result of a Home Office funded Targeted Policing Initiative, officers from Haringey took full advantage of a new law that makes kerb crawling an arrestable offence to conduct an operation with Clubs & Vice Unit and made 24 arrests over a five day period. Measurement of success for such initiatives can be difficult, but a number of operations have been undertaken and no repeat offenders have been identified.



TPI Demonstration Status

As part of a Home Office funded Targeted Policing Initiative, Southwark Police led a multi agency team, aimed at provision of an enhanced service to the victims of racial and homophobic crime, and targeting the perpetrators of that crime. The team included members of Victim Support, Southwark Mediation Service, housing, a voluntary sector secondee from Southwark Association of Voluntary Organisations and police civil staff.

The project has been running for 18 months and as recognition of the best practice identified and the success of partnership working, Police Partners and Community Together in Southwark (PPACTS) has been awarded Demonstration Status by the Home Office, from over 200 in the country.

Paedophile Unit

Specialist Operations Paedophile Unit has been involved in a large number of pro-active operations in the past year, often in conjunction with Child Protection Teams, including:

- Operation Doorknock – a 2 year operation involving a large paedophile ring resulting in the arrest and conviction of 4 men (as featured on a BBC documentary)
- Operation Cacine – concerning the conduct of a GP who, over many years, drugged and indecently assaulted and photographed numerous young boys and currently awaits trial
- Operation Cullivoe – involved a nanny who attempted to poison a young child in her care. Investigation revealed that she had committed previous similar offences
- Bravery – two officers from the unit happened upon a street robbery where the victim had pieces of masonry thrown at his head. The unprotected officers intervened, arresting the offenders and restoring the victim's property.



Stay Safe campaign

Launched in October, '*Stay Safe*' is a new guide for people with learning difficulties, which gives practical advice on how to stay safe at home, on buses, trains, taxis and minicabs. It was distributed to Community Safety Units in each borough and organisations working in the learning difficulties sector.

Domestic Violence One Stop Shop

July 2001 saw the opening in Bromley of an innovative partnership project to support victims of domestic violence. A poster campaign offers victims the opportunity to secure the 'One Stop' services from various agencies by ringing a dedicated phone number. Victims can see staff from any of the following organisations: Bromley Womens Aid, local solicitors expert in domestic violence, Bromley Police, Homeless Persons Unit and a dedicated telephone link to the Benefits Agency.



◀ Volunteer Police Cadet Corps (VCC)

This past year has seen continued expansion in the VCC. The Corps provides an inspiring and challenging environment where young people work as a team and gain knowledge about the police, develop leadership skills and enjoy themselves. The cadets are issued with a uniform and from the age of 15 can assist with public duties and undertake the Duke of Edinburgh's Award Scheme. Any person aged between 14-19 years can join, and we will consider those who have previously offended.

Southwark car crime initiative

Southwark police held an event at Herne Hill stadium with video footage shown of police pursuing dangerous drivers, along with a crash scene. The fire brigade and ambulance crews demonstrated how the services respond to such incidents with the aim of educating the children about the dangers of car crime and to understand the potentially tragic consequences of the action.

Operation Crackdown

Launched in May 1996, Operation Crackdown campaign has three elements: enforcement, partnership and education, all of which play a part in reducing the supply of illegal drugs and the demand for them. Many of the operations and initiatives run across the MPS are under the Operation Crackdown umbrella.



◀ Operation Oval

In July 2001 Wandsworth police identified an 'open drugs market' on the Winstanley Estate in Battersea. Operation Oval, an undercover investigation, was set up in partnership with Wandsworth Council, which involved a variety of tactics including the use of CCTV. Such was the quality of the evidence obtained that the nine main dealers arrested all pleaded guilty at court and received up to three years imprisonment. This led to a substantial decrease in robberies around the estate.

In order to ensure a sustained effect it was decided to use the Community Against Drugs funding to enable a dedicated team of officers to further reduce drug related crime in the area. Since November 2001 the team has closed down a number of 'crack houses' and arrested over 100 people for drug related crime. The development of a successful protocol with the Local Housing Authority under the Crime and Disorder Act has influenced immensely the evictions of offenders from premises used for this purpose. Local people say their quality of life has been improved by this initiative and the team will continue to be funded to carry out a series of actions which includes re-establishing a community structure on the estate.

Lambeth pilot

The pilot scheme at Lambeth allowed for officers to issue warnings for small amounts of cannabis for personal use. Under the pilot, the officer confiscated the cannabis and issued a warning, enabling the officer to return to street patrol more quickly than if the person was arrested.

Two evaluations were conducted into the Lambeth pilot: polling regarding community attitudes was initiated by the independent Police Foundation and conducted by MORI; a second evaluation carried out by the MPS Directorate of Policy, Review and Standards provided statistical analysis of the scheme's impact and officers' feedback.

