



Metropolitan Police Authority

Metropolitan Police Authority

23 February 2006

**CORPORATE STRATEGY 2006-09 AND
POLICING PLAN 2006-07.**

Agenda item 7 - Appendix 1

<i>Title & Version</i>	Policing London: MPA & MPS Policing London Strategy 2006-2009 and Policing Plan for 2006-2007, Version A - DRAFT
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<i>Organisation</i>	DCC2 – Strategy, Modernisation and Performance Directorate
<i>Summary/Purpose</i>	MPA & MPS Policing London Strategy 2006-2009 and Policing Plan for 2006-2007 provides information on the direction and performance focus and priorities of the Metropolitan Police Service. The Policing and Performance Plan for 2006/07 states what will be included in the MPA and the MPS priorities for the financial year.

Appendix 1

Policing London

Metropolitan Police Authority &
Metropolitan Police Service
Policing London Strategy for 2006-
2009
and Policing Plan for
2006-2007

User Guide

This document is the joint Metropolitan Police Authority and Metropolitan Police Service Policing London Strategy for 2006 to 2009 and includes our plan for policing London over the year ahead (April 2006 to March 2007). This document provides you with information on how resources will be used for policing London and how we are working to improve your police service. This information is provided in the following sections of this document:

<p style="text-align: center;">Part 1 Policing London Strategy 2006-2009</p>
<p style="text-align: center;">Part 2 Policing London Plan & Targets 2006-2007</p>
<p style="text-align: center;">Part 3 How we will deliver</p>
<p style="text-align: center;">Appendix 1 Objectives, measures and targets</p>
<p style="text-align: center;">Appendix 2 Policing Priority Background</p>
<p style="text-align: center;">Appendix 3 How we did in 2005/06</p>

Versions Available and Additional Copies

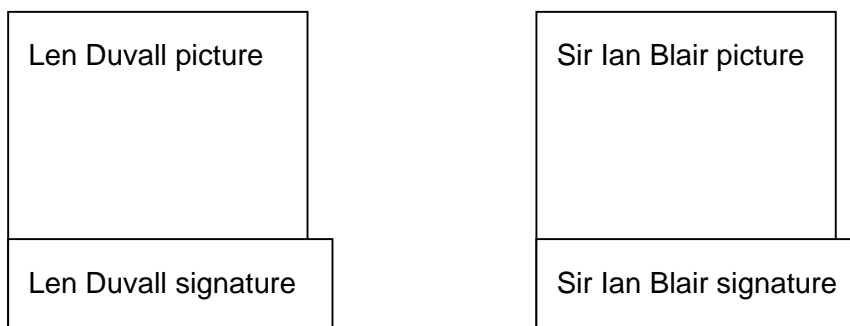
For additional copies, alternative languages, feedback and for information on consultation opportunities please see pages XXX.

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Joint Foreword by the Chair of the Metropolitan Police Authority and the Commissioner of the Metropolitan Police Service

To follow.



Introduction to the Metropolitan Police Authority

The MPA oversees the MPS. Its mission is to secure an effective, efficient and fair police service for London's communities. Members of the authority, who are appointed for four years, scrutinise and support the work of the MPS. The authority sets annual priorities and targets for the MPS and monitors performance against these to secure best value.

As part of its duties the MPA seeks to listen and engage with Londoners. This consultation process informs policing priorities and reflects the way London is policed. This is our Policing and Performance Plan for April 2006 - March 2007 drawn from this consultation process. The plan describes our arrangements for policing London over the year ahead and gives details of our:

- Priorities and performance targets for 2006/07
- Past performance for 2005/06
- Funding including the use of resources; and
- Work to support continuous improvement

Part 1: Policing London Strategy for 2006-2009

Introduction

The purpose of the Metropolitan Police Authority and Metropolitan Police Service Policing London Strategy is to provide **a clear picture of the direction and performance focus of the Metropolitan Police Service.**

The Policing London Strategy provides information for London on how we will deliver your police service. It provides information for our staff about what they are being asked to deliver together as priorities in their work. It also provides information for our partners on our areas of focus for the next three years. This is the first strategy of its kind in that it will be refreshed every year to ensure that it remains meaningful and reflects the future needs of London.

Our values

The Metropolitan Police Service has developed a series of values to underpin the way that we carry out our work. This is because we understand that the way in which we work is as important as what we do.

Our values will underpin the way that every member of the Metropolitan Police Service performs their role in delivering our mission and they are:

Working together with all our citizens; all our partners; all our colleagues:

- We will have pride in delivering quality policing. There is no greater priority
- We will build trust by listening and responding
- We will respect and support each other and work as a team
- We will learn from experience and find ways to be even better

We are one Team – we all have a duty to play our part in making London safer.

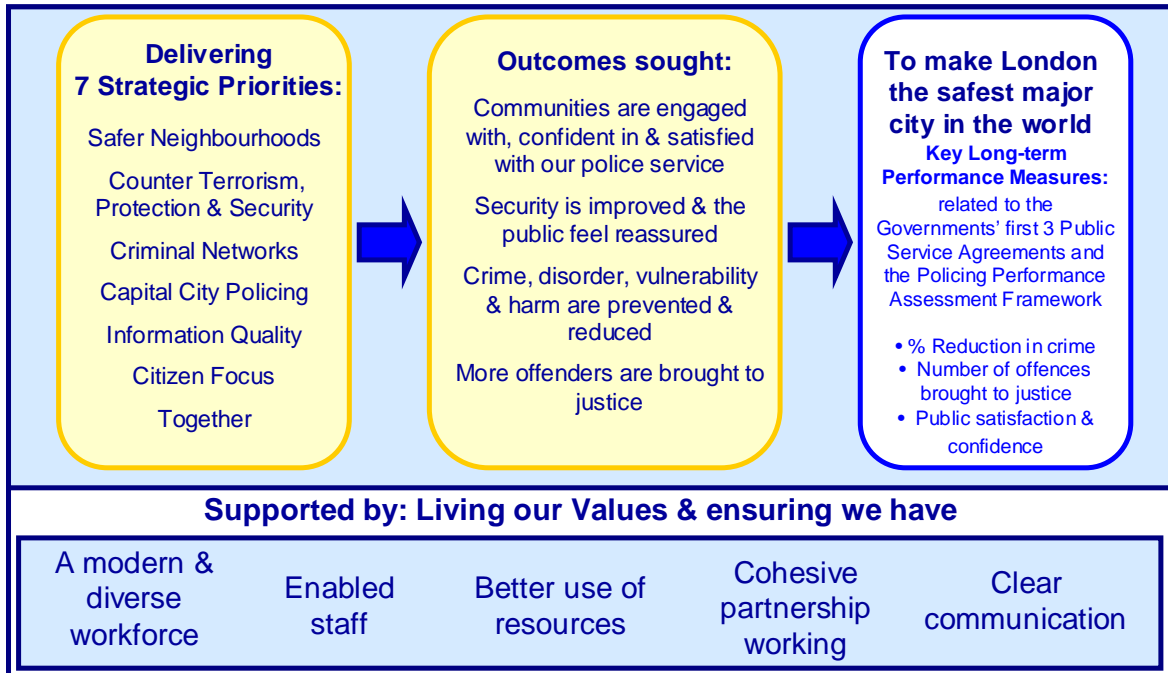
Building the Policing London Strategy

We have used many sources of information to ensure that this strategy reflects the needs of London. Public and partner consultation has been central to informing us of what London wants from its police service. The Policing London Strategy takes account of both the Government and Mayor's priorities for policing in London. Consultation with our staff has also been key in setting values and priorities detailed within this Policing London Strategy.

Building a Policing London Strategy is a step-by-step process and it is presented so that you can understand how it has been developed. The mission and values that underpin the service we provide to you set the context for our direction. From these we have identified the policing priorities we will focus on delivering to

achieve our mission. We have also identified the outcomes we are aiming to achieve through delivery of the Policing London Strategy.

Our Mission: Working Together for a Safer London



Strategic Policing Priority Overview

In order to achieve our mission and deliver the Policing London Strategy we have identified 7 initial strategic priorities for the next 3 years. A description of each priority area for delivery follows:

Safer Neighbourhoods

Safer Neighbourhoods policing will positively change the local police service we provide within London. Each neighbourhood in London will have a dedicated familiar team including a Sergeant, two Constables and three Police Community Support Officers to work with the local community on the crime and quality of life issues that are most important to them. The Safer Neighbourhood team will listen to the needs of local people and work with partner organisations and the community to tackle issues like graffiti, abandoned vehicles, aggressive driving, general anti-social behaviour by young people and other crime that negatively impacts on people's feelings of safety and security in their neighbourhood.

Through Safer Neighbourhoods the Metropolitan Police Service will close the gap between people's fear of crime and our success in reducing crime in our capital. We realise that the crime targets we are set by the Government and Mayor sometimes do not reflect your needs locally, although they do support crime

reduction in London as a whole. We know that to improve your confidence and satisfaction in our police service we have to tackle the issues that are important to you.

We have already put in place 285 Safer Neighbourhoods teams across London and you may have already met members of your local Safer Neighbourhood team. You have told us that the work they are already doing is helping to make you feel significantly less vulnerable to becoming a victim of crime and that you value being able to influence what your local police do through Citizen Panel meetings.

Recent survey findings have confirmed that Safer Neighbourhood teams are having a significant impact on their local communities.

Residents living in the Safer Neighbourhood wards are:

- More satisfied with the way their neighbourhood is policed than those living in the non-Safer Neighbourhood areas
- More likely to feel that anti-social behaviour had improved or stayed the same over the past 2 years compared to non- Safer Neighbourhood wards
- Less likely to worry about car crime and property crime.
- More likely to feel that crime levels had remained the same or gone down in the last 2 years.

Safer Neighbourhoods teams are also key to gathering information that will help us to tackle criminal networks and terrorism in London effectively. We truly believe that through your support and the provision of Safer Neighbourhood teams we will prevent and reduce crime and disorder significantly in every neighbourhood in London including yours. Safer Neighbourhoods is a key initiative in the Corporate Strategy that will enable us to deliver our priorities and aims.

Counter Terrorism, Security and Protection

The national police service approach to Counter Terrorism aims to minimise risk and vulnerability to life and property, create a hostile environment for the terrorists and increase the feeling of safety and confidence in all communities.

The guiding principle of the Metropolitan Police Service is that everyone has a part to play in combating terrorism and domestic extremism. Within the Metropolitan Police Service, Specialist Operations has lead responsibility for the investigation of terrorist offences and for the provision of personal protection for individuals at risk in the UK and abroad. This responsibility includes security at critical locations in London and elsewhere in the country.

To successfully combat terrorism and improve safety and security, all parts of the Metropolitan Police Service must be involved in gathering, analysing, passing on and acting on intelligence. These vital activities reduce the opportunity for criminals to commit terrorist offences and ensure we bring to justice those involved, including those who support, encourage and finance terrorism.

Partnership working with the security services and other intelligence agencies is essential. The delivery of Safer Neighbourhoods and a citizen-focused

organisation is essential to countering terrorism. These initiatives create an environment that encourages and facilitates the flow of community intelligence. These critical aspects of police work increase feelings of safety, provide reassurance for communities and reduce opportunities for terrorism.

The Metropolitan Police Service is committed to safeguarding communities through excellence in Security, Protection and Counter Terrorism. This requires a strengthening of our capability and resolve. It also requires that Specialist Operations work in an open, inclusive, streamlined and performance-related way to lead on achieving safety and security throughout London. By doing this we will be able to demonstrate the effectiveness of the Metropolitan Police Service in fighting terrorism and increase the confidence of communities in our service.

