



**Metropolitan Police Service and Metropolitan Police Authority**  
**Joint Annual Report 2002/03**



*Working for a safer London*





**METROPOLITAN  
POLICE**

*Working for a safer London*



# Metropolitan Police Service and Metropolitan Police Authority

## Joint Annual Report 2002/03

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Metropolitan Police Authority  
10 Dean Farrar Street  
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Corporate Planning Group  
Room 1222  
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SW1H 0BG**

## Alternative languages

This is the joint report of the Commissioner of the Metropolitan Police Service and the Metropolitan Police Authority for April 2002 to March 2003. It sets out how we performed in the last year and the priorities for 2003/04. A summary is available in the languages listed below, large print, audiotape or Braille by writing to the addresses shown on the previous page.

### Arabic

تقرير المشترك لمفوض شرطة لندن و هيئة شرطة لندن للفترة ما بين أبريل/نيسان 2002 و مارس /آذار و هو يبين مستوى أداءنا خلال السنة الماضية و أولويات سنتي 2003/2004. و يتوفر ملخص باللغات بالحروف الغليظة أو على أشرطة سمعية أو بطريقة بريل و ذلك بالكتابة إلى العناوين المدرجة في الصفحة

### Bengali

এটা হচ্ছে এপ্রিল 2002 থেকে সালের মার্চ 2003 পর্যন্ত মেট্রোপলিট্যান পুলিশের কমিশনার এবং মেট্রোপলিট্যান পুলিশ অথরিটির যৌথ রিপোর্ট। গত বছর আমরা কি রকম কাজ করেছি এবং 2003-04 সালে কি কি বিষয়কে অগ্রাধিকার দেওয়া হবে তা এতে বলা হয়েছে। আগের পৃষ্ঠায় দেওয়া ঠিকনায় চিঠি লিখলে, নিচের তালিকার ভাষাগুলিতে, বড় ছাপায়, কানে শোনার টেপ অথবা ব্রেইল-এ এর একটা সংক্ষিপ্তসার পাওয়া যাবে।

### Chinese

這是首都警務處長與首都警察當局有關 2002 年 4 月至 2003 年 3 月年度的聯合報告。它闡述我們去年的工作表現及在 2003/04 年度的優先項目。此報告的摘要有下列語文的譯本，及大字體、錄音帶或凸字等版本，請致函前頁所載地址索取。

## Croatian

Ovo je zajedničko izvješće Komesara Policije metropole i Uprave Policije metropole za razdoblje od travnja 2002. do ožujka 2003. godine. U njemu se iznosi naše rezultate u prošloj godini i prioritete za 2003/2004. godinu. Sažetak izvješća može se dobiti na dolje popisanim jezicima, u krupnom tisku, na tonskoj vrpci ili na Braillevom pismu - zahtjev uputiti na jednu od adresa navedenih na prethodnoj stranici.

## Greek

Αυτή είναι η από κοινού αναφορά του Διευθυντή της Μητροπολιτικής Αστυνομίας και της Αρχής της Μητροπολιτικής Αστυνομίας για το χρόνο μεταξύ Απριλίου 2002 και Μαρτίου 2003. Εκθέτει τον τρόπο με τον οποίο αποδώσαμε τον περασμένο χρόνο και τις προτεραιότητες για το 2003/04. Μπορείτε να προμηθευτείτε μια περίληψη στις γλώσσες που αναφέρονται παρακάτω, σε γράμματα μεγάλου μεγέθους, σε κασέτα ή σε Μπράιγ, γράφοντας στη διεύθυνση που βρίσκεται στην προηγούμενη σελίδα.

## Gujarati

આ કમિશનર ઓફ ધ મેટ્રોપોલિટન પોલીસ અને મેટ્રોપોલિટન પોલીસ ઓથોરિટીનો એપ્રિલ 2002થી માર્ચ 2003 સુધીનો સંયુક્ત અહેવાલ છે. તેમાં અમે ગયા વર્ષમાં કેવું કામ કર્યું તેની વિગતો અને 2003/04 માટેની અમારી અગ્રતાઓ જણાવેલી છે. આગળના પાને આપેલા સરનામે લખવાથી તેનો ટૂંકસાર નીચે જણાવેલી ભાષાઓમાં, મોટા અક્ષરોમાં છાપેલો, ઓડિયો ટેપ ઉપર અથવા બ્રેઈલમાં મળી શકે છે.

## Hindi

यह कमिशनर ऑफ द मेट्रोपोलीटन पोलीस और मेट्रोपोलीटन पोलीस अथारिटी की अप्रैल 2002 से मार्च 2003 तक के समय की सांझी रिपोर्ट है। इसमें बताया गया है कि पिछले वर्ष हमारी कारगुजारी कैसी रही और वर्ष 2003/04 में हम किन कामों को प्राथकता देंगे। इस रिपोर्ट का सारांश निम्नलिखित भाषाओं में, बड़े अक्षरों में, ऑडियो कैसेट पर, और ब्रेल में आप पिछले सफे पर बताए पते से प्राप्त कर सकते हैं।

## Turkish

Bu, Metropolitan Polis Komiseri (Commissioner of the Metropolitan Police) ve Metropolitan Polis İdaresi (Metropolitan Police Authority) tarafından ortaklaşa çıkarılan, Nisan 2002 ile Mart 2003 arası döneme ait rapordur. Raporda geçen yıllık performansımız ve 2003/04 dönemine ait önceliklerimiz yer almaktadır. Raporun bir özeti aşağıda sayılan dillerde, büyük harf baskılı, ses kaseti halinde ve körler için Braille alfabesiyle de mevcuttur. Bunlar bir önceki sayfada bulunan adrese mektup yazmak suretiyle edinilebilir.

## Urdu

یہ میٹروپولیٹن پولیس کے کمانڈر اور میٹروپولیٹن پولیس اتھارٹی کی مشترکہ رپورٹ برائے اپریل 2002 تا مارچ 2003 ہے۔ اس میں ہماری پچھلے سال کی کارکردگی اور 2003-04 کے لئے ترجیحات کا ذکر کیا گیا ہے۔ نیچے دی گئی زبانوں، بڑی چھپائی، آڈیو ٹیپ یا بریل میں اس کا خلاصہ، پچھلے صفحہ پر دئے گئے تہوں پر خط لکھ کر حاصل کیا جا سکتا ہے۔

# Metropolitan Police Service

Annual Report **2002/03**



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# Foreword

by Sir John Stevens,  
Commissioner of the Metropolitan Police Service

I am pleased to be able to present my third Annual Report on the work of the Metropolitan Police Service for the policing year 2002/03.

These twelve months have been characterised by our ongoing commitment to provide reassurance to the people of London against the backdrop of a heightened terrorist threat, our need to respond to public order events on an unprecedented scale and the continued growth of the organisation based on the outstanding success of our recruitment campaign which has seen police numbers increase dramatically. It has also been a period of tremendous achievement as we have successfully tackled the crimes that have been of most concern to Londoners.

During the year, the capital remained on its highest state of terrorist alert for many years. The discovery of the chemical agent Ricin brought home to Londoners just how much the nature of the threat we all face has changed in the wake of the events of September 11th 2001. The Metropolitan Police has worked tirelessly during the last twelve months to ensure we maintain an effective response to the possibility of a terrorist incident both at home and abroad, providing expertise and support to those countries around the world that have experienced an attack.

In the past twelve months we have had to police a wide range of public events, including the Queen Mother's funeral, the Golden Jubilee celebrations, the Countryside Alliance and the various Stop the War coalition marches. In addition we had to provide a response to the first Fire Brigade strike in over 25 years.

All these commitments took officers away from their routine duties and placed additional pressure on all staff across the service. It is all the more remarkable therefore that against this backdrop we achieved excellent results against street crime, burglary, motor vehicle crime and other criminal offences that were blighting the lives of Londoners. The men and women of the Metropolitan Police have worked tirelessly on behalf of the people of London and I am extremely proud of their accomplishments.

Whilst demand increased we saw an unprecedented rise in police numbers as we exceeded targets set for recruitment. This trend is set to continue and gives real cause for optimism for the future. Our objective is to reach 35,000 police officers, a figure

that will enable us to deliver routinely the service that Londoners want to see and we wish to provide. We have been greatly assisted this year by the introduction of Police Community Support Officers who have done outstanding work alongside their regular colleagues.

I am aware of course that whilst we have achieved a great deal, more remains to be done. As we increase the size of the organisation it is important that our workforce reflects the people of London that it serves. We also need to ensure that the infrastructure of the organisation can accommodate such a large increase in personnel. We must also continue with our efforts to develop a police service that is responsive to the needs of London's communities and one that is also able to tackle the threat from serious and organised crime.

We have an excellent platform for future activity. The past twelve months have shown what can be accomplished by a police service working closely with our partners in the Metropolitan Police Authority and with communities across the capital. There is no doubt we are achieving real and sustained success in our drive to make London the safest major city in the world and I am confident that this progress will continue in the year ahead.

A handwritten signature in black ink, appearing to read 'Adrian J. Leese'. The signature is written in a cursive style with a large initial 'A' and 'J'.

# The year in focus

- April** Funeral of the Queen Mother
- May** Launch of recruitment campaign for Police Community Support Officers (PCSOs)
- June** Golden Jubilee celebrations
- July** New Transport Operational Command Unit launched
- August** Notting Hill carnival
- September** 'Towards the Safest City' three year corporate strategic framework published
- October** Launch of Operation Safer Homes aimed at protecting homes and businesses from burglary
- November** Fire brigade dispute continues, with police helping military personnel
- December** Hackney siege
- January** Discovery of Ricin poison in Wood Green
- February** Military tanks were based at Heathrow Airport as part of prevention of terrorism operation with Thames Valley Police
- March** Police kiosk opens for business in Haringey





# Mission, Vision and Values

## **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 Operational Year

Policing a capital city every year can bring new and demanding challenges. This last year has been no exception, with the continued fight against terrorism and major public events such as the Jubilee celebrations and Countryside Alliance marches that involved over one million people. There are also all the day-to-day events that affect any community no matter where it is located – be it anti social behaviour or burglary through to rape or murder. They all impact on people's lives and need addressing. The MPS has to continue to balance all these issues to the satisfaction of Londoners, often in an arena of countrywide and international crime.

Policing priorities are agreed with the Metropolitan Police Authority each year but there is a wealth of 'business as usual' activities that carry on each day. The following pages seek to show just a few of the wide range of activities that have been undertaken in the past year with the aim of making London the safest major city in the world. The activities are presented in accordance with the Policing Priorities for 2002/03, namely:

- To increase the security of the Capital against terrorism
- To create safer communities for Londoners
- To improve the police response to vulnerable victims
- To tackle youth offending



## The Policing Priorities for 2002/03

### To increase the security of the Capital against terrorism

The work of the MPS this last year, and in particular that of Specialist Operations (SO), has been to provide security and reassurance to the people of London in the aftermath of September 11 and the war against Iraq.

The MPS is recognised as a world leader in many areas and when major terrorist incidents take place anywhere we are asked to assist. Following the Bali bombing, a team (both police officers and police staff), who had expertise in terrorist investigation, bomb scene examination and evidence retrieval, were joined by MPS Family Liaison Officers to support the Australian and Indonesian Police. Also, Casualty Bureau in New Scotland Yard opened to deal with the calls from the public who were concerned about missing relatives.

There have been a number of significant arrests, for example in the cases of the bomb attacks in Birmingham, Ealing and outside the BBC, along with individuals arrested for the procession of Ricin. It is not possible to provide details of their work but the officers and staff in the Anti Terrorist Squad and Special Branch have thwarted the activities of the individuals planning major terrorist acts for Al Qaida and other such groups.

### Heathrow

Members of the public were surprised to see military personnel in tanks patrolling the perimeter of Heathrow airport in February. This was part of a long-standing contingency authorised by the government for occasions when it is felt necessary to raise levels of security activity. The joint operation involved the MPS, Thames Valley Police, Surrey Police and British Transport Police as well as the army and was related to action being taken in other countries and the possibility that the end of the religious festival of Eid might erroneously be used by Al Qaida and associated networks to mount attacks.



The operation met the aim of deterring potential attackers, with the additional benefits that a large number of stops were undertaken which led to a significant number of arrests for criminal offences.



Incident at Heathrow Airport

## New vehicles

During the year Heathrow police have been equipped with new prototype armoured vehicles to provide better protection and response capabilities. The vehicles are Jankel Guardian GMC K truck chassis with 6.5 litre turbo diesel engines and include light bars that have specific functions for use on airfields as well as a matrix sign. The vehicles are also fitted with intercoms to allow communications if it is considered unsafe for the officers to be outside.

The latest addition to the Marine Support Unit (MSU) also concentrates on vital counter terrorism operations. With the introduction of the Royal National Lifeboat Institution (RNLI) on the Thames, the MSU has scaled down its involvement in search and rescue so the new fleet can concentrate on policing activity. The 31 foot twin-engine patrol vessel is highly versatile and capable of operating in a variety of conditions.

The MPS has also played a part in the development of a new generation of lifeboats for the RNLI. With money raised by Catering Department, the RNLI was able to undertake a year of development to improve the design of its inflatables with the result that the 'MetCat' IB1 prototype was launched in August.

## Life savers

March 2003 saw the launch of the MPS advertising campaign 'Life Savers'. The adverts running on radio, in newspapers, shelters and advertising hoardings were designed to encourage the public to ring the confidential anti-terrorist hotline if they had any suspicions about people or activities that could be linked to terrorism.

## Automatic Number Plate Recognition

In September last year Territorial Policing Directorate (TP) supported a national pilot in the use of a dedicated Automatic Number Plate Recognition (ANPR) intercept team consisting of a sergeant and six police constables employed in hot spot areas on boroughs. Over a 6 month period the team achieved 420 arrests. The use of this technology supports the officer in identifying potential targets, increasing their arrest rate from 10 per year to 100. TP have now commenced phase two of this national pilot with five teams staffed by borough officers. These teams have other benefits, particularly when the need arises to respond to terrorists' threats such as the Heathrow deployments earlier this year.