Initial findings by the MPS evaluation into the Lambeth warning scheme has shown that officer time saved in completing arrest formalities and preparation of court case papers can be put to more crime fighting use.

During the pilot there were 35% more instances of cannabis being confiscated compared with the same period in the previous year.

The MPS welcomes the announcement of the reclassification of cannabis, which will enable police to concentrate additional effort on tackling hard drugs such as crack cocaine. As a result the organisation intends to adjust its approach to the policing of cannabis possession to a common standard across London so as to fit the proposed legislation by late autumn 2002.

Partnership working

Partnership for the MPS continues to be key in working towards making London a safer city. Borough Command Units (BOCUs) are constantly involving their local communities to develop holistic approaches and strengthening the ties. From simple poster competitions with schools through to government funded multi agency initiatives, they all aim to target crime and deal with real quality of life issues important to Londoners.

In September 2001 Westminster Police set up the Safer Streets Homeless Unit, a coalition between the Government Rough Sleepers Unit, Westminster City Council, voluntary agencies and local businesses. The 'homeless problem' is seen as wider than rough sleepers, but seen to include begging, touting, street drinking, drug abuse and street crime. A survey conducted by Westminster City Council revealed that the fear of crime was greatly increased where there were groups of rough sleepers or street drinking schools. Joint patrols were conducted with outreach workers, along with weekly tasking meetings held to co-ordinate police and partner activity.

The number of rough sleepers in Westminster has been halved. Begging is now virtually non-existent in Victoria and greatly reduced elsewhere. Street drinking schools have been eradicated in South Westminster by the introduction and enforcement of the Drinking Control Designated Area, the first in the country to make use of new legislation.

The Lilac project

The Lilac project was funded by the Home Office through the targeted policing initiative. It brought together officers from Camden and Westminster, including staff from the Health Service, environmental services and the Rough Sleepers Unit. A project co-ordinator was seconded from Camden Council and links were formed with the community through the creation of a community reference group. Through targeted patrols and creative use of resources, the drugs market in the area was significantly undermined, and activities further reduced through a series of crime prevention and environmental improvement campaigns. Work with users through needle exchange and hostels also attacked the demand side of the market. Covert and overt work destroyed the confidence in the drugs market making it difficult for it to recover following the end of the project in March. The work is continuing with the community and other agencies to identify long term solutions.

Karrot Scheme

Developed by Southwark Police, the Karrot Scheme awards points for good behaviour, regular school attendance and examples of good citizenship which can be redeemed for material rewards. Pupils from Waverley Upper School, East Dulwich were the first to benefit from the scheme.



Special Constables

As part of Operation Seneca, 64 Special Constables were involved in a partnership initiative between the MPS and London Transport, targeting street crime, fare evaders and anti-social behaviour, resulting in a significant number of stops, arrests and penalty fare fines.

Hospital Watch

Kensington and Chelsea Community Safety Team and the Royal Brompton Hospital launched Hospital Watch in May. An innovative scheme, it aimed to raise crime prevention and personal safety awareness within the grounds of the hospital. Working along the principle of Neighbourhood Watch schemes it provided a way for management and staff to take responsibility for cutting the fear of crime on a hospital site.

Secured by Design

The MPS has rewarded the Springboard Housing Association for its hard work in making Dagenham safer in three high crime areas. The Secured by Design Awards (run nationally by Association of Chief Police Officers) recognise the Association's commitment to building housing areas using crime prevention techniques and minimising crime opportunities.



◀ Hotel burglaries

In an effort to reduce the high number of hotel burglaries in Kensington and Chelsea, the police and local authority worked closely together to undertake a programme of crime prevention initiatives assisted by funding from the Borough's Neighbourhood Renewal Fund. As a result the number of hotel burglaries has been significantly reduced.

Community Policing Team part funded by the New Deals for Communities (NDC) fund

A New Deal for Communities project for North Fulham was successful in attracting £44m. This was the only scheme in the country that had a full time police officer seconded to the planning team. One of the projects financed by the scheme is the Community Policing Team of 1 sergeant and 4 constables. The NDC fund 2 of the constables. The team has been very successful in reducing burglary and breaking up robbery hotspots with the team outstripping most of its 12 month targets within the first 6 months.

Visibility and Accessibility

Reopening of stations

The MPS has been successfully reopening police front offices to meet the needs of the public. Brockley, Harefield, Ruislip, Pinner and Worcester Park all reopened with the help of volunteers.

For example, the front office at New Malden police station reopened in July 2001 where the Local Beat Officer acts as co-ordinator overseeing the day to day supervision, management and support of a core team of 40 volunteers. This is seen as an innovative approach to a partnership in the community.