The effective delivery of Counter Terrorism, security and protection as a key element of the Policing London Strategy will enable the Metropolitan Police Service to pursue its widening mission to meet the needs of all London's communities.

Criminal Networks

The Metropolitan Police Service is adopting a new approach to understanding and tackling criminal networks, and reducing the harm these networks cause in our communities and neighbourhoods. Changes in technology, travel, the diversity of London's communities as well as London's increasing dominance as a major financial and cultural centre are reflected in the growing complexity and presence of criminal networks affecting our capital. To tackle this change we need to develop a new understanding of the socio-economic and political impact of criminal networks.

Criminal networks do not focus on a single activity or crime type such as drug dealing or prostitution but are involved in a range of criminal activities. They tend to take crime opportunities when they occur or commit crime in order to facilitate another, for example stealing someone's identity to make people trafficking possible. Serious and organised crime can take many forms, for example kidnap, threats to kill, shootings, robberies and extortion. Negative role models are present in many communities and these people often attract and encourage local youths to take part in increasing criminal activity. We know that to stop this type of crime we need your trust and confidence so you and your community want to engage with us. Your support is central to helping us reduce the harm organised criminals cause to individuals and your communities.

Our understanding of the harm caused by criminal networks in communities is growing. It is clear that organised criminal networks impact on people's quality of life and increase fear of crime. We are using the information and intelligence we have to identify the best approach we should take to tackle the networks that pose the greatest threat to communities and London. We will use people with the highest quality skills and our other resources to tackle these priority and prolific offenders. This work will involve all parts of the Metropolitan Police Service, partner agencies and other law enforcement agencies to ensure that our specialist skills are effective in reducing the harm caused by criminal networks.

Capital City Policing

London is our capital city. It has national and international significance and is one of the world's greatest cultural centres. It is important that you are confident that the Metropolitan Police Service is working 24 hours a day with our partner agencies to ensure you are safe when enjoying the uniqueness of London.

We will ensure that London continues to be the chosen venue for many of the World's major events. We want you as a resident, commuter or tourist to continue to safely enjoy the richness, culture and diversity of our world class city taking pride and pleasure in high profile events such as the 2012 Olympics. We want you to feel safe in our parks, on our waterways and in all our public spaces when you choose to participate in the breadth of activities on offer. Whether you are using Transport for London services or private transport we will tackle those road safety and security issues we all see as being important, so we can all travel without fear.

We also want you to know that we are ensuring your safety through planning our response to major incidents both natural and man-made. We will remain at the cutting edge of disaster management, using our planning expertise to ensure we are prepared to respond. We will work closely with our partners in the public and private sectors to ensure we are ready and able to meet your needs when you most need us.

Our capital is the home of our Royal Family, Government and many national and international institutions. London is the heart of our nation's democracy and we will protect your right for lawful demonstration and celebration. We will ensure that order is kept on our streets, while minimising disruption to the life of our city. London has a tradition of being a democratic and freethinking city, in order to safeguard this and enable it to flourish, we must retain our ability to respond to those that threaten our values and democracy.

We will work to make London the safest capital in the world. We want you to be safe and feel safe in your homes, in the diverse and vibrant communities where you live, in your places of work, during your leisure time, travelling in our city, visiting our city as a tourist and on the streets of London. Through focusing on capital city policing as a strategic priority we will ensure the identity of London remains exhilarating, diverse and dynamic.

Information Quality

To enable the Metropolitan Police Service to deliver the policing service that London wants our information and intelligence must be of the highest quality. Information underpins our ability to deliver. It enables vital decision-making, it allows us to be proactive and prevent crime before it occurs and is core to bringing offenders to justice. Good quality information is one of the Metropolitan Police Service's most valuable resources and must be reliable and complete if we are to achieve an effective police service for London.

Good quality information needs to be available to all of our staff whenever they need it to enable them to perform their roles well. We know it is important to make

sure all our contact with you is right first time. Our Command, Control, Communication and Information programme (C3i) will ensure officers arriving at an incident will be aware of all of the facts before they arrive enabling them to provide a tailored response. Good quality information should also be available to you in a format that meets your needs whenever you want it. We want you and our staff to trust the information we hold and trust that we will use it to deliver the most effective and efficient policing service we can.

The key to making real improvements in our information quality is to change the way that we manage our information. Our staff need to better understand the value of the information the Metropolitan Police Service has and their own role in ensuring it is of the highest quality possible. Our information and intelligence systems must speak to each other and make the tasks of entering and using information for policing as simple and effective as technology allows. Our systems also need to enable improvements working with other law enforcement agencies so that together we can provide coherent police intelligence to enhance prevention of all crime and terrorism.

Open sharing of information with our partners and communities will inspire trust and confidence in the Metropolitan Police Service. We need to demonstrate through feedback the difference that the information you provide makes in reducing and preventing crime in your neighbourhood and across London. The inclusion of information quality improvement in delivery of the Policing London Strategy demonstrates the enabling value that information and intelligence has in achieving a safer London.

Citizen Focus

Citizen focused policing is about putting what you want from our police service at the heart of what the Metropolitan Police Service does. We want to improve our understanding of your needs. To do this we need to engage and communicate with all of London's communities. By listening to your feedback we will improve our services and shape the way we do things so you feel that we are delivering the police service you want and need. London is a uniquely diverse city and it is essential that we continuously build our understanding of the different needs of people who live, work in and visit our city and respond flexibly to meet them. This means that every member of the Metropolitan Police Service must recognise the role they play in delivering high quality policing services; whether they work directly with the public or perform a vital support role. All of our staff must have the confidence and the right training to enable them to use their own initiative to meet your needs.

Our policing approach will mean you will have access to the Metropolitan Police Service and our services in a variety of ways that are designed to make it easy for you to contact us. Our Command, Control, Communication and Information programme (C3i) will revolutionise the way we respond to your requests for our help. Putting you at the heart of what we do will mean that your views genuinely influence the development and delivery of policing services. We will respond quickly and flexibly to questions about any aspect of our services and will develop

our understanding so that we can proactively provide information before you have to ask. Every member of our staff will consider it essential that they keep the commitments we make to you as citizens of London.

We hope that connecting with communities and individuals will help to bring more offenders to justice because victims and witnesses will feel more comfortable engaging with us throughout the criminal justice process. We also want you to feel more comfortable passing information to us as community intelligence is vital if we are to effectively tackle crime, disorder and anti-social behaviour, as well as providing the key to dealing with the most serious crimes including terrorism and the harm caused by the activities of organised criminal networks.

The inclusion of citizen focused policing in this Policing London Strategy reflects the importance the Metropolitan Police Service attaches to improving our way of working. It also demonstrates our commitment to providing a service that responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority communities.

Together

The mission of the Metropolitan Police Service is widening. Our challenge is to deliver improved local policing through Safer Neighbourhoods, continue to reduce crime such as robbery and burglary as well as preventing terrorism. Underpinning our day-to-day work to meet this challenge will be 'Together'. Together describes our style of working. It is about *how* we aspire to be when delivering your policing service and the perception that our colleagues, our partners and the public have of us as an organisation. Building on our fundamental values presented on page XXX, Together will develop the Metropolitan Police Service in a way that has never happened in the past.

To deliver against the challenges we face and to achieve the performance improvement we want, changes must take place within the Metropolitan Police Service. Together will work to join all parts of the Metropolitan Police Service and unite every member of our staff behind our mission and priorities. Over recent years we have focused successfully on building workforce capacity but we now need an equally strong focus on ensuring staff capability, particularly around management and leadership.

Together is about making the Metropolitan Police Service an organisation where all individuals, regardless of the role they play or their personal background, feel valued as part of the team. Together will work to build an organisation where all staff feel well treated, respected and invested in so that they feel able and supported in achieving their full potential. We will seize opportunities to learn and have passion and pride in delivering a quality service, enhancing our ability to prevent and reduce crime and disorder and bring offenders to justice. Enabling leadership and improving communications will be key to achieving these outcomes.

Together will also change the way we work with all our partners and the diverse communities of London. Complimenting the Citizen Focus approach, Together will

work to ensure that the public are satisfied with and confident in the policing service they receive and that people feel positive when in contact with us. We want to build more cohesive relationships with our partners so together we can provide the most efficient and effective service we can for the public. The Metropolitan Police Service will go further in achieving these changes if we work together. Together with our colleagues, together with our partners and together with the citizens we serve. The most effective way to make London safer is to work as one unified team.

Strategic Outcomes

The strategic outcomes provide a framework for every member of the Metropolitan Police Service so we all understand what to focus our effort on to achieve our mission and to make London the safest major city in the world.

The Policing London Strategy seeks to deliver four strategic outcomes, these are explained below:

Communities are engaged with, confident in & satisfied with our service

Why is this important?

Policing is delivered for the public and should be designed to meet your needs and those of your community. Your confidence and satisfaction with the police service we provide is fundamentally important. We want to involve all of London's communities in making London safer. We will listen to you, act on what you tell us and provide an improved quality of police service that puts citizens at the heart of what we do. Your engagement will help us better understand crime, from terrorism to anti-social behaviour and help us to prevent crime and bring offenders to justice.

Why is it a strategic outcome?

You have told us that you want a service that meets the needs of you and your community. Both the Government and Mayor agree that community engagement in policing will help us to achieve a safer London and have included community engagement in their priorities. Our staff believe that talking to you about what we do and why will help to improve your trust and confidence in the service we provide.

What difference will it make?

The engagement of all communities in policing London is important because we need you to feel part of making London safer. We want you to feel positive about the Metropolitan Police Service from initial contact, during and after every interaction you have with us. We want to have ongoing and open communication that builds your trust in us, meaning you feel confident coming forward with suggestions and information that will help us to make London safer.

Our partners will benefit from improved engagement with communities as it will increase our understanding of how we can all work together for the safety of London. We want our staff to feel that they are working with communities to solve real problems that impact on your quality of life and that they are making a difference through the role that they play.

Safety and security is improved and the public feel reassured

Why is this important?

We have been successful in reducing crime across London. However, we know that what is equally important is that you feel safe in London. Reassurance policing is about making you feel safe as well as reducing crime and means us dealing effectively with critical incidents as well as ensuring safety during the major events that make London a unique capital city.

Why is it a strategic outcome?

The Government and the Mayor see reassuring you and reducing your fear of crime and anti-social behaviour as a key priority. You and our staff have told us that us providing a visible, accessible, familiar police officers on London's streets to interact with you and deal with anti-social behaviour, preventing low level crime and disorder as well as improving road safety and reducing anti-social behaviour of road users are priorities for you.

What difference will it make?

We want you to know that we are working 24 hours a day with our partners to ensure you are safe in your home, place of work, when travelling in London and in your local neighbourhood. We want you to be familiar with us, to feel able to talk with us and know that we are close at hand. We want our staff to make a difference through their professionalism and quality of their contact with the people of London and directly reduce your fear of crime.

Crime, disorder, vulnerability and harm are prevented and reduced

Why is this important?

So London remains a vibrant place to live, work and visit, vulnerability to being a victim of crime has to be minimised. The harm caused by crime in communities impacts on people's lives and increases their fear of crime. Through being proactive we will understand, prevent and reduce the harm that criminals cause ensuring that all crime and disorder is reduced and you feel safer.

Why is it a strategic outcome?

You have told us that our response to all crimes including anti-social behaviour, domestic violence, alcohol and drug related crimes are important to you. You have also said you are particularly concerned about youth crime and crime committed on the basis of race, age, gender, disability, religious belief or sexual orientation. The Government and the Mayor have set demanding targets for us to achieve a further reduction in crime and disorder across London as well as specific targets for reducing the harm caused by drug related crime. Our staff see tackling anti-social behaviour, violent crime and gun crime as a priority.