## To create safer communities for Londoners



It is not possible to make London safer without making communities safer – be those communities geographic areas or groups of people with a common bond such as an ethnic background. It is also very difficult for police alone to create safer environments. Assistance is needed both from the communities themselves and from other government bodies and where these

partnerships have been forged successfully the whole community has benefited. The paragraphs below outline some of the initiatives being undertaken by the MPS to create safer communities for Londoners.

### Operational Policing Measure

The Operational Policing Measure has been designed to provide a realistic overview of the time spent undertaking visible and non-visible policing. Data on abstractions, activities and duties worked is extracted from existing systems to build up a picture of how the staff are employed over time and in particular the proportion of the workforce employed on operational duties. It is therefore a valuable tool for borough commanders and the drive to have a more visible police presence in their communities.

### Driving fear from the community

The Restoring Reassurance Project is a scheme funded by the Home Office undertaken jointly between the MPS and Surrey Police, which aims to reduce the fear of crime by improving the environment. It commenced in Southwark, Enfield, Westminster, Elmfield and Guildford last August. It involves policing by dedicated neighbourhood specialist officers, partnerships with local councils and links with the youth service with the aim of reducing the fear of crime in the local communities and tackling quality of life issues. The scheme has the ability to get to the heart of minor problems and provides a mechanism for every day low-level crime to be tackled effectively. The Police Foundation will undertake the evaluation of the project and, if successful, it will be rolled out across the country.



## Community Safety Action Zones (CSAZ)

Community Safety Action Zones (CSAZ) were introduced into Bexley during 2002/03 and have produced dramatic improvements in the quality of life of people living in them. The initial area chosen was Slade Green in the north of Bexley as it was a hotspot in terms of crime and disorder.

The local Crime and Disorder Partnership set the strategic direction of the initiative. The key to its success was involving and empowering the local people, having identified their concerns through extensive consultation. The initiative included the removal of abandoned vehicles, flattening old garages where drug users had gathered, replanting wasteland to provide a safe skateboarding area, installing new lighting to transform the area and youth activities, including midnight basketball.

A dedicated police officer became the ward manager and, by applying problem solving techniques, dealt with people's concerns. The approaches adopted included:

- using 'alley gate' schemes to block off access routes frequented by criminals
- targeted use of the 'bobby van' fitting decent locks to potential burglary targets
- having drug and alcohol outreach workers focus their activity in the area.

A team of officers also targeted youth disorder, leading to six Anti Social Behaviour Orders (ASBOs)<sup>1</sup> being obtained. The individuals concerned had failed to respond to earlier interventions and the fear engendered in the community by these individuals was such that the police had to invest heavily in encouraging vital witnesses to come to court.

In the course of 2002/03 crime in the CSAZ fell with street crime down by 85% and car crime down by 29%. A survey of residents carried out by an independent agency found only 10% of residents in the CSAZ area feared being the victim of robbery or burglary compared to almost 50% in other areas, and 82% of people felt that the police were doing a good job in preventing crime, 25% elsewhere in Bexley. When asked about whether they were satisfied with the level of service provided, 91% of people in the CSAZ were, compared to 57% outside it.

As part of the National Reassurance Strategy the scheme is being extended to three other areas of Bexley.

<sup>1</sup> Section 1 of the Crime and Disorder Act 1998 introduces the anti social behaviour order as a community based, civil response to individuals who act in an anti social manner. The order is similar to an injunction and is aimed to deter anti social conduct and prevent escalation of unacceptable behaviour without recourse to criminal sanction. Application is made by the local authority or the police to the magistrates' court acting in its civil capacity. The order, which may be made on any individual aged over 10 years, will contain prohibitions considered necessary to prevent repetition of the conduct complained of and will last for a minimum of two years. Breach is a criminal offence which may attract a maximum penalty of five years imprisonment.

## Wandsworth Community and Police Contact Centre

In April 2002 Wandsworth opened a Community and Police Contact Centre at the Tooting Islamic Centre in Balham. The centre is part of the Balham Mosque and has a 'shop front' that is staffed every Saturday morning with officers from Wandsworth's Special Constables and volunteers. The centre, which gives crime prevention advice and offers mobile phone marking, has also taken reports of crime. Up to the end of March 2003 it had received well over 2000 visitors from all sections of the community.

## Problem Solving

Boroughs such as Barking and Dagenham are fully embracing the ethos of partnership working and collaborative problem solving. In their particular case the approach has been focusing on youth diversion and education, disruption, prevention, the environment, investment, marketing and operations. Regular meetings between partner agencies such as Housing, Social Services, Education and Health have ensured each played their part and provided a forum for accountability.

For Barking and Dagenham the success has been considerable. Over 100 abandoned cars have been taken away for crushing and graffiti has been removed. A dedicated Crimestoppers campaign was rolled out over the area. Posters have been erected promoting 'a cleaner, greener, safer, environment'. Over 200 arrests have been made and some major drug dealers are now in prison.

## Harold Hill Task Force

As a result of increased public concerns over anti-social behaviour in the Harold Hill area of Havering, culminating in public disorder at a funfair, the local police introduced a Community Task Force. The team consists of 14 officers and a member of civil staff to support them. In the first week of their patrols they reduced reported burglaries in a 'hot spot' area to nil by intelligence led, high visibility patrols.

They also work closely with the Local Authority in establishing Acceptable Behaviour Contracts (ABC)<sup>2</sup> and Anti Social Behaviour Orders (ASBO).

The team's introduction has generally increased reassurance in the area and officers have had positive feedback direct from residents.

<sup>2</sup> An Acceptable Behaviour Contract is a written agreement between a person (whose behaviour has been identified as being anti-social ) and an agency. The agreement will state that the person will not engage in or continue with certain identifiable acts. If the contract is breached, a case conference will be called to agree further action. This might include consideration of eviction proceedings, a child protection order, a parenting programme, an injunction or an Anti Social Behaviour Order (ASBO) or a new contract.

## Enfield Partnership Week

Enfield Partnership Week involved over 20 government and local agencies including Customs and Excise, Inland Revenue, Trading Standards, Food Safety and the Environment Enforcement Team.

Throughout the week partners engaged in co-ordinated, pre-planned, targeted activities with daily briefings held at Edmonton Police Station where information and progress was disseminated.



Achievements across the agencies were significant and included:

- 60 arrests for offences ranging from kidnapping to handling stolen goods
- £2,000,000 duties recovered and £350,000 VAT recovered
- 20 enforcement notices served for breach of fire regulations
- Targeted areas of litter/fly tipping cleared.
- Breaches of Health and Safety; trading standards; environmental regulations – notices served and areas of premises closed until Health and Safety improvements made.

## Operation Quality Street

The Operation Quality Street initiative at Hammersmith and Fulham brought together police officers, housing staff, community wardens, CCTV and street cleansing officers to work intensively over two days in one area. So often they were working in the same areas, with the same people and dealing with different aspects of the same problem. The initiative's aims were to provide reassurance to the community, help solve individual issues, leave the area better than it was and increase joint working between the police and council.

The project started with an intensive two day blitz on Cheeseman's Terrace estate, West Kensington and featured the first operational use of the borough's new mobile police station (part funded by the council). The operation has also been run in Shepherd's Bush and Hammersmith Town Centre. There have been extra high



foot and mounted police patrols, supported by estates wardens. Mobile CCTV was used to target specific crime areas and graffiti teams moved in to carry out extra 'tag' removals.

## Pedal power

As a result of funding from the Home Office Performance and Strategic Management Unit, the MPS purchased an additional 30 push bikes for enhancing police visibility. The traditional method of policing has clear benefits of allowing officers quick access to incidents whilst still making the officers closer to the community and more visible.

## Transport Operational Command Unit

This year saw the introduction and development of the Transport Operational Command Unit (TOCU) as a joint Transport for London and MPS partnership. The TOCU has 530 staff consisting of police officers, traffic wardens, police community support officers and police staff. The OCU concentrates on high visibility policing to reduce the fear of crime and assist bus movement on the 20 priority bus corridors across London. It also ensures the law relating to taxis and private hire vehicles is enforced. From June 2002 (when the first corridor went live) until March 2003 the OCU has:

- made nearly 1,500 arrests in the bus corridors
- issued over 45,000 tickets
- removed nearly 2,000 illegally parked vehicles
- undertaken over 70 cab operations and made over 350 cab related arrests
- impounded over 300 cars
- dealt with nearly 650 cab related process offences.

## Operation Trident

Operation Trident commenced in 2000 as a pan-London operation dealing with gun crime among black communities, in particular drug related shootings. Results of the operation included:

- the seizure of more than 1,000 firearms and imitation firearms in 2002
- the Kidnap and Contract Killings Unit saved 30 lives through pro-active

operations against contract and retribution killers

- fatal shootings down 16% for 2002 compared to 2001
- joint community and local authority response to gun crime such as 'Not another drop' in Brent have been successful in reducing shootings



## Local Trident initiatives – Operation Bantam

'Operation Bantam' is a local Trident team formed in November 2001 with the aim of combating 'black on black' gun crime in the Borough of Hackney. The team provides a fast time response to source intelligence and also proactively seeks to arrest or disrupt known Trident style criminals. The team has been operating for a year achieving some excellent results, which are regularly published in the Hackney Gazette. Results include 10 firearms, three imitation firearms, and seven firearms capable of being reactivated taken off the street, 25 search warrants conducted and 46 persons arrested. Subsequent court cases resulted in sentences of up to 10 years and deportation orders.

## Less lethal options

Over the last year the MPS has been considering the 'less lethal' options available to deal with violent confrontations. The MPS joined four other forces from England and Wales, namely North Wales, Northamptonshire, Lincolnshire and Thames Valley, to undertake an Association of Chief Police Officers (ACPO) sponsored trial of Taser.



The ACPO trial of Taser commenced in April 2003 and since that time Taser has been deployed within the MPS on Armed Response Vehicles (ARVs) and Specialist Firearms Officers (SFOs).

Taser is light and compact and can be carried alongside conventional firearms including the Heckler & Koch MP5. It is carried at the present time in a cross draw leg holster and is yellow in colour to provide as clear a demarcation between Taser and conventional firearms as possible.



Taser has been well received at all levels within the Service and is particularly well liked by those who carry it on a daily basis. It is believed that, given the correct circumstances, it may be a more appropriate tactical option than responding with conventional firearms.

## To improve the police response to vulnerable victims

**Community Safety Units are the backbone on boroughs in the investigation of all domestic, racial and homophobic crimes. The units also help and give guidance to victims, including advice on voluntary agencies or the support services that can assist them.**

**As part of the drive against crime on vulnerable victims staff took part in raids last year on addresses known to house perpetrators of hate crime for offences ranging from racial harassment to rape and elder abuse.**

## Muslim Safety Forum

Over the past year a group of prominent Muslim organisations and committed individuals have been meeting regularly at New Scotland Yard to discuss community safety and security issues. Officially launched at the London Central, the Muslim Safety Forum (MSF), aims to co-ordinate British Muslim organisations in a shared endeavour engaging with police and other authorities on Muslim issues and issues of concern for the community. It does not replace or replicate existing organisations but provides a means to support and co-ordinate activities. Activities include:

- encouraging Muslims to enhance community safety and to report Islamophobic and other incidents affecting the community
- monitoring the media for any content that may encourage such behaviour and bring it to the attention of the relevant authorities
- facilitating liaison with, and making representations to, police and other public bodies on a range of safety issues affecting the Muslim community
- working to improve and promote understanding with other religious and ethnic minority groups and encouraging co-operation on safety issues.

## Domestic violence research

It has been estimated that 25% of all murders in the capital result from domestic violence. Research undertaken by the MPS in the last year has highlighted that stalking, pregnancy, separation, sexual assault and cultural background could all put victims of domestic violence at higher risk. The research is now used as a tool to assist frontline officers assess the risk to domestic violence victims. A multi agency panel has also been set up to allow more innovative ways of addressing the issues.

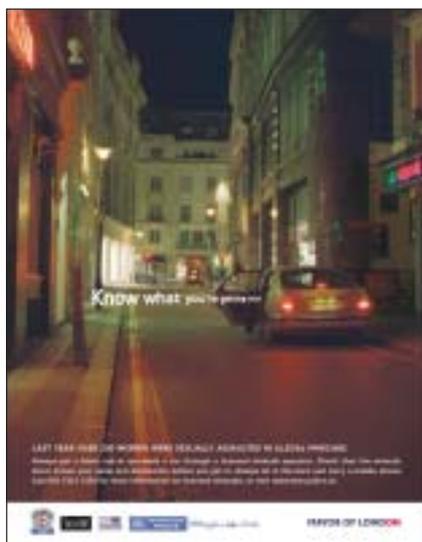
## Child protection

Following the death of Victoria Climbié, the MPS has worked hard at trying to ensure that the best people, processes and systems are in place within Child Protection Teams. Significant changes have been made and the report by Lord Laming into Victoria's death has highlighted the need for further work.

## Stalking and harassment

A guide to help parents protect children from stalking and harassment was launched in October 2002 by the Commissioner together with Diana Lamplugh, founder of the Suzy Lamplugh Trust. The leaflet provides advice on how parents and others responsible for children can deter all forms of unwanted attention. It is designed for use at home, in schools and clubs, and by anybody with a responsibility for a child's welfare.

## Illegal minicabs



Advising Londoners about the dangers of getting into illegal minicabs, the 'Know what you are getting into' campaign was jointly produced with the City police, Mayor and the MPS. It was aimed at warning women about getting into illegal minicabs (those that tout on the street), as there had been 214 women sexually assaulted after getting into illegal cabs in the preceding twelve months.

Details on Rape Havens and Recommendation 61 of the Stephen Lawrence Inquiry Report – Police Stops can be found within the Metropolitan Police Authority report.

## To tackle youth offending

There was excellent news in the area of youth crime (all youth figures include ages 10 to 17) particularly reductions in offending by youths against youths. Comparing April to March 2002/03 with the same period 2001/02 the following was achieved:

- the number of youth victims reduced by 9.9%; this includes a reduction of 32.4% in youth victims of street crime
- the number of youths accused reduced by 15.3%; this includes a reduction of 31.4% in youths accused of street crime
- the total number of persons accused increased by 4.0%; the proportion of persons accused who are youths fell from 23.8% to 19.4%
- the percentage of persistent young offenders (PYOs) dealt with from arrest to charge within two days improved from 67.2% to 70.2%; the percentage of PYOs dealt with from charge to first court listing within seven days improved from 71.4% to 75.0%.

