

<i>Title & Version</i>	Policing London: MPA & MPS Policing London Strategy 2006-2009 and Policing Plan for 2006-20078, Version N - DRAFT
<i>Author</i>	Jodie Allen, SMPD
<i>Organisation</i>	SMPD – Strategic, Modernisation and Performance Directorate
<i>Summary/Purpose</i>	The MPA & MPS Policing London Strategy 2006-09 and Policing Plan for 2006-07 provides information on the direction, performance focus and priorities of the MPS.

Policing London

Metropolitan Police Authority & Metropolitan Police Service Policing London Strategy for 2007-10 and Policing Plan for 2007-2008

User Guide

This document is the joint Metropolitan Police Authority (MPA) and Metropolitan Police Service (MPS) Policing London Strategy for 2006 to 2009 that includes our plan for policing London over the year ahead (April 2007 to March 2008). 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:

Part 1 Policing London Strategy 2006-2009
Part 2 Policing London Plan & Targets 2007/08
Part 3 How we will deliver
Part 4 Making best use of resources
Appendix 1 Objectives, measures and targets
Appendix 2 2007/08 Revenue and capital expenditure programme
Appendix 3 Policing priority background
Appendix 4 How we did during 2006/07

Versions Available and Additional Copies

For additional copies, alternative languages please see pages **xxx**

If you would like to provide feedback or participate in consultation events please see the back cover.

Contents

User Guide.....	2
Joint Foreword by the Chair of the Metropolitan Police Authority and the Commissioner of the Metropolitan Police Service.....	4
Introduction to the Metropolitan Police Authority.....	5
Part 1: Policing London Strategy 2006-2009.....	6
Our values.....	7
Building the Policing London Strategy.....	7
Strategic Outcomes	8
Strategic Priority Overview	9
Setting the policing priorities.....	14
Part 2: Policing Plan 2007/08	16
Part 3: Delivering the plan	19
Revenue plan 2007/08 – 2009/10	23
Part 4: Making best use of resources	25
Appendix 1: 2007/08 Objectives, measures and targets.....	29
Appendix 2: Policing Priority Background Information	41
Appendix 3: How we did during 2006/07	45
Audit of Policing and Performance Plan 2005-2006.....	48
Metropolitan Police Authority response	48
Objective: Security is improved & the public feel reassured	54
Objective: Crime, disorder, vulnerability & harm are prevented & reduced ...	57
Further Copies and Alternative Languages.....	61
Contacts.....	62
How to contact us	62

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

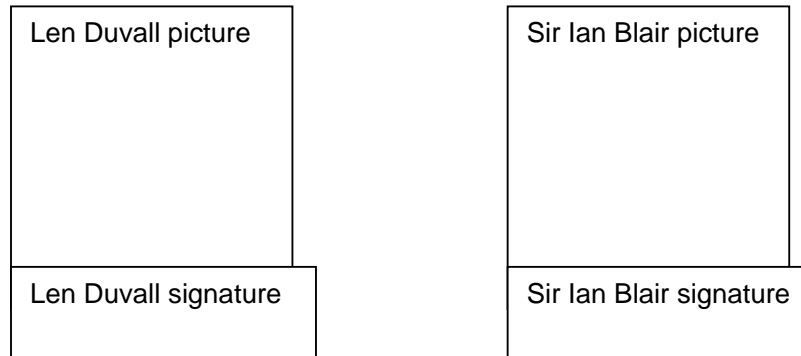
The coming year will present the Service with a number of challenges, while we continue to build on our successes. We must maintain and continue to improve on our high standards of service delivery, while operating within a tightening financial climate. Some examples of our recent achievements include:

- **Crime Reduction** – The MPS' performance has continued to improve over the past year. The total number of crimes reported in London between April and October this year reduced by 7.1% in comparison with the same period the previous year. During the same period residential burglary reduced by over 7.9% and gun enabled crime showed a significant reduction of 17.6%.
- **Safer Neighbourhoods** – We now have in place all 630 Safer Neighbourhood teams across London, which means that we now have more than 3500 staff delivering very local policing for the benefit of local people. We believe the benefit of this investment is reflected in the fall in crime.
- **Increased numbers of both Special Constables and Volunteers** - We now have over 1,400 Specials currently working within the service. The development of the Met Volunteers Programme and Volunteer Police Cadets has provided new opportunities for the Service to effectively engage community volunteers from the ages of 14 to 85.

We see particular challenges ahead in the areas highlighted below:

- **Continuing to improve the citizen experience** – It is our aim to provide quality-policing services to all the communities and individuals we serve. November saw the launch of our comprehensive Quality of Service Commitment, which sets out the minimum standards of service, which can be expected when a member of the public makes contact with the police for any reason.
- **The threat of terror at home and abroad** – In recent years the nature of the terror threat we face has changed. During this time, we have continued to develop our capability both to minimise the risk from terrorist activities and to provide an effective response to terrorist incidents. The implementation this year of the new SO15 Counter Terrorism Command is a significant evolution in our fight against terror and our efforts to work with the communities we serve.
- **Violence in the community** – The Violent Crime Directorate was established in March this year to provide a central focus for tackling violent crime. The Directorate is focussed on the management of both vulnerable and dangerous people in recognition of our need to continue our work in reducing the instances of violence and the fear of violence for our public.

Both the Metropolitan Police Authority and the Metropolitan Police Service are committed to ensuring Londoners receive the best possible service that we can provide. We intend to achieve this by working together with our partners and the communities of London to make London the safest major city in the world.



Introduction to the Metropolitan Police Authority

The Metropolitan Police Authority oversees the Metropolitan Police Service. 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 Metropolitan Police Service. The Authority sets annual priorities and targets and monitors the performance of the Service against these to ensure that value for money is achieved.

As part of its duties, the Metropolitan Police Authority seeks to listen and engage with Londoners. This consultation process informs policing priorities and reflects the way London is policed. The Policing and Performance Plan for April 2007 - March 2008 is informed by 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 2007/08
- Funding, including the use of resources
- Past performance for 2006/07, and
- Work to support continuous improvement.

Part 1: Policing London Strategy 2006-2009

In March 2006, the MPS and MPA produced a medium term Corporate Strategy (the Policing London Strategy) to provide a clear picture of the MPS' direction over three years and a separate annual policing plan to assist the annual performance focus. For the first time in 2006/07, a joint strategy and policing plan was produced which enabled us to link more clearly the strategy of the MPS to its key performance requirements. This year, the process has been further improved to more closely align our resources to our priorities.

This Policing London Plan forms part of the 2nd year of the Policing London Strategy, and builds upon the success of the previous year in working towards our strategic outcomes. For example, the accelerated rollout of Safer Neighbourhood teams, reduction in overall crime levels and improved performance in bringing offenders to justice, are all helping to improve the quality of life for Londoners and increase public satisfaction.

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 MPS 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. Thus, the MPS will continue its journey to become truly citizen focused. We will build on the improvements that we have already delivered to improve further public confidence and satisfaction with our services. We will continue to improve how we engage with all of London's communities to gain a better understanding of their different needs and respond flexibly to meet them. This is why Citizen Focus is a strategic priority for the MPS in its efforts to deliver a quality service to all of London's diverse communities.

We recognise that only by improving users' experience of our services can we increase the support we get from victims and witnesses, resulting in more offences being brought to justice. Through improving how we engage and involve all the diverse communities that we serve we will increase the level and quality of the community intelligence that we receive. This intelligence is vital if we are to tackle effectively those incidents of crime, disorder and anti-social behaviour that affect communities, as well as providing the key to unlock the most serious crimes such as terrorism and reducing the harm caused by criminal networks.

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. Figure 1 outlines the values of the MPS.