What difference will it make?

We want you to feel that we will protect you and your communities of all races, ages, genders, disabilities, religious beliefs and sexual orientations from people that intend to hurt all of us through violent and criminal behaviour. We want you to

feel that when a crime does occur we will do everything we can to reduce the impact of that crime and ensure that it does not happen again. We will help you to understand what you can do to prevent crime. The role of our partners both in the UK and internationally in preventing crime is key and we need to demonstrate to our partners that we are committed to solving the long-term causes of crime as well as reducing harm when crime occurs. Our staff will understand that their skills and abilities are making a difference by reducing crime, disorder and vulnerability in our capital.

More offenders are brought to justice

Why is this important?

In order to reduce crime and increase safety and public confidence, we need to ensure that individuals that commit crime are investigated, detected, and brought to justice. This is important because doing this successfully will inspire confidence in the criminal justice system and reduce crime.

Why is it a strategic outcome?

You have told us that you want criminals involved in traffic crime, drug and alcohol related crime, domestic violence and hate crime brought to justice. Our staff have highlighted the need to improve the support we provide to victims and witnesses of crime and to continue improving the criminal justice processes particularly sentencing of prolific offenders. The Government and the Mayor see bringing offenders to justice as a core priority for policing and have set us challenging targets.

What difference will it make?

We want you to feel confident that you are protected from crime and feel safe because individuals that commit crime are brought to justice. We also want you to know that if you become a victim or witness of crime we will do everything we can to ensure you are looked after and that the offender is brought to justice. We want to work openly and closely with our criminal justice partners to ensure that the legal process is as effective and efficient as possible and supports victims and witnesses. We want our staff to know that their effort in detecting and investigating crime is worthwhile and does prevent and reduce crime and disorder within London.

Supporting the Strategic Outcomes

A modern and diverse workforce

Why is this important?

To deliver our mission and make London safer it is important that we have the right people in the right roles at the right time. In particular it is key that our resources are released to perform front line policing. It is also important that the members of our police service reflect the diversity London's communities so we have the understanding and ability necessary to meet our communities' needs. To achieve these goals we have to make sure our workforce is flexible and diverse with the right capabilities to deliver. The Government and Mayor have laid out their agenda

for modernisation of public services and have set us targets for increasing the diversity of the Metropolitan Police Service. Our staff have highlighted making best use of our experienced members of staff and the allocation of resources as a priority.

What difference will it make?

The service you receive will be delivered by someone with the right skills and knowledge to meet your needs. You will feel confident and reassured that your police service understands and is able to meet your needs. Our staff will feel their skills are being used to their maximum potential and that their role is the best use of the knowledge, experience and training. Our partners will feel that the Metropolitan Police Service works effectively alongside them.

Enabled staff

Why is this important?

We know that our people are our most valuable resource. Only through our staff can we deliver a safer London. It is therefore vital that every member of the Metropolitan Police Service feels equipped and able to perform to the maximum of their potential. We need to ensure that every person working in the Metropolitan Police Service understands our mission and their own part in making it happen. Our staff have told us that increasing the professionalism of the service they can provide, through training and development particularly in relation to technology, and delivering a citizen focused police service are priorities for them. The Morris inquiry highlighted the need for every member of our staff to feel enabled and valued. It also highlighted the need for improved management and leadership skills, particularly in relation to managing difference.

What difference will it make?

You will have confidence that every member of the Metropolitan Police Service has the right equipment, knowledge, skills and abilities to provide a police service that meets your needs. Our staff will know what part they play and why their role is important. They will feel valued, supported, motivated and enthusiastic about their part in making London safer. Our partners will feel confident in every member of the police service they work with.

Better use of resources

Why is ensuring better use of our resources important?

Policing London requires a significant investment of public money. You need to know that we are using that money in the best possible way to deliver policing that meets the needs of London. It is important that our people, information and intelligence, equipment and technology are used in the most effective and efficient ways to help us make London safer. The Government and Mayor have set us and our partners demanding performance targets through their Public Service Agreement. To achieve our targets we have to use all of our resources to their maximum potential, ensure we are intelligence led and focused on the outcomes of what we do. Our staff have told us that technology that talks to each other, information that is accessible and accurate, the effective allocation of resources

and financial management are priorities for them. You have told us that the speed and the way in which we respond is a priority for improving our service.

What difference will it make?

You will be provided with the right people, with the right information and equipment when you need us. You will feel that we have a real understanding of crime in London and have confidence that we are using your investment in us in the best way we can. Our partners will trust that we are being effective with the resources we have and together we will work to reduce duplication and bureaucracy. Our staff will have the information and equipment to perform to the best of their ability at all times.

Cohesive partnership working

Why is cohesive partnership working important?

The Metropolitan Police Service plays the central role in policing London. We have a wide range of local, London wide, national and international partner organisations who also have responsibilities that overlap or link with ours in some way. To deliver a complete service that meets the needs of London we have to work in a cohesive and joined up way with all of our partners using problem solving to prevent crime. You have told us that anti-social behaviour particularly by young people are of particular concern to you; we will most effectively tackle these problems by involving our partners including education and social services.

What difference will it make?

You will feel that the Metropolitan Police Service and its partners are working closely together to ensure you feel safe in London. Between us we will work to provide all of the services you need. Our staff will understand what, how and why our partners do what they do. They will feel able to work with our partners as one team. Our partners will feel a change in our approach to working with them. They will have a clear understanding of our relationship with them that will improve all of our performance.

Clear communication

Why is clear communication important?

Clear, timely and accurate communication with the people of London, with our colleagues and with our partners is vital to developing the police service that London deserves. You have told us that reassurance is a priority for you and that familiarity and interaction are key to providing the service you want. The Government and the Mayor see providing a citizen focused police service as a priority; to do this we need open and clear communication.

What difference will it make?

We want you to know that we will be approachable and receptive when you want to contact us. We want you to feel that you have been listened to and that your opinions have been considered as part of our decision-making. We want to provide you with clear and consistent messages so you feel confident that you understand

what we are doing and why. We want to update you proactively so that you feel reassured you know what is going on.

We will listen to our partners' opinions and suggestions and keep them informed of our actions. We want our staff to feel that their views are listened to and that their suggestions are central to improving the Metropolitan Police Service. We want all of staff to think about how the public, their colleagues and our partners might perceive their messages and ask for feedback so we can get communication right.

2006-09 Performance Ambition

The Home Office's Policing Performance Assessment Framework is a critical means of measuring performance improvement for the Metropolitan Police Service over the coming three years, and it has been used to inform particular areas of this plan where improvement and focus is required. We will use the experience we gain this year to enable the Metropolitan Police Authority with the Metropolitan Police Service to set challenging targets in 2007/08 and 2008/09.

In addition, by April 2008 the Government target is to reduce the British Crime Survey basket of crime by 19.4% from the levels in 2003/04. The Government has also set Public Service Agreements:

- To achieve the target for the number of Offenders Brought To Justice by April 2008. So the police and our other Criminal Justice partners can meet this target the Metropolitan Police Service will need to continue to improve the Sanction Detection rate in 2007/08.
- To reduce the fear of crime and anti-social behaviour and to build confidence in the Criminal Justice System the Metropolitan Police Service will continue to work with its' partners to reassure the public by continuing accessibility to the public.

Part 2: Policing Plan for 2006-2007

This Policing Plan for 2006-2007 explains what the Metropolitan Police Service will be doing between April 2006 and March 2007 to deliver the first year of the Policing London Strategy 2006-2009 (see part 1 of this document). Before writing the Policing Plan for next year (April 2007 to March 2008) the Policing London Strategy will be refreshed to ensure it is up to date and provides a relevant and clear long to medium-term plan from 2007 to 2010.

In order for the Policing Plan priorities to be decided, an extensive consultation process took place between the Metropolitan Police Service, the Metropolitan Police Authority and our partners, which include the Greater London Authority, the Mayor of London, Crime and Disorder Reduction Partnerships and the people of London.

In addition we have also taken into account the following key policing documents, more detail is provided on these in appendix 2 of this document:

- The National Policing Plan which contains the Home Secretary's strategic priorities
- The London-wide Policing Priorities set by the Mayor
- Local Policing Priorities developed by Borough Operational Command Units in conjunction with Crime and Disorder Reduction Partnerships and key local partners.

Operational Strategic Priorities Critical Measures and Targets 2006/07

The following table sets out the critical measures and targets for the operational strategic priorities for 2006/07. The Metropolitan Police Authority and Metropolitan Police Service have identified these measures and targets as the critical areas for improving our performance using the Policing Performance Assessment Framework scores and in relation to the Public Service Agreements.

Effort has gone into streamlining the number of targets to enable focused activity on the critical areas where improved performance is required. It also takes account of key areas of operational development for example, in respect of Neighbourhoods with high levels of criminality and critical work not adequately covered by the Policing Performance Assessment Framework. An example of which is the work around counter-terrorism.

A critical shift of this emphasis this year relates to the performance improvement in the citizen focus strategic priority in improving public satisfaction in the overall service you receive. Performance across a wide range of objectives and indicators (Appendix 1) will be monitored and maintained.

STRATEGIC OUTCOMES	Critical Performance Area	2006/07 Targets/Indicators	2005/06 Performance Year To Date
Communities are engaged in and satisfied with our police service	Satisfaction of the overall service provided.	81% of people to be satisfied, very satisfied or completely satisfied.	Quarters 1 and 2 performance: 78.5%
	Satisfaction of the victims of racist incidents with respect to the overall service provided.	72% of people to be satisfied, very satisfied or completely satisfied.	Quarters 1 and 2 performance: 66.7%
Security is improved and the public feel reassured	Percentage of Police officer time spent on frontline duties.	Indicator .	65.4%
	Using the British Crime Survey, percentage of people worried about anti-social behaviour.	Indicator – target to be clarified	30.2% of people are worried about anti-social behaviour.
	To develop a high-level Counter-Terrorism Performance Indicator.	Baseline to be developed	N/A
Crime, disorder, vulnerability and harm are prevented and reduced	Reduction in 10 British Crime Survey Comparator Crimes	- 6.5%	+0.3%
	Violent Crime	- 5% violent crime featured in the British Crime Survey	+4%
	To reduce crime in the most challenging wards with the highest levels of criminality	Baseline to be developed	N/a
	Percentage of domestic violence incidents where an arrest was made to related to the incident.	60%*	52%
	Reduction in the levels of gun crime	-5% in 11 Gun Crime Boroughs -4% across the remainder of the MPS	+9.0%
	Number of criminal networks disrupted	100	43
More offenders are brought to justice	Percentage of notifiable offences resulting in a sanction detection	20%	17.3%
	The number of offences brought to justice	179,500	167,000 (12 months to November 2005)

*Changes made to Powers of Arrest in January 2006 may affect this target. It is currently under review and subject to change.

Policing and Performance Assessment Framework: Local Domain

Awaits confirmation.

Policing Plans for 2006-2007

The Metropolitan Police Service has identified the critical areas of improvement based on the Policing London strategy.

This has enabled a prioritisation of improvement projects to be delivered over the next three years. To assist with this, projects have been grouped into categories including:

Improvement programmes that are the critical focus for delivery in 2006/07:

Specific projects that are important although not critical that will be delivered in 2006/07. Examples of these include improving detective skills and the implementation of a series of changes to improve the way that the organisation responds to your needs, for example implementation of the Quality of Service Commitment.