March 2003 saw the launch of the new Youth Crime Strategy, which addresses the needs of young people. It draws on best practice from MPS boroughs and pioneering work around the country and supports existing initiatives such as Youth Offending Teams (YOTS), Safer Schools Partnerships and Youth Inclusion projects.

## Haverling Young Citizen awards

The award scheme was originally started in 1989 when a number of police officers and community representatives met with a view to recognise and promote good citizenship performed by young people in the Borough of Havering.

The committee is now made up of representatives from within the local borough police, the local authority, local business, education, the Romford Recorder, YOTS, local councillors and is sponsored by Tesco of Gallows Corner, Romford.

The awards are presented to young people from the borough who have given freely and selflessly in serving the community in any one of the following ways: helping others, courage, outstanding personal achievement and/or overcoming personal disadvantage. A total of 43 awards were made this year.

## Operation Safer Streets



As was reported in the last annual report, Operation Safer Streets commenced in February 2002 to deal with the escalation in street crime offences. The operation initially focused on the nine boroughs with the highest concentration of street crime and was expanded to include a further six boroughs in April 2002. Resources from pan-London units such as the Territorial Support Group, traffic, dogs, marine, air support and mounted officers, along with undercover officers have all assisted boroughs to target persistent offenders and known crime 'hot spots'. Using both undercover and high visibility

patrols with the emphasis on quick response to victims, early searches for suspects and intelligence led operations, the impact was significant. In the first six months of the financial year, street crime offences fell by over 11%. The highest reduction in street crime offences was, however, recorded between April 2002 and December 2002 at over 19%.

### Joint working

British Transport Police (BTP) and Lambeth officers undertook a partnership initiative to deal with street crime in the vicinity of train and underground stations on the borough. Fifteen BTP officers were seconded to Lambeth for four weeks and the initiative not only led to a reduction in crime but also led to a better working relationship. Other joint BTP/MPS initiatives included a joint advertising campaign 'Out of Sight' which encouraged people to keep mobile phones, cash and valuables out of sight, particularly when coming out of the stations.

### Zero robbery day

As part of a street crime initiative in Haringey, Operation Alnwick aimed to reduce street crime by the fast response and deployment of Borough Action Teams that included new probationary officers. As a result on 13 October there were no reported robberies in Haringey. This was only the second day this has happened in recent years.



## Ilford station

The Ilford Safer Station initiative is a multi-agency project to reduce street crime in and around the railway station. The physical environment in and around the station creates opportunities for potential offenders. The area immediately outside the station is a 'pinch-point': the pavement is narrow, there are railings, bus stops and a newspaper vendor, all of which work against the commuter and confine the area in which they can move.

A number of agencies have signed up to a medium to long-term crime reduction strategy. These include the MPS, the London Borough of Redbridge (Highways, Engineering, Public Protection, and Trading Standards), First Great Eastern, BTP and the Town Centre Manager.

Projects include: moving the bus stops, widening the pavement, cleaning up the road, linking the railway station's CCTV with the Local Authority's, improving lighting, removing street furniture, enforcing trading conditions and enhancing police patrols in the area.

## Operation Safer Homes



October saw the launch of Operation Safer Homes, a campaign aimed at protecting homes and businesses using sustained resources and hard hitting tactics. As part of the operation extra officers from the Territorial Support Group were deployed across London to target known burglary 'hotspots' and help detectives. The operation was also supported by a publicity campaign calling on the public to call Crimestoppers anonymously with information which could help police. The campaign specifically focused on the handling of stolen goods.

Initial operations saw more than 460 addresses searched across London in two days and over 400 arrests made. Stolen property worth £442,000 was recovered, along with substantial quantities of drugs. Arrests were also made for offences as serious as murder.

The introduction of Operation Safer Homes is believed to have made a significant contribution to the achievement in burglary reductions. By the end of the year there was an overall 2.2% reduction in burglary offences across the MPS. This compared with an increase of 3.2% in the previous year. When broken down, residential burglary decreased by 2.3% (with 1694 fewer offences) and non-residential burglary reduced by 2.2% (with 906 fewer offences).



## Public order – Royal events

As reported in the last annual report, the financial year opened in April with the funeral of the Queen Mother. The MPS made a supreme effort to ensure that the event passed peacefully and with dignity. The year continued in a more joyous manner with the celebration of the Golden Jubilee.

Two years of intensive planning went into the policing operation for the Queen's Golden Jubilee celebrations. More than 10,000 officers and support staff were deployed in and around London over a four day period to deal with all the individual events and the million people who came to Central London on the Tuesday.

Amid worldwide concerns over terrorist threats policing needed to remain unobtrusive and professional. Public safety had to be maintained within the event, but equally it was recognised that deployment of officers to police the Jubilee also meant that borough units were stretched to their limits.

The Queen honoured two MPS officers who were responsible for policing the Jubilee celebrations. Commander Michael Messinger was appointed Lieutenant Royal Victorian Order and Inspector Alan Yates became a Member of the Royal Victorian Order.

## Special Constabulary Oath of Allegiance

The Metropolitan Police Special Constabulary held a day of ceremonies and celebration at Hendon to mark the Jubilee with representatives from the 700 volunteers who work for the MPS. Some of the volunteers, along with members of the Marine Support Unit and Heathrow Airport, reaffirmed their oath of allegiance to the Queen and continued commitment to London.

## Countryside Alliance

The year also saw some of the largest marches in history with around 400,000 members of the public attending the Countryside Alliance and Country Action Network rallies in central London. Then in February over 750,000 people took to the streets for the march against the Iraqi war. Arranging such events can be demanding for both the organisers and police and on the day people can get frustrated about just how long it can take that number of people to move, however the events passed off smoothly with few arrests.

Public Order Branch was also required to deal with the plans required to enable the MPS to support the military during the fire dispute that took place to ensure that public safety was maintained. This too passed off smoothly.

## Police Community Support Officers



September saw the introduction of the first Police Community Support Officers (PCSOs) in London. Initially deployed on security duties in Westminster, PCSOs are now posted across the MPS to carry out community roles on boroughs in areas such as town centres and local authority housing estates dealing with littering, vandalism and other anti-social behaviour. There are also Traffic PCSOs who work on bus routes alongside Transport for London staff.

They act as the eyes and ears of police officers and provide an additional visible police presence.

An example of their deployment is with the mobile police office on the Avenues Garden Estate in Paddington. This has had a positive impact on crime and calls to police on the estate. For example, during the month of May 2001 a total of 189 calls were received to varying incidents on the estate but in May 2003 only 79 calls were received. Due to the success of the mobile office in this location it has been based permanently at Westminster (Paddington) with ad hoc loans to other boroughs.



## Operation Horsley – vice and illegal immigration

During 2001 information was received from several sources that a Thai woman was bringing women from Thailand into the UK to work as prostitutes and so in January 2002 police put the suspect's address under surveillance and soon discovered that every day between five or six Thai women would leave the address and go to work in brothels in and around London.

Over several weeks new girls would be seen appearing at this address and would often be accompanied by an older Thai man or woman. These older Thais would then leave the following day and catch a flight back to Thailand. Different airlines would be used on each occasion and different transit routes, such as via Moscow, were used. The passports used to bring the girls into the UK were then either given back to the courier or posted back to Thailand to be used again.

In September 2002 officers from the Vice Unit carried out searches on the premises as well as 20 brothels that had been used by them. The main principals were arrested and charged with numerous offences of controlling prostitutes and living off immoral earnings.

Some 27 Thai women were deported and contact was made with Thailand requesting help in dealing with the girls on their return to Thailand. A representative from FACE (Fight Against Child Exploitation) and officers of the Royal Thai Police met with the UK police officers to establish the circumstances of the deportations. The care and support provide by FACE eventually enabled a victim to return to the UK where her testimony resulted in the key player receiving the most severe sentence.

This investigation has had a noticeable deterrent effect on the trafficking of women from South East Asia. Another benefit included links being forged with many of the prominent Inter and Non-Governmental Organisations involved in tackling the issues of trafficking and sexual exploitation.

## Murder investigations

In November, a man was fatally stabbed in Haringey whilst he was working. He was attacked by approximately 80 males armed with firearms, knives and other offensive weapons. This was followed by wide spread disorder which involved groups from the PKK and Baybasin Turkish crime cartel.

The incident generated considerable media attention in both the national and international press. There was also



considerable political interest as it was suggested that the police had lost control of the Green Lanes area. It was important to reassure the Kurdish community that police were dealing with their problems, in particular the PKK and the Baybasin family, who preyed on local businesses. The need to investigate these peripheral issues added to the complexity of the investigation.



Over 35 people have been arrested and some remain on police bail awaiting results of identification parades or forensic examinations. Six people have been charged with various offences, including the murder, and further arrests are planned. The investigation has so far generated 3,384 actions, 893 statements and 1,062 exhibits.

In February, a woman was jogging through Victoria Park, Hackney E9, when she was attacked and stabbed in what can only be described as a frenzied attack. This was an apparent stranger attack carried out for no other reason than the gratification of the killer. As such, the investigation received wide-spread media publicity nationally and internationally.



As part of the investigation it was necessary to hold a reconstruction to trace over 300 people who were in the park at the time. This was the largest reconstruction undertaken by a UK police service and will serve as a template for future investigations.



# The Supporting Year

The previous section has covered operational work, particularly that of the visible uniformed officers. This section highlights some of the activities that are either part of the 'behind the scenes' network, or are activities that are undertaken by groups such as staff associations that not only help staff in a caring way but also are directly linked to operational policing.

## Police recruits

Receiving record number of applications and new recruits into the MPS is very good news but not without some practical problems. As a result, a shift system was introduced at Hendon recruit Training School to cope with the three and a half thousand recruits expected during the year. From August the school operated two shifts; 7.00am to 3pm and 12 noon to 8pm. Additional bed space was also leased at Mill Hill to accommodate the additional recruits and extra trainers from within the MPS recruited to deal with the additional classes.

## Intromet

Intromet was a new style of recruitment roadshow aimed at getting greater numbers of ethnic minority recruits into the MPS. Taking place in locations ranging from Westminster to Leicester, it showcased the variety of careers available and gave candidates the opportunity to take the Police Initial Recruitment Test and written test on site. Run by the MPS Positive Action Team, Intromet was greatly assisted by the staff associations.

## Red Nose Day

The largest probationer intake passed out at Hendon on Red Nose Day, having raised over £7,000. Over 300 uniformed recruits from 'Purple intake' as well as members of staff donned 'red noses' to take part in the rare photoshoot.



## Recruit deployment to boroughs

Every five weeks 150 recruits are deployed to boroughs as part of their training in week 17 of their 18-week programme. They work from 1pm to 9pm on 'Safer Street' boroughs as part of the MPS's ongoing campaign to reduce street crime. The presence of the recruits, each paired with a 'parent' constable' is one of several tactical options in the fight against street crime. Both recruit and borough officer do much to show increased uniform presence and promote positive feeling within the community and the feedback is very positive.

## Brent Training and Development Unit

In partnership with council colleagues, the local police introduced the Brent Town Centre Warden Scheme. It was agreed that a police training package would be designed to ensure any evidence they were able to obtain could be correctly gathered and presented. Brent Training and Development Unit designed a three-day training package, including statement taking, human rights and anti-social behaviour orders. All of the Town Centre Wardens and their managers have undertaken this training.

## Specialist Training Facility, Gravesend, Kent

Work on the main site at the new Specialist Training Facility was completed to enable operational training to commence in February 2003. At a cost of £55 million, the facility provides a world-class centre for police training in public order and firearms in Gravesend. The complex, provided through a Private Finance Initiative (PFI) contract with Equion plc, part of the Laing group, is an example of the MPS's innovative approach in meeting its diverse and complex property needs.

The facility (covering 9,250 square metres) will replace outdated services at Lippitt's Hill and Hounslow Heath and features indoor and outdoor firing ranges equipped with the latest technology and what is effectively a small town. The complex includes a mock-up pub, bank, nightclub, football stadium, trains and a passenger jet where public order disturbances can be simulated, as well as classrooms, lecture theatres, an abseil tower, stables and accommodation for 300 people.



Scenes from the Specialist Training Facility including Sir John Stevens taking part in riot training



Accommodation at the complex is managed and administered by Equion plc under a 25 year contract but training instruction will come from MPS police officers. Although the centre is used mainly by the MPS officers, the contract allows bookings by third parties and for profit sharing. Courses, management of training equipment and corporate IT are provided by the MPS.

## Redbridge FACTS

Focus Achievements Challenges Transitions Staff (FACTS) are a series of on-going presentations by the Superintendents at Redbridge borough directly to all their staff. The sessions take place every quarter and are attended by as many staff as possible. Even those off sick and unable to attend are sent personal letters outlining key points from any presentations. Topics covered included: what Redbridge is trying to achieve and how, performance, challenges for the future, staff changes and time is allowed for general debate.

## Special Constabulary

A new scheme creating a squad of expert accountant Special Constables commenced in February. The initiative draws on the forensic accounting skills of qualified professional accountants in the fight against major financial crime, allowing them to become part of the investigation teams as Special Constables.

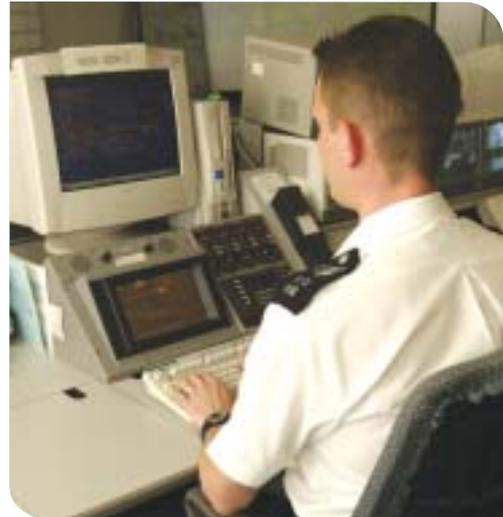
## Joint Criminal Justice Unit

The first MPS and Crown Prosecution Service (CPS) joint Criminal Justice Unit opened in July. Known as 'Glidewell', the unit in Holborn enables the MPS and CPS to work together to reduce duplication and delay in prosecution and will improve the consultation on cases to ensure the correct charges are brought and the necessary evidence obtained. It also creates a clear point of contact for witnesses and other agents and allows for the quicker notification of results to victims.