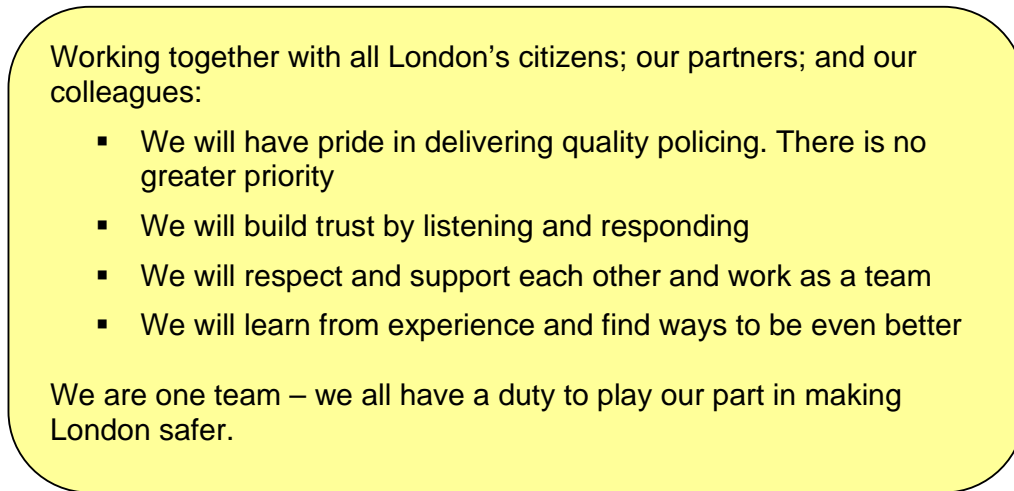


Figure 1

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 the values and priorities detailed within the 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. To support the strategic outcomes, a number of enabling priorities have been developed. Figure 2 shows how our priorities help deliver our strategic outcomes, fulfil our mission and deliver improved performance.



Figure 2

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. As follows:

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

We want to involve all of London’s communities in making London safer. Your engagement will help us better understand crime, from terrorism to anti-social behaviour, help us to prevent crime and bring offenders to justice. Through talking and listening to you and responding to your needs and those of your community, you will have more confidence and trust in the police service. The more positive you feel about the police service, the more you will feel confident in coming forward with suggestions and information that will help make London safer.

Safety and security is improved and the public feel reassured

We want to make you feel safe in your home, your place of work or wherever you are in London. Reassurance policing is about making you feel safe as well as reducing crime and means that we deal effectively with critical incidents as well as ensuring safety during the major events that make London a unique capital city. We will provide a local, accessible and familiar

team of officers to deal with the local problems that impact on your lives and make you feel safer wherever you are.

Crime, disorder, vulnerability and harm are prevented and reduced

Reducing crime, disorder and vulnerability are key to the success of the Metropolitan Police. We want to minimise the risk of you being a victim of crime but if it happens we will do everything we can to reduce the impact of that crime and work with you to prevent further crimes from being committed. Through continuing to work in and develop our partnerships we will reduce levels of crime and disorder in London to make you feel safer. This includes violent crime, gun crime, domestic violence and other forms of hate crime.

More offenders are brought to justice

To ensure public confidence in the police and our criminal justice partners we need to bring those who commit crime to justice. We will continue to work more closely with our criminal justice partners to make the legal process as effective and efficient as possible.

Strategic Priority Overview

In order to achieve our mission and deliver the Policing London Strategy we have identified 7 initial strategic priorities for the next three years. These are outlined as follows:

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 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 believe 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 criminal networks.

The inclusion of citizen focused policing in the 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.

Counter-Terrorism and Security

The police service approach to countering terrorism aims to minimise risk and vulnerability to life and property, create a hostile environment for the terrorists and increase the feeling communities have of safety and confidence.

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 under threat in the UK and abroad.

To combat terrorism successfully, and to improve safety and security, the police service as a whole is involved in gathering, analysing, passing on and acting on intelligence. Working in partnership with the Security Service and other agencies is essential. This intelligence-led approach will reduce the opportunity for criminals to commit terrorist offences and ensure we are able to bring offenders to justice, including those who support, encourage and finance terrorism.

The determination to deliver a citizen focused and responsive police service through Safer Neighbourhoods is key to countering terrorism. This initiative creates an environment that encourages and facilitates the flow of community intelligence. This critical aspect of police work increases feelings of safety, provides reassurance for communities and reduces 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 by doing so, we will be able to demonstrate the effectiveness of the police service in fighting terrorism and increase the confidence of communities we serve. 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.

Safer Neighbourhoods

Safer Neighbourhood teams will positively change the local police service we provide in London. Each Neighbourhood 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 and other crime that negatively impacts on people's feelings of safety and security in their Neighbourhood. Safer Neighbourhoods teams are also key to gathering information that will help us to tackle criminal networks and terrorism in London effectively.

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 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 now put in place all 630 Safer Neighbourhood teams across London and you may have already met members of your local 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.

Safer Neighbourhoods is a key initiative in the Policing London Strategy that will enable us to deliver our priorities and aims through engaging the support of Londoners and gaining their trust and confidence in policing, thereby helping us to tackle all levels of crime. Londoners are thereby more likely to feel it is worthwhile to invest in their communities and work in partnership with us to improve the environment in which they live and work.

Criminal Networks

Dismantling Criminal Networks is now one of the key priorities in the Metropolitan Police Service's Corporate Strategy. A new thematic approach to criminal networks has been developed, aimed at improving our knowledge and intelligence of criminal network activity across London (and beyond), destroying these criminal networks and seizing their assets in order to reduce the harm they cause in communities and neighbourhoods across London.

Changes in technology, travel and 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 policing challenge, we need to develop a more sophisticated understanding of the social, economic and political impact the activities of these criminal networks have on individuals, neighbourhoods, communities and London itself.

Criminal networks generally 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 more serious crime, 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. Gangs involved in serious crime and violence are included in the criminal network definition.

Police will always investigate crimes as they happen, but the real challenge now is to try and prevent a larger proportion of this criminality from occurring in the first place, to be pro-active in targeting the criminal networks that we know about, and to be better prepared for dealing with crimes that require a fast-time response. In order to do this, we need to tackle the criminals and their networks and support systems as much as the crime type. We need to identify and disrupt them, and so impact on the entire range of crime they engage in to be immediately effective, but also to address crime trends in the longer term. To do this we need to map the criminal networks and all the activities they are involved in to the best of our knowledge.

Criminal networks and organised crime also feed directly into violence rates and the homicide rate – this helps make organised crime more relevant to the wider policing agenda and over time will help bring the harm reduction and crime reduction performance frameworks closer together.

Community engagement is a crucial aspect of enabling us to understand the harm being caused by criminal networks within a specific community and to enable us to effectively disrupt criminal network activity and help prevent it spreading, or becoming further entrenched. We have to build up the confidence of each community/ neighbourhood so they feel safe to talk to the police and trust that we will protect them, and so that we have people willing to provide evidence against offenders when necessary.

Criminal role models are present in many communities and these people often attract and encourage local vulnerable young people to take part in increasing criminal activity. Targeting these criminal role models and helping to divert the vulnerable young people away from criminal activity is part of this approach.

Capital City Policing

London is unique. The most diverse city in the world, an economic powerhouse matched only by New York and Tokyo, a world creative and cultural centre and the seat of national government. No other city in the world presents such a range of policing challenges. The MPS is working 24 hours a day with our partner agencies to protect the communities, institutions and events that make London such a successful 'world city'.

Our capital is the home of the royal family, government and many national and international institutions. London is the heart of our nation's democracy and we will protect your right to celebration and lawful demonstration. We will ensure that order is kept on our streets, while minimising the 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 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 Olympic and Paralympic games. 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 services 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.

We will work to make London the safest major city in the world. 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 readily 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 available information before they arrive enabling them to provide a more effective 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 holds 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 accessing information for policing as simple and effective as technology allows. Our systems also need to enable improvements to 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 delivering

this strategy demonstrates the importance of information and intelligence in making London safer.

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, Together will develop the Metropolitan Police Service in a significant and lasting way.

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 service 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. Complementing the citizen focus approach, Together will work to ensure that the public is 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 that together we can provide the most efficient and effective service for the public. The most effective way to make London safer is to work as one unified team.

Setting the policing priorities

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

In addition, we have also taken into account the following key policing documents:

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

Public and Stakeholder Consultation

Borough Operational Command Units have local priorities that are informed by Crime and Disorder Reduction Partnerships. These are developed in conjunction with local key partners.

Public consultation is an ongoing process and it is used annually to inform on the policing plan, with individuals and organisations invited to put forward their options and preferences for policing priorities. Our Strategic Priorities are closely aligned to all of these key areas. For example:

- Our Safer Neighbourhoods priority will help to address:
 - anti-social behaviour,
 - fear of crime and re-assurance,
 - Visibility,
- Traffic and road safety issues, which are part of our Capital City Policing priority.
- Part of our criminal networks priority is to focus on
 - drugs and drugs related crime,
 - gun crime,
 - targeting of prolific and priority offenders,
- Communications and approachability, which are part of the Citizen Focus priority to improve our service delivery to Londoners.