Some programmes or projects will undertake preliminary work will during 2006/07 to ensure delivery during 2007-09. Examples include making the best use of police officers and police staff skills through workforce modernisation and the development of business service centres.

The four improvement programmes for critical focus in 2006/07 are as follows:

Strategic Priority:	Safer Neighbourhoods
Desired Outcome:	To have a locally based team across every part of London able to respond effectively to the needs of the citizens.
Primary Benefits:	<ul style="list-style-type: none"> ▪ Increased police visibility, familiarity & accessibility. ▪ Reduced crime and incidents of antisocial behaviour. ▪ Increased detection of crime with offenders brought to justice. ▪ Increased satisfaction and confidence in local police. ▪ Increased feelings of security within neighbourhoods achieved through partnership working. ▪ Reduced harm to vulnerable people in the community. ▪ Increased quality of information and intelligence received from communities. ▪ Increased protection of the interests and safety of children and young people.
Key Deliverables for 2006-2007:	<ul style="list-style-type: none"> ▪ Introduction of teams to each London ward by the end of April 2006. ▪ Expansion of Safer Neighbourhood teams to six members by December 2007.
Contributing to:	<ul style="list-style-type: none"> ▪ Better Use of Resources.

	<ul style="list-style-type: none"> ▪ Cohesive Partnership Working. ▪ A Modern and Diverse Workforce.
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Strategic Priority:	Together
Desired Outcome:	Increased public satisfaction and confidence, improved quality of service and partnership working achieved through values based leadership management training, development and support.
Primary Benefits:	<ul style="list-style-type: none"> ▪ More effective management and leadership throughout the Metropolitan Police Service. ▪ The Metropolitan Police Service increasingly operates as a unified team. ▪ Police officers and staff feel more valued. ▪ Police officers and staff are better equipped to perform their role. ▪ Police officers and staff are better supported to maximise their potential leading to improved performance. ▪ Police officers and staff focus on delivering more quality police services. ▪ Improved organisational learning.
Key Deliverables for 2006-2007:	<ul style="list-style-type: none"> ▪ Refreshed Metropolitan Police Service values & accompanying standards of behaviour. ▪ A policy framework and selection processes consistent with our values. ▪ Creation of the Metropolitan Police Service Leadership Academy and leadership development pathway. ▪ Workplace leadership and management development and support. ▪ Leadership foundation training for first and second line supervisors. ▪ Development of coaching, a web based learning portal and action learning tools.
Contributing to:	<ul style="list-style-type: none"> ▪ Enabled Staff. ▪ Cohesive Partnership Working. ▪ Clear Communication.

Strategic Priority:	Information Quality and Citizen Focus with delivery during 2006 and 2007 focusing on <i>Command, Control, Communication and Information (C3i)</i> :
Desired Outcome:	A seamless police communication service for the people of London that gives you confidence you will get the help you need, when you need it from the Metropolitan Police Service.
Primary Benefits:	<ul style="list-style-type: none"> ▪ A modern and improved police communication system and quality of service for the public; ▪ Improved information for police officers and staff; ▪ Smarter deployment of police officers and staff.
Key Deliverables for 2006-2007:	<ul style="list-style-type: none"> ▪ To continue moving our communication systems to the new command, control, communication and information centers. ▪ Introduction of a new digital radio (airwave) technology service.
Contributing to:	<ul style="list-style-type: none"> ▪ Better Use of Resources. ▪ Clear Communication. ▪ Enabled staff.

Strategic Priority:	Information Quality with delivery during 2006 and 2007 focusing on <i>Intelligence</i> :
Desired Outcome:	Improved capability to manage and communicate intelligence information within the Metropolitan Police Service.
Primary Benefits:	<ul style="list-style-type: none"> ▪ Improved standards in intelligence management; ▪ Reduced duplication of information recording; ▪ Improved tasking of our people and resources to maximise policing effectiveness; ▪ Improved police service delivery during current and future national and international events.
Key Deliverables for 2006-2007:	<ul style="list-style-type: none"> ▪ To develop a new structure of processes and systems for the management and communication of intelligence information.
Contributing to:	<ul style="list-style-type: none"> ▪ Better Use of Resources. ▪ Enabled Staff.

Part 3: Delivery of the Policing Plan

Met Modernisation Programme and Efficiency and Value for Money

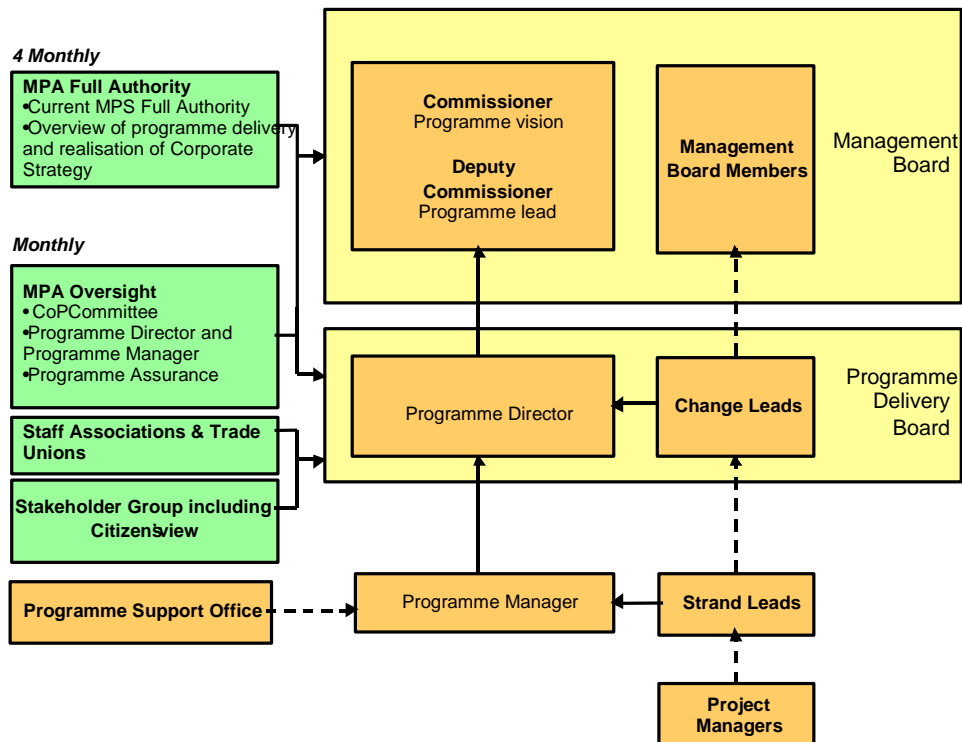
The role of Performance Board is to oversee and coordinate the corporate overall performance to achieve policy objectives. Chaired by the Deputy Commissioner each month, it is particularly concerned with driving activity towards the MPA Annual Plan, the Home Office's Police Performance Assessment Framework and Her Majesty's Inspectorate of Constabulary's Baseline Assessment of the Police Service.

The Territorial Policing Performance Unit manages the performance of local Borough Operational Command Units. The 32 Borough Operational Command Units are split into 4 groups. This is to ensure that performance is compared across Borough Operational Command Units that have similar crime levels. The Assistant Commissioner of Territorial Policing chairs monthly Crime Control Strategy Meetings are held with each group which focus on a variety of key themes each month and involve corporate partners such as the Government Office for London. In addition Boroughs also have monthly meetings with their link Commander where their performance is held to account. These cover a wide number of issues and are to congratulate good performance; share good practice and highlight areas for improvement.

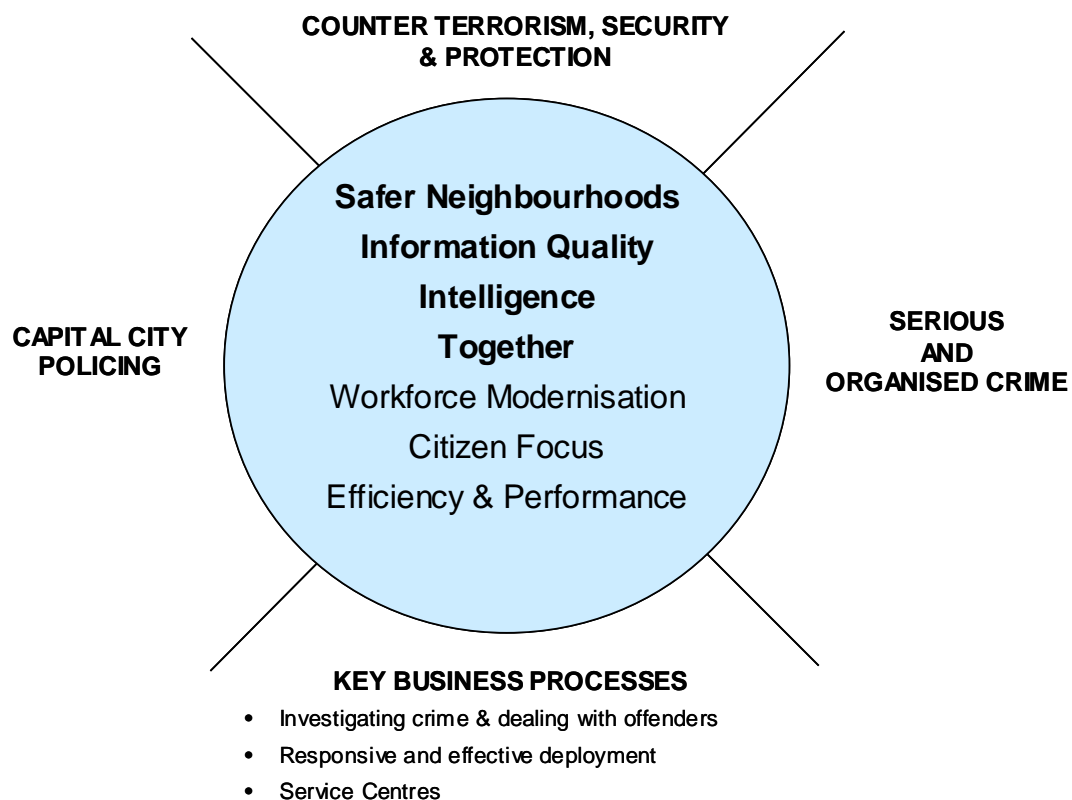
The Met Modernisation Programme (MMP) is tasked with driving the delivery of the vision to the safest major city in the world, which is strongly responsive to the citizens we serve. As with any other public service, citizens expect us to deliver high quality standards on an affordable basis. The MMP will co-ordinate a MPS wide strategy for delivering a robust value for money culture linked to improved performance. A corporate approach to identifying and delivering efficiency savings across the service will be established to enable re-investment in key areas to deliver performance improvements. To achieve this there will be scrutiny of all business cases to ensure investment can be justified and continued monitoring to ensure efficiency savings and other benefits are realised.

The Met Modernisation Programme management and governance structure has been designed to ensure that citizens and stakeholders views influence changes and that there is scrutiny of investment decisions and that benefits are realised:

MET MODERNISATION PROGRAMME GOVERNANCE



Below is a diagram that visually represents how the Met Modernisation Programme will coordinate the delivery of the Policing London Strategy and Policing Plan 2006-2007. The main areas for development across 2006-09 are represented in the central blue circle. The four priorities in bold inside the circle are those that are prioritised for work during 2006/07. This work will enable the delivery of the operational strategic priorities that are represented around the outside of the diagram. In addition, the Met Modernisation Programme has identified a number of key business processes that underpin the Metropolitan Police Service's ability to deliver longer-term improvement.



