

DRAFT

VERSION 3.3

METROPOLITAN POLICE

POLICING AND PERFORMANCE PLAN 2002/03
(without annexes)

Draft dated 12 March 2002

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

CONTENTS

Section	Page
Mission, Vision and Values	2
Foreword by the Chair of the Metropolitan Police Authority	3
Foreword by the Commissioner of the Metropolitan Police Service	4
Introduction	5
Further copies and alternative languages	6
Policing priorities for 2002/03	8
Key initiatives	10
Best value through continuous improvement	12
Appendices	
1. Objectives, performance measures and targets for 2002/03	13

Annexes (not attached to this version)

- A. Process of planning and consultation
- B. Actions to deliver priorities, objectives and targets
- C. MPS performance in 2001/02
- D. Comparison of performance
- E. Best value review programme
- F. Report by District Audit
- G. Inspections by Her Majesty's Inspectorate of Constabulary
- H. Financial information
- I. Efficiency Plan
- J. Staffing plan
- K. Access to police services
- L. Feedback and questionnaire

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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.

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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.]

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

FOREWORD BY THE COMMISSIONER OF THE METROPOLITAN POLICE SERVICE

This is the second Policing and Performance Plan that has been produced jointly with the Metropolitan Police Authority, and I am grateful for the support that the Authority continues to give the Service in terms of resources and advice.

Last year was probably one of the most testing times for the Metropolitan Police Service. It was certainly one of the busiest. Throughout the year, public order and terrorism were a significant feature of policing the capital. Successful policing operations ensured that the May Day protests and Notting Hill Carnival passed off relatively peacefully, but the events in America on September 11th brought into sharp focus the vulnerability of London to terrorist attack.

Despite the extra security that we had to provide, we have made good progress in what we set out to do at this time last year. Whilst robberies on young people by other youths remains a serious concern in some areas of London, we have had significant successes against hard drug dealers and hate crime. This has all been achieved against a backdrop of a significant fall in the number of complaints and lawsuits

In the following pages are set out the priorities and objectives for the next year. Increasing the security of the capital, creating safer communities for Londoners, improving police response to vulnerable victims and tackling youth offending will be the focus of our activities. These priorities have been selected with the support of the MPA in response to a broad range of information we have gathered from our Crime and Disorder Strategies, public attitude surveys and community consultation groups. Londoners have made it clear that they have specific concerns and our priorities will concentrate policing resources on the areas that matter to them.

I have no doubt that next year will be one of unprecedented change and hard work but I am confident that the men and women of the Metropolitan Police Service will rise to the challenge to achieve our vision of making London the safest major city in the world.

Sir John Stevens

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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 main libraries, on our internet site (www.mpa.gov.uk) or by ringing us on 020 7944 8900.

This document

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

- 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 our 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.

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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

Arabic

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.

Bengali

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Chinese

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Croatian

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Greek

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Gujerati

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Hindi

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MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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Punjab

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Turkish

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Urdu

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Large print

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 sized type by writing to The Clerk at the address above.

Audio tape version

An audiotape version of a summary of the plan is also available from the above address and can also be made available in Braille.

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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 B 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 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
- to increase the number of offences for which offenders, and 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 set their own targets for issues of most concern locally. 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.

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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 borough concentrating on street crime, autocrime and burglary; • combating the rise in 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 and victim satisfaction 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.

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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;
- launch of a new three year drug strategy.

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. These officers have been recruited, the final intakes are currently undergoing training at Hendon and will be posted to boroughs by the end of May 2002. 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 1 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 Home Office counting rules) has occurred. The current Home Office counting rules have led to local variations 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.

NCRS will allow more meaningful comparisons between different forces' crime levels, and a better reflection of victims' experiences. However, in the year of introduction it will also lead to an increase in recorded crime levels, particularly for common assault and less serious crimes, affecting many crime types. A small number of forces have already adopted NCRS, and have already experienced these increases.

NCRS related increases are expected in the level of street crime, burglary and autocrime, and related decreases in the judicial disposal rates for these offences. These increases *may* be as high as 10%, based on MPS inspections of current crime recording practices and experiences in other forces. It is not possible accurately to estimate the increase in advance and therefore the figures in this plan are not adjusted to take account of NCRS.