Part 2: Policing Plan 2007/08

This Policing London Plan explains what the Metropolitan Police Service will be doing between April 2007 and March 2008. We will build upon the work of 2006/07 in support of the strategic priorities, which are intended to deliver the strategic outcomes and improve service delivery. The following are examples of key activities being undertaken during 2007/08.

Citizen Focus

- Deliver the Community Engagement Strategy, improving our mechanisms for community engagement and how we act on what communities tell us;
- Roll-out victim focus desks to improve how we communicate with, care for and keep victims informed through the criminal justice process;
- Based on what service users tell us we will continue to develop our services to be more responsive to the different needs of our diverse communities.

Counter Terrorism, Security and Protection

- To have in place a range of measures to continually improve performance (through the use of performance information, defined work processes, risk assessment, continuous improvement, and supporting of Operational Command Unit Commanders)
- The Counter Terrorism Command will be supported by appropriate IT and accommodation

Safer Neighbourhoods

- Continued implementation of the Safer Neighbourhoods programme, with particular consideration of those wards with larger populations
- Development of MPS anti-social behaviour control strategy to deliver a coordinated and effective approach to anti-social behaviour

Criminal Networks

- Review of the deployment of covert assets
- Creation of a Met Intelligence Bureau
- Drugs Strategy 2007-10 – this strategy pulls together enforcement, prevention, education and reducing supply and harm
- Develop the understanding of the harm caused by gang related criminality and implement effective multi-agency responses

Capital City Policing

- 2012 Olympics – planning and preparation
- Metcall - ensures the fundamental communication link between London's communities and the MPS that enables vital fast responses to public concerns

Information Quality

- Data Quality Improvement Programme

- Management of Police Information (MOPI) Programme - implementing the recommendations of the Bichard Inquiry that is focusing particularly on the collection and use of information, and information systems (paper based and IT based), within the police service

Together

- Creation of the MPS Leadership Academy and leadership development pathway
- Developing a policy framework and selection processes consistent with our values.

Violent Crime

Directly in support of our Strategic Outcomes, the Violent Crime Directorate was formed at the end of March 2006 to provide a central focus for the delivery of performance on violent crime, with an overarching strategy to address dangerous people, dangerous places and support vulnerable victims. This work will be further progressed during 2007/08.

Met Modernisation Programme (MMP)

The MPA/MPS is in the second year of a programme of modernisation (MMP) that will assist in our pursuit of a more efficient and accessible police service for the people of London.

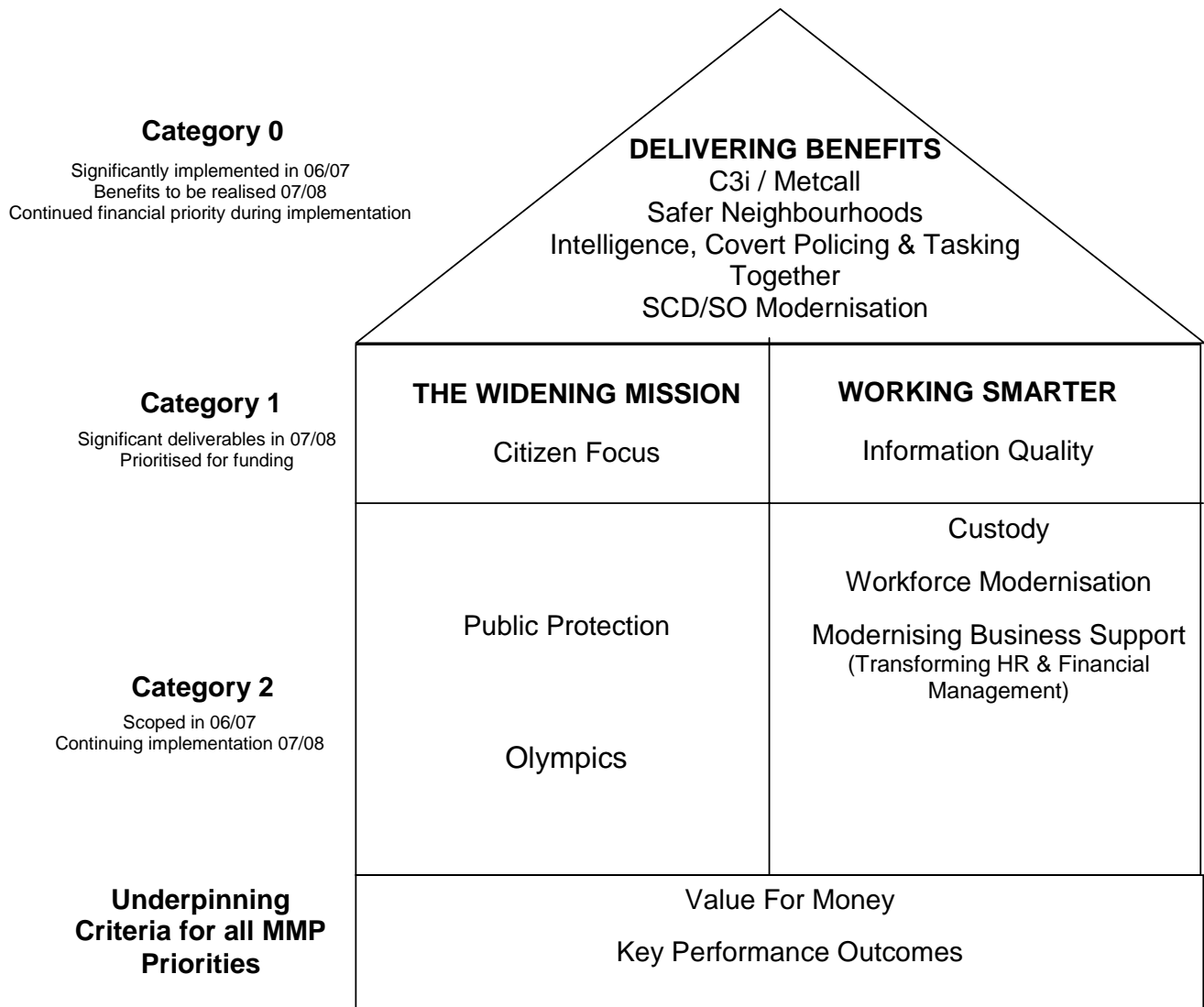
Coordinating MPS change through the MMP will ensure that programme decisions are effective and focused on delivering service improvement, in line with strategic outcomes set out in the Policing London Strategy. The MMP will do this by providing project, programme and change management support, and supporting a culture that reflects the vision of a modernised MPS.

Since the formation of the MMP, the MPS Programme Delivery Board has helped particularly in shaping the delivery of those projects identified as a priority for delivery. For 2007/2008 this will include Citizen Focus and Information Quality.

Change programmes and projects within the modernisation portfolio are categorised and prioritised for 2007/08, as **outlined in Figure 3**.

The MPA Oversight Committee continues to play a key role in assessing progress against the plan.

Figure 3. 2007/08 priorities for the MMP



Part 3: Delivering the plan

Governance

Members of the MPS' Management Board are accountable for specific areas of the Policing London Strategy and Plan, the critical performance areas and MMP projects and programmes (see Table 1). Together they will ensure, via a robust operating framework, including Investment Board, Performance Board and the MMP Programme Delivery Board, that the plan is monitored to delivery.

The MPA challenges, approves, monitors and holds the MPS to account both for the plan and the resources used to deliver it, through various committees, namely, Finance Committee, Planning, Performance and Review Committee, Equal Opportunities and Diversity Board, MMP Oversight and MPA Full Authority.

Objectives, measures and targets

In order to ensure that we improve our service delivery as a result of our planned activities, we have objectives, measures and targets for our strategic priorities to assist us in monitoring our achievement of in all these areas. These are outlined at **Appendix 1**.