Enabling Delivery of the Plan

Analysis has shown that a greater than average volume of crimes occurs within a small number of wards. Plans are being developed which will see the MPS, in conjunction with partners and communities, bring resources from across organisations to tackle the issues that regularly affect given areas. The analysis also suggests that the same locations suffer repeat victimisation with late night services such as taxi ranks and takeaways crime hotspots in the evening, with the town centres and large retailers being the crime hotspots during the day.

Of those people arrested in these challenging wards approximately 50% of those arrested for acquisitive crime have tested positive for Cocaine or Opiates. Through better understanding of the drivers of crime the MPS is able to work with its partners to reduce the levels of crime in the MPS. Prolific offenders commit a whole range of crimes including violent crime, burglaries and criminal damage.

Through continued focus on prolific offenders, Safer Neighbourhood teams and the other strategic priorities we will continue our work towards making London the safest major city in the world.

Appendix 1: 2006/07 All Objectives, measures and targets

Safety in Neighbourhoods	Corporate Priority Objectives contributing to the Strategic Outcomes			
	Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Objectives	<ul style="list-style-type: none"> ▪ To increase satisfaction and confidence in local police ▪ To improve the quality of community information and intelligence 	<ul style="list-style-type: none"> ▪ To increase police visibility, familiarity & accessibility ▪ Together with our partners, to improve the feeling of security within neighbourhoods 	<ul style="list-style-type: none"> ▪ To reduce crime and anti-social behaviour ▪ To reduce the harm to vulnerable people in the community ▪ To protect the interests of and to ensure the safety of children and young people 	<ul style="list-style-type: none"> ▪ To increase the Sanction Detection rate (to support the increase of offences brought to justice).
Indicators and Targets	<p>SPI 1 Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to:</p> <ul style="list-style-type: none"> a) making contact with the police; b) action taken by the police; c) being kept informed of progress; d) their treatment by staff; e) the overall service provided (Target 81%) 	<p>d) Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim.</p> <p>SPI 4 a) Using the British Crime Survey, the risk of personal crime.</p> <p>b) Using the British Crime Survey, the risk of household crime.</p>	<p>SPI 5e) Life threatening crime and gun crime per 1,000 population</p> <p>f) Acquisitive crime per 1,000 population (acquisitive crime per 1,000 population, includes domestic burglary, personal robbery, vehicle crime)</p> <p>SPI 8a) Percentage of domestic violence incidents where an arrest was made related to the incident. (Target 60%)</p>	<p>SPI 6b) Percentage of offences brought to justice. (achieved through SPI7A)</p> <p>SPI7a) Percentage of notifiable offences resulting in a sanction detection. (Target 20%)</p> <p>PSA3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice (achieved through SPI7a)</p>

	<p>SPI 2a) Using the British Crime Survey, the percentage of people who think their local police do a good job.</p> <p>SPI 3 a) Satisfaction of victims of racist incidents with respect to the overall service provided. (Target 72%)</p> <p>b) Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided.</p> <p>c) Percentage of PACE searches which lead to arrest by ethnicity of the person searched</p>	<p>SPI 10 a) Using the British Crime Survey, fear of crime. b) Using the British Crime Survey, perceptions of anti-social behaviour. c) Using the British Crime Survey, perceptions of local drug use / drug dealing.</p> <p>SPI 11a Percentage of police officer time spent on frontline duties.</p> <p>SPI 5b) Violent crime per 1,000 population. (shared with criminal networks) (Target –5% reduction in BCS crimes only – 2 sub indicators to be identified and monitored)</p>	<p>PSA1 Reduction in 10 British Crime Survey comparator crimes (Target –likely to be around 6.5%)</p> <p>To reduce crime in problem wards with the highest criminality (baseline to be developed)</p> <p>SMT representation and attendance at Childrens' Trust meetings and local Safeguarding Children Boards (Target – 100% attendance on all BOCUs)</p>	<p>Number of outstanding warrants (Target –15%)</p>
Activities				

Counter Terrorism, Security & Protection	Corporate Priority Objectives contributing to the Strategic Outcomes			
	Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Objectives	<ul style="list-style-type: none"> To create a safer environment in London Boroughs through Security, Protection and Counter Terrorism work. 	<ul style="list-style-type: none"> To increase advanced identification of threats from, and opportunities for countering, terrorism. To enhance the security of key locations and protected persons. 		
Indicators and Targets	<p>To increase the coverage of Counter Terrorist Intelligence Officers to 70% of London Boroughs.</p> <p>Suspected or actual terrorist incidents to achieve a rating of "appropriate" for scene management. Target – 90%.</p> <p>Explosives officers to attend Improvised Explosive Device and other suspect device calls within set time, 95% of the time.</p>	<p>To improve our mobile response to Embassy Warning System activations to diplomatic, government and vulnerable communities within 6 minutes to 90% of the time.</p> <p>To improve our attendance to all personal attack alarm and perimeter alarm activations on the main Parliamentary Estate are attended within 3 minutes to 80% of the time.</p> <p>85% of Terrorist Hotline calls to be answered within set time.</p>		

		<p>No intrusions in to the Red Zone of the Parliamentary Estate.</p> <p>Reduce the gap between Budget Workforce Targets and actual strength by half by 31 March 2007.</p> <p>No intrusions in to the protected secure residence of a principal [red and purple zones].</p>		
<p>Activities</p>	<p>Support by the Counter Terrorism Command to members of police senior management teams responsible for the counter terrorism element of Borough Policing Plans</p> <p>Safer Neighbourhood Teams to receive a counter terrorism briefing by Counter Terrorism Intelligence Officers within two months of inception. Target 80%</p>	<p>Develop a plan to assess the needs of Specialist Operations for Information Technology, Human Resources, and Accommodation</p>		

Criminal Networks	Corporate Priority Objectives contributing to the Strategic Outcomes			
	Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Objectives	<ul style="list-style-type: none"> To increase satisfaction with police interventions that disrupt the activities of high priority criminal networks, which impact on communities across London. To increase police engagement with communities to aid the disruption of criminal networks. 	<ul style="list-style-type: none"> To enhance security of partners or businesses which are targeted by criminal networks. To enhance partnership working with organisations which are targeted by criminal networks. 	<ul style="list-style-type: none"> To reduce crime through disruption of criminal networks To increase the number of Criminal Networks disrupted To maximise the number of opportunities to identify assets that can be seized from those involved in criminal networks To contribute towards harm reduction in London through the disruption of high priority criminal networks 	<ul style="list-style-type: none"> To increase the forensic interventions in criminal networks investigations To maximise the opportunities to bring offenders to justice through actively engaging criminal justice partners To increase the confidence of victims and witnesses in the handling of cases related to Criminal Networks
Indicators/ Targets	Percentage of citizens who think organised violence between or within criminal groups or gangs is a problem (intend to establish baseline)	Community Engagement Indicator to be developed	Number of criminal networks disrupted (Target 100) (Incorporating Number of criminal networks engaged in drugs activity disrupted).	The value of assets identified by court order for seizure

	<p>Percentage of citizens who think organised crime is a problem (establish baseline)</p> <p>Percentage of citizens who think gun crime is a problem (establish baseline)</p>		<p>Reduce Gun Enabled Crime</p> <p>SPI 5 e) Life threatening crime and gun crime per 1,000 population. (shared with Safety in Neighbourhoods)</p> <p>(Target -5% gun crime reduction in 11 gun crime boroughs 4% in the remaining Boroughs)</p> <p>Successful interventions in kidnap offences related to criminal networks investigated by SCD</p>	<p>SPI 8c) Value of cash forfeiture orders and confiscation orders per 1,000 population. (Linked with the value of assets identified by court order for seizure).</p> <p>The number of cases where the assets are restrained or cash seized. (Target 200)</p> <p>Achieve gun enabled crime sanction detection rate.</p> <p>Forensic indicator to be developed</p>
<p>Activities</p>				

Capital City Policing	Corporate Priority Objectives contributing to the Strategic Outcomes			
	Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Objectives	<ul style="list-style-type: none"> ▪ To ensure the safety of the transport network in London ▪ To secure the safety of the 2012 London Olympics ▪ To reassure the public that the Metropolitan Police Service is developing appropriate tactics to deal with major incidents or terrorist related activity 	<ul style="list-style-type: none"> ▪ To assist organisers in ensuring safety & security at high profile major events. ▪ To improve the capability of the firearms response in London ▪ To ensure that the establishment of the Metcall service leads to improved citizen focus through enhanced response to requests for police services 	<ul style="list-style-type: none"> ▪ To enhance Metropolitan Police Service tasking and coordination, including development of a 24/7 365 days a year tasking capability to assist in real time tasking, to ensure transparency, focus and cost effectiveness by deploying specialist resources where they are of most benefit ▪ To ensure that the MPS has planned for, and is adequately prepared for dealing with emergencies under the Civil Contingencies Act 2004. 	<ul style="list-style-type: none"> ▪ To ensure Central Operations operational units through effective tasking are working with Boroughs and other Operational Command Units to support the MPS to achieve an increase in the number of offenders brought to justice
Indicators/ Targets	<p>SPI 1 and SPI 3b for victim satisfaction in relation to traffic accident victims.</p> <p>SPI 1a Victim satisfaction with contacting police in relation to traffic accident victims.</p>			To increase the number of arrests made through mobile Automated Number Plate Recognition

	<p>SPI 9a) (i) Number of people killed in under 30 days or seriously injured in road traffic collisions*</p> <p>(ii) per 100 million vehicle km travelled Using Customer Satisfaction Surveys to measure:</p> <p>Passenger Perception of Safety and Security on buses.</p> <p>Passenger Perception of Safety and Security at bus shelters.</p>			
Activities	<p>To Work with partners to enhance safety on London's roads and to develop a service wide consultative group for stakeholders linked to Road Policing issues (e.g. Mayors office, MPA RAC, AA, RHA,)</p> <p>To develop the Olympics OCU, ensuring early identification of, and engagement with, stakeholders</p> <p>To develop a business group led approach to openness in relation to tactics and equipment</p>	<p>To formally identify our various partners in events planning in the Capital</p> <p>To review the feedback from police officers who have attended public orders events to ensure that any areas for improvement that are identified and addressed for future events</p>		<p>To increase the amount of assets seized by Clubs and Vice OCU</p> <p>To increase the effectiveness of mobile Automated Number Plate Recognition with greater number of offenders brought to justice for traffic and other related crime matters</p>

Additional Policing Performance Assessment Frameworks measures delivered within Business Group Priorities:

- Resources Directorate: SPI 12a Delivery of cashable and non-cashable efficiency targets.
- Human Resources: SPI 13a Average number of working hours lost per annum due to sickness per police officer
13b Average number of working hours lost per annum due to sickness per police staff

Appendix 2: Policing Priority Background Information

This appendix contains information that the Metropolitan Police Authority is required to present under the Home Office Best Value and Planning Guidance for Police Authorities and Forces 2003.

Enabling Delivery of the Policing Plan

In addition to focusing on the critical performance areas and the Metropolitan Police Modernisation Programme we will undertake activity to ensure we are able to delivery the strategic priorities. This activity includes:

Enabled Staff

Training and Development

The Metropolitan Police Service understands that delivering the service you want effectively for people of London is dependent upon our staff having the right skills and knowledge to perform their roles successfully. The Directorate of Training and Development is focused on supporting and equipping both police officers and police staff with these skills, knowledge and behaviours. In addition to established training programmes the key objectives for the directorate will be to:

- Deliver of the national programme for probationer training
- Continue development of the extended policing family training, and
- Further the potential of e-learning

In support of these objectives, the Directorate of Training and Development has produced an annual costed training plan, which provides direction to all MPS training providers in the disciplines of design, delivery, prioritisation and evaluation of training.

The plan also outlines the proposed training activity for the MPS, broken down by the training provider and business groups, and is categorised as required by the Home Office. A costed element of all training activity is included within the plan, which is calculated using the national costing model. This provides a total predicted cost of training activity broken down by individual business groups.

The link between individual needs and corporate training is provided through Performance Development Reviews and an individual's development plans.

A Modern and Diverse Workforce

Planned Numbers of Staff

The recruitment of minority ethnic police officers, female police officers and PCSOs continues to be a success. Increased numbers of black and minority ethnic and females are applying for roles within the MPS. 2005/06 has seen the number of police officer applications from black and minority ethnic candidates increase from 21% in 2003/04 to 46%, with female applications also increasing by 10% during this period, to 38%. Female police staff representation remains high, and will continue to do so, with applications rising from 22% in 2003/04 to 50% this financial year. Positively, black and minority ethnic applications have made a

marked increase over this period from 23% to 36%. Black and minority ethnic and female applications for PCSO have remained consistently high over this period, at 46% and 30% respectively.

The online recruitment strategy continues to be developed and it is envisaged that MPS recruitment will be a virtually paperless environment by April 2006. A service centre structure will be partially implemented, with careers advisors on hand to provide advice and guidance to applicants. This process will be piloted in April for 3 months for PCSO and MSC officers and will be evaluated before full implementation in September 2006.

Each HR Board member has been allocated a University situated in an area with high black and minority ethnic concentration to develop relationships and market the MPS as an employer of choice for both graduates, and black and minority candidates.

The table below shows the planned numbers of staff for 2006/07.

Function	Police Officers				Police Staff including Traffic Wardens & PCSOs			
	White		All Minority Ethnic		White		All Minority Ethnic	
	Male	Female	Male	Female	Male	Female	Male	Female
Operational	19360	4780	1694	490				
Operational Support	2924	617	130	49				
Organisational Support	1109	360	50	20				
Total	23393	5757	1873	559				

Note: All figures are in relation to the full time equivalent and are planning assumptions, and hence may change through the course of the financial year.

Accessibility Improvements

To support the accelerated rollout of Safer Neighbourhood Teams the Metropolitan Police Service is continuing to improve its accessibility to the public with the addition of public 'contact points' to Safer Neighbourhood bases wherever possible. These contact points are located within the wards in which the Safer Neighbourhood team operates. The MPS are also providing front-counters in some locations to improve community access to them. These contact points and front counter facilities are being provided specifically for their ease of access. Additionally changes continue to be made to police buildings throughout the estate to improve accessibility for those with disabilities.

Equality Scheme

The Metropolitan Police Service published its Race Equality Scheme 2005-08 in May 2005. It sets out the legislative requirements, the arrangements to meet them in an action plan. The Scheme can be obtained from the Metropolitan Police Authority and Metropolitan Police Service websites and is also available on request as a hard copy and in other formats and languages. An annual review of the Scheme is published, with an interim six-monthly report submitted for Metropolitan Police Authority scrutiny.

Both the MPA and MPS are committed to eliminating discrimination and positively promoting equality and good relations in all its forms. Therefore, to develop a fully inclusive approach, the Race and Diversity (Confidence and Equality) Strategy 2006 – 2009 has been produced and a Single Equality Scheme, which will incorporate the Race Equality Scheme, will be completed by December 2006. These approaches include issues of gender, sexual orientation, faith, disability and age, in addition to race.

In the coming year we will strive to ensure that:

- None of our policies adversely impact any particular group. Every policy has been through a process of review and equality impact assessment, and all new policies go through this process
- Policies are monitored and the results published
- Staff are trained appropriately regarding diversity and equality issues based on role and need in accordance with the Police Race and Diversity Learning and Development Programme
- The service is accessible and responsive to the diversity of people living, working or visiting London
- Employment arrangements and processes are effectively monitored and action taken to promote equality and diversity

Diversity performance will be measured locally and corporately in line with the Local Government Equality Standards and to meet Home Office requirements such as those contained within the Police Performance Assessment Framework

Police Reform and the Community Safety Accreditation Scheme

As the policing family continues to grow, the Community Safety Accreditation Scheme allows powers to be provided to accredited persons, such as Police Community Support Officers, Investigation Support Officers and wardens. This scheme intends to improve standards, raise awareness, and promote and develop strong relationships between the MPS and their partners. It will also coordinate resources, allow better information sharing and bring together expectations and standards. People who seek accreditation are seen as an important part of the wider police family as they contribute towards reassuring the public and help to prevent crime, disorder and anti-social behaviour. The CSAS has been made feasible as a direct result of the Police Reform Act 2002.

Accredited employees receive targeted powers appropriate to their role and the community which may include, the power to require a name and address, the

power to stop vehicles for testing, the power to issue fixed penalty notices for truancy and littering and the power to issue penalty notices for disorder.

A pilot at Southwark Borough is ready to be implemented and is awaiting final approval. Timescales of the pilot are not confirmed at present. An evaluation of the pilot will determine the benefits that are delivered before rollout across the organisation.

Better Use of Resources

Service Improvement Reviews

The Met Modernisation Programme will identify priority areas suitable for Service Improvement Reviews. It is anticipated that two reviews will be undertaken during 2006-07.

Financial Planning

Substantial further investment is planned in 2006/07 to complete the roll out of Safer Neighbourhood teams across the whole of the MPA area. In total, funding of £75.1m is made in the budget for an additional 368 teams. The teams will all be established at reduced strength from 1 April 2006 and brought up to full strength during the course of 2006/07. The full year cost in 2007/08 will be £118m.

Additional resources for Counter Terrorism have also been obtained with an increase of £30m in Home office grant in 2006/07 rising to an extra £45m in 2007/08. This will allow a substantial increase in the number of officers engaged in this activity together with improved infrastructure support.

Other corporate priority areas allocated additional revenue resources within the budget include £7.6m to develop C3i, £2m for Witness Care Units as part of the Citizen Focus priority, £2m for dealing with Criminal Networks and £1m to enhance the Together programme of staff development.

The Capital Programme contains substantial further investment with a growing emphasis on the Estates Strategy for modernisation of the MPS property portfolio. This provides for the replacement of inefficient and outdated buildings by more suitable premises such as Patrol Bases and Cell Clusters. Local accommodation for the new Safer Neighbourhood teams is also included within the programme.

2006/07 Efficiency Plan

The target for efficiency savings for 2005/06 was £75 million. This has been exceeded and savings are now expected to be £87 million. Current Home Office guidance requires Police Authorities to:

- Set efficiency targets of 3% of net revenue expenditure, of which at least 1.5% must be cash releasing.
- Produce plans each year, covering a rolling three year period.

The MPS will aim to achieve £102 million of efficiency savings in 2006/07 which will exceed its 3% target. £72 million of these savings will be made through cash releasing efficiencies, allowing redirection of resources in the budget, while the remainder will be made from non-cash releasing initiatives including:

- The increased use of Penalty Notices for Disorder (which allow officers to remain on the street, without having to return to the station to deal with offenders).
- Use of the Livescan digital fingerprinting system.
- An increase in the number of unpaid volunteer workers at police stations.

Progress against the efficiency plan is monitored on a quarterly basis by the MPS Finance Committee.

Activity Based Costing

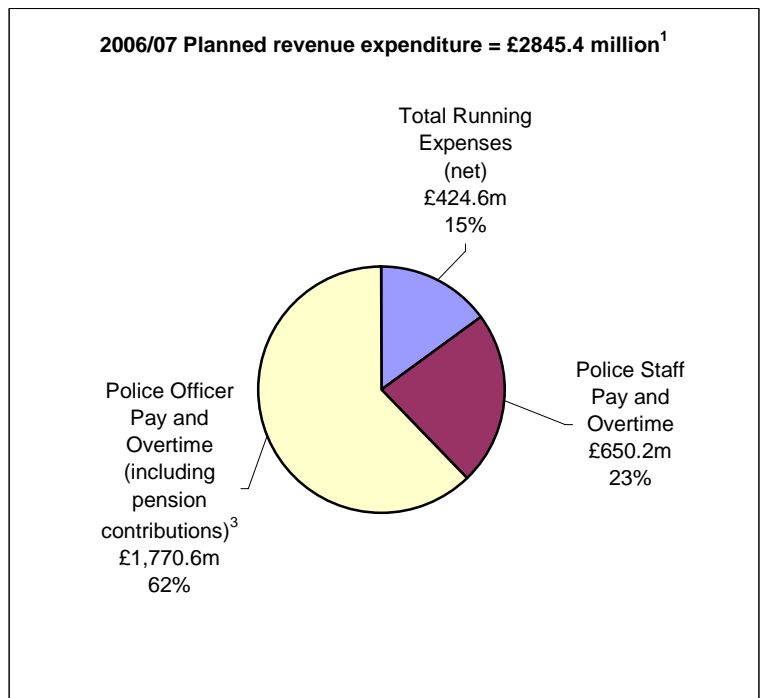
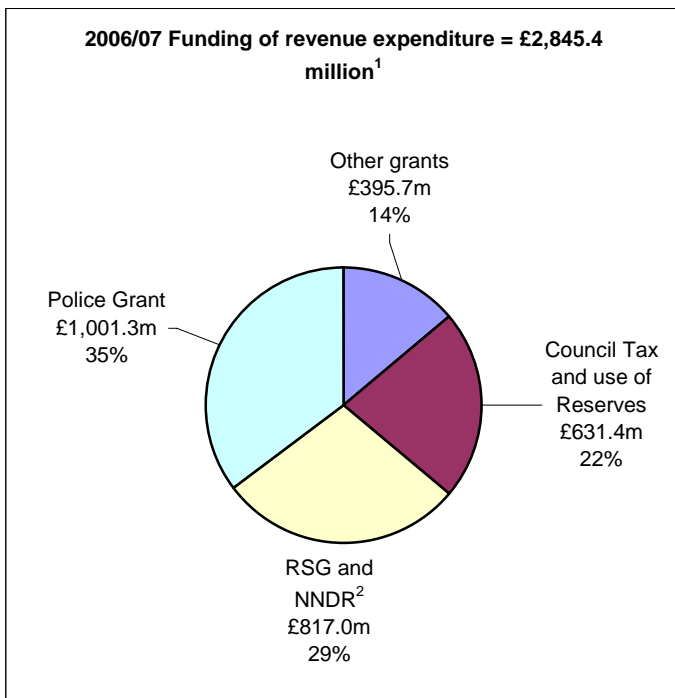
The MPS delivered an Activity Based Costing during 2005/6 for the 2004/5 resource usage of the MPS, in accordance with Home Office guidelines.

Activity Based Costings provide information on how the resources of the service are consumed by the activities that are undertaken. The MPS will utilise this data to help identify potential areas for both efficiency and align to the Policing Plan.

Progress over this year will be monitored by both the Finance and Performance Committees.

2006/07 Revenue and Capital Expenditure Programme

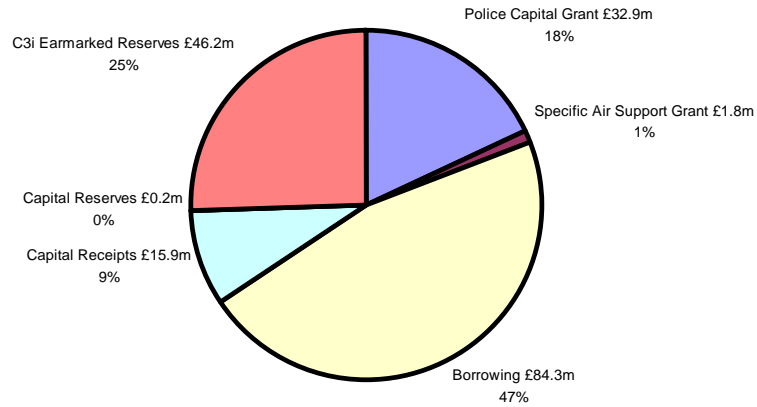
The charts below depict the revenue and capital expenditure and planned revenue and capital funding for 2006/07.