Mobile police station

A £50,000 specially fitted blue double-decker bus was funded by Transport for London to the MPS for use as a mobile police station. The bus has been refitted with facilities including a disabled access lift, reception, briefing and teaching area. The vehicle can be used where needed to support visible policing and give greater access for communities and also for managing a crime scene to support the Command and Control vehicle.

Visibility and Accessibility Report

All police forces have a responsibility to produce a report documenting any visibility and accessibility initiatives by ward. The full report for the MPS area can be found on the Metropolitan Police website www.met.police.uk or the MPA website www.mpa.gov.uk adjacent to this joint annual report.

Personnel management

Following a strategic review and restructuring of the personnel function, the new Human Resources (HR) Directorate was formed in December 2001, with a greater emphasis on customer focus. This has seen the implementation of a new strategy to improve internal communication with staff and customers, which has led to regular forums with personnel managers and HR staff and the introduction of HR account managers to improve links to boroughs. The Assistant Commissioner, head of HR Directorate, holds regular live internal on-line question and answer sessions, giving staff the opportunity to put any personnel questions directly to him.



Making the MPS a great place to work

Awards

During the last year the following were awarded to MPS staff:

| | |
|--|-----|
| Commissioner's High Commendation | 25 |
| Commissioner's Commendation | 73 |
| Royal Humane Society | 12 |
| Society for the Protection of Life from Fire | Nil |
| National Gallantry Awards | Nil |
| UN medal | 2 |

Air Support Unit wins award

In October the Air Support Unit at Lippitts Hill became the first air support unit in the country to achieve the prestigious Investor in People Award, which recognises commitment by organisations to enhance business performance through developing their people.

Hay review

Following concerns at the pay levels for civil staff, Hay Management undertook a review on pay and grading over the last year. It considered issues such as location allowances, grading structures and job evaluations, the findings of which are currently being implemented across the Service.

Staff Associations

The breadth of work carried out by our staff associations continues to expand along with the organisations themselves with the newly formed Jewish and Italian Police Associations.

The last year has been an extremely busy one for the Metropolitan Police Federation. The Police Reform Bill was closely monitored as it made its way through the parliamentary process. Local London MPs were lobbied to ensure that the views of London's police officers were represented. At the same time complex negotiations were taking place over police pay and conditions. Agreement was reached on 9 May 2002 at the Police Negotiating Board, which provided improvements in police pay, the provision of competency and bonus payments and reform in Police Regulations.

On a charitable note, following the September 11 terrorist attacks on the twin towers in New York, the Metropolitan Police Federation held a fund raising event at the Hilton Hotel Park Lane. Police officers and civil staff also donated an hour's pay. Over £100,000 was raised by the fund.

Along with 'New Life for Paddington', 'Police, Education, Employment, Rights and Self-esteem (PEERS)' is a project undertaken by the Black Police Association in partnership, geared towards young black people. As an interactive learning programme, its participants are encouraged to develop their full potential as citizens.

The Association of Muslim Police not only promotes policing as a career but has also been raising awareness on the treatment of Muslim prisoners.



◀ **New Challenges New Thinking**

The Commissioner holds regular briefings, where staff of all grades and ranks are updated with current initiatives and thinking and are given the opportunity to ask questions on any subject. Over 7,000 staff have already attended such forums and to ensure that they are inclusive, a 'signer' will attend to aid those hard of hearing.

Shift patterns

A number of boroughs have reviewed and amended their shift rota patterns, increasing officer availability at times of higher demand.

In January 2002, Charing Cross implemented a pilot scheme of permanent night duty (PND) to respond effectively to the increased demand for police and the higher crime levels that are experienced in the West End between 6pm and 6am. Two teams work alternate weeks for an average of 12 hours a night. The core night duty teams staff the cars, control room and custody suite so the PND teams are freed to patrol and predominantly deal with quality of life issues such as begging, drunkenness, minor public order and street crime. There has been a significant improvement in street crime reduction, police response to calls and a marked reduction in officer sickness. All the officers on the teams are volunteers who find that the PND suits them professionally, personally and domestically.

Operation Cleansweep

On behalf of the MPA, staff of all grades and ranks from Policy, Review and Standards Directorate undertook visits to all operational buildings in the MPS to assess the standard of facilities such as showers, toilets and locker rooms which were frequently giving cause for concern. The reports were collated and the gradings used to establish priority areas for attention. Property Services Department was allocated funds to address the priority locations.

Joint training

To assist understanding and encourage joint working between Hammersmith and Fulham Community Officers and Local Authority Housing Officers, a joint housing/police training/problem-solving event was held. The day was an enormous success and arrangements are in hand for a day for police/housing associations to do the same as a result of requests. It is proving to be a real way of boosting the working capacity of partnerships and hoped that similar events will be held in the future with other partners.