MMP benefits

The Modernisation Delivery Unit is working with each of the programme managers within the MMP portfolio to develop robust and measurable benefits that will help to demonstrate the success of that programme. Much of the early stages of this work have been completed in the more mature programmes such as Safer Neighbourhoods, but most of the benefits identified will begin to be realised during 2007/08. Some benefits will focus on improving service provision such as improving public confidence and satisfaction while others will focus on organisational efficiency such as workforce modernisation. The key deliverables and benefits for Citizen Focus, Together and Information Quality are shown at **Appendix 1**.

Critical performance areas and targets

Work has gone into streamlining the number of measures to enable focused activity on the critical areas where improved performance is required. These measures and targets have been identified as the critical areas for improving our performance using the Policing Performance Assessment Framework (PPAF) scores and in relation to the Public Service Agreements (PSAs). It also allows us to take into account issues raised by the HMIC baseline assessment. To maintain focus, we have chosen only 12 CPAs. While these focus on a critical few areas, they do not exist in isolation, but form part of a wider performance management framework of supporting measures and targets. The critical performance areas (CPAs) for 2007/08 are outlined in **Table 2**.

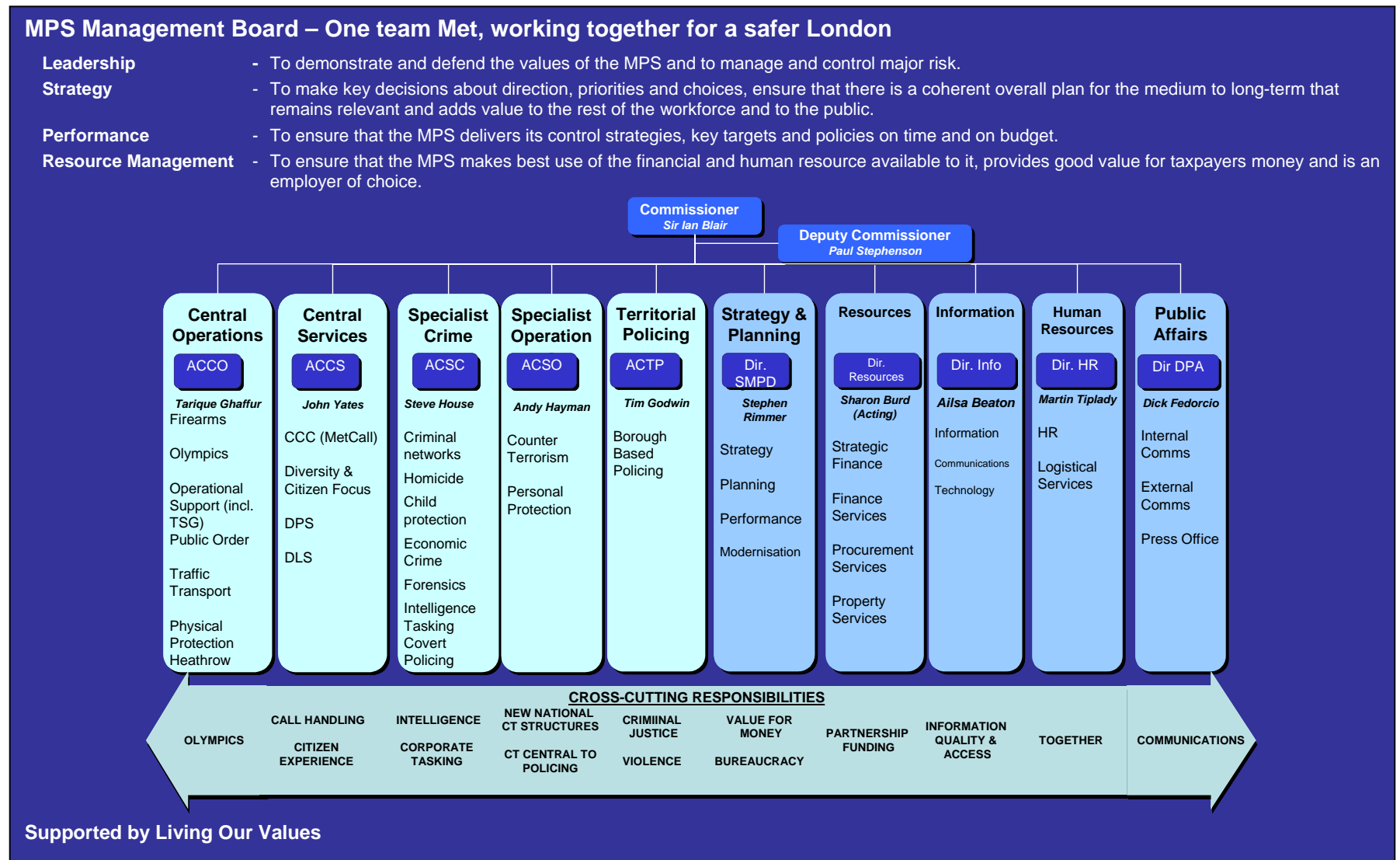
The rationale for including a measure within the critical performance list is that it:

- Signifies a key area of overriding importance to the people of London;

- presents a risk to the MPS of performing poorly with regard to PPAF/PSAs or HMIC as the performance level or trend is of concern;
- presents an opportunity where a slight improvement in performance could improve a PPAF assessment grade

Appendix 1. Draft Policing London Strategy and Plan

Table 1. MPS Management Board



Appendix 1. Draft Policing London Strategy and Plan

Table 2. The critical performance areas and targets for 2007/08

STRATEGIC OUTCOMES	Critical Performance Area	2007/08 Targets/Indicators	2007/08 Performance Year To Date
Communities are engaged in and satisfied with our police service	Satisfaction with the overall service provided	82.5% of people or more to be satisfied, very satisfied or completely satisfied	80% of people at least satisfied.
	Comparison of satisfaction of white and black and minority ethnic victims with respect to the overall service provided	Narrow the difference between satisfaction levels by 1 point	During the 12 months ending xx 2006/07, white victims satisfaction was xx%, compared to BME of xx% - a difference of 6.7 points
Security is improved and the public feel reassured	Confidence in local policing: using the British Crime Survey, percentage of people who think their local police do a good job	55% of people who think their local police do a good job	54.5% of people who think their local police do a good job
Crime, disorder, vulnerability and harm are prevented and reduced	Reduction in 10 British Crime Survey comparator crimes	Between -5 and -6% in British Crime Survey comparator crimes	-6.3%
	Violent crime (sub indicators of violence against the person and robbery also to be monitored)	-5% in British Crime Survey comparator crimes	-7.1%
	Percentage of domestic violence incidents where an arrest was made to related to the incident	50% of domestic violence incidents where an arrest was made to related to the incident	44.4%
	Reduction in the levels of gun crime	-5% across the Metropolitan Police Authority area	+13.7%
	Number of criminal networks disrupted	225	150
	Deaths resulting from road collisions	Awaits decision	?
More offenders are brought to justice	Percentage of notifiable offences resulting in a sanction detection	24%	20.9%
	Homicide sanction detections	85%	81%
	The number of offences brought to justice	190,103	198,911

Appendix 1. Draft Policing London Strategy and Plan

Revenue plan 2007/08 – 2009/10

Sustaining and improving high standards of local service delivery to London's diverse communities as well as maintaining the MPS involvement in national and international policing activities, within a tightening financial climate, inevitably requires the MPS to focus on its priorities and to use its available resources as efficiently and effectively as possible. The budget challenges experienced during the business planning process for 2007/08 have meant that difficult choices have had to be made regarding resources for next year. Investment decisions regarding the movement of resources and additional funding received have been informed by the need to deliver on the strategic priorities and outcomes, and specifically to ensure:

- the focus remains on delivery of front-line policing;
- that services are citizen focused - ensuring that the MPS/MPA responds to the needs of London's communities;
- the Safer Neighbourhoods programme is financially sustainable throughout the year; and
- continued support for Counter Terrorism.

Investment areas

Initial investment of £7.5m is planned in 2007/08 to fund police staff to take the roles currently performed by police officers in the integrated borough operations (IBOs) functions at boroughs. This is part of a programme to be rolled out across all boroughs to release police officers back to front line policing duty.

Funding has now been agreed from the Home Office for the costs of security for the Olympics in 2012. The funding provided amounts to £4m in 2007/08, rising to £9m in 2008/09 and £23m in 2009/10.