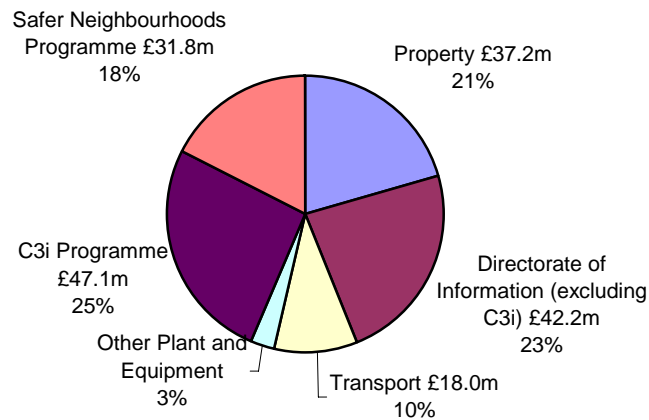
Notes:

1. The total revenue funding and expenditure shown above exclude growth of £30m of counter-terrorism funding in 2006/07 as the allocation of this growth has not yet been agreed.
2. National non-domestic rates (NNDR) and revenue support grant (RSG) are effectively a single grant in support of local authority expenditure
3. Due to changes in the financing arrangements for police officer pensions, pension contributions are now shown as part of police officer pay.

2006/07 Funding of Capital Expenditure = £181.3 million



2006/07 Planned Capital Expenditure = £181.3 million



Background to the Policing Plan

This section provides important background information that you will find useful in understanding how the Policing London Strategy for 2006-2009 has been developed and how we have identified the key areas of focus within the Policing Plan for 2006-2007.

National Policing Priorities

The National Policing Plan contains the Home Secretary's strategic priorities and performance indicators for all police services over the period 2006-09. It is found

as an annex within the National Community Safety Plan 2006-09. A list of priorities are given which are:

- Reduce overall crime by 15% by 2007-08 and more in high crime areas;
- Bring more offences to justice in line with the Government's Public Service Agreements;
- Provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams; and reduce public perception of anti-social behaviour;
- Tackle serious and organised crime including improved intelligence and information sharing between partners;
- Counter terrorism;
- Domestic Extremism; and
- Reform to deliver these priorities.

The **National Policing Performance Assessment Framework (PPAF)**, which measures performance against the government's priorities. This compares and assesses strategic performance against a comparison group known as Most Similar Forces (MSF). Comparison occurs across a range of policing responsibilities and proves to be an effective and fair way of measuring. All of the PPAF measures are contained within the MPS priorities. The MSF compared with the MPS are Merseyside, West Midlands, West Yorkshire and Greater Manchester Police.

London-wide Policing Priorities

Priorities set by the Mayor

As well as the national priorities, the Mayor of London has also identified a number of specific issues for the MPA to consider. These include:

- The reduction of crime by 20% by 2007-08. This will include a decrease in robbery, burglary and violent crimes in the capital, while at the same time reducing the volume and victimisation rate for race and religious hate crime, rape, sexual offences and violence against women.
- Reassuring the public, reducing the fear of crime and anti-social behaviour, and building confidence in the Criminal Justice System (CJS) without compromising fairness. This will be done through many ventures including, increasing the safety in public areas, increasing the safety of transport interchanges through joint work with Transport for London and British Transport Police, as well as proposing to add five additional safer neighbourhood teams to each borough.
- Reducing the harm caused by illegal drugs including substantially increasing the number of drug misusing offenders entering treatment through the CJS
- Continuing to bring more offences to justice in 2007-08 by bridging the gap to increase the number of successful prosecutions and convictions for rape and sexual offences as well as increase the number of successful convictions for race and religious hate crime

- Support to victims and witness to increase the number of successful prosecutions so that more guilty offenders are convicted for their crimes
- Dealing with terrorism and other catastrophic events
- Supporting the London 2012 Olympics

Local Policing Priorities

Borough Operational Command Units (BOCUs) have local priorities, which are informed by Crime and Disorder Reduction Partnerships (CDRPs). These are developed in conjunction with local key partners. The main borough objectives arising from this year's CDRPs include:

- Anti-social behaviour
- Burglary
- Domestic violence
- Gun crime
- Preventing young people from entering drug and alcohol related crime
- Tackling the fear of crime
- Creating Safer Neighbourhoods
- Targeting prolific and priority offenders
- Robbery

Partnership work continues to develop rapidly with half of the BOCUs in the MPS entering into Local Area Agreements in April 2006. These will see BOCUs working even closer with Local Authorities and other local partners to help deliver Safer and Stronger Communities.

Metropolitan Police Business Group Policing Priorities

The MPS develops Business Group Priorities that relate to significant areas of MPS business that are the responsibility of a specialist unit or support directorate. Examples of Business Group Priorities for Specialist Crime: include homicide investigation and safeguarding children and young people from physical, sexual and emotional abuse.

Appendix 3: How we did during 2005-2006

Summary of Our Performance Achievements

The MPS has achieved a number of successes against last year's objectives and targets. It has however been a challenging year, especially with the terrorist bombings in London where resources were stretched significantly. Despite this, the MPS has met the majority of the priorities and targets set by the MPA, particularly in terms of Citizen Focus, Criminal Justice and Terrorism. Below is an overview of some of the performance achievements between April and December 2005:

- Overall victim satisfaction of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to police contact is at 86% compared to a target of 82%.
- The value of assets identified by Court order for seizure has totalled £18million against a target of £5million.
- Road casualties have decreased significantly - the amount of people killed or seriously injured is down by 20.8%, as well as child casualties also being reduced by 12.7%.
- The sanction detection rate for domestic burglary is 2.4% above the forecasted target between the period of April to December 2005.
- Motor Vehicle theft in the MPS area is down 6.3% on last year.

Summary of the Service Improvement Review

A review into the security guarding of MPS premises was completed in summer 2005. (This review was part of the 2004/05 programme of reviews.)

The review made a number of recommendations that are intended to increase the effectiveness of MPS security guarding arrangements. The main areas for improvement recommended by this review are:

- The development of a risk management strategy to minimise the potential impact of the introduction of Security Industry Authority licensing on guarding service levels within the MPS.
- A more systematic process for identifying the operational requirements for guarding services at MPS premises.
- The optimisation of guarding arrangements based on cost and effectiveness.
- Measures to improve the management and control of guarding.
- Immediate action to deliver service improvements for guarding.
- The development of an overall strategy for building security.

As with all Service Improvement Review progress on the implementation of the recommendations from this review are reported to the MPA on a 6-monthly basis.

Inspections by Her Majesty's Inspectorate of Constabularies

On 27 October 2005 the HMIC published a high level diagnostic assessment of each police force's performance during 2004/05, measuring progress and gauging performance against agreed standards and known good practice.

This provided a baseline point against which future progress or deterioration in performance could be measured and provides a comparison with peers. This tool enables inspection efforts to be targeted where they are most needed.

The HMIC have graded forces using four grades of achievement:

- Excellent - Comprehensive evidence of good performance and effective processes. Low priority for inspection or in-force improvement effort
- Good - Evidence of average/above average performance and effective activity. Low priority for inspection or in-force improvement effort, but kept under review
- Fair - Evidence of effective activity covering some areas, but concerns in others. Expectation that this area will feature in the Inspection Plan, unless the force demonstrates that remedial action is planned or under way. Force would be expected to prioritise this as an area for improvement
- Poor - No or limited evidence of effective activity. It would be expected that the force acknowledges that this assessment will generate concern; unless exceptional circumstances exist, HMIC will regard this as a high priority both for in-force improvement activity and inspection.

The HMIC also noted a 'direction of travel' grade these are: Improved; Stable and Deteriorated.

The table below shows the grades awarded to the MPS, together with the direction of travel. This report is available at: <http://inspectrates.homeoffice.gov.uk/hmic/>

Summary of Judgements	Grade	Direction of travel
Citizen Focus		
Fairness and Equality	Fair	
Neighbourhood Policing and Community Engagement	Good	Improved
Customer Service and Accessibility	Fair	Stable
Professional Standards	Not graded	
Reducing Crime		
Reducing Hate Crime and Crimes against Vulnerable Victims	Good	Improved
Volume Crime Reduction	Poor	Improved
Working with Crime and Disorder Reduction Partnerships to Reduce Crime	Good	Improved
Investigating Crime		
Investigating Major and Serious Crime	Excellent	
Tackling Level 2 Criminality	Excellent	
Volume Crime Investigation	Poor	Improved
Forensic Management	Fair	Improved
Criminal Justice Processes	Fair	Improved
Promoting Safety		

Reassurance	Fair	Improved
Reducing Anti-Social Behaviour and Promoting Public Safety	Fair	Improved
Providing Assistance		
Call Management	Fair	Improved
Providing Specialist Operational Support	Good	Improved
Roads Policing	Excellent	Improved
Resource Use		
Human Resource Management	Good	Improved
Training and Development	Fair	Improving
Race and Diversity	Fair	
Resource Management	Good	Improved
Science and Technology Management	Good	Improved
National Intelligence Model	Good	Improved
Leadership and Direction		
Leadership	Good	
Strategic Management	Good	Improved
Performance Management and Continuous Improvement	Fair	Improved

The MPS has developed an action plan to address the findings of the HMIC statement, by which progress is monitored and reported to senior management on a regular basis.

The 2006 Baseline Inspection process will take place between January and October 2006. HMIC have reduced the number of frameworks this year from 27 to 23, following consultation with ACPO and all Forces. The MPS will integrate the results from the 2005 action plan into the 2006 Baseline Assessment process.

The HMIC will risk assess the results to determine the extent and nature of their inspection activity in the coming year.

On 27 October 2005, the HMIC delivery gradings and direction of travel grades were also combined with the forces' results against statutory performance indicators to produce a combined assessment with each of the seven domains of the Police Performance Assessment Framework.

The table below shows the grades awarded to the MPS. Details are also available at <http://police.homeoffice.gov.uk> on the Home Office website.

Domain	Grading	Direction of Travel
Citizen Focus	Poor	Stable
Reducing Crime	Fair	Stable
Investigating Crime	Poor	Stable
Promoting Safety	Poor	Stable
Providing Assistance	Good	Improved
Resource Use	Good	Improved
Local Policing	Good	Improved

The MPS has developed a strategy in order to address the issues identified in the assessment, which is incorporated in the ongoing monitoring of performance.