## Criminal Records Bureau

The teething problems experienced by the new Criminal Records Bureau (CRB) in 2002 attracted considerable adverse comment in the media. It is less well known that by early Autumn the CRB had overcome the worst of its problems and the bottleneck had moved to police forces, many of whom were unable to complete all the checks they were receiving from the CRB. As the largest UK police force, the problem was

particularly acute at the MPS where a large backlog of work had built up by November. Extraordinary measures were called for and a recovery plan was agreed between the MPS and the CRB, who made available some of their staff to work at New Scotland Yard for several weeks. Intensive working during the period December to February, coupled with improvements to the process and IT systems, enabled the MPS to reduce the level of its work in progress down to the recovery plan target by early March – 1 month ahead of schedule. Since then, further improvements have been achieved and the MPS is now routinely completing over 90% of its CRB checks within five days.



## Transport Services

Transport Services within the Directorate of Resources has delivered 323 silver vehicles to date since the decision by Management Board in January 2002 to move from white as a base colour, to silver for overt cars and motorcycles. The size of the fleet affected by this decision is approximately 1200 vehicles, all of which should be in silver by 2005.

In addition, Transport Services contributed to the MPS's environmental strategy by introducing 10 dual fuelled Ford Transit vans onto the despatch service in 2003. This represents 45% of this fleet and by 2005 all of the despatch fleet will be dual fuelled. This action is not only providing savings in CO2 emissions in line with Government and Greater London Authority targets but is also providing savings in fuel costs.

Transport Services has also delivered 78 Astra Incident Response Vehicles (IRV) to service since January 2002 to replace the Unit Beat Panda duty vehicle. This conversion to the more expensive IRV has been achieved without any additional cost to the capital purchase budget, the funding being found through effective fleet management and efficiency savings.



During the year Transport Services procured, equipped and delivered to service an additional 307 vehicles for Safer Streets, Counter Terrorism and Transport for London. This represented a 71% increase in the normal vehicle replacement programme for the year. In addition, the equipping contractor also retrofitted 100 vehicles with mobile data terminals as part of a pilot project.



## Commercial Services – Vehicle Recovery and Storage Service

The Vehicle Recovery and Storage Service was introduced in 2002/03, a service that will help the MPS to achieve crime reduction and enhanced detection rates.

In November 2002, the MPA gave the MPS approval to set up a cost effective operation that will deliver on four broad fronts:

- by providing an enhanced forensic evidence retrieval service in relation to the recovery and examination of all lost or stolen vehicles and the seizure and examination of vehicles suspected to have been used in the course of crime. The former contributes directly to the MPS Safer Vehicle Strategy which was launched in the autumn, and the latter relates to Operations Safer Streets/Safer Homes and Operation Trident
- by providing an enhanced mechanical and forensic evidence retrieval service in respect of vehicles involved in fatal and life changing collisions. This supports both the ACPO Road Death Strategy as well as The Mayor of London's Road Safety Strategy
- by the removal of illegally parked vehicles to enhance the free flow of traffic on London's Red Routes and Transport for London's Bus Corridors, thereby directly contributing to the Mayor of London's Transport Strategy
- by enhancing the quality of life within London by invoking the recently introduced police powers to impound motor vehicles where the driver has persistently caused a nuisance.



Following MPA approval, a revised management structure was put in place and the MPS acquired the first vehicle pound at Charlton. This facility is currently being equipped with a range of forensic facilities but already the number of vehicles recovered has increased, targets for forensic DNA are being exceeded and all areas of work are showing an increase in performance.

## Video identification

The MPS is now utilising video identification as the primary means of resolving identification parade (ID) issues. In doing so, the capability to undertake juvenile parades has increased by 1,800%, as the database of volunteers is available throughout the day and at all the suites. Financial savings are approx. £134k per month and gives the MPS a unique truly 'mobile' identification capability. Mobile ID inspectors, who now provide the MPS with a 24/7 identification service, are being deployed to priority crimes where the suspect is in custody and where ID evidence is critical to success. There are numerous examples of suspects who, anticipating that they would be able to frustrate the process, are surprised to find themselves being 'identified' within hours of arrest. The officers also frequently undertake identification of prisoners, thereby negating the requirement to 'produce' prisoners at the ID suites. The benefits to victims and witnesses are that when they attend the suite they are guaranteed to see a parade. There is almost no opportunity for a witness to have a wasted journey simply because suspects, solicitors or volunteers have failed to attend on time.

## Procurement Services

During the year Procurement Services within the Directorate of Resources provided comprehensive procurement, contracting and income generation support across the MPS. The year saw the department involved in significant pieces of high value, complex and challenging work not least of which have been in support of the C3i communications programme, forensic services commercial strategy and the negotiations for free rail travel for police officers. The department has also been instrumental in the review, updating and re-issue of the MPA contract regulations. In addition, the department embarked on a major procurement improvement and change programme aimed at directly delivering efficiencies and benefits to operational policing.

## Joining the Principal Civil Service Pension Scheme (PCSPS)

On 1 September 2002 the civil staff pension scheme was closed and all civil staff moved to the PCSPS. This involved a major programme of work that was successfully delivered. It demonstrated a high level of commitment by Capita Business Services working in partnership with Finance Services staff and third parties to achieve our objective.

Following transfer to the new scheme civil staff had the opportunity to select new pension provisions with effect from 1 October 2002. The introduction in October of the Classic, Classic Plus and Premium schemes represented a major modernisation of

pension provision and was the most significant amendment to civil staff pension scheme provisions since 1972.

The MPS joined PCSPS on the due date and met Cabinet Office requirements for the transfer. There was a dedicated helpdesk to answer queries about the options exercise and associated data issues raised by staff. The helpdesk received 2,200 calls, with less than 5% of these being in respect of data errors.

The most important work was to ensure all staff were given all of the information they needed to make an informed choice about the option they wished to take.

## Awards and commendations

The following table highlights the number of awards to staff in the year 2002/03

Commissioner's High Commendation	6
Commissioner's Commendation	101
Royal Humane Society	34
Society for the Protection of Life from Fire	2

## Police Review National Probationer of the Year

In November, PC Kieran McAuliffe from Camden Borough became the first ever winner of the Police Review National Probationer of the Year. The competition recognises probationers who have made valuable contributions or significant achievements in their initial two years and Kieran was nominated by his colleagues and managers. The award was presented at the Police Review Gala Awards by Nick Ross of BBC's Crimewatch programme.

## British Parking Awards

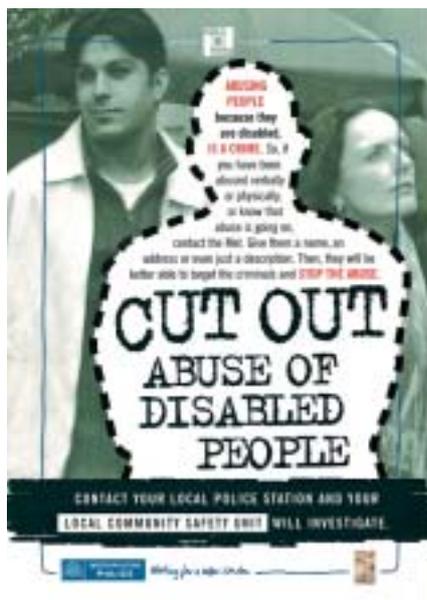
The 'Side by Side' initiative was the first joint venture of its kind between police officers and parking attendants and won an innovative operation award at the British Parking Awards 2003. The scheme was designed to improve safety for parking attendants by formalising and improving day-to-day contact emergency communications between them and their policing colleagues.

## Accessibility

The MPS has been making extra effort in recent years to become even more accessible and the Visibility and Accessibility Report for 2002/03 can be found on the MPS website at [www.met.police.uk](http://www.met.police.uk). The report gives details of initiatives undertaken by ward over the past year. Below are a few examples of improved accessibility initiatives:

- Police kiosks – provides information for the public and support for patrolling officers, including the facilities to interview witnesses
- Station front desks, such as at Teddington also continued to be reopened, with the use of trained volunteers
- The official opening of a new police station at Deptford
- Reopening of the police station to the public in Lambs Conduit St as part of the new Holborn Police Station in the refurbished building.

## Disabled Londoners



Legal requirements under the Disability Discrimination Act have already led to many changes for existing staff and for recruitment processes. A seminar held last summer (which was attended by more than 50 disabled people) sought to obtain the wider public views and also inform the disabled community about future plans, invited participants to confirm whether the MPS's plans were going in the right direction.

A key development from the day was the creation of the Strategic Disability Team within the Diversity Directorate. This team gives a focus to disability issues within the MPS and makes the organisation fully inclusive for our own staff and for those for whom we provide a service in London.

Subsequent developments have included the formation of a Disabled Support Staff Association, further conferences for senior officers and line managers and external participants, the piloting of disability awareness training and the forging of links with relevant external organisations.

## Textphone

Hard of hearing and deaf Londoners can now contact local police directly due to the installation of textphones in all the MPS borough control rooms.

The textphone enables a caller to hold a screen text conversation with a member of their local police, allowing them confidential access to police services. Each textphone has its own direct line and offers the hard of hearing an alternative system to relaying a message through a BT operator.

## Silent solution

November also saw the MPS winning the 'Most Effective Use of Technology' Award at the Nathanson Technology Awards 2002 for the 'auto attendant' system. The system known as the 'Silent Solution' was devised with Damovo to deal with 999 calls from mobile phones that users do not realise they were making but were resulting in a huge drain on police resources.

Through the system, 999 calls can be identified by the emergency operator and silent mobile phone calls put through to the 'auto attendant'. A recorded message is then played informing the caller to press '5' twice if they require an emergency service. If the double 5 is detected the caller is directly put through to the priority service. If not, the auto attendant will inform the exchange that nothing has been heard from the caller and release the line. If any noise at all is heard the call will be put through to the priority service.

The system has now been adopted by all 52 UK police forces and is gaining interest from police forces globally.

## Staff associations

The staff associations within the MPS not only help and support staff, they are often also heavily involved with the community. Shown here are just a few examples of the diverse work undertaken.

## Christian Police Association

The Christian Police Association (CPA) has been involved in a number of external and internal initiatives over the past year. One of note is the Street Pastors Initiative as a response to Operation Trident.

The CPA, in partnership with Ascension Trust, the Black Police Association (BPA) and Diversity Directorate provides training sessions for prospective Street Pastors.

These sessions help to equip the Pastors for their role on the street as they engage with communities, offering advice and support in relation to gun crime and drugs.

The CPA and BPA supported by Human Resources Directorate organised an “evening of friendship”, forging further the Commissioner’s links with the Jamaica Constabulary Force. Guest speaker and serving officer, Superintendent Ivan Brown from Montego Bay Police, gave a strong and personal testimony of his life after losing his arms in a machete attack.

Throughout the year, CPA supplied members of staff for media interviews and advertising to encourage minority ethnic Christians to join the police family.

In the past three years the CPA in partnership with the BPA and Diversity Directorate, has spoken to over 25,000 people in church congregations across the capital and elsewhere.

## Greek Staff Association

The Metropolitan Police Staff Greek Police Association (MPSGPA) has been successful in securing sponsorship from AIR 2000, Cyprus Airways and Frappe Ltd to assist in promotional work. It has also been involved in local and international policing.

The MPSGPA was used in the investigation into the assassination of Brigadier Stephen Saunders, assisting Special Branch and the Anti-Terrorist Branch and the Hellenic National Police in breaking the terrorist group November 17 in Greece. Greek speaking Family Liaison Officers’ assisted in the investigation of three murders in the last year. The MPSGPA has also:

- run a weekly crime slot on London Greek Radio to publicise crimes. This is well received in the Greek Community
- held a major recruitment drive at the Cyprus Wine Festival at Alexandra Palace, where over 90 people showed a willingness to join the MPS
- presented a cheque of £1,000 to the Thalasseamia Society charity from monies raised at the associations dinner dances and monthly meetings.



## MBPA leadership programme

The Metropolitan Black Police Association's (MBPA) Youth Leadership Programme is now in its second year. This unique programme aims to inform and engage black youngsters on issues of youth crime and social responsibility. This year's six-day residential course was hosted by Middlesex University and Hendon Training School. The programme is targeted at year ten students from local secondary schools in the Paddington area.



This year's course included live video conferencing with peer groups in Jamaica, Washington D.C. and South Africa, exploring the issues of youth culture and the impact of crime on youth. A strong theme running through the programme is that of



personal empowerment, peer-to-peer mentoring and support. Students are also shown the realities of gun and drug related crime.

The course featured a one-hour debate with recruits at Hendon on issues of community policing and stop and search. The curriculum teaches students their rights as citizens and includes interactive sessions on Stop and Search.



Graduates of the scheme have created their own youth group called 'Young Black Positive Advocates'. The group has already run several youth conferences on community safety (the latest conference was hosted at Portcullis House, House of Commons). The group has produced a drugs education magazine, called Drug-rap, which has been sent to schools across the country.

## Civil actions

The downward trend in the number of Threatened and Civil actions received by the MPS continues. In 2002/03 there was an upward trend in the number settled or awarded cases. The settlement/award figures, when compared to 2001/02, are significantly higher owing to a small number of cases where the settlement/award figure was well above the average.

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

## Civil Actions Received in Financial Years

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

## Damages Paid in Financial Years

	1998/99		1999/00		2000/01		2001/02		2002/03	
	No of Cases	Cost (£k)								
Threatened actions	73	268	135	689	94	559	79	485	85	419
Settled actions	209	1,906	278	3,014	126	1,759	50	776	64	1,107
Court awards	13	135	22	203	15	340	6	125	9	828

## Financial management

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

One of our priorities has been the strengthening and updating of the Finance function, both in the central Finance Department and within all business groups, to provide improved financial controls and to provide managers, partners and stakeholders with better financial information and advice. Financial devolution of budgets also remains a key policy objective, and work is on track to deliver greater freedoms locally. A large number of Financial Awareness training courses have been delivered to senior police and police staff across the organisation.

