

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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MPS MISSION, VISION AND VALUES

The MPA fully endorses the MPS' mission, vision and values for policing London:

- *Mission* summarises the core purpose of the MPS;
- *Vision* describes as an aspiration where the MPS wants to be;
- *Values* underpin and run through everything the MPS does.

Taken together the mission, vision and values underpin both MPA and MPS long-term thinking and provide the focus for performance management.

MISSION

Our mission is:

Making London safe for all the people we serve.

We:

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

VISION

Our vision is:

To make London the safest major city in the world.

VALUES

Our values are to:

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

FOREWORD

by the Chair of the Metropolitan Police Authority

[A draft foreword has been prepared and will be finalised once priorities, objectives, performance measures, targets and key actions have been confirmed]

FOREWORD

by the Commissioner of the Metropolitan Police Service

[A draft foreword has been prepared and will be finalised once priorities, objectives, performance measures, targets and key actions have been confirmed.]

INTRODUCTION

THE METROPOLITAN POLICE AUTHORITY

The Metropolitan Police Authority (MPA) oversees the Metropolitan Police Service (MPS). The MPA consists of twenty-three members: twelve drawn from the Greater London Assembly plus seven independent members and four magistrate members.

The Authority's functions include making sure that London's police service is efficient and effective and managing the police budget. The Authority sets annual priorities and targets for the MPS and monitors performance against these. Further, in discharging its important duty to secure best value the MPA makes sure that the delivery of policing services improves all the time.

The Authority is responsible for consulting with the people who live and work in London about policing. We hold regular public meetings and details of these can be found in local libraries, on our internet site (www.mpa.gov.uk) or by ringing us on 020 7944 8900.

THIS DOCUMENT

This is the MPA's policing and performance plan for April 2002 to March 2003. The plan describes arrangements for policing London over the year and gives details of:

- priorities;
- objectives;
- past performance;
- future performance targets;
- funding and use of resources;
- work to improve effectiveness, efficiency and economy; plus
- views of independent auditors and inspectors.

The plan has been designed to make it easy to read and understand. The first part brings together key issues and sets out priorities, objectives and targets. More detailed information is provided as annexes.

HOW TO CONTACT US

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

The Clerk
Metropolitan Police Authority
Romney House
London
SW1P 3PY

You may also email us at: enquiries@mpa.gov.uk.

FURTHER COPIES

Copies of the plan can be obtained from either the MPA or MPS internet site at www.mpa.gov.uk or www.met.police.uk. The plan can also be seen at your local library or police station. You may also write to us at the above address to ask for a copy.

ALTERNATIVE LANGUAGES

[The following statement will be provided in large print as well as Arabic, Bengali, Chinese, Croatian, Greek, Gujerati, Hindi, Punjab, Turkish and Urdu.]

This is the Metropolitan Police Authority's policing and performance plan for April 2002 to March 2003. It sets out how we performed over the last year, our priorities and targets for 2002/03 and gives details on how to contact us. A summary of the plan is available in this language by writing to The Clerk at the address above.

A summary of the plan can also be made available in Braille or as an English audiotape.

POLICING PRIORITIES FOR 2002/03

We set priorities each year plus objectives and performance targets related to those priorities. Setting priorities helps us concentrate on areas of concern to Londoners and on areas where we would like to see particular improvements in performance. At the same time work continues to provide and improve services in all other aspects of policing.

In summary, we select priorities by:

- consulting with the people who live and work in London;
- reviewing our current performance;
- considering partners' views about policing.

The consultation undertaken to select priorities and targets is set out in more detail in Annex A and detailed performance data is set out in Annex C and D.

MINISTERIAL PRIORITIES

The Home Secretary sets priorities each year for all police authorities. For 2002/03 the [*proposed*] ministerial priorities are:

- to help create safe communities by reducing crime, anti-social behaviour and disorder through effective partnership working, including reducing the availability and use of Class A drugs;
- to reduce the fear of crime in all sections of the community and in particular to increase the trust and confidence in policing amongst minority ethnic communities and those experiencing repeat victimisation and persistent anti-social behaviour; and
- to deliver justice more effectively by increasing the number and percentage of recorded crimes for which offenders, particularly persistent offenders, are caught and brought to justice, in partnership with other criminal justice agencies.