Further revenue investment of £4m in 2007/08 is planned in the Transforming HR project aimed at delivering a step change in the efficiency and effectiveness of HR services. This funding will enable a shared service centre to be delivered, achieving significant efficiency benefits that can help deliver more resources to the front line and also provide an opportunity to deliver a significant improvement in the quality of HR service delivered to the organisation.

Revenue investment of £2m is planned in 2007/08 to change the delivery of police recruit training in line with the national Initial Police Learning and Development Programme (IPLDP) by September 2007. This will deliver a progressive programme of training for recruits involving students transferring to boroughs at an earlier stage of their training and undertaking assessment in the workplace.

Other priority areas allocated additional resources within the budget include £2.6m for firearms and public order training and £0.9m for a Metropolitan Police Authority Community Engagement and Improvement Programme.

Appendix 1. Draft Policing London Strategy and Plan

The property based schemes proposed within the capital programme reflect the rollout of the Estate Strategy and the need to respond to operational and community needs regarding the modern policing agenda. Particular emphasis is to be given to completion of the Safer Neighbourhood base provision along with the rollout of patrol bases and custody centres.

Areas of major growth in IT-based capital projects are infrastructure support (technical refresh of equipment), investment in MetTIME (recording of time and duties) and mobile data terminal purchase and replacement.

The replacement of the helicopter fleet is nearing completion. Associated with this investment it has been determined that for health and safety reasons it is prudent to renew the fuelling facilities at the Lippetts Hill site and also to make improvements to the landing/runway and hard standing areas.

2007/08 Efficiency Plan

The Home Office target for efficiency savings for 2006/07 was £73.5 million. This has been exceeded and savings are now expected to be £?? 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, and
- Produce plans each year, covering a rolling three year period.

The Metropolitan Police will aim to achieve £??? million of efficiency savings in 2007/08 which will exceed the 3% target. £?? 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:

- Savings arising from the introduction of the National Strategy for Police Information Systems (NSPIS), an automated custody record and case file system
- The use of video technology in identity parades, and
- Growth in the number of Special Constables.

Progress against the efficiency plan is monitored on a quarterly basis by the Metropolitan Police Authority Finance Committee.

Details of the 2007/08 revenue and capital expenditure programme are At **Appendix X. {Figures for the appendix will be provided when finalised}**

Part 4: Making best use of resources

In striving to deliver a quality police service and value for money to Londoners, the MPS is progressing a number of areas that will assist in delivering more sustained efficiency and effectiveness, as well as improving the alignment of our resources to deliver the MPS' strategic priorities. For instance, during 2006/07, the MPS has further developed its formal Approvals process, improved the integration of business and financial planning and initiated a Productivity Strategy Board.

Approvals process

The Approvals process requires every significant investment to demonstrate how the change will contribute towards achieving the MPA/MPS' strategic priorities and outcomes. This now includes approval points by Investment Board at certain times throughout the change process, through to the realisation of identified benefits. This governance structure ensures all significant investment requests go through a single process that involves both MPS and MPA scrutiny, approval and monitoring. This should ensure a robust return on investment, aligned to business need.

Development of the business planning process

A review was undertaken in spring 2006 of the financial planning framework to determine how financial planning could better support the MPS. This review resulted in a new business planning process for the MPS, intended to more closely align its resources to deliver its strategic priorities.

Developing a Productivity strategy

The Productivity Strategy Board (PSB), which is chaired by the Deputy Commissioner and includes senior stakeholders from the MPA, Home Office, Treasury, HMIC and the National Police Improvement Agency, will be responsible for scoping and commissioning Service Improvement Reviews (Productivity Reviews) during 2007/08. The mission of the MPS is to work together for a safer London. To support this aim the PSB has been established to drive productivity work in the MPS. This requires the PSB to lead on reducing the unit cost of delivery, to continuously improve the productivity of what we do and to work with our partners to get as much as possible from our available resources.

To achieve this, the PSB will:

- Lead on the development of an MPS Productivity Strategy
- Work together with partners to explore new ways of working to deliver efficiencies
- Commission and oversee a programme of work to identify where productivity could be improved

The Key to this programme will be productivity reviews to investigate these areas, plan and implement business changes to deliver improvements

Appendix 1. Draft Policing London Strategy and Plan

Service Improvement Reviews

Service Improvement Reviews (Productivity Reviews) will be undertaken as part of the Productivity Strategy during 2007/08.

Activity Based Costing

The MPS developed and delivered Activity Based Costing (ABC) during 2006/07 for the 2005/06 resource usage of the police service, in accordance with Home Office guidelines.

ABC provides information on how the resources of the Service are consumed by the operational activities undertaken. The MPS will need to continue the development and use of data to help identify potential areas for both efficiency and performance improvement, aligned to business need.

Work will be undertaken to build on the significant developments of the previous years, to establish a management tool, both at Borough and corporate reporting levels which is capable of providing a realistic picture of how the service funds its activity. This will enable: challenge of resource usage; provision of data as part of the 2007/08 budget process; as well decision as decision making and integration to existing performance tools.

Progress over 2007/08 will be monitored by both the Finance and Performance Committees of the MPA.

A Modern and Diverse Workforce

Human Resources (HR) clearly has a major role to play as a critical business partner in enabling the MPS to meet its strategic objectives and outcomes as well as fully realise business benefits. The MPS must have a diverse workforce that puts the right people in the right roles at the right time to meet the needs of all London's communities. By employing the right people, we will be able to deliver cost-effective high quality services and make the best use of the extended police family. The HR Strategy 'Enabling People' sets out the strategic direction for HR. This consists of four key strands: becoming an employer of choice; releasing potential; developing leaders and managers for the future; and using people effectively. Notably for HR, the major change programmes have been, and continue to be: Workforce Modernisation, HR Transformation, Together and the Leadership Academy.

Planned Numbers of Staff

The recruitment of black and minority ethnic police officers, female police officers and Police Community Support Officers (PCSOs) continues to be a success. Increased numbers of people from black and minority ethnic backgrounds and women are applying for roles within the service.

As of December 2006, the number of police officer applications from black and minority ethnic candidates has increased from 21% in 2003/04 to 33%, with female applications also increasing by 10% during this period, to 39%. Female police staff representation remains high constituting 50% of applications this financial year. Moreover, black and minority ethnic applications have made a marked increase over this period from 23% to 35%. Black and minority ethnic and female applications for PCSO positions have

Appendix 1. Draft Policing London Strategy and Plan

remained consistently high over this period, at 39% and 34% respectively (see **Table X** for detailed breakdown).

The online recruitment strategy has been rolled out to Police Officer, Transfer and Rejoiner, MSC and PCSO recruitment working towards a predominantly paperless environment. The current total average percentage of online applications is 71%, which is comfortably above the 60% target originally set.

Each member of the Human Resources Board has been allocated a university situated in an area with high black and minority ethnic concentration to develop relationships and market the Metropolitan Police Service as an employer of choice for graduates from all backgrounds, and those from the local black and minority ethnic communities.

Table X. Breakdown of police officers and staff according to ethnicity and gender. *{Awaiting figures from HR}*

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								
Operational Support								
Organisational Support								
Total								

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.

Enabled Staff

The Metropolitan Police Service understands that delivering the service you need for London is dependent upon our staff having the right skills and knowledge to perform their roles successfully. The Directorate of Training and Development, together with specialist and local training providers, 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:
- Fully implement the new national programme for probationer training
- Continue development of the extended policing family training; and
- Further the potential of e learning.

In support of these key objectives and the ongoing delivery of a wide portfolio of courses, the Directorate of Training and Development has produced a comprehensive training strategy, supported by policies and guidance in

Appendix 1. Draft Policing London Strategy and Plan

relation to design, delivery, prioritisation and evaluation of training. This strategy is applicable to all Metropolitan Police Service training providers

Each year training proposals for all providers are agreed and incorporated into the Annual Costed Training Plan as required by the Home Office. This plan provides an overview of the 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.