IT training coach

The Information Technology Training Branch at Hendon is piloting a mobile IT training unit. The coach is equipped with ten workstations allowing the training to take place at local stations. Savings are made for students in travelling time, expense and stress, but this has to be balanced against the cost of the coach, along with technical and security considerations.

Making the MPS a great place to work

Recruitment and retention

January saw the opening of a new selection centre at Hendon, bringing selection and training onto one site. The official opening by the Commissioner coincided with the largest ever number of recruits in Hendon of more than 1,000 officers.

The MPS exceeded its recruitment targets of 2,551 with 2,748 appointments. Efforts by the Positive Action Team helped increase the number of ethnic minority officers with 283 recruited compared to 90 in the previous year.



Met goes to Bollywood

As part of the bid to attract more people from under represented groups into the MPS, the Positive Action Team undertook a recruitment campaign in Bollywood cinemas across London. The initiative involved installing information points, handing out literature and making staff available to give first hand information to anyone interested in a career in policing. The campaign in Walthamstow, Upton Park, Turnpike Lane and Southall resulted in so much positive feedback it may be repeated. The same team also sponsored the Chinese New Year festivals in Soho.

Affordable housing

A scheme has been launched by the MPS, in partnership with Tower Hamlets and the City of London Police, backed by £15.3m from the Government's 'Starter Home Initiative Challenge Fund', to provide access to affordable housing for both police and civil staff.

Reducing bureaucracy

As part of the Commissioner's Action Plan for Combating Bureaucracy, eighteen actions were completed during the year. Three of these originated from the Clearing the Decks project¹ leading to new policies and procedures for keyholders, alarms and abandoned vehicles in January 2002. Additionally, a review of police and civil staff vetting procedures led to the creation of a dedicated vetting unit. This has reduced the time taken to provide security clearance for new staff from 86 days to 21 for residents within the London area and 39 for those outside of it.

Corruption and dishonesty

Complaints against police officers continued its downward trend of the last five years from 21 per hundred officers in 1996/97 to 12 per hundred officers in 2001/02.

The development of the new Directorate of Professional Standards continued with innovative methods being introduced including:

- the employment of inspectors as investigating officers with a team of sergeants and constables conducting investigations
- the introduction of major crime investigation procedures and practices applied to critical incidents involving the discharge of firearms by police and deaths in police custody
- more than double the number of formal written warnings in minor matters from 102 to 219.

¹ Clearing the Decks was set up to look at reducing the reactive demand placed on front line staff without compromising the quality of service provided

Preparations for the future introduction of the Independent Complaints Commission were facilitated by MPS participation in a number of pilot schemes. These focused on the training of independent senior investigators and the development of systems which focus investigative resources on priority cases.

Anti-Corruption

In 1998, the MPS launched the Corruption & Dishonesty Prevention Strategy. Four years on the MPS is recognised as a world leader in professional standards issues.

Over 112 individuals have been charged with corruption-related offences of which 35 were serving police officers, 15 ex-police officers and 62 were criminals and others who would seek to corrupt our staff.

Much of this success is attributable to the creation of an environment where staff feel able to report suspected wrongdoing, support ongoing enquiries, or provide information which leads to investigations.

Compensation payments

The number of claims received for threatened and civil actions has reduced by over half from financial year 1995/96 (1,500) to financial year 2001/02 (596). This is a continuing trend and in the financial year 2001/02 the amount paid for court awards and settlements was the lowest for 7 years.

When the MPS has had to contest cases to trial (mostly heard by judge and jury) the win rate has been 81%. Increased expertise in the handling of claims has contributed to the increased success rate in trials and the reduction in the compensation paid. The MPS takes a robust approach in defending those cases considered to be unjustified claims and this is supported by investigative backup where necessary.

The following tables relate to actions against the police for wrongful arrest, false imprisonment etc.

Civil Actions received in financial years

| | 1997/98 | 1998/99 | 1999/00 | 2000/01 | 2001/02 |
|--------------------|---------|---------|---------|---------|---------|
| Actions | 449 | 332 | 164 | 190 | 158 |
| Threatened actions | 664 | 612 | 633 | 503 | 439 |

Damages paid in financial years

| | 1997/98 | | 1998/99 | | 1999/00 | | 2000/01 | | 2001/02 | |
|--------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
| | No of Cases | Cost (£k) | No of Cases | Cost (£k) | No of Cases | Cost (£k) | No of Cases | Cost (£k) | No of Cases | Cost (£k) |
| Threatened actions | 72 | 179 | 73 | 268 | 135 | 689 | 94 | 559 | 79 | 485 |
| Settled actions | 345 | 2,633 | 209 | 1,906 | 278 | 3,014 | 126 | 1,759 | 50 | 776 |
| Court awards | 39 | 530 | 13 | 135 | 22 | 203 | 15 | 340 | 6 | 125 |

Making the MPS a great place to work



Information management

◀ C3i (Command, Control, Communication and Information)

Some years ago weaknesses with the way in which calls from the public were handled by police were identified. Demand was steadily increasing and without changes in the way in which the MPS did business, it was predicted that the call handling system would collapse. The C3i project looked at how we could carry out this end of the business more efficiently.