The financial year 2002/03 was one of the most challenging in the MPS's history. The ongoing effects of September 11, the increased terrorism threat, the Iraq war and other operational issues – plus a requirement to achieve record budget savings of

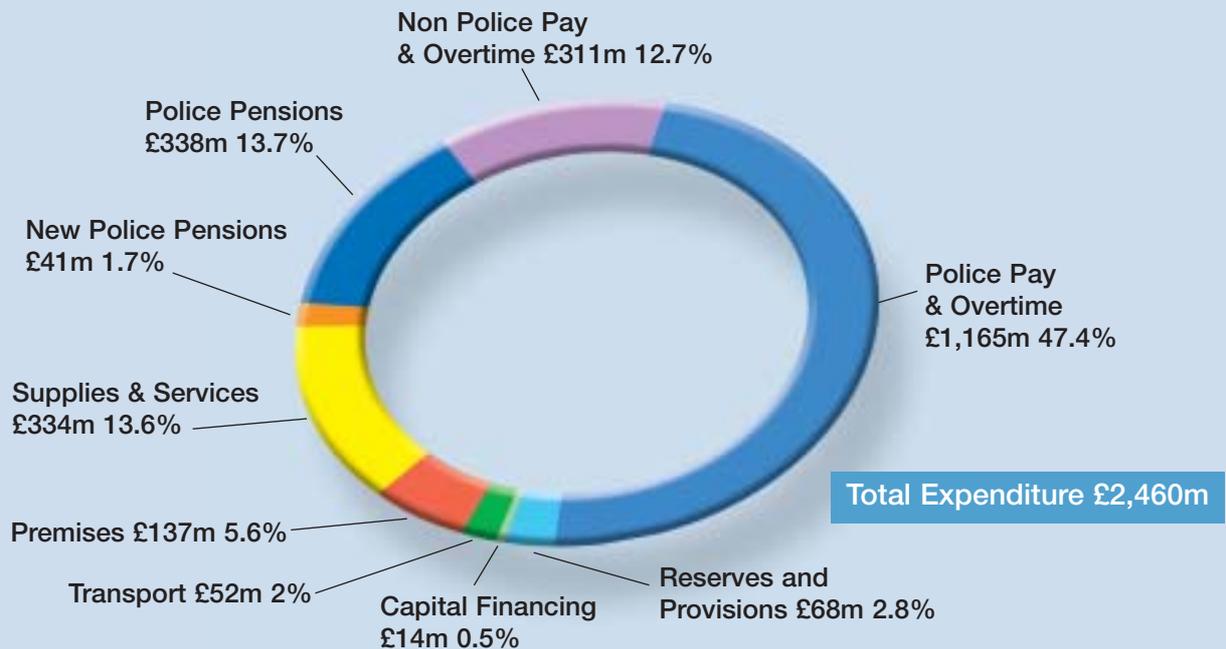
£63.8m – all placed tremendous pressure on the Service. A revised assessment of the increased risk of terrorism led to a bid being submitted to the Home Office for additional resources, which resulted in an extra £47m of funding being provided.

The MPS has continued to develop and improve the financial control framework and updated financial instructions and regulations were approved by the MPA. These bring up to date the responsibilities for financial administration in the MPS and the means by which these responsibilities are regulated. This action will ensure that devolved financial management is carried out effectively and with accountability.

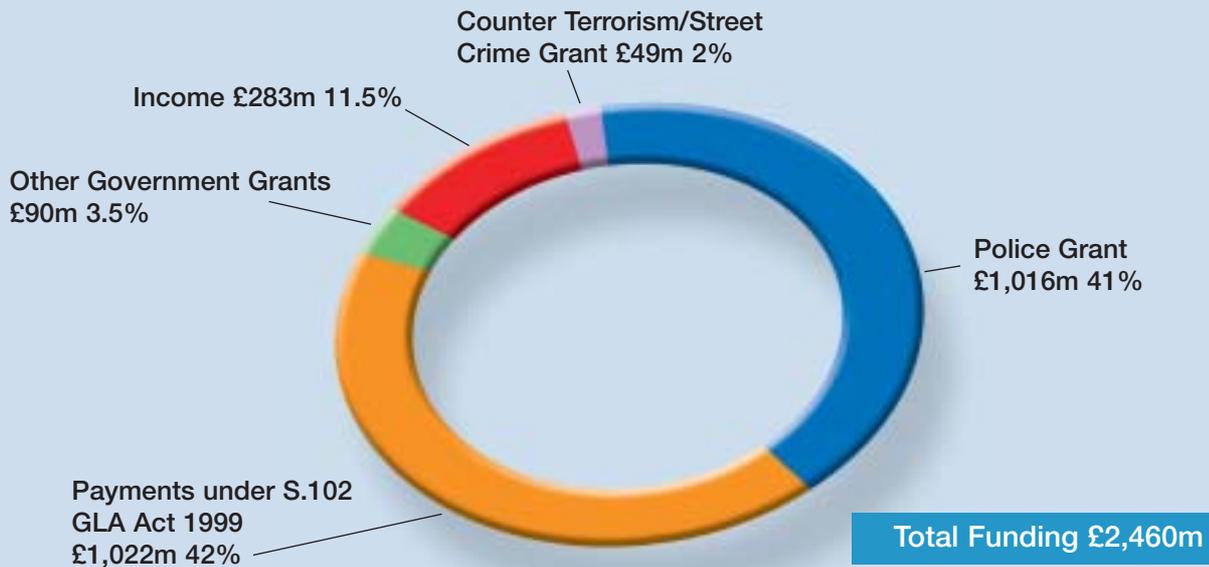
As at March 2003, there was a revenue budget underspend of £25.6m (approx 1%) compared with budget. This underspend was used to increase the General Reserve to approximately 1% of net revenue expenditure. Steps were also taken to increase our Pension and Third Party Liability Provisions and hence remove audit qualifications in respect of our annual accounts. A major revaluation of the MPA/MPS properties was also completed to bring the accounts in line with the Accounting Codes, thus probably removing the third and final objection to the Authority's accounts. The significant and deliberate strengthening of the balance sheet has seen another major milestone achieved somewhat earlier than might have been expected.

In accordance with statute, the audited final accounts for the year 2002/03 will be published by 31 December 2003.

## Analysis of Revenue Expenditure in Financial Year 2002/03



## Analysis of How Revenue Expenditure was Funded in 2002/03



## Towards the Safest City

The 'Towards the Safest City' strategic framework document launched in September set out the long term vision for the MPS and set out five key aims to help shape the future priorities for the MPS until 2005. These are:

- Developing safer communities
- Securing the capital against terrorism
- Revitalising the criminal justice system
- Developing a professional and effective workforce
- Reforming the delivery of policing services

The framework document, along with the summary of the full strategy plan, can be found on both the MPS and MPA websites at [www.met.police.uk](http://www.met.police.uk) or [www.mpa.gov.uk](http://www.mpa.gov.uk)

# Metropolitan Police Authority

## Annual Report **2002/03**



# Foreword

by Toby Harris,  
Chair of the Metropolitan Police Authority

The past year has been one of enormous change, growth and innovation for the Metropolitan Police.

During this time, the Metropolitan Police Authority has been at the forefront of driving forward a number of key initiatives that have contributed to the modernisation of the police service.

One major innovation that had a direct impact on Londoners was the introduction of more than 500 new Police Community Support Officers – the first in the country to take to the streets.

Their establishment, coupled with a substantial increase in the recruitment of police officers, helped to fulfil a pledge made by the MPA and the Met to make our streets safer through a major increase in visible policing, something Londoners called for consistently during my second year of visits to all London boroughs.

In fact, the drive to put more police officers on the streets of London was so successful, the Met beat its targets and achieved record recruitment figures. With police officer strength standing at 28,477 by the end of March 2003, we oversaw a dramatic reversal in the previous systematic decline of police numbers for the first time in more than ten years.

The police recruitment centre at Hendon worked double shifts to train the new recruits and the MPA made every effort, together with the Met, to ensure they were moved out to boroughs as quickly as possible, intervening proactively to ensure this happened when delays looked inevitable.

The rapid growth in police numbers also supported the formation and development of the Transport Operational Command Unit, which the MPA authorised and oversaw with the intention of reducing crime on bus routes and relieving traffic congestion on these major travel arteries.

To ensure that all of these extra officers were seen on the streets, we spearheaded the fight against unnecessary bureaucracy and paperwork. We were also determined to increase civil staff numbers, which, by the end of the year, had started to rise to more acceptable levels, freeing up officers for patrol work.



Our determination to improve the working conditions of all police officers also helped to reduce the numbers of those experienced officers voluntarily leaving the Met, an important improvement that will help maintain continuity and public confidence, and pass on skills to newcomers.

The Authority has a responsibility to set annual targets and objectives for the Met, and to monitor its performance against these targets. During 2002/03 the overall performance was undoubtedly a good news story.

The dramatic increase in the number of police officers and the marked decreases in the three areas of crime – street crime, burglary and car crime – which make people

feel most vulnerable, point to a tangible step forward towards making our streets safer.

Unsurprisingly, there were areas where more needed to be done, such as an improvement in detection rates. Far too many criminals go unpunished, a fact that contributes to people's anxieties about their safety and that of their families.

A further cause for unease is that despite significant drops in volume crime during the year, the fear of crime went up. The Met must work over the next year to address the difficult task of shifting the perception of crime and disorder closer to the reality. As the number of police officers on the streets continues to rise, and the impact of visible reassurance patrolling by Police Community Support Officers becomes more apparent, the effects of such significant reductions in volume crime must be reinforced.

There is also room for considerable improvement in the diversity of the workforce, which should be much more representative of London's population, with greater numbers of visible ethnic minority and female police officers.

These problems are being tackled and must not be



allowed to overshadow the Met's undoubted achievements. The past year has been one of significant advancement, improvement and progress, and I unequivocally commend the overall commitment of the organisation and the unflinching dedication of its workforce.

The MPA's primary task is to call the Met to account for its actions and its performance. We have carried out this duty with determination, encouragement and, where necessary, constructive criticism during a busy and invigorating year. We shall continue to do this in the year ahead, working in partnership with the Met to bring our shared vision of making London the safest major city in the world a step closer.

A handwritten signature in black ink, appearing to read 'Toby Harris', with a stylized flourish at the end.

Toby Harris

Chair, Metropolitan Police Authority



## Meeting targets

The MPA's primary role is to maintain an effective, efficient and fair police service for London. In practice, this means we work closely with the Metropolitan Police Service and other key partners to raise standards and increase delivery of policing services. It also means we constantly monitor performance and work hard to encourage best practice in everything the Met does day-to-day on behalf of Londoners.

We also have a statutory responsibility to set annual targets and objectives for the MPS, and to monitor the MPS performance against these targets. The MPA Policing and Performance Plan 2002/03 reflected our desire to set fewer but clearer priorities and objectives for the MPS. In selecting the priorities, we consulted widely and assessed the Met's performance in key areas.

We set four policing priorities for the MPS for 2002/03:

- To increase the security of the capital against terrorism
- To create safer communities for Londoners
- To improve the police response to vulnerable victims
- To tackle youth offending

Twenty-three targets were set in relation to these four priorities. Additional targets were set for non-policing priorities, making a total of 44 targets for 2002/03.

Twenty-two of the targets set for 2002/03 were achieved and 17 were not achieved. Data was not compiled for four targets. One target (implementation of the Climbié Inquiry report action plan) was withdrawn as there was insufficient time following publication of the report to measure achievement. As a comparison, in 2001/02 47 targets were set and 16 were achieved.

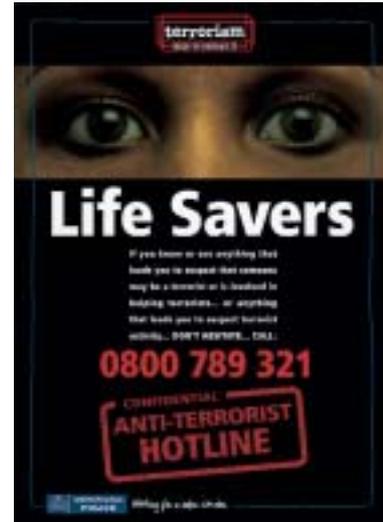
When looking at performance against policing priorities, it is essential to bear in mind that the introduction in April 2002 of the National Crime Recording Standards (NCRS), which changed some of the classifications of volume crime, generated an increase in the total number of recorded offences. The MPS estimates that NCRS led to an increase in recorded notifiable offences by between 6.5% to 17.4%.



The large increase in the number of police officers and the clear decreases in the three areas of crime which make people feel most vulnerable (street crime, burglary and car crime) indicates a substantial step forward towards achieving the MPA's goal to make London a safer city. However, there are a number of areas where targets are still not being met.

## Terrorism

Some 75.9% of scenes of suspected or actual terrorist incidents were managed to a very good standard. This is below the 80% target. However the target to prevent any terrorist attack in London was achieved.



## Street crime

Street crime fell by 15.8%, which reflects the positive impact of Operation Safer Streets introduced in February 2002. 58% of street crime offences in 2002/3 included the stealing of a mobile phone. The judicial disposal (JD)<sup>1</sup> target of 10% was not met but the rate did show a slight increase from 8.0% to 8.6%.

## Auto crime

Auto crime fell by 1.2%, meeting the target to prevent any increase. With a JD rate of 4.3% (same as the year before), the 5% JD rate target was not met.

## Burglary

Significant improvements were made regarding burglary. The number of recorded burglaries fell by 2.2%, exceeding the target to secure a 1% reduction. In addition, the JD rate for burglary rose from 10% in 2001/02 to



<sup>1</sup> A Judicial Disposal is a detection achieved by a charge, summons, caution or an offence (previously recorded by the police) taken into consideration at court when a separate offence is being considered.

12.2% in 2002/03, exceeding the 11% target. Operation Safer Homes contributed to this successful performance in burglary.