Appendix 1: 2007/08 Objectives, measures and targets

Strategic Priority: Citizen Focus
Desired Outcome: Citizen Focused Policing is about improving the way the MPS understands, communicates with and engages with its communities, whether as direct users of services or as members of the wider public. It is a way of working that puts the requirements of citizens at the heart of decision-making and is integral to everything we do.
Primary Benefits: <ul style="list-style-type: none">▪ An easily accessible service with consistent quality of service standards.▪ Accessible and responsive customer feedback mechanisms.▪ A seamless and responsive service, which provides informative updates on progress.▪ Services that are designed around the needs of their users rather than for own internal convenience.▪ Staff awareness around user experience, community needs and diversity issues with citizen focus seen as a fundamental part of their work.▪ More effective and ongoing dialogue with communities and information tailored to local needs.▪ Real opportunities for community participation and genuine joint working with processes for community involvement in policy, decision-making and priority setting. Increased responsiveness of service delivery based on understanding community needs.▪ Ensuring the 'user experience' is reflected more broadly in corporate performance.
Key Deliverables for 2007-2008: <ul style="list-style-type: none">▪ Working towards full compliance on the MPS Quality of Service Commitment, which includes ensuring ease of contact to us, providing a professional and high quality service and keeping you informed.▪ Development of a Corporate and Business Group Performance Framework to more broadly reflect Citizen Focus outcomes.▪ Full Customer Call-back process in place.▪ Continued dissemination of Citizen Focus Good Practice across the MPS.▪ Implementation of 'Your Voice Counts' system for public to leave comments.
Contributing to: <ul style="list-style-type: none">▪ Enabled staff,

Appendix 1. Draft Policing London Strategy and Plan

- Cohesive partnership working and
- Clear communication to help ensure;
- Improving satisfaction of victims of racist incidents (SPI 3a)
- Improving crime victim satisfaction (SPI 1a-e)
- Improved confidence in policing (SPI 2)
- Closing the satisfaction gap between white and BME victims of crime (SPI 3b)

Strategic Priority: Information Quality – *Summary*

Desired Outcome:

To provide trusted information, that is fit for purpose that enables and supports a modern and effective police service.

Primary Benefits:

- Information is re-used, rather than re-keyed.
- Time is given back to operational officers.
- Better quality information is available for policing.
- Information is linked for improved, faster decision making.
- Access to information is made easier, while security is maintained.
- Information is shared securely, internally and with partners.
- Information is captured and deployed close to where it is needed.
- An organisation more responsive to change is enabled.
- Legislative compliance including MOPI, is achieved, and better management of information on high risk crimes and offenders is targeted.
- Paper volumes including the need for storage is reduced.
- Systems investment is better aligned to cost and risk.

Appendix 1. Draft Policing London Strategy and Plan

Key Deliverables for 2007-2008:

- Saving officer time through less re-keying of information, by joining more systems together, and simplifying access to them securely using single-sign on.
- Increasing detection rates by making better connections between information stored on our systems.
- Making our officers better informed through targeted data quality improvements and sharing of good practice, focusing on front-line systems.
- Faster, more accountable decision making by improving the way we manage electronic documents.
- Better access to stored documents using an improved intranet-searching tool.
- Helping officers to protect children and vulnerable people by sharing appropriate information with our business partners.
- Enabling officers to capture information from incidents by trailing and extending mobile devices.
- Improving the way officers manage information by adjusting attitudes and values.

Contributing to:

- Better Use of Resources
- Safer Neighbourhoods
- Criminal Networks
- Capital City Policing
- Citizen Focus
- Clear Communication
- Cohesive Partnership Working
- Enabled Staff

Appendix 1. Draft Policing London Strategy and Plan

Strategic Priority: Together
Desired Outcome: Delivering values based leadership management training development and support to increase public satisfaction and confidence improved quality of service and partnership working.
Primary Benefits: <ul style="list-style-type: none">▪ Becoming an employer of choice▪ Improved management and leadership capability▪ Improved performance management▪ Improved organisational learning and information sharing▪ Improved communication▪ Improved team working▪ Maximising staff potential
Key Deliverables for 2007-2008: <ul style="list-style-type: none">▪ Tailored local intervention delivered to OCUs to enhance management and leadership capability▪ Leadership development programme for Command Leaders (Chief Superintendents and▪ Leadership development programme for MPS Programme Leaders (Commanders, Directors and Deputy Assistant Commissioners)▪ Development of a web-based learning portal to be available on the local intranet and the internet.

Contributing to: <ul style="list-style-type: none">▪ Enabled staff▪ Clear communication

Appendix 1. Draft Policing London Strategy and Plan

Making Neighbourhoods Safe	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</p> <p>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 82.5%). 	<p>SPI 3</p> <p>d) Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim</p> <p>SPI 4</p> <ul style="list-style-type: none"> a) Using the British Crime Survey, the risk of personal crime b) Using the British Crime Survey, the risk of household crime 	<p>SPI 5</p> <p>e) 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 8</p> <ul style="list-style-type: none"> a) Percentage of domestic violence incidents where an arrest was made related to the incident <p>(Target 60% - Changes made to powers of arrest in January 2006 may affect this target, it is currently under review and subject to alteration)</p>	<p>SPI 6</p> <p>b) Percentage of offences brought to justice (Achieved through SPI7A)</p> <p>SPI7</p> <ul style="list-style-type: none"> a) Percentage of notifiable offences resulting in sanction detection. (Target 20%) <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>Number of outstanding warrants (Target –6'500)</p>

Appendix 1. Draft Policing London Strategy and Plan

Making Neighbourhoods Safe	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
Indicators and Targets	<p>SPI 2</p> <p>a) Using the British Crime Survey, the percentage of people who think their local police do a good job.</p> <p>SPI 3</p> <p>a) Satisfaction of victims of racist incidents with respect to the overall service provided</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</p> <p>a) Using the British Crime Survey, fear of crime</p> <p>b) Using the British Crime Survey, perceptions of anti-social behaviour</p> <p>c) Using the British Crime Survey, perceptions of local drug use / drug dealing</p> <p>SPI 11</p> <p>a) Percentage of police officer time spent on frontline duties</p> <p>SPI 5</p> <p>b) Violent crime per 1,000 population (shared with criminal networks)</p> <p>(Target – 5% reduction in BCS crimes only – sub indicators of violence against the person and robbery also monitored)</p>	<p>PSA1 Reduction in 10 British Crime Survey comparator crimes (Target –likely to be around 6.5%)</p> <p>SMT representation and attendance at local Safeguarding Children Boards (Target - 85% attendance on all BOCUs)</p>	

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 provide coverage of Counter Terrorist Intelligence Officers across London Boroughs, 70% of the time.</p> <p>Suspected or actual terrorist incidents to achieve a rating of "appropriate" for scene management</p> <p>Target: 90% of the time</p> <p>Explosives officers to attend Improvised Explosive Device and other suspect device calls within set time.</p> <p>Target: 95% of the time</p>	<p>To provide an emergency response to personal attack and perimeter alarm activations on the Parliamentary Estate within 3 minutes</p> <p>Target: 80% of the time</p> <p>To provide an emergency mobile response to Embassy warning system activations to diplomatic, government and vulnerable communities within 6 minutes</p> <p>Target: 90% of the time</p> <p>Calls to 'Anti-Terrorist Hotline' are answered within set time</p> <p>Target: 85% of the time</p> <p>No intrusions into the Parliamentary estate (Red Zone).</p> <p>Target: 100% of the time</p> <p>No intrusions into the secure Royal residence (Red zone or Purple zone)</p> <p>Target: 100% of the time</p>	<p>Red awaiting confirmation of inclusion as currently written</p>	
	Feb-07	Page 35 of 62		Review Date: 15-Feb-07 © MPA

Appendix 1. Draft Policing London Strategy and Plan

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 identify & target emerging criminal networks To improve police engagement with those communities linked to priority criminal networks 	<ul style="list-style-type: none"> To target those criminal networks causing the greatest level of harm to business communities To work with the business community to enhance security against the activities of criminal networks 	<ul style="list-style-type: none"> To increase the number of criminal networks disrupted To reduce harm to communities through the disruption of criminal networks To increase the number of Criminal Networks involved in the supply of Class A drugs disrupted 	<ul style="list-style-type: none"> To maximise the disruption of criminal networks by targeting cash and assets To increase the confidence of victims and witnesses in the handling of cases related to Criminal Networks To reduce harm by maximising opportunities to bring criminal networks involved in drug and firearms offences to justice