MPA PRIORITIES

The Authority has set four priorities for the MPS, each supported by a number of specific objectives, measures and targets. For the first time all boroughs have agreed their own targets for issues of most concern locally. This has been done in discussion with their partners and with senior managers in the MPS. This approach complements the use of local strategies to reduce crime and disorder as well as the overall direction of the MPS in devolving more responsibility, accountability and decision-making to borough commanders.

The four priorities are set out below. Further details on specific objectives, measures and targets is provided in Appendix 1 and the key actions for delivery are set out in Annex B.

POLICING PRIORITY	SUMMARY OF OBJECTIVES
<p>TO INCREASE THE SECURITY OF THE CAPITAL AGAINST TERRORISM</p>	<p>This will be achieved by:</p> <ul style="list-style-type: none"> • preventing and disrupting terrorist activity; • improving the response to suspected and actual terrorist incidents.
<p>TO CREATE SAFER COMMUNITIES FOR LONDONERS</p>	<p>This will be achieved by:</p> <ul style="list-style-type: none"> • working with partners to reduce crime in the most troubled areas in each neighbourhood; • reducing violent armed criminality; • reducing the fear of crime; • increasing public satisfaction with visible policing.
<p>TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS</p>	<p>This will be achieved by:</p> <ul style="list-style-type: none"> • revising child protection procedures; • improving the investigation of racist incidents and racist crimes; • improving the investigation of homophobic crimes; • improving the investigation of domestic violence; • improving victim care and the investigation of cases of rape.
<p>TO TACKLE YOUTH OFFENDING</p>	<p>This will be achieved by:</p> <ul style="list-style-type: none"> • diverting youths away from crime through enhanced multi-agency activity; • reducing re-offending by persistent young offenders.

KEY INITIATIVES

The MPA and MPS will also continue to secure improvement in other services. Key areas in which changes and improvements will be made during 2002/03 include:

- recruiting additional police officers and ensuring that the officers selected better reflect London's diverse communities;
- implementing a new national crime recording standard;
- conducting 'efficiency and effectiveness' reviews;
- implementing forthcoming legislation on police reform;
- creating a new unit responsible for transport policing.

RECRUITING POLICE OFFICERS

In 2001/02 we aimed to recruit an additional 1,050 police officers to be deployed on core policing duties on boroughs within London and we predict that this target will be met. We aim to recruit a further 1,000 officers in 2002/03, again for deployment on boroughs. We will continue our work to ensure that police officers and civil staff reflect London's diverse communities.

NATIONAL CRIME RECORDING STANDARD

The National Crime Recording Standard (NCRS), agreed by the Association of Chief Police Officers and the Home Office, is being introduced across England and Wales from 1st April 2002. This standard will ensure that a more victim-focused and consistent approach to crime recording is taken in all forces.

The over-riding principle of the new standard is that incidents coming to the attention of police will be recorded as crimes if on the balance of probabilities a crime (according to the law and the home office counting rules) has occurred. The current home office counting rules have led to local variation in how allegations of crime reported to police are recorded. NCRS sets out a national standard for recording of crime, which is now an integral part of the home office counting rules.

A small number of forces have already adopted NCRS, and have experienced increases in recorded crime levels, particularly for common assault and less serious crime. However, NCRS related increases are expected in the level of recorded street crime, burglary and autocrime, and related decreases in the judicial disposal rates¹ for these offences. These increases *may* be as high as 15%, based on MPS inspections of current crime recording practice and the experiences of other forces. It is not possible accurately to estimate the increase in advance and therefore the figures in this plan have not been adjusted to take account of NCRS.

¹ A *judicial disposal* is a detection achieved either by a charge, summons, caution or an offence (previously recorded by the police) taken into consideration at court when a separate offence is being considered.

EFFICIENCY AND EFFECTIVENESS REVIEWS

Together with the Mayor and Commissioner we are sponsoring a number of independent reviews aimed at improving effectiveness and efficiency in the short-term. The emerging findings from early reviews indicate areas of significant potential savings with other savings possible subject to regulatory reform.

POLICE REFORM

The government recently set out its intentions to reform policing in England and Wales. Subject to approval by parliament implementation of the government's proposals is likely to begin in 2002/03 and we are seeking to reflect key proposals within a medium-term strategy for the MPA and MPS. As part of this process we aim to introduce civil 'community safety officers' on a pilot basis in selected boroughs in advance of other work to improve the support given to operational officers.