## Gun related violent crime

The number of gun related violent crimes rose by 3.1% in 2002/03. The target was to prevent a growth above 10%. Therefore, it was successfully met. As a comparison, the number of gun related violent crimes had risen by 34.3% in 2001/02. The MPS took part in the National Firearms Amnesty and it was hoped that the campaign would further prevent the rise in gun related violent crime. The MPA scrutiny on gun crime should also assist in bringing improvement in this area of performance.

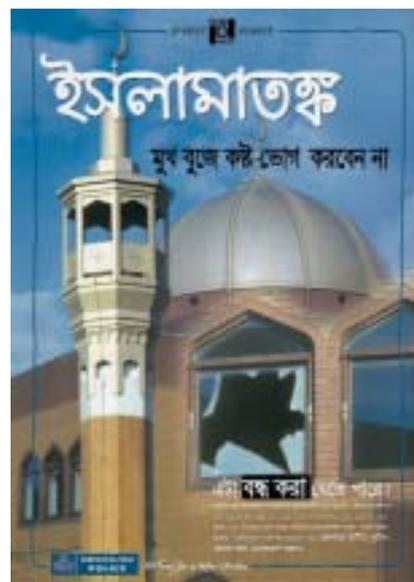
## Race hate crime

The JD rates for race, homophobic and domestic violence crime further increased in 2002/03 and exceeded their related target. The JD rate for racist offences went up from 17% in 2001/02 to 18.6% in 2002/03, above the 18% target. However it should be noted that the number of JDs dropped by 3.9% during the same period of time. The number of recorded racist crimes also dropped by 10.6%.

The gap between the satisfaction of victims of racist crime and victims of all crime has widened. The former now stands 8.9 points below the latter. The target to achieve parity could not be achieved. Satisfaction of victims of racist crime has dropped over the last three financial years.

The JD rate for homophobic offences further increased this year. At 11% in 2000/01, it rose to 15.3% in 2001/02 and reached 18% in 2002/03, well above the 16% target. Again, it is interesting to note that despite this increase in the JD rate, the number of JDs remained nearly stable over the last two financial years (190 in 2001/02, 193 in 2002/03). The number of recorded homophobic offences dropped by 13.6% over the same period of time.

After three years of consecutive increase, a JD rate of 16.9% has been achieved for domestic violence, which is above the 16% target. This rise is supported by a 23% rise in the number of JDs. The number of recorded domestic violence offences went up by 9.2%, which is likely to have been generated by an increase in reporting practices.



## Rape

The JD rate for rape has been increasing for the last few years. It reached 25% in 2002/03, the level required by the target. Project Sapphire may have significantly contributed to this long-term rise, as well as contributing to the increase in reporting practices.

## Child abuse

A target was set on child abuse, requiring the MPS 'to implement the action plan following the Climbié inquiry'. The findings and 108 recommendations were published in January 2003 and the MPS is currently working on their implementation.

## Youth offending

The number of youths accused went down by 15.3%, exceeding the 3% reduction target. In addition a new initiative led to 76 police officers being placed in schools, which more than meets the target 'to place 44 police officers in schools'. The table attached in Appendix A shows that two additional targets on youth offending were successfully achieved, and one was not. However performance on this area does not solely rely on the MPS, but also requires the contribution of partners in the criminal justice system.

## Road traffic

The number of collisions resulting in death or serious injury went down by 8.2% in comparison with 2001/02. Using the 2001 census data, this means that 0.7 collisions resulting in death or serious injury were recorded per 1,000 population in 2002/03. Hence the target to reduce this rate to 0.73 was achieved.



## Emergency response

Some 82.3% of 999 calls were answered within 15 seconds, which resulted in the 80% target being achieved. This represents an improvement on 2001/02 performance (73.6%). 72.8% of immediate incidents were attended within 12 minutes. This is below the 75% target.

## Quality of response and public satisfaction



Only one out of the four targets set on public satisfaction with police response was achieved. In addition, public satisfaction with police response has dropped slightly in comparison with 2001/02.

None of the targets related to public perception was achieved. Satisfaction with foot patrols remained at the level of 15%,

below the 20% target. The target to increase satisfaction with mobile patrols to 35% was also missed, with a 32% performance. Despite important drops in volume crime, the fear of crime went up from 36% to 41%.

## Recruitment

During the year, 3,489 police officers were recruited, exceeding the target by 50 more recruits. The number of officers recruited rose by 27% on 2001/02. The total number of police officers went up by 6.4% from 26,768.4 (at end of March 2002) to 28,476.76 (end of March 2003), just above the set target of 28,412 officers. In addition, 512.63 PCSOs were recruited.

## Retention

The percentage of police officers voluntarily leaving the MPS with 5 to 30 years of service went down from 2.66% to 2.17%, hence meeting the 2.8% target.

Among all police officers with up to 5 years of service, 8.3% left the MPS. The target was to limit this percentage to 6.5%. It was not achieved.



## Workforce diversity

Of the 3,489 recruits, 375 (10.74%) were from a visible ethnic minority (VEM). This is below the target to recruit 500 VEM officers. As a comparison, in 2001/02, 283 VEM officers were recruited, representing 10.30% of the total number of recruits.

At end of March 2003 VEM officers represented 5.6% of the total police strength (4.7% in 2001/02), missing the 7.9% target. This is of great concern and work is in hand to improve performance.

The number of female police officers rose from 16% to 16.7%, below the 17% target. The target to recruit 788 female officers (22.5% of the recruits) was not achieved either, with 708 female recruits (making up 20.3% of the recruits).



## Sickness

None of the targets set on sickness levels was achieved. However, the number of working days lost due to sickness per officer went down from 10.5 to 9.5.

## Anti-social behaviour

Although reducing anti-social behaviour and disorder was in the 2002/03 ministerial priorities, no targets were set at corporate level to reflect this priority. It was felt more appropriate to let Crime and Disorder Reduction Partnerships (CDRPs) set their own local targets on this issue. Having a statutory role in CDRPs since April this year, the MPA can now influence the setting of anti-social behaviour targets at a local level.

## Future monitoring of the MPS performance

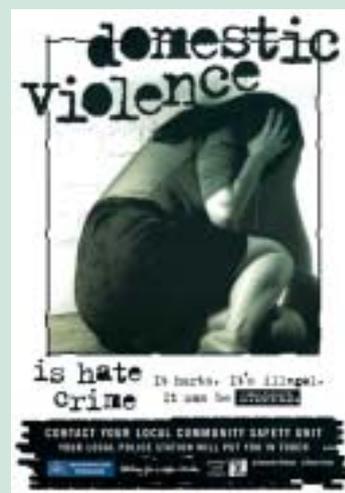
When taking into account the effects of NCRS, the total number of notifiable offences is down in comparison with 2001/02. This is good news. It remains unclear how some initiatives, such as Operation Safer Streets and Operations Safer Homes, may have impacted on other areas of performance. Mobile phones are still very attractive items. The proportion of street crime offences involving a mobile phone remains high (although there is anecdotal evidence that some reported mobile phone thefts and robberies are vexatious).

Londoners' perception of crime does not reflect the drop in volume crime. The MPS must work over the next year to address the difficult task of shifting the perception of crime and disorder closer to the reality. As the number of officers on the streets continues to rise, and the impact of visible reassurance patrolling by PCSOs becomes more apparent, the effects of such significant reductions in volume crime ought to be reinforced. The achievements of 2002/03 must be vigorously communicated to local communities. In addition, efforts should be made to ensure that the performance figures collected reflect the true level of crime, and that what people feel as crime is being picked up in the figures. The MPA has its own role to play in this area.

The 9.2% rise in the number of domestic violence offences seems to be linked to improvement in reporting and recording practices, rather than to an increase in the number of domestic violence offences that have actually occurred.

The high level of sickness rates remains an area of concern, especially for traffic wardens. The figures may indicate areas of low staff morale. However the MPS is working to identify boroughs with high sickness levels and address the problem locally.

Overall, the areas where performance is poor mostly relate to long-term issues, such as staff morale, victims' satisfaction and people's fear of crime. The MPA will continue to monitor closely progress in these areas.



## Scrutiny

During the year we carried out a major scrutiny of the Met's contribution to Crime and Disorder Reduction Partnerships (CDRPs) across London. The report made 35 recommendations to improve the Met's input and effectiveness. It also looked at how we as an organisation could make an effective contribution to CDRPs in light of our new statutory role within CDRPs introduced in the Police Reform Act (2002), which became effective from April 2003. 2002/03 saw the start of an important initiative to place Crown Prosecution Service (CPS) lawyers at the point of charge. This will enhance joint working between the MPS and the CPS and improve the quality of charges.

A great deal of evidence praising the contribution of MPS officers in CDRPs was collected and the scrutiny identified cases of good practice. However, as the aim of the scrutiny was to bring about improvement in the Met's contribution, it necessarily concentrated on overcoming weaknesses and raising standards.

Our recommendations reminded the Met that its culture should fully embrace and endorse a partnership approach to policing issues and ensure that CDRPs are fully integrated into the consultation process.

The full report can be viewed on the MPA's website at:  
[www.mpa.gov.uk/committees/mpa/2003/030130/10.htm](http://www.mpa.gov.uk/committees/mpa/2003/030130/10.htm)

## Review

During 2002 we oversaw a fundamental review of the way in which offenders were brought to justice by the MPS. This major exercise, undertaken on the MPA's behalf by the MPS, led to 12 recommendations. These were approved in January 2003. They included the introduction of dedicated teams to process prisoners quickly and effectively, releasing police officers back to operational duty, and improvements to the support and advice given to victims and witnesses of crime.



A national framework of 'local criminal justice boards' was set up by the government to provide local opportunities for key organisations to coordinate work to improve performance, for example, by delivering a 6% increase in the number of offenders brought to justice. We were actively engaged in this development and ensured that recommendations from the MPA's own review were reflected in the work of the London board.

A best value review of managing demand was initiated and delivered, with the final report proposing improvements to the way the public interact with the police through front counters, the internet and by telephone, as well as exploring one stop shops and mobile stations in more depth.

## Recommendation 61 – recording all police stops

At the end of March we announced the launch in Hackney of Recommendation 61 of the independent Stephen Lawrence Inquiry Report, which called for all police stops to be recorded. Police stops are one of the most contentious policing issues for London's black and ethnic minority communities. The use of police stops affects members of these communities disproportionately. It also creates a perception of unfairness that threatens the acknowledged effectiveness of stops as a policing tool and damages trust and confidence in the police.

Recommendation 61 addresses important issues raised by the use of this emotive police power – such as accurate recording and monitoring, ethnic classification of suspects, and intelligence-led versus random use of the powers.

The MPA welcomed the implementation of Recommendation 61 in Hackney, although we did urge the Home Office to introduce a pilot for the whole of London and test technological solutions to prevent unnecessary extra paperwork. This would

have sent out a powerful message to our black and Asian communities that we had listened to their concerns and were prepared to test the effectiveness of Recommendation 61 very urgently across all of London.



In February, we began a scrutiny into the Met's performance and practice in using stop and search across the capital. The scrutiny is being overseen by our Equal Opportunities and Diversity Board, the MPA committee responsible for matters relating to equal opportunity and diversity issues, and will concentrate on four key aspects of stop and search that previous studies have not explored. These are:

- **Disproportionality and profiling** – a critical review of disproportionality in stop and consistently high levels of disproportionality in the MPS stop and search data are linked to the possible use of profiling of black and minority ethnic people within the MPS;
- **Use of stop and search data and policing intelligence** – a critical look at the use that is made of the current stop and search data to inform police intelligence on key policing initiatives such as street crime, burglary, drug crime and others;

- **Cost effectiveness of stop and search** – an investigation of the cost-effectiveness of stop and search in financial terms (as an activity) and the cost to public confidence, considering whether the cost effectiveness of stop and search is equal to the value that it contributes to policing by consent; and
- **Public engagement and information** – identifying good practice models within the MPS. Some boroughs, such as Lambeth and Westminster, already use stop and search data to engage and inform local community organisations and groups, effectively utilising the data as a means of engendering trust and developing confidence in policing performance.

## Gun crime



The Met worked hard throughout the year to tackle the scourge of gun-related crime on our streets. In an attempt to stem the rising tide of public anxiety we held a major consultative event, Stand Up and Stamp Down on Gun Crime, bringing together key agencies and individuals in a concerted effort to reverse gun crime on London's streets and find ways of diverting youngsters away from the gun culture and its tragic consequences.

In England and Wales in 2002, handguns were used in nearly 5,900 incidents, the highest number ever recorded. In the capital, there were more than 4,000 gun crime incidents, 1300 more than the previous year. Young men aged 18-20 are mostly likely to be victims.

Gun crimes are amongst the most serious and violent offences that can be committed. They wreak havoc and wreck lives, and tragically often lead to murder. Victims and their families are not the only ones to suffer – whole communities become traumatised.

The views of people attending the event are being fed into a formal MPA scrutiny into gun crime due to start in April. The scrutiny will review key policing strategies and tactics as well as inviting partners in London to submit views on the best way forward. We want to come up with new and imaginative ways to dissuade our young people from using guns as fashion accessories, status symbols or, worse, as lethal weapons to rob, injure or kill.

Tackling the problem once the crime has been committed is too late. We need to look at the wider picture and the bigger issues – the need to give our children exciting, viable alternatives before they become involved in gang, gun and drug crime.

The indiscriminate use of guns is a crime against the whole community and should be treated as such. There is no one solution and no easy answer, but by opening up the debate and working in partnership, we can begin to make our streets safer.

## Reassurance policing

We have taken seriously Londoners' concerns over their safety as they go about their day-to-day business. People feel reassured when they see a regular and sustained uniformed policing presence on their streets and in their neighbourhoods. That is why we have worked closely with the Met and with the Mayor of London to boost the numbers of uniformed police patrols in our boroughs. By the end of the year, and following the recruitment of record numbers of officers, the Met's strength stood at 28,477. And we took other, radical steps to boost uniformed patrols.