Appendix 1. Draft Policing London Strategy and Plan

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
Indicators/ Targets	<p>The number of taskings commissioned regarding criminal networks from the Criminal Networks Prioritisation Meeting (Baseline)</p> <p>Percentage of citizens who think gun crime is a problem Target: No increase</p> <p><u>Under development</u> Number of IAGs within communities¹</p>	<p>Number of Criminal Networks disrupted impacting on the business community Target: 75</p> <p>Number of Prevention initiatives targeting the business community Target: 20</p> <p>To be reviewed after 1st Quarter</p>	<p>Number of Criminal Networks disrupted (incorporating the number of criminal networks engaged in drugs activity disrupted) Target: 225</p> <p>To be review after 1st Quarter (To include 150 CNs involved in Class A drugs)</p> <p>Reduce gun-enabled crime (SPI 5e) Gun crime per 1,000 population Target: -5%</p> <p><u>Under development</u> % Of citizens in Challenged Wards who have confidence in & satisfied with police</p>	<p>The value of assets identified for court seizure (SPI 8)</p> <p>c) Value of cash forfeiture orders and confiscation orders per 1,000 population) Target: £35m</p> <p>The number of cases where assets are restrained or cash seized Target: 1000</p> <p>Improve on 2006/07 gun-enabled crime sanctioned detection rate Target: 25%1</p> <p>Number of criminal network nominals arrested that are charged with an offence² Target: 80%</p> <p>To be reviewed after 1st Quarter</p> <p>Victim Satisfaction as measured by Victims Satisfaction Survey project for commercial robbery (Baseline)</p>
Indicators/ Targets				

¹ This indicator will be develop further through out the year, for example increase in reports from those communities targeted with CN marketing campaigns

² The process for this measurement would be to take those individuals named on the Disruption Assessment forms as arrested, and measure the percentage of these that were eventually charged with an offence

Appendix 1. Draft Policing London Strategy and Plan

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
				<p>SPI 8 c) Value of cash forfeiture orders and confiscation orders per 1,000 populations. (Linked with the value of assets identified by court order for seizure) The number of cases where the assets are restrained or cash seized (Target 200)</p> <p>SPI 6 c) Number of supply offences brought to justice per 10,000 population, and of these percentage of cocaine and heroin supply</p>

Appendix 1. Draft Policing London Strategy and Plan

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 increase satisfaction and confidence in the way we deliver Capital City Policing 	<ul style="list-style-type: none"> To increase the levels of satisfaction with the way we protect London's people, buildings and infrastructure, including security planning of the 2012 Olympic Games 	<ul style="list-style-type: none"> To increase the level of satisfaction with the specialist policing resources we provide to prevent and reduce crime, disorder, vulnerability and harm To assist in the reduction of crime, disorder, vulnerability and harm through the provision of specialist policing services 	<ul style="list-style-type: none"> To improve arrest and conviction rates for priority offences
Indicators/ Targets	<p>Satisfaction level of victims in the contact they have with Central Operations</p> <p>Satisfaction level of stakeholders in the service they receive from Central Operations</p> <p>Communicating messages to the public and the level of satisfaction with these messages</p> <p>SPI 1 1a-1e</p> <p>Victim satisfaction with contacting police in relation to traffic accident victims</p>	<p>Satisfaction with the level of resources allocated</p> <p>Number of deployments agreed through Security Review Committee</p> <p>Number of post-incident deployments</p> <p>Perceptions of passenger safety on transport network</p>	<p>Satisfaction with the level and quality of resources provided</p> <p>Levels of crime and disorder</p> <p>Reduction in Adult and Child road casualties (KSI) against government targets</p>	<p>The number of arrests for priority crime</p> <p>The number of convictions for priority crime</p> <p>(Also consider rates per officer)</p>

Appendix 1. Draft Policing London Strategy and Plan

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
	<p>SPI 3</p> <p>Comparison of satisfaction for white users and users from ethnic minority groups with respect to the overall service provided for traffic accident victims</p> <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</p> <p>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>			

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

- Resources Directorate: SPI 12a Delivery of cashable and non-cashable efficiency targets (Target 3%)
- Human Resources: SPI 3e Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population
 3g Percentage of female police officers compared to the overall force strength
 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.

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 close to or within the wards in which the Safer Neighbourhood team operates. The Metropolitan Police Service is also providing front counters in some locations to improve community access. 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

Police Both the Metropolitan Police Authority and the Metropolitan Police Service are committed to eliminating discrimination and positively promoting equality and good relations in all its forms. Therefore, to develop a fully inclusive approach, the MPS Equalities Scheme has been developed. This is a framework that will, when complete, contain both general (or common) and specific sections relating to the six diversity strands of age, disability, ethnicity, gender, religion and belief and sexual orientation. In line with statutory requirements of the Disability Discrimination Act 2005, the MPS Equalities Scheme was published on the 4th December 2006 with the general and disability sections complete. The other strand sections will be completed in line with the timetable outlined in the Scheme and set to run through to late 2007. Annual reviews will be published from December 2007.

The Scheme is not published in a hard copy format due to the developing nature of the project. Electronic versions and other formats, such as Braille, can be accessed through the MPS Internet and Intranet sites.

In the coming year the MPS will strive to ensure that:

- Diversity performance is measured locally and corporately against the MPS Equality Standard. In this way we will look to drive a consistent level of quality throughout the MPS
- Every one of our policies (which includes *corporate and local policies, corporate change, projects, procedures, functions, strategies, strategic decisions, pre-planned operations, policing plans and schemes*) will go through a process of review and equality impact assessment to ensure that they do not adversely impact on any particular group/community.
- The implementation and impact of our Policies is monitored and the results published

Appendix 1. Draft Policing London Strategy and Plan

- Staff will be 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
- The new streamlined governance arrangements, set out in the Equalities Scheme, will lead to more effective community involvement in oversight, access to relevant information and meaningful progress.

Police Reform and the Community Safety Accreditation Scheme

Section 40 of the Police Reform Act 2002 enables the Chief Officer of a police force to 'Accredit' employers and employees, not employed by the police, to discharge community safety functions. 'Accreditation' enables the Chief Officer to confer powers to assist police in tackling crime, disorder, public nuisance and anti-social behaviour. The MPS draft Community Safety Accreditation Scheme policy is in place but to date there has been no complete application from any organisation seeking Accredited status.

Only a small number of Forces in England and Wales have been proactive in marketing Accreditation schemes. Many others see the sale of Police Community Support Officer services as the preferred option and so do not actively pursue the section 40 Police Reform Act opportunities.

The previously proposed Southwark Warden pilot scheme has not progressed due to ongoing deliberations about purchase of Police Community Support Officer services as an alternative. The MPS has been successful in encouraging local authorities to purchase PCSO services in numerous London boroughs. Transport for London has also recently agreed funding for additional PCSOs to improve security on transport routes. PCSOs have to date proved preferable to external Accredited personnel as communication, tasking and accountability remains within the MPS.

There has recently been an approach from another London borough that may seek Accredited status for their wardens. Two security companies have also expressed an interest in Accreditation for themselves and their employees. These wardens and security personnel already work closely with Safer Neighbourhood teams and Accreditation could enable personnel to become more effective in tackling nuisance and anti-social behaviour.

The processes are in place to progress these applications monitor performance at a local level. An evaluation of the benefits would then influence future MPS proactivity in this area.

Background to the Policing Plan

This section provides important background information that you will find useful in understanding how the Policing London Strategy for 2006-09 has been developed and how we have identified the key areas of focus within the Policing Plan for 2007/08

National Community Safety Plan

The MPS' strategic priorities and outcomes are closely aligned to Government's five key strategic priorities for the police service for 2007/08. These are outlined below:

- Reduce overall crime in line with the national PSA target to reduce crime by 15%, with particular emphasis on violent crime;
- Enable people to feel safer in their communities, this includes embedding the neighbourhood policing principles, improving service delivery as well as reducing the public perception of anti-social behaviour;
- Continuing to bring offenders to justice in partnership with criminal justice agencies in line with the Government's PSA target;
- Strengthen public protection by increasing capacity and capability for dealing with widespread threats, particularly with regard to organised crime;
- Protect the country from terrorism and domestic extremism.

London-wide Policing Priorities

Priorities set by the Mayor

The **Mayor's budget proposals** are a reflection of the Mayor's priority aims and objectives, that the aims of which are to make real progress can be made in achieving the Mayor's vision of an exemplary sustainable world city.