TRANSPORT POLICING

We are working with the MPS and 'Transport for London' (TfL) to establish a new unit with the responsibility for policing bus corridors in London as well as law enforcement for taxi and private hire licensing. TfL will pay the start-up and annual running costs of the unit, the objectives of which will include:

- deterring crime and anti-social behaviour on defined routes and locations;
- reducing criminal activity and the fear of crime;
- working in partnership to prevent anti-social behaviour of school children;
- responding to reported assaults and incidents of public disorder;
- investigating serious ticket fraud.

BEST VALUE THROUGH CONTINUOUS IMPROVEMENT

We will continue in our key duty to secure 'best value' by seeking improvements in effectiveness, efficiency and economy. Our current programme of strategic best value reviews is set out below though this is likely to change during 2002/03 as the implications of recent government proposals are clarified.

Our progress to-date is set out at Annex E. Independent inspectors recently assessed our first review of complaints and discipline and graded the service as 'good' as well as rating the prospects for improvement as 'excellent'

Financial year	Best value reviews primarily related to service delivery	Best value reviews primarily related to support services
YEAR 2 2001/02		Equalities & diversity (<i>with GLA</i>) (April 2001 - March 2002)
		Records management (October 2001 – March 2002)
	Bringing offenders to justice (Sept 2001 – Sept 2002)	
		Training (<i>national review</i>) (January 2002 – June 2002)
YEAR 3 2002/03	Managing demand (starting April 2002)	Managing people (starting March 2002)
		Managing finance
	Managing operational policing	Managing information
		E-government (<i>with GLA</i>)
YEAR 4 2003/04	Special branch (<i>national review</i>)	Managing assets
	Community safety / engagement	Managing performance
		MPA functions
YEAR 5 2004/05	National/international functions	Managing communication
	Improving road safety	Catering

APPENDIX 1: OBJECTIVES, MEASURES AND TARGETS FOR 2002/03

The tables below set out objectives to deliver our priorities for 2002/03 and the performance indicators (PI) that will be used to assess progress. For each indicator (and where data exists) the tables also set out:

- the MPS lead officer *[taken from paper to FPBV Committee 21 February 2002]*
- performance in 2000/01; *[data from MPS draft plan version 1.4, Annex B]*
- any performance target for 2001/02; *[taken from paper to FPBV Committee 21 February 2002]*
- interim performance² for 2001/02; *[data taken from paper to FPBV Committee 21 February 2002]*
- the performance target for 2002/03. *[taken from paper to FPBV Committee 21 February 2002]*

PRIORITY: TO INCREASE THE SECURITY OF THE CAPITAL AGAINST TERRORISM

Objective and Lead	Performance Indicator	2000/01	2001/02 (April – December)		2002/03
		performance	target	performance	target
1. To prevent and disrupt terrorist activity (<i>Assistant Commissioner, Specialist Operations</i>)	The number of terrorist attacks in London	n/a	none set	n/a	zero
2. To achieve an effective response to suspected and actual terrorist incidents (<i>Assistant Commissioner, Territorial Policing</i>)	The number of scenes managed to a very good standard	72.1%	none set	76.2%	80%

² Typically April 2001 to December 2001: full year data will be provided in the MPA annual report

PRIORITY: TO CREATE SAFER COMMUNITIES FOR LONDONERS

Objective and Lead	Performance Indicator	2000/01	2001/02 (April – December)		2002/03
		performance	target	performance	target
3. To work with community safety partnerships to reduce the incidence of crime and disorder in the most troubled areas in each neighbourhood (Assistant Commissioner, Territorial Policing)	The number of recorded street crimes	18% increase	2% decrease	39% increase	0% increase
3 (cont)	The judicial disposal rate for street crime	8.2%	10%	7.6%	10%
3 (cont)	The number of recorded autocrimes	0.2% decrease	5% decrease	3.6% increase	0% increase
3 (cont)	The judicial disposal rate for autocrime	4.4%	5%	4.2%	5%
3 (cont)	The number of recorded burglaries	9.5% decrease	2% decrease	3.6% increase	1% decrease
3 (cont)	The judicial disposal rate for burglaries	9.8%	12%	9.8%	11%
4. To reduce violent armed criminality (Assistant Commissioner, Specialist Operations)	The number of gun-related violent crime offences	1.8% decrease	2% decrease	27.5% increase	nil increase against current levels
5. To reduce the fear of crime (Assistant Commissioner, Territorial Policing)	Fear of crime recorded as 'a great deal' or 'a fair amount' in the Public Attitude Survey	44%	none set	36%*	35%
6. To increase the public's satisfaction with visible police presence (Assistant Commissioner, Territorial Policing)	Satisfaction level with foot patrol recorded as 'satisfied' or 'very satisfied' in the Public Attitude Survey	15%	none set	15%*	20%

	Satisfaction level with mobile patrol recorded as 'satisfied' or 'very satisfied' in the Public Attitude Survey	41%	none set	33%*	35%
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*performance based on survey undertaken in mid-2001.

PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS

Objective and Lead	Performance Indicator	2000/01	2001/02 (April – December)		2002/03
		performance	target	performance	target
7. To improve child protection procedures following recommendations from HMIC and Ministerial Inquiries (<i>Assistant Commissioner, Specialist Operations</i>)	Implementation of the action plan following the outcome of the Climbie Inquiry	n/a	n/a	n/a	Implementation of action plan
8. To improve the investigation of racist incidents and racist crimes (<i>Deputy Commissioner</i>)	The judicial disposal rate for racist crime	16.8%	17%	16.2%*	18%
9. To improve the investigation of homophobic crimes (<i>Deputy Commissioner</i>)	The judicial disposal rate for homophobic crime	11.2%	13%	14.6%	16%
10. To improve the investigation of domestic violence (<i>Deputy Commissioner</i>)	The judicial disposal rate for domestic violence	13.7%	14%	14%*	16%
11. To improve victim care and investigation in cases of rape (<i>Assistant Commissioner, Territorial Policing</i>)	The judicial disposal rate for rape	18.6%	25%	20.6%	25%

*performance from April – November 2001

PRIORITY: TO TACKLE YOUTH OFFENDING

Objective and Lead	Performance Indicator	2000/01	2001/02 (April – December)		2002/03
		performance	target	performance	target
12. To improve the diversion of youths away from crime through enhanced multi-agency activity (<i>Assistant Commissioner, Policy, Review and Standards</i>) 12 (continued)	The rate of youth offending per 1,000 population	n/a	n/a	n/a	Awaits baselining
	The number of offences with child victims under 17	n/a	n/a	n/a	Awaits baselining
13. To reduce re-offending by Persistent Young Offenders (<i>Assistant Commissioner, Policy, Review and Standards</i>) 13 (continued)	The re-offending rate for Persistent Young Offenders	n/a	n/a	n/a	Awaits baselining
	The percentage of Persistent Young Offenders dealt with from 'arrest to charge' in two days	55.2%	70%	66.3%	70%
13 (continued)	The percentage of Persistent Young Offenders dealt with from 'charge to first court listing' in seven days	67.8%	70%	69.5%	71%
13 (continued)	The percentage of Persistent Young Offenders dealt with from 'charge to sentence' in 71 days	n/a	n/a	n/a	Awaits baselining

ANNEXES TO THE MAIN DOCUMENT

Drafts for all annexes have been prepared but are not included in this version of the plan. The proposed annexes broadly follow the approach taken last year and will set out the detailed information and facts required by legislation and statutory guidelines.

A. Process of planning and consultation

This will summarise the planning and consultation process (including the text related to the development of the process during the year and for 2002/03).

B. Actions to deliver priorities, objectives and targets

This will set out the key operational and supporting actions to be taken by the MPS to deliver the Authority's priorities, objectives and targets.

C. MPS performance in 2001/02

This will set out the MPS' performance against all local PIs and national BVPIs. (There are likely to be gaps in data since BVPIs for 2002/03 have not yet been published.)

D. Comparison of performance

This will set out the MPS' performance against national averages and against other large metropolitan forces (GMP, Northumbria, Merseyside, West Midlands, West Yorkshire and South Yorkshire).

E. Best value review programme

This will set out the results of completed reviews; updates on ongoing reviews and plans for future reviews. The known / likely implications of the white paper and revised guidelines aimed at streamlining best value will also be included.

F. Report by District Audit

This will summarise the audit of the policing and performance plan 2001/02 and describe progress to meet statutory and non-statutory recommendations.

G. Inspections by Her Majesty's Inspectorate of Constabulary

This will summarise the results of inspections by HMIC and actions taken in response.

H. Financial information

This will set out projected income and expenditure for 2002/03 (with comparisons for 2001/02) as well as summaries of major investments / projects.

I. Efficiency Plan

This will present a summary of the full efficiency plan.

J. Staffing plan

This will set out the staffing levels for the MPS against set criteria and will summarise training / development related to the Authority's priorities and objectives.

K. Access to police services

This will set out how / where access to police services has changed / will change.