No impact from NCRS is expected on hate crime figures, as these have been fully recorded within the MPS for some years. Similarly, due to the severity of the crime, no NCRS increase is expected in gun related violent crime.

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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.

Drugs Strategy

The MPS supports the Ministerial Priority of reducing the availability and use of Class A drugs by working in partnership to tackle illegal drugs markets. In April 2002 a new Drugs Strategy will be launched that will concentrate on the priority areas of enforcement and community safety. Local targets are being set on boroughs with hot spots of drugs activities with emphasis placed on suppliers of heroin and crack cocaine and the related criminal activity that follows drug markets, particularly violent crime.

Community safety will be enhanced though working with partners on further development of an education strategy that will help to minimise the harm caused by drug misuse. We will also continue to support Arrest Referral Schemes and develop ways of introducing more people to treatment programmes.

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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 will change during 2002/03 as the implications of recent statutory changes 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 – September 2002)
YEAR 3 2002/03	Managing demand (starting summer 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

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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:

- performance in 2000/01;
- any performance target for 2001/02;
- interim performance¹ for 2001/02;
- the performance target for 2002/03.

PRIORITY: To increase the security of the capital against terrorism

Objective and Lead	Performance Indicator	2000/01 performance	2001/02 (April – December) target	2001/02 (April – December) performance	2002/03 target
1. To prevent and disrupt terrorist activity (Assistant Commissioner Specialist Operations)	The number of terrorist attacks in London	Not available*	none set	Not available*	Zero
2. To achieve an effective response to suspected and actual terrorist incidents (Assistant Commissioner Territorial Policing)	The number of scenes managed to a very good standard	72.1%	none set	75%	80%

* Whilst the number of terrorist incidents is logged, including threat calls and suspect packages, it is not considered appropriate to make these figures generally available.

¹ Typically April 2001 to December 2001: full year data will be provided in the MPA annual report

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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
	The judicial disposal rate for street crime	8.2%	10%	7.6%	10%
	The number of recorded autocrimes	0.2% decrease	5% decrease	3.6% increase	0% increase
	The judicial disposal rate for autocrime	4.4%	5%	4.2%	5%
	The number of recorded burglaries	9.5% decrease	2% decrease	3.6% increase	1% decrease
	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 crimes	1.8% decrease	2% decrease	27% increase	10% increase
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%

*performance based on survey undertaken in mid-2001.

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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 (Assistant Commissioner Specialist Operations)	Implementation of the action plan following the outcome of the Climbie Inquiry	n/a	n/a	n/a	Awaits outcome of Climbie Inquiry
8. To improve victim satisfaction with investigation of racist incidents and racist crimes (Deputy Commissioner)	The judicial disposal rate for racist crime	16.8%	17%	16.2%*	18%
	The percentage of victims satisfied with their treatment by police.				
9. To improve the investigation of homophobic crimes (Deputy Commissioner)	The judicial disposal rate for homophobic crime	11.2%	13%	14.6%	16%
10. To improve the investigation of domestic violence (Deputy Commissioner)	The judicial disposal rate for domestic violence	13.7%	14%	14%*	16%
11. To improve victim care and investigation in cases of rape (Assistant Commissioner Territorial Policing)	The judicial disposal rate for rape	18.6%	25%	20.6%	25%

**performance from April – November 2001*

MPA POLICING AND PERFORMANCE PLAN 2002/03 (DRAFT)

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 (Assistant Commissioner Policy, Review and Standards)	The rate of youth offending per 1,000 population	n/a	n/a	n/a	To be set once baselines established
	The number of offences with child victims under 17	n/a	n/a	n/a	To be set once baselines established
13. To reduce re-offending by Persistent Young Offenders (Assistant Commissioner Policy, Review and Standards)	The re-offending rate for Persistent Young Offenders	n/a	n/a	n/a	To be set once baselines established
	The percentage of Persistent Young Offenders dealt with from 'arrest to charge' in two days	55.2%	70%	66.3%	70%
	The percentage of Persistent Young Offenders dealt with from 'charge to first court listing' in seven days	67.8%	70%	69.5%	71%
	The percentage of Persistent Young Offenders dealt with from 'charge to sentence' in 71 days	n/a	n/a	n/a	To be set once baselines established