For 2007-08 the Mayor's top priority is to use the budget development process to help ensure that London is able **to mitigate and adapt to climate change**. Both the MPS' strategic outcomes and priorities are consistent with the priorities of the Mayor. For example, we are working to improve the quality of life for Londoners, assist them in feeling safer with our Safer Neighbourhoods programme, to reduce crime, and to improve the way we respond to the terrorism threat.

To deliver on the Mayor's priorities regarding sustainable development the priorities for 2007-08, the Greater London Authority (GLA) has used the budget development process to convey the Mayor's objectives. Some examples of these are to do more in the following areas:

- Highest priority given to counter terrorism and capacity to respond to major catastrophic events;
- Fall in crime in the capital;
- Londoners feeling safer and respecting the capital;

Appendix 1. Draft Policing London Strategy and Plan

- Sustainable increase in living standards and quality of life of Londoners including maximising the level of employment for Londoners;
- Maximise the economic, social, health and environmental benefits the 2012 Olympic Games and Paralympic Games bring to London and all Londoners;
- Consumption of fewer non-renewable resources, reducing future carbon emissions and improvements to the quality of London's environment;
- Greater use of renewable energy;
- Increased levels of recycling.

Local Policing Priorities {awaiting updated information}

Borough Operational Command Units (BOCUs) have local priorities that 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; and
- Robbery

Partnership work continues to develop rapidly with half of the boroughs in London 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.

Public consultation is an ongoing process and it is utilised annually to inform on the policing plans, with individuals and organisations invited to put forward their options and preferences for policing priorities. Some of these organisations may closely work with the police as statutory partners and for some individuals it may be the first occasion that they have aired their views. Each has a different perspective and may have a sole interest in only one issue. The process allows those contributors to see what others have submitted and allows them to see options they may not have considered, or where their submission has strong crossovers with others. The following are the key themes that emerged in sequence from the overall 2005 consultation process.

- Anti-social behaviour and low level crime
- Visibility, numbers of police and reassurance

- Traffic and road safety offences
- Youth crime and other youth issues
- Reporting systems and response times
- Drugs and drug related crime

Metropolitan Police Business Group Policing Priorities

The police service also develops Business Group priorities, which relate to significant areas of business that are the responsibility of a specialist unit or support directorate. Some examples of Business Group priorities include homicide investigation and the role of the Child Abuse Investigation Command in the Specialist Crime Directorate to safeguard children and young people from physical, sexual and emotional abuse.

Appendix 3: How we did during 2006/07

Summary of our Performance Achievements

The Metropolitan Police Service has achieved a number of successes against last year's objectives and targets.

The police service has met the majority of the priorities and targets set by the Metropolitan Police Authority, particularly in terms of citizen focus, criminal justice and terrorism. Below is an overview of some of the performance achievements between April 2006 and December 2006:

- Gun enabled crime has reduced by 16.8%. The challenge for next year is to sustain this improvement.
- The overall sanction detection rate is 20.7% against a 20% target. The MPS has continued to show increases year on year.
- Offences brought to justice is at the highest comparable level for the MPS and current performance is ahead of target.
- Overall Violent crime is down by 5.2%, despite the rise in robbery of 2.5%. This is in part due to the increased ownership of mobile phones. Two of the most similar forces to the Metropolitan Police Service have suffered similar increases.

The past year has seen a number of challenges and as a result not all targets have been met. Most notably:

- Satisfaction across the MPS is currently just under target at 80% (target 81%).

Satisfaction of victims of racist incidents of overall service is 61% against 72% target.

Inspections by Her Majesty's Inspectorate of Constabularies

Appendix 1. Draft Policing London Strategy and Plan

On 24 October 2006 the HMIC published a high level assessment of each police force's performance during 2005/06, focusing on high level processes and results.

This provided a baseline point against which future progress or deterioration in performance could be measured and 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 – Highest level of performance in service delivery. Also recognised as a 'beacon' to others and accepted as a source of leading-edge practice.
- Good - Evidence of performance that is above the Most Similar Forces average.
- Fair - Evidence of delivery of an acceptable level of service.
- Poor – Evidence of an unacceptable level of service.

The HMIC also noted a 'direction of travel' grade –

- Improved – reflecting a significant improvement in performance;
- Stable – denoting no change in performance; and
- Deteriorated – reflecting a significant decline in performance.

The table below shows those grades awarded to the MPS, together with the direction of travel. The full report is available on the HMIC website.

Summary of Judgements	Grade	Direction of travel
Citizen Focus		
Fairness and Equality	Fair	Improved
Neighbourhood Policing and Problem Solving	Good	Improved
Customer Service and Accessibility	Fair	Improved
Professional Standards	Good	?
Reducing Crime		
Volume Crime Reduction	Fair	Improved
Investigating Crime		
Managing Critical Incidents and Major Crime	Excellent	Stable
Tackling Serious and Organised Criminality	Excellent	Improved

Appendix 1. Draft Policing London Strategy and Plan

Volume Crime Investigation	Fair	Improved
Summary of Judgements	Grade	Direction of travel
Investigating Crime		
Improving Forensic Performance	Good	Improved
Criminal Justice Processes	Fair	Improved
Promoting Safety		
Reducing Anti-Social Behaviour	Good	Improved
Protecting Vulnerable People	Fair	Improved
Providing Assistance		
Contact Management	Fair	Improved
Providing Specialist Operational Support	Good	Improved
Strategic Roads Policing	Excellent	Stable
Resource Use		
Human Resource Management	Good	Improved
Training, Development and Organisational Learning	Good	Improved
Race and Diversity	Good	Improved
Managing Financial and Physical Resources	Fair	Stable
Information Management	Good	Stable
National Intelligence Model	Good	Improved
Leadership and Direction		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Good	Improved

In comparison with last year's Baseline Assessment, improvements in performance have been made, with the MPS receiving improved gradings in seven frameworks.

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 and the Metropolitan Police Authority on a regular basis.

The next Baseline Inspection process will take place between March 2007 and February 2009. HMIC have reduced the number of frameworks to be inspected, following consultation with ACPO and all Forces. The MPS will integrate the results from the 2006 action plan into the next Baseline Assessment process.

Appendix 1. Draft Policing London Strategy and Plan

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

On 24 October 2006, 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 (PPAF).

The table below shows the grades awarded to the MPS. Details are also available on the Home Office website.

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

In comparison with last year's PPAF gradings, improvements in performance have been made, with the MPS receiving improved gradings in **four** domains.

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.

All data for the current year refers to the period April to January unless otherwise indicated.

Audit of Policing and Performance Plan 2005-2006

The Audit Commission issued an unqualified report on the best value performance plan on 30 November 2006.

Metropolitan Police Authority response

The police authority is pleased with this assessment, particularly as it demonstrates the success of the improvements the MPS has made in the last year to ensure there are sufficient quality checks in place to provide integrity to the performance indicators included in the policing plan.

Appendix 1. Draft Policing London Strategy and Plan

Critical Performance Areas	2005/06 Performance Year	Target	2006/07 Performance Year to date (April to Dec 06 unless stated otherwise)	Trend & Additional Information
Victim satisfaction with overall service (SPI 1e) April to September 06	79%	81%	80%	Consistent performance in Q1 and 2 at 80%. MSF rank: 3
Victims of racist incidents' satisfaction with overall service (SPI 3a) April to September 06	73%	72%	61%	Satisfaction dropped in Q2, but the sample is small. MPS working on ways to improve size. MSF rank: 1
% of police officer time spent on frontline duties (SPI 11)	61.9%	Monitor	61.9% 2005/06	New Home Office assessment method and 2005/06 activity data has just become available MSF Rank: 2
% of people who think anti-social behaviour is a problem (SPI 10b) - % is for Yr to September 2006	25%	25%	26%	Was 28% same time last year. MSF rank: 5
Counter-Terrorism Performance Indicator	N/A		N/A	Work is ongoing to develop a measure and consultation is taking place with key MPA members.
Change in BCS recorded crime basket (PSA 1 proxy)	-0.9%	-6.3%	-6.2%	Eight of the basket of 10 is showing reductions. MSF rank: 2
Change in BCS recorded violent crime	-2.7%	-5.0%	-7.0%	Common Assault down 8.3%, Wounding down 6.2%. MSF rank: 5
[Change in VAP]	-2.3%		-6.9%	November lowest month