The aim is to create three call centres serving the whole of the MPS, where calls from the public will be answered. Depending on the nature of the call these centres will either dispatch police officers to scenes, give advice, enable reporting of suitable crimes by telephone or refer the caller to the right place.

Southwark OCU has been used as the test bed for many of the systems and procedures that will form the backbone of the C3i centres in 2004/05.

The past year has seen the C3i project undergo enormous change. Following the decision to cease the Private Finance Initiative (PFI) bidding process, the project team's primary focus became completing a business case review to progress C3i as an 'in-house' project. The outline business case was approved by the MPA in October and forwarded to the Home Office seeking funding approval.

e consultation

As part of the Government's policy on greater use of technology as an opportunity of reaching a greater audience, Policy, Review and Standards Directorate undertook an online consultation process on the MPS website, seeking views from members of the public on policing priorities.

Inspectorate

The MPS Inspectorate develops and promotes continuous improvement of policing services with the aim of ensuring a 'right first time' approach. It works closely with external bodies such as Her Majesty's Inspectorate of Constabulary to achieve the high standards of performance expected by Londoners.

2001/02 saw wide-ranging internal reorganisation and the Inspectorate now concentrates on:

- the Local Inspection Programme – a new and ambitious rolling 2-year inspection programme of all boroughs and units both operational and support, with the emphasis on leadership and performance
- thematic Inspections – areas of critical importance to the MPS. In 2001/02 inspections included youth justice, racist incidents and a financial audit

Other significant inspections in 2001/02 included:

- a wide-ranging examination of the criminal justice system – including the Crown Prosecution Service and the courts as well as police – as part of an ongoing review of bringing offenders to justice, and
- fast time inspections designed to provide senior police managers with an immediate response to matters of critical importance, such as forensic examinations and budget issues.

Financial management

As the largest local authority in the United Kingdom, in terms of the revenue budget for which it is responsible, it is imperative that the MPA/MPS has a finance function that is on a par with the best in local government.

Accordingly one of the priorities for the last year has been the strengthening and updating of the Finance function, both in the central Finance Department and locally, to provide improved financial controls and provide managers, partners and stakeholders with better financial information and advice. Financial devolution remains a key policy objective and work is on track to deliver greater freedoms locally.

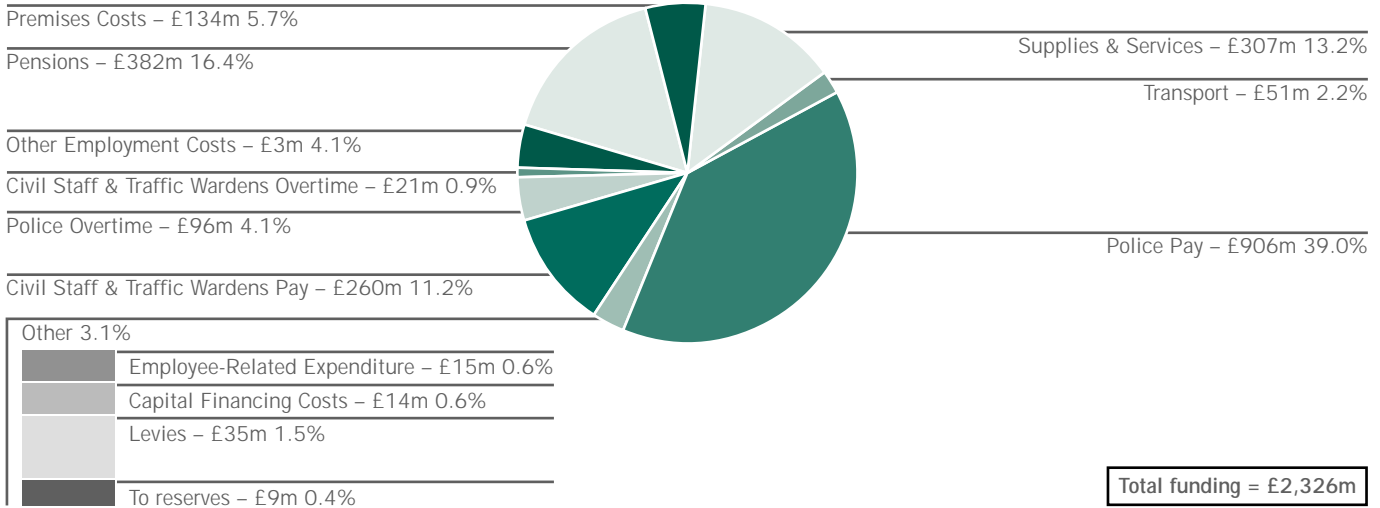
The financial year 2001/02 was one of the most challenging in the MPS history. A projected overspend of £14m by the end of 2001, the tragic events of September 11 and a requirement to save £63.8m in 2002/03 all placed tremendous pressure on the Service. A revised assessment of increased risk led to a bid being submitted to the Home Office for additional resources. An extra £22m of funding was provided in 2001/02 to meet the increased demands.

The Director of Resources implemented a Star Chamber, designed to bring the Service's spend under control while at the same time increasing the available resources. A separate plan was formulated to deliver the future savings requirement.

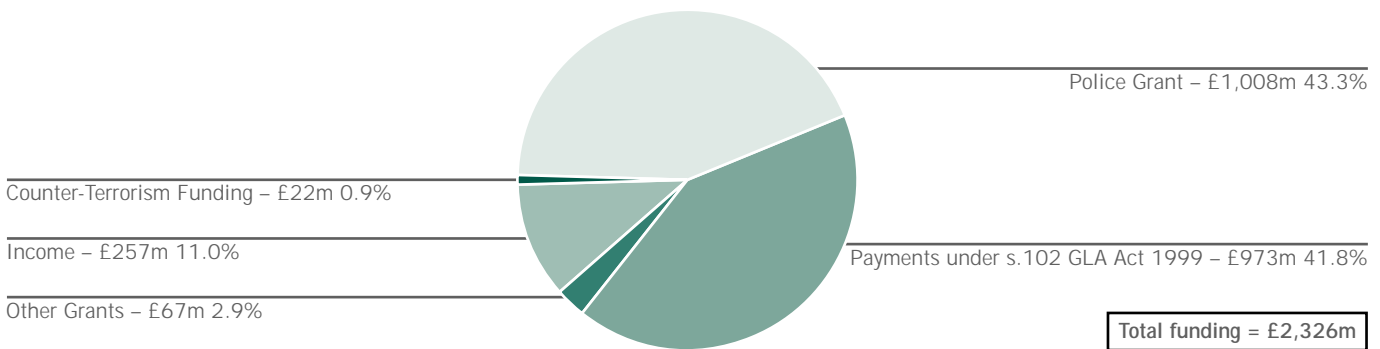
A significant piece of work has been the development of a financial control framework and financial instructions and regulations with the MPA. These documents bring up to date the responsibilities for financial administration in the MPS and the means by which these responsibilities should be regulated to ensure that devolved financial management is carried out effectively.

As at 31 March 2002 there was an underspend of £8.6m compared with budget. This underspend will be used to replenish the General Reserve to approximately 1% of net revenue expenditure. In accordance with statute, the audited final accounts for the year 2001/02 will be published by 31 December 2002.

Analysis of expenditure – 2001/02



Analysis of how expenditure was funded in 2001/02



Private Finance Initiatives (PFIs)

Property Services Department secured two major PFI contracts, one for the construction of a purpose built complex for the Firearms and Public Order training units at Gravesend. The other was for the provision of new police stations at Lewisham, Bromley and Sutton along with sector bases at Deptford and Brockley.

Procurement

During 2001/02 the Procurement Department continued to let contracts in support of all MPS strategies and projects, with the recruitment of a new Director of Procurement along with a new Head of Sponsorship.

A major collaboration with 19 other police forces saw the commencement of the procurement of radios and associated equipment in readiness for the new Airwave radio frequencies².

² Airwave is a national government sponsored digital radio system designed to serve the needs of police and public service organisations in England, Wales and Scotland.



Transport

The lengthy review of the repair and maintenance contract with Venson is now complete and the operational availability is now meeting and increasingly exceeding contractual targets.

- ◀ The Transport Strategy is now in its implementation phase, which will see the rationalisation of pursuit and response vehicles towards predominantly two main models. But perhaps the most significant impact will be a visual one as the fleet gradually turns from white to silver.

Transport is also gradually migrating the bulk of the fleet from petrol to diesel power, which will provide savings in CO2 emissions in line with Government and GLA targets, along with costs. Electric and gas-powered vehicles are also on trial in central London, and a gas powered inflatable boat is soon to be delivered for use on the Thames.

Vehicle Removal Team

In July 2001, following the liquidation of the MPS vehicle removal contractor, a team was established to provide an effective in-house vehicle recovery service. The team also had to deal with the legacy of the 15,000 vehicles stored by the contractor in the ten vehicle pounds across London.

All vehicles were searched and identified by the team and checks undertaken to establish why the vehicle was in the pound. Vehicles were then restored to the legal owners, scrapped or auctioned.

The team's work has saved the MPS an estimated £6m in storage fees alone. Other work achieved by the team included preparing the MPS for the opening of a new vehicle forensic centre and a computerised vehicle pound management system, which will produce accurate billing and management information.



100th anniversary of the Fingerprint Bureau

- ◀ The Fingerprint Bureau at New Scotland Yard was founded in 1901. Presenting his Annual Report at the end of that year, the Commissioner, Sir Edward Bradford, commented that "owing to the greater effectiveness of the new method, it has been found possible to dispense with the attendance of officers from Divisions at prison identification parades, much saving of time and men resulting." The new method was fingerprinting and it was already making a significant impact.

Beginning with three staff, the Fingerprint Bureau quickly extended its range of activities from the verification of prisoners' identities to the investigation of crime. In 1902 evidence was presented in court showing that a thumb mark left at the scene of a burglary had been made by a prolific criminal. The willingness of the court to accept such evidence placed a powerful new tool for fighting crime in the hands of the police.

Throughout its history the Bureau has continually sought to evolve and adapt, exploiting technical innovation and improving the efficiency. For example, it has led the way in pioneering computer based search and comparison systems, and the National Automated Fingerprint Identification System (NAFIS) in use today, is one of the most sophisticated and powerful applications in the world. Linked to NAFIS is the Livescan system, which earlier this year began transmitting fingerprints by electronic means from charging centres around the Capital to the Bureau. Representing the most advanced technology available in this field, it saves police time, ensures a high quality fingerprint database and leads to speedier administration of justice.

Now part of the Directorate of Forensic Services, the Fingerprint Bureau is in the process of introducing a role based structure which will focus on recognising and nurturing technical skills: this will also ensure that its managers are equipped to respond to the challenges posed in an increasingly complex social and political environment. Constructing a range of performance targets and measures will give clear account of activities and will also enable the Bureau to express the often subtle ways in which fingerprint identifications contribute to judicial disposals, but as always, the primary focus will remain on identifying the perpetrators of crime.

Looking back

The Joint Annual Report looks back over the past year; this section looks back over previous Commissioners' Annual Reports to see how things have changed. But have they?

25 years ago

The report was the final one made by Sir Robert Mark, and was noting improved integration of women into the police, removing corruption and dealing with the media.

Notable events for the year included bombings at a Kilburn pub, Ideal Home Exhibition and on trains. There was also unbridled violence at the Notting Hill carnival and at football matches. Marches and protests organised by trade unions against unemployment reached a climax when 57,000 supporters marched through London. Even though traffic was paralysed, it was noted as a classic example of a peaceful protest.

Recruit training trebled with the Chief Constable of Durham placing part of his training establishment at MPS disposal to assist with demand.

Crimes of violence rose by 18% with "muggings" rising 52%.

Over 1,100 staff attended refresher courses on Home Defence and war training duties, with probationers receiving 10 hours of training on war duties.



50 years ago

The report for 1951 noted that a new team system for policing was introduced with Sergeants having a wireless car at their disposal. The grave shortage of men made it necessary to try to work out the best and most economic way of using available manpower, with the wireless car seen as a way of meeting local policing needs.

Compared with 1950, there was more officer time lost through influenza, bronchitis, colds, sore throats, gastro-enteritis and colitis, gastritis, stomach ulcers and respiratory tuberculosis, but less time was lost through boils, carbuncles, cellulitis, dyspepsia, appendicitis, tonsillitis, sciatica and muscular rheumatism.

The supply of open-necked jackets and mackintoshes to the junior ranks of the force was almost complete and considerable progress had been made with the provision of open-neck greatcoats.

The majority of forgery cases related to Post Office Savings Books and 5,000 cases of metal stealing were reported. With suicide still a crime, 957 attempted suicides were recorded.

75 years ago

The General Strike was reported as a severe test of the mettle of the Metropolitan Police, with younger officers being particularly commended.

The Metropolitan Police were being withdrawn from dockyards in Pembroke, Rosyth and Woolwich.

Recommendation for precautions against burglary, in the 1926 report included that doors and windows should be fitted with locks and screws which cannot be forced without use of a substantial tool and the exercise of considerable pressure.



Roundabout systems of traffic were put into operation at Parliament Square and other key sites for the first time, with further under consideration. White lines were also being introduced. Originally painted, experiments were taking place with steel and aluminum studs, glazed tiles and various other materials. Four-wheel brakes were also under trial. Additionally experiments were being made with the use of white gauntlets by police on traffic duty to discover the most suitable and efficient design for this important work.