During the year the Authority worked with the Met to recruit and deploy in London the country's first PCSOs to provide reassurance and reduce fear of crime through a visible uniformed presence. PCSOs have limited powers and complement the work of police officers whose time is freed up to deal with more serious offences. Londoners have said they want their streets to be safer and feel safer and the introduction of PCSOs throughout London is a cost effective and efficient way of achieving these aims.

A further extension of visible policing saw the setting up of the Transport Operational Command Unit (TOCU). The new unit became fully operational in June 2002 after the Authority ratified a special services agreement with Transport for London, which funds the operation. Employing Metropolitan police officers and traffic wardens, the TOCU has specific responsibility for policing certain bus corridors on the London bus network and tackling associated criminal and anti-social behaviour, as well as taxi and private hire vehicle enforcement.

## Rape havens

Two new rape havens for London were given the green light by us after receiving support from the NHS. Following the highly successful model of the haven in Camberwell, the two new sexual assault referral centres, known as Havens, will be open 24 hours a day with medical staff on hand to provide examination and victim care services. They will be based in locations in north London to provide, in conjunction with the existing Camberwell haven, pan-London coverage.

The need for pan-London Haven facilities providing holistic victim care was a major recommendation of the MPA's first scrutiny of services provided by the Met – 'Rape Investigation and Victim Care'. The Camberwell haven provides a superior service to those available at existing police



victim examination suites, with doctors and other staff available 24 hours a day. They represent best practice for victim care and will alleviate many of the pressures placed upon victims by the necessary process of evidence collection.

We are extremely pleased that, having initiated discussions, an agreement was reached with the NHS to provide matched funding. This means that our aspiration to provide these much needed facilities will become a reality in the near future. The proposed MPS budget for 2003/04 includes a guaranteed financial provision for the two new havens, comprising £695,000 with a commitment for future years, to be matched by Health Service funding. In a full year the running costs of the three havens will be £3,000,000 with the MPA paying 50% of these costs.

## Independent Custody Visitors

In July we said farewell to retiring Independent Custody Visitors (ICV) from across London and thanked them for the dedication they have shown in providing an indispensable service to the community over six years – the maximum time they could serve. Independent Custody Visitors are volunteers who play an important role in maintaining public confidence in police custody arrangements, offering effective scrutiny by independent and impartial people.



Their services not only ensure that the rights and welfare of those being held in detention are maintained but also provide valuable independent evidence of police conduct, which can be of importance when assessing the treatment of a difficult or violent prisoner. As such, their services are greatly valued by police officers and detainees alike.

Volunteers are entitled to call at police station custody suites unannounced and at any time to ensure that prisoners are treated with respect and integrity, have received appropriate services and that the conditions of cells is satisfactory. They are also available to talk to detainees to see if that person has any issues concerning their detention they

wish to raise. Written reports are discussed with the custody officer and divisional superintendent, the original remaining with the ICV Panel. Key issues are brought to the attention of the Police Authority.

The MPA finances the work of 33 ICV Panels across London, which administer 400 Independent Custody Visitors.



## Community consultation

In September 2002, the MPA appointed three Community Consultation Coordinators (CCCs) to pilot and test different models for local borough community consultation and engagement in the boroughs of Hackney, Kensington and Chelsea and Greenwich. In each case, the CCCs identified and evaluated the effectiveness of the local community-police consultative arrangements and proposed ways in which these can be further strengthened and the most appropriate means by which the MPA can best fulfil its statutory duty to 'seek the views of the public' at borough level, on policing matters. These models are being further refined and will inform the overall strategic decision making of the Authority's governance for consultation.

As a pilot initiative, the CCC role has been very successful in enabling the MPA to carry out detailed action research and analysis of the community-police consultation processes and the effectiveness of borough local frameworks. The next phase of the work must be to pilot the models proposed by the CCCs and to evaluate how they strengthen community-police partnerships and the capacity of the community to participate in and influence the nature of policing in the boroughs.



## Race equality scheme

In September 2003 the MPA published its first Race Equality Scheme under the terms of the Race Relations (Amendment) Act 2000, the legislative response to the Stephen Lawrence Inquiry.

The MPA's scheme sets out how it will promote race equality and equal opportunities, and work with the Metropolitan Police and other partners to deliver a service that is sensitive to the needs of London's diverse communities.

We welcomed the duty to produce this scheme and are fully committed to embracing the spirit of the legislation to promote race equality. From its inception, the MPA has supported equality of opportunity and valued diversity through the work that it has carried out itself, or required the MPS to do so. It is hoped that this innovative scheme will provide leadership to the MPS in areas where the Service still has much to achieve, especially in terms of gaining the trust of the diverse communities it serves.



Similarly, the scheme should help the MPA gain the confidence of all those people who live and work in London, and who will hold the Authority to account for ensuring that the MPS is racially and culturally sensitive in all its work.

The Commission for Racial Equality said our scheme showed a genuine desire to further race equality and apply the amended Race Relations Act.

We now positively look towards the future in forging closer partnerships and assisting in the meeting of race equality objectives.

The MPA Equal Opportunities and Diversity Board was established at the start of the year in order to meet the requirements of the Race Relations Act to provide strategic direction and inform the race, equalities and diversity policy development and practices of the MPA and MPS. The Board has overseen and continues to monitor the range of activities and initiatives that have contributed to the delivery of the MPA's Race Equality Scheme. Full details are available on the MPA website at [www.mpa.gov.uk/downloads/about-pub-raceequality03.pdf](http://www.mpa.gov.uk/downloads/about-pub-raceequality03.pdf)

## Appointments

The Authority is responsible for appointing all Met officers above the rank of chief superintendent, and during the year we appointed Tim Godwin as one of the Met's four assistant commissioners, replacing Michael Todd who left to become chief constable of Greater Manchester Police, as well as six new commanders.

We also appointed the new director of finance services, Sharon Burd, the first woman to be appointed to this post, leading a team of 200 staff and managing on our behalf the Met's £2.2 billion budget. Other senior appointments included the new Met director of property services Alan Croney, director of procurement Steve Atherton, and the director of transport services Stuart Middleton.

## Finance

The MPA is responsible for securing the effective management and stewardship of the Metropolitan Police finances. It delegates responsibility for day-to-day financial management to the Commissioner. The Authority is working through a financial improvement programme designed to bring the finances and financial management to a quality comparable to the best in local government.

2002/03 has seen significant progress in raising the professional quality of the finance function. Steps have also been taken to improve financial control, including budgetary control. The final accounts for the year show a substantial strengthening of the Authority's balance sheet and it is very likely that the external auditor will issue an unqualified opinion on the Authority's accounts for the first time.

The £2.1 billion policing budget for 2002/03 recognised the importance of higher profile policing and included provision for an additional 1,000 officers to boost community safety and fight the menace of drug-fuelled street robbery and gun crime.

But with the increased budget came an even greater need to ensure we provided a cost effective and financially efficient police service that offered Londoners value for money. To that end, substantial efficiency savings of £60 million were identified – a deliberately demanding target which helped drive forward financial reform and tighter controls of the Met's financial management. Substantial savings of £60 million were identified and at the same time we pursued a programme of efficiency and effectiveness reviews carried out by external consultants.

In May we received some good news in the form of two massive boosts to the police budget. The first was £62 million to cover counter terrorism and policing the Golden Jubilee. A further £13 million was made available to support street crime initiatives. The Home Office also announced the award of up to £140 million in capital funding for the delivery of the Met's C3i '999' project over the next five years. C3i is set to reshape the Met's command and control, communications and information infrastructure and technology. It is designed to cope effectively with the increased demand placed on the 999 emergency call system.

## The Estate

The MPA is keeper of the police estate and during the year we were pleased to see the opening of new facilities or the start of private finance initiative building projects in South East London aimed at providing modern premises and technology fit for 21st century policing.

In June we 'topped out' Sutton's new borough operational command unit and serious crime group building, which will house five major investigation teams, as part of a private finance initiative signed by the MPA in October 2001 for the design, build and operation of new police stations and sector bases in South East London. The project comprised the main operational buildings including a custody suite containing 30 cells and detention rooms. The project is scheduled for completion in January 2004.

In the same month we opened the superb new facilities at Holborn Police Station, which provided a model of excellence for future refurbishments throughout the MPA estate. The focus of the refurbishment was to provide amenities that not only enhanced the working environment for staff but also served to improve security, accessibility and provide safe surroundings for all those who used the building. Holborn Police Station, which re-opened as Camden Borough Headquarters on 15 April 2002, is one of the largest operational police stations in London, housing over 400 personnel and has been refitted with all the latest MPS specification fittings and state-of-the-art facilities.

And another 'topping out' ceremony took place in July for operational police buildings in Lewisham to include a new police station, together with accommodation for the

serious crime group, which included four major investigation teams and stabling facilities for 24 horses of the MPS Mounted Branch.

In August we 'topped out' Bromley's new police station and borough headquarters, housing the Criminal Investigation Department, borough intelligence unit and a custody suite containing 26 cells and four detention rooms, as part of the Private Finance Initiative (PFI) signed by the MPA in October 2001 for the design, build and operation of new police stations and sector bases in South East London.

The new premises, which provide modern facilities to assist officers to perform their duties, were built without delay. This important PFI contract forms part of the MPA Estate Strategy for the modernization of the estate and provides an opportunity for the rationalisation of a number of old and less efficient buildings. The designs offer modern accommodation and represents value for money, reductions in annual costs in some areas and further efficiencies in terms of both staff and other costs.

Significantly, with the contractor providing staff for a range of police support services, there is the potential for the release of police officers currently employed on these duties covering civilian shortages to return to front line operational duties. The 25 year PFI contract has been awarded to Equion plc (formerly known as Laing Hyder plc) and is valued at £120 million, of which Bromley totals approximately £20 million. Equion will be responsible for staffing to meet demand and to deliver services against pre-agreed specifications and this contract will act as a pilot scheme for the future possibility of contracting out similar local services. At Bromley these will include the supply of staff and delivery of services associated with catering, reception, clerical and maintenance services.

The new police station is scheduled for completion in October 2003 when the existing police station will be sold off.





## In Summary

Over the past year the pace of change in London has been dramatic, and although there is still much more work to be done to reduce the fear of crime, we have begun to see an upsurge in confidence in policing among a range of communities.

Since its formation in July 2000, the MPA has been working closely with the people of London and the Commissioner, Sir John Stevens, to raise standards within the Met and deliver a more responsive and equitable service to Londoners.

We consulted with the people who live and work in London, systematically reviewed performance and considered partners' views in setting policing priorities for the year. Those priorities were underpinned by challenging performance targets, some of which were selected after consulting with borough commanders in line with our continued drive to establish borough commands as the main focus of policing.

We also worked hard to ensure more police officers were available for local use. Our target to recruit more than 1,200 additional officers was met – the second year running we recruited over 1,000 extra officers for London. Londoners told us they wanted more officers on the beat to tackle crime hotspots, street robberies and anti-social behaviour and a style of policing that was much more responsive and sensitive to local priorities and concerns. We have delivered on that.

Through our statutory role of maintaining an efficient and effective police service for London, the MPA is constantly looking at ways of raising standards to meet public demand and expectations.

Through a continuous, wide-ranging programme of efficiency and best value reviews and day-to-day scrutiny of all aspects of policing the capital, major changes are underway that will transform a service that has suffered in the past through an erosion of numbers and morale, and an absence of a proper system of scrutiny and financial management.

Through partnership, mutual cooperation and support we are working to build a service that will deliver safer streets for all of London's richly diverse communities.



# Appendix A

## Performance Indicators and Priorities 2002/2003

Throughout the year, the MPS works to meet the priorities set by the MPA alongside the day to day activities such as responding to 999 calls and running the organisation. The next section is an overview of how the MPS performed against those priorities.

### Key to charts

**PP** Policing priority

**BVPI/  
PBV** Best value performance indicator

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

### Notes

**Note 1:** All population and household figures used are sourced from the 2001 census, hence some 2001/02 figures have changed slightly from those previously published.

**Note 2:** 2002/03 targets per 1,000 population and households are at present provisional and are based upon year to date information. These targets will be confirmed when year-end figures are available.

**Note 3:** National Crime Recording Standards (NCRS) were introduced on 1 April 2002, ensuring that a more victim focused and consistent approach to crime recording has been taken across England and Wales. As anticipated, this has led to increased levels of crime recorded in certain categories and direct comparisons with previous years are not possible. Of those crime figures included in this appendix, NCRS has impacted significantly on levels of violence against the person; the NCRS-related increase is estimated as 19%±6%.

**Note 4:** The MPS has not set any judicial disposal/clear-up rate targets for 2003/04. Rather, a target has been set to increase the number of offences brought to justice by 5% whilst reducing volume crime levels. This is to ensure a focus on the outcome of arrests, in particular to focus on successful convictions rather than charges.