Measures		2004/2005 Performance Year	2005/06 Target	2005/06 Performance Year To Date (April-Dec 05)	Comment
Objective 1: To minimise the risk from terrorist activity and to maintain an effective response to terrorist incidents					
PP	Terrorist Incident scene management. Suspected or actual terrorist incidents achieve rating of appropriate scene management.	N/a	90%	100%	
PP	Percentage of other (non-Police and Criminal Evidence) stop/searches which lead to arrest by ethnicity of the person stopped.	N/a		<ul style="list-style-type: none"> White 1.1% Black and Ethnic Minority Communities 2.5% 	The measure will be used to monitor community impact
PP	Special Branch to focus on operations countering the most serious terrorist threats to security.	N/a	70% of operations to be against priority targets	99%	
PP	To provide a high quality service to calls made to the Anti-Terrorist Hotline. 0800 789 321.	N/a	85% of Anti-Terrorist hotline calls to be answered within the set time	77%	There were 24,000 calls received in July 2005, compared with a monthly average of 690 for the rest of the year. Under the increased volume in July, 74% of calls were answered in target time.
PP	To maintain the security of the Royal Palaces and Parliamentary Estate.	1 (1 intrusion into designated red area)	No intrusions to key designated areas	0	
PP	To undertake a review of security at every MPS building designated as 'mission critical'.	N/a	Target to complete all security reviews before 31 March 2006	<ul style="list-style-type: none"> Priority 1- 100% Priority 2 – 72% 	
Objective 2: To reduce the level of gun enabled crime					
	Life threatening crime and gun crime per 1,000 population.	0.92	Shared lead with Violence Delivery Plan – target derived from level of gun enabled crime		
PP	Reduce level of gun enabled crime.	-7.9%	4% reduction	+9%	
PP	Improve detection rate for gun enabled crime.	24%	Sanction Detection rate 20%	18.7%	

Objective 3: To disrupt organised criminal networks, the activities they are involved in and to seize their assets in order to reduce harm in neighbourhoods and communities.					
PP	The value of assets identified by court order for seizure.	£21.4M	£5million	£18,212,758	
PP	The number of disruptions to organised criminal networks.	3.4	50 networks disrupted	4.8	
PP	The number of cases where assets are restrained or cash seized.	N/a	New measure – baseline to be established 2005/06	147	
Objective 4: To improve neighbourhood safety					
SPI 3c	Percentage of stop/searches which lead to arrest by ethnicity of the person stopped.	White: 9.9% Black and Ethnic Minority : 10.2%		<ul style="list-style-type: none"> White 12.1% Black and Ethnic Minority Communities 12.7% 	This measure will be used to monitor community safety
SPI 4a SPI 4b	(a) Using the British Crime Survey, the risk of personal crime; (b) Using the British Crime Survey, the risk of household crime.	<ul style="list-style-type: none"> (a) 11% (b) 21% 	No target set – Results will not be reported during 2005/06	<ul style="list-style-type: none"> (a) 7.6% (b) 20.4% 	
SPI 5a	Domestic burglaries per 1,000 households.	-7.2%	4% reduction	<ul style="list-style-type: none"> +2.9% 	
SPI 5d	Vehicle crime per 1,000 population.	-14.4%	8% reduction	<ul style="list-style-type: none"> 0.0% 	
SPI 9a	Number of people killed in under 30 days or seriously injured in road traffic collisions.	3,661 (12 months)	4% reduction	310 / -21% (Apr-Jul only)	
	Number of people killed per 100million vehicle kilometre travelled.	11.2 (12 months)	4% reduction	0.95 (Apr-Jul only)	
SPI 10a	Using the British Crime Survey, fear of crime.	<ul style="list-style-type: none"> Burglary 17% Car Crime 19% Violence 25% 	No target set – results will not be reported during 2005/06	<ul style="list-style-type: none"> Burglary 19.7% Car Crime 21.4% Violence 27.7% 	
SPI 10b	Using the British Crime Survey, perceptions of anti-social behaviour.	29%	Improved performance on 2004/05	30.2%	It is hoped that the continued roll out of the Safer Neighbourhoods scheme will improve this indicator.

SPI	Using the British Crime Survey, perceptions	34%	Improved performance on	34.3%	
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10c	of local drug use/drug dealing.		2004/05		
SPI 11a	Percentage of police officer time spent on frontline duties.	68%	To achieve a rate in line with 2005/06 staffing plans	72%	
PP	Reduction in 10 British Crime Survey comparator crimes, Borough Operational Command Unit target setting to produce MPS target.	N/a – data only available since April 04	5% reduction	+0.3%	
PP	The number of crack house closure orders obtained and the number of crack houses closed as a consequence of the orders.	221	Recent legislation – baseline measure to be obtained for 2005/06	<ul style="list-style-type: none"> • Obtained 110 • Closed 106 	The figure given for 2004/05 is only for five boroughs (Lambeth, Haringey, Camden, Hackney & Southwark). However operations against crack houses have been ongoing in the boroughs throughout the year
PP	Sanction detections for domestic burglary.	11.9%	14% sanction detection rate	16.4%	
PP	Sanction detections for vehicle crime.	4.7%	6% sanction detection rate	6.3%	
PP	Reduction in the number of child casualties as per Mayor's London Road Safety Plan.	N/a no data available	5% reduction	-27%	
Objective 5: To improve our contribution to the Criminal Justice System					
SPI 6a	Number of notifiable/recorded offences resulting in conviction, caution, street warning for cannabis possession, taken into consideration at court or for which a penalty notice for disorder has been issued.	12,237	13,350 monthly average	14,300	MPS has exceeded this year's target for OBTJ and continues to improve.
SPI 6b	Percentage of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court.	14.5%	Percentage performance required to achieve MPS 2005/06 of target 160,205 offences brought to justice	17%	
SPI 7a	Percentage of notifiable/recorded offences resulting in charge, summons, caution or taken into consideration at court.	14.6%	16.6%	17.3%	
PP	Reduce the rate of ineffective trials.	N/a new indicator	25%	26%	

PP	Number of outstanding warrants.	13,757	20% reduction	<ul style="list-style-type: none"> Owned 9,910 Residing 9,506 	MPS currently achieving this target, additional impetus from Operation Halifax has aided performance.
PP	Percentage of victims and witnesses who are satisfied is higher than in the baseline 2003/04	68%	Improved performance on 2004/05	79%	
Objective 6: To improve the citizen experience in their contacts with the Police					
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect:					
SPI 1a	Making contact with the police.	81.3% (satisfied) 46.1% (completely/very)	Improved performance	86%	All of the crime victims satisfaction indicators show improvements since last year.
SPI 1b	Action taken by the police.	62.3% (satisfied) 36.7% (completely/very)	Improved performance	78%	
SPI 1c	Being kept informed of progress.	47.7% (satisfied) 22.2% (completely/very)	Improved performance	56%	
SPI 1d	Their treatment by staff.	86.0% (satisfied) 57.7% (completely/very)	Improved performance	92%	
SPI 1e	The overall service provided.	67.7% (satisfied) 38.5% (completely/very)	Improved performance	79%	
SPI 2	Using the British Crime Survey, the percentage of people who think their local police do a good job.	48%	Improved performance on 2004/05 and demonstrate a measurable difference between SN areas and N-SN	51%	
SPI 3a	Satisfaction of victims of racist incidents with respect to the overall service provided.	60.1% (satisfied) 29.9% (completely/very)	Improved performance	67%	
SPI 3b	Comparison of satisfaction for white users and users from visible minority ethnic groups	White: 69.6% (satisfied)	Improved performance	<ul style="list-style-type: none"> White Victims 80% Black and Minority 	

	with respect to the overall service provided.	41.6% (completely/very) VEM: 62.0% (satisfied) 30.2% (completely/very)		Ethnic Victims 71%	
PP	Subject Access Requests – to respond to any appropriate request for personal information with 40 days.	N/a	To respond within 40 days and establish baseline compliance issues	70%	
PP	Freedom of Information Requests – to respond to any appropriate request for any other information under the Freedom Of Information Act within 20 working days.	N/a	To respond within 20 working days and establish baseline compliance issues	86%	
PP	Call Handling – the percentage of incoming external 999 telephone calls not answered within target time	13.6%	Improved performance	17%	
PP	Call Handling – the percentage of incoming external standard telephone calls not answered within target time.	42.3%	Improved performance	55%	
PP	Police Response – percentage of 'I' graded incidents attended within target time – 12 minutes.	70.6%	To maintain performance on 2004/05	66%	
PP	Police Response – Percentage of 'S' graded incidents attended within target time – one hour.	53.4%	To maintain performance on 2004/05	47%	
Objective 7: To reduce the level of violence and increase the number of violent offenders brought to justice					
SPI 3d	Comparison of percentage detected of violence against the person offences by ethnicity of the victim.	White: 15.6% VEM: 11.1%		<ul style="list-style-type: none"> White Victims 18.6% Black and Minority Ethnic Victims 14.4% 	This measure will be used to monitor performance and community impact
SPI 5b	Violent crime per 1,000 population.	+6.2%	2% reduction	<ul style="list-style-type: none"> +4% 	
SPI 5c	Robberies per 1,000 population.	5.3 per 1000	2% reduction	<ul style="list-style-type: none"> +14.8% 	
SPI 5e	Life threatening crime and gun crime per 1,000 population.	+0.9%	Shared lead with Gun Crime Delivery Plan	+14% (663)	
SPI	Percentage of domestic violence incidents	18.8%	To improve performance,	52%	

8a	with a power of arrest where an arrest was made related to the incident.		month on month, towards the national average		
PP	Sanction detections for violent crime.	20.7%	25% sanction detection rate	22%	
PP	Grievous bodily harm and actual bodily harm (excluding domestic violence and hate crime) per 1,000 population.	N/a – no data available	4% reduction	+14.4%	
PP	Sanction detections for grievous bodily harm and actual bodily harm (excluding domestic violence and hate).	13.5%	15% sanction detection rate	15%	
PP	Sanction detections for all robbery.	11.9%	12% sanction detection rate	12%	
PP	Total detection rate for rape.	38.4%	38% total detection rate	32%	
PP	Sanction detection rate for rape.	25.1%	27% sanction detection rate	27%	
PP	Total detection rate for racist crime.	34%	36% total detection rate	37%	
PP	Sanction detection rate for racist crime.	18.3%	21% sanction detection rate	21%	
PP	Total detection rate for homophobic crime.	32%	37% total detection rate	33%	
PP	Sanction detection rate for homophobic crime.	16.9%	22% sanction detection rate	18%	
PP	Total detection rate for domestic violence.	55.1%	60% total detection rate	59%	
PP	Sanction detection rate for domestic violence.	19.1%	27% sanction detection rate	26%	
	To establish accurately the level of knife enabled crime and knife possession in public places across London (supported by the range of activities within Operation Blunt – MPS response to knife crime)	N/a			

Audit of Policing and Performance Plan 2005-2006

Awaits

Further Copies and Alternative Languages

This is the Metropolitan Police Authority's Policing and Performance Plan for April 2005 to March 2006 for the Metropolitan Police Service. The plan can be made available in Braille, audiotape, large print or in the languages listed below by writing to the Director of Communications whose address can be found on the back cover.

Arabic

Bengali

Chinese

Croatian

Greek

Gujarati

Hindi

Punjabi

Turkish

Urdu

Contacts

How to contact us

We welcome feedback and if you have any comments to make about the plan they should be sent to:

The Clerk,
Metropolitan Police Authority,
10 Dean Farrar Street,
LONDON,
SW1H 0NY.

You may also e-mail us at: enquiries@mpa.gov.uk

Further copies of the Policing and Performance Plan can be obtained from the MPS by contacting the e-mail address shown above, calling on 0207 202 0202, or by writing to:

The Director of Communications
Metropolitan Police Authority
10 Dean Farrar Street
LONDON
SW1H 0NY

Consultation opportunities

The Authority holds regular meetings with the people who live and work in London about policing. Details of these can be found in main libraries, on the MPA internet site or by ringing us on 0207 202 0202.

Internet addresses

The internet address for the:

Metropolitan Police Authority is www.mpa.gov.uk

Metropolitan Police Service is www.met.police.uk

Her Majesty's Inspectorate of Constabulary is:
<http://inspectors.homeoffice.gov.uk/hmic/>