◀ 100 years ago

The authorised strength for 1901 was a total of 15,977, with an average of one fourteenth being on daily leave, in accordance with the regulation of granting one days leave of absence to each man per fortnight. Of the remainder, sixty percent were required for night duty.

For pay alone the spend was £1,396,441 6s 5d (£1,396,441.32)

A total of 329 people were sentenced to terms of penal servitude of which flogging was awarded as punishment in eight instances.

Of officers injured in the course of their duty, 71 were injured stopping runaway horses, 11 whilst ship searching, 4 at fire engine drill and 70 bitten by dogs.

A commendation was awarded to two officers for promptitude in securing the safety of a floating police station in danger of sinking.

Number of unmuzzled dogs seized under Rabies Order: 30,314.

Number of doors or windows found to be unlocked or insecurely fastened 24,088.

150 years ago

A significant part of the report covered details of the cases reported to police for the offence 'Nuisance from Smoke', with drunk, drunk and disorderly, disorderly prostitutes and disorderly characters accounting for more than a half of the crime in the Metropolis.

Ambulances of the kind known as "The St Johns Ambulance" were issued to seven stations and were for many purposes a great improvement on the old police stretchers. (Smallpox was raging at this time)

The Chief Medical Officer reported that eighteen officers were suspended for venereal diseases and a number of officers had to give up their duties due to sore feet.

London was fast developing with 226 new streets and 3 new squares opened.

Priorities for 2002/03

| Priority | Objective | Measure | Target 02/03 |
|---|--|--|--|
| To increase the security of the capital against terrorism | 1. To prevent and disrupt terrorist activity | The number of terrorist attacks in London | Zero |
| | 2. To achieve an effective response to suspected and actual terrorist incidents | The number of scenes managed to a very good standard | 80% |
| To create safer communities for londoners | 3. To work with community safety partnerships to reduce the incidence of crime and disorder in the most troubled areas in each neighbourhood | The number of recorded street crimes | 0% increase |
| | | The judicial disposal rate for street crime ¹ | 10% |
| | | The number of recorded autocrimes | 0% increase |
| | | The judicial disposal rate for autocrime | 5% |
| | | The number of recorded burglaries | 1% decrease |
| | The judicial disposal rate for burglaries | 11% | |
| 4. To reduce violent armed criminality | The number of gun-related crimes | 10% increase | |
| 5. To reduce the fear of crime | Fear of crime recorded as 'a great deal' or 'a fair amount' in the Public Attitude Survey (PAS) | 35% | |
| 6. To increase the public's satisfaction with visible police presence | Satisfaction level with number of foot patrols recorded as 'satisfied' or 'very satisfied' in the PAS | 20% | |
| | Satisfaction level with number of mobile patrols recorded as 'satisfied' or 'very satisfied' in the the PAS | 35% | |
| To improve the police response to vulnerable victims | 7. To improve child protection procedures following recommendations from HMIC and Ministerial Inquiries | Implementation of the action plan following the outcome of the Climbie Inquiry | Awaits outcome of Climbie Inquiry |
| | 8. To improve victim satisfaction and investigation of racist incidents and racist crimes | The judicial disposal rate for racist crime | 18% |
| | | The percentage of victims of racist crime satisfied compared with all victims | No difference |
| | 9. To improve the investigation of homophobic crimes | The judicial disposal rate for homophobic crime | 16% |
| | 10. To improve the investigation of domestic violence | The judicial disposal rate for domestic violence | 16% |
| 11. To improve victim care and investigation in cases of rape | The judicial disposal rate for rape | 25% | |
| To tackle youth offending | 12. To improve the diversion of youths away from crime through enhanced multi-agency activity. | The rate of offending per 100 population | 1. Number of youths accused 3% reduction target |
| | | The number of offences with child victims under 17 | 2. Number of dedicated officers in schools (44) ² |
| | 13. To reduce the re-offending by Persistent Young Offenders (PYOs) | The re-offending rate for Persistent Young Offenders | Deleted |
| | | The percentage of PYOs dealt with from 'arrest to charge' in two days | 70% |
| | The percentage of PYOs dealt with from 'change to court listing' in seven days | 71% | |
| | The percentage of Persistent Young Offenders dealt with from 'charge to sentence' in 71 days | To reduce the average time taken to deal with PYOs from arrest to sentence to 75 days ³ | |

¹ A Judicial Disposal is a detection achieved either by a charge, summons, caution or an offence (previously recorded by the police) taken into consideration at court when a separate offence is being considered. ² Reviewed in year and child victims removed. ³ Target reviewed in year and amended to 75 days.