<b>Performance Table</b>							
<b>2002/03 reference</b>	<b>2003/04 PVB number</b>	<b>Indicator</b>	<b>2001/02 performance</b>	<b>2002/03 target</b>	<b>2002/03 performance</b>	<b>2003/04 target</b>	<b>Comments</b>
-	PBV8a	Working with the CPS and the courts to narrow the justice gap by increasing the number of notifiable/recorded offences that result in a caution/conviction or taken into consideration(TIC)	123,958	n/a	n/a	Increase of 6183 on 2001/02	New PBV for 2003/04; Home Office data published in arrears
BVPI136	PBV8b	Percentage of notifiable offences for which a person has been charged, reported for summons or cautioned, or the offence has been taken into consideration by a court	11.8%	n/a	12.60%	n/a	See note 4
BVPI120	PBV3	Level of Crime (using British Crime Survey)	25% (household crime) & 10% (personal crime)	n/a	21% (household crime) & 8% (personal crime)	n/a	*July 2001– June 2002
<b>Street Crime</b>							
PP		The number of recorded street crimes	38.3% increase	0% growth	-15.8%	10% reduction	
PP		The judicial disposal rate for street crime	8.0%	10%	8.6%	n/a	See note 4
BVPI 127e		Robberies per 1,000 population	7.5	n/a	5.9	n/a	See note 1
BVPI 127e(i)	PBV 127e(i)	Percentage of robberies detected (judicial disposals)	10.5%	n/a	12.4%	n/a	See note 4

<b>Violent Crime</b>							
2002/03 reference	2003/04 PVB number	Indicator	2001/02 performance	2002/03 target	2002/03 performance	2003/04 target	Comments
BVPI 127		Violent crimes per 1,000 population	31.4	n/a	32.3	n/a	See notes 1 & 3
BVPI 127		Percentage of violent crimes detected	22.5%	n/a	22.8%	n/a	See note 4
BVPI 127a		Violent offences committed by a stranger per 1,000 population	18.0	n/a	18.5	n/a	See notes 1 & 3
BVPI 127b		Violent offences committed in a public place per 1,000 population	21.9	n/a	21.7	n/a	See notes 1 & 3
BVPI 127c		Violent offences committed in connection with licensed premises per 1,000 population	-	n/a	-	n/a	The MPS are unable to measure this PI
BVPI 127d		Violent offences committed under the influence per 1,000 population	-	n/a	-	n/a	The MPS are unable to measure this PI
<b>Gun Related Violent Crime</b>							
PP		The number of gun related violent crimes	+34.3%	10% growth (310 offences per month)	+3.1%	4% reduction	*with slight changes to definition as noted in full plan
<b>Public Satisfaction</b>							
PP		To increase satisfaction with foot patrols	15%	20%	15%	20%	Data from MPS Public Attitude Survey

<b>Public Satisfaction (continued)</b>							
<b>2002/03 reference</b>	<b>2003/04 PVB number</b>	<b>Indicator</b>	<b>2001/02 performance</b>	<b>2002/03 target</b>	<b>2002/03 performance</b>	<b>2003/04 target</b>	<b>Comments</b>
PP		To increase satisfaction with mobile patrols	33%	35%	32%	n/a	Data from MPS Public Attitude Survey
	<b>PBV1g</b>	Percentage of victims of racist incidents satisfied with the police service when dealing with the incident	70.7%	n/a	67.50%	n/a	New PBV measure for 2003/04
<b>BVPI189a</b>	<b>PBV2a</b>	Percentage of residents who feel 'fairly or very safe' after dark whilst outside	-	n/a	n/a	n/a	
<b>Youth Crime</b>							
PP		The number of youths accused	-0.72%	3% reduction	-15.3%	n/a	
PP		The number of police officers in schools	-	44	76	n/a	Initiative started 2002/03
PP		The percentage of persistent young offenders (PYOs) dealt with within two days (arrest to charge).	67.20%	70%	70.2%	n/a	
PP		The percentage of persistent young offenders (PYOs) dealt with within seven days (charge to first court listing)	71.40%	71%	75.0%	n/a	
PP		The average time for PYO charge to sentence	83 days (last qtr fy01-02)	75 days	84 days*	n/a	*October to December 2002

<b>Burglary</b>							
2002/03 reference	2003/04 PVB number	Indicator	2001/02 performance	2002/03 target	2002/03 performance	2003/04 target	Comments
126a	126a	Domestic burglaries per 1,000 households	23.7	1% reduction	23.2 (i.e. 23.5 domestic burglaries per 1,000 households)	4% reduction i.e. 22.9	
126b	126b	Percentage of 126a detected	9.3%	11%	11.84%	n/a	
<b>Autocrime</b>							
128a	128a	Vehicle crimes per 1,000 population	24.7	0% growth i.e. 24.7	24.1	n/a	
128b	128b	Percentage of 128a detected	4.5%	5%	4.40%	n/a	
<b>Increasing the security of the capital against terrorism</b>							
PP		Percentage of terrorist scenes managed to a very good standard	76.2%	80%	75.9%	90% of scenes managed to a 'good' or 'very good' standard	
<b>Reducing damage caused by drugs</b>							
PP		Number of adults arrested referred to drug treatment programmes	4,845	3,000	5,375	n/a	
BVPI129a	PBV7	Number of offenders charged, reported for summons or cautioned for supply offences in respect of class A drugs per 10,000 population.	3.2	n/a	3.3	n/a	Data not yet available from Home Office

### Reducing damage caused by drugs (continued)

2002/03 reference	2003/04 PVB number	Indicator	2001/02 performance	2002/03 target	2002/03 performance	2003/04 target	Comments
BVPI 137a		Percentage of persons arrested referred to drug treatment programmes as a result of arrest referral schemes	1.75%	n/a	1.60%	n/a	BVPI deleted from suite for 2003/04
<b>To improve the police response to vulnerable victims</b>							
PP		The judicial disposal rate for racist crimes	17.0%	18%	18.6%	18%	
PP		The judicial disposal rate for homophobic crimes	15.3%	16%	18.0%	17%	
PP		The judicial disposal rate for domestic violence	15.0%	16%	16.9%	17%	
PP		The judicial disposal rate for rape offences	22.5%	25%	25.0%	25%	
PP		The difference in level of satisfaction with the initial service received from the police expressed by victims of racist crime and victims of all crime	7.8%	No difference	8.9%	70% satisfaction target set	
PP		Implementation of the action plan following the outcome of the Climbé enquiry	-	-	-	-	Report published Jan 2003; not yet applicable
	PBV4a	Percentage of reported domestic violence incidents leading to a related arrest	21.8%	n/a	22.30%	n/a	

<b>To improve the police response to vulnerable victims (continued)</b>							
<b>2002/03 reference</b>	<b>2003/04 PVB number</b>	<b>Indicator</b>	<b>2001/02 performance</b>	<b>2002/03 target</b>	<b>2002/03 performance</b>	<b>2003/04 target</b>	<b>Comments</b>
	<b>PBV4b</b>	Percentage of reported domestic violence incidents leading to a related arrest, involving partner-on-partner violence	-	n/a	n/a	n/a	The MPS is unable to collate this data
	<b>PBV6</b>	Percentage of recorded racially aggravated crimes detected	22.6%	n/a	22.60%	n/a	
<b>Emergency response</b>							
<b>BVPI23c</b>	<b>PBV1c</b>	Percentage of the public satisfied with police action in response to 999 calls	80.9%	85%	78.3%	85%	
<b>PP</b>		Percentage of 999 calls answered within local target response time (15 seconds)	73.6%	80%	82.3%	n/a	Satisfaction target set
<b>PP</b>		Percentage of responses to incidents requiring immediate response within local target response time (12 minutes)	72.2 %	75%	72.8%	n/a	Satisfaction target set
	<b>PBV1a</b>	Percentage of the public satisfied with the time taken to answer a 999 call from a member of the public	-	n/a	*84.10%	85%	* July to December 2002
	<b>PBV1b</b>	Percentage of the public satisfied with the arrival time of an officer dealing with an immediate response incident	-	n/a	n/a -	n/a	The MPS are unable to measure this indicator

<b>Reducing road casualties</b>							
2002/03 reference	2003/04 PVB number	Indicator	2001/02 performance	2002/03 target	2002/03 performance	2003/04 target	Comments
	PBV11	Number of road traffic collisions involving death or serious injury per 1,000 population	0.77	0.73	0.7	4% casualty reduction target set	
<b>Stop and search</b>							
	PBV5a	No. of PACE stop/searches of minority ethnic persons per 1,000 population compared with the number of PACE stop/searches of white persons per 1,000 population	Minority ethnic persons: 45.5 White: 19.9	n/a	Minority ethnic persons: 61.6 White 25.7	n/a	See note 1
	PBV5b	Percentage of PACE stop/searches of minority ethnic persons leading to arrest compared with the percentage of PACE stop/searches of white persons leading to arrest	Minority ethnic persons: 16.4% White: 15.4%	n/a	Minority ethnic persons: 14.5% White 14.0%	n/a	
<b>Recruitment/deployment</b>							
	PP	The number of police officers recruited compared to the target	2,748	3,439	3,489	3,240	
	PBV13	Percentage of police officers in operational posts	87.3%	87%	82.90%*	88%	*estimate: annual data collection

<b>Diversity</b>							
<b>2002/03 reference</b>	<b>2003/04 PVB number</b>	<b>Indicator</b>	<b>2001/02 performance</b>	<b>2002/03 target</b>	<b>2002/03 performance</b>	<b>2003/04 target</b>	<b>Comments</b>
	<b>PBV14</b>	Percentage of minority ethnic police officers in the force compared with the percentage of minority ethnic population of working age	1:5.1	1:3.2	1:4.9	1:3.8	
<b>PP</b>		The number of VEM officers as a percentage of the police strength	4.7%	7.9%	5.6%	6.6%	
<b>PP</b>		Percentage of new appointments to the police strength who are female	19.7%	22.5%	20.3%	25%	
<b>Sickness</b>							
	<b>PBV15a</b>	Average number of working days lost through sickness per police officer	10.5	9 days per year	9.5	9 days per year	
	<b>PBV15b</b>	Average number of working days lost through sickness for civilian employees	11.4	10 days per year except traffic wardens: 16 days per year	11	10 days per year civil staff 10 days per year PCSOs 18.5 days per year traffic wardens	
<b>PP</b>		Average number of days lost through sickness for civil staff (excluding traffic wardens)	10.8	10 days per year	10.9	10 days per year	
<b>PP</b>		Average number of days sickness for traffic wardens	19.3	16 days per year	19.7	18.5 days per year	

<b>Sickness (continued)</b>							
2002/03 reference	2003/04 PVB number	Indicator	2001/02 performance	2002/03 target	2002/03 performance	2003/04 target	Comments
BVPI29a	PBV16a	Number of medical retirements of police officers per 1,000 officers	8.3	8.5	5.3	6.5	
BVPI29b	PBV16b	Number of medical retirements of civilian employees per 1,000 civilian employees	6.3	6.5	2.3	6.5	
<b>Customer satisfaction</b>							
	PBV1d	Percentage of victims satisfied with police initial response to a report of a violent crime	72.7%	80%	71.30%	75%	
	PBV1e	Percentage of victims satisfied with police initial response to a report of a burglary of a dwelling	83.0%	90%	82.80%	85%	
	PBV1f	Percentage of victims of road traffic collisions satisfied with the police service at the scene of the collision	90.9%	90%	90.50%	90%	
	PBV12	Percentage of occasions on which the police meet immigration service requests for assistance in the removal of immigration offenders.	-	n/a	n/a	n/a	Relevant data not yet available from the immigration service

## Deaths in police custody or otherwise with the police during 2002/2003

Table A. By cause of death

Total number of deaths in custody	Killed themselves	Accidental death	Natural causes	Misadventure	Inquest pending
18	1	1	2	3	11

Table B. By place of death

Total	In police station	Hospital	Elsewhere
18	2	10	6

Table C. Deaths broken down into Home Office defined categories

Fatal road traffic accidents involving the police	Category 1	Fatal shooting incidents involving the police	Category 2	Deaths in or following custody	Category 3	Deaths during or following other types of contact with the police	Category 4
3		0		9		6	

## COMPLAINTS AND MISCONDUCT

2001/02 2002/03

	2001/02	2002/03
<b>CASES RECORDED (Cases can comprise multiple allegations)</b>	<b>3,337</b>	<b>2,771</b>
<b>COMPLAINANTS RECORDED (There can be more than one complainant per case)</b>	<b>3,360</b>	<b>2,789</b>
<b>BREAKDOWN OF COMPLAINT ALLEGATIONS (There can be more than one allegation per case)</b>		
<b>Oppressive Behaviour</b>		
Serious Non – Sexual Assault	44	22
Sexual Assault	20	12
Other Assault	1,053	1,025
Oppressive Conduct or Harassment	420	285
Unlawful/Unnecessary Arrest or Detention	271	223
<b>Sub-total</b>	<b>1,808</b>	<b>1,567</b>
<b>Racially Discriminatory Behaviour</b>	<b>279</b>	<b>212</b>
<b>Malpractice</b>		
Irregularity in Relation to Evidence/Perjury	97	93
Corrupt Practice	30	29
Mishandling of Property	176	160
<b>Sub-total</b>	<b>303</b>	<b>282</b>
<b>Failure in Duty</b>		
Breach of Codes of Practice on Stop and Search	82	73
Breach of Codes of Practice on Searching of Premises and Seizure of Property	102	83
Breach of Codes of Practice on Detention, Treatment and Questioning	132	121
Breach of Codes of Practice on Identification procedures	3	5
Breach of Code of Practice on tape recording	1	0
Multiple or Unspecified Breaches which cannot be allocated to a Specified Code	8	8
Failures in Duty	1,074	828
Other Irregularity in Procedure	106	65
<b>Sub-total</b>	<b>1,508</b>	<b>1,183</b>
<b>Incivility</b>	<b>945</b>	<b>899</b>
<b>Traffic Irregularity</b>	<b>31</b>	<b>29</b>
<b>Other</b>	<b>69</b>	<b>105</b>
<b>TOTAL</b>	<b>4,943</b>	<b>4,277</b>

## Complaints and Misconduct (continued)

2001/02      2002/03

### Complaint Allegations Completed

<b>Results –</b>		
Substantiated	169	164
Informally resolved	1,601	1,364
Unsubstantiated	1,066	1,188
Withdrawn or not proceeded with	846	707
Dispensed with by Police Complaints Authority as incapable of investigation.	1,387	1,399
<b>Total (Including complaints from previous years)</b>	<b>5,069</b>	<b>4,822</b>

Sanction (Number of Officers)	Internal investigations	Complaints by the public
Dismissal	11	1
Required to resign	14	1
Reduction in rank	5	0
Reduction in pay	0	0
Fine	18	8
Reprimand	9	1
Caution	6	3
Admonished	1	2
Advice	94	159
Written Warning	261	34
<b>Total</b>	<b>419</b>	<b>209</b>

\*In addition to the figures above for the year 2002/2003, 9 officers resigned or retired while under investigation, 6 officers resigned or retired after notification of misconduct proceedings but prior to a misconduct hearing.

Of these retirements or resignations 2 officers were suspended at the time of leaving.

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

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

### Referrals to the Police Complaints Authority during 2002/032

Cases referred to the Police Complaints Authority, at the investigation stage, for supervision

<b>Total Referred</b>	<b>97</b>
<b>Mandatory Supervised</b>	<b>37</b>
<b>Discretionary Supervised</b>	<b>9</b>
<b>Not Supervised</b>	<b>32</b>
<b>Decision Awaits</b>	<b>19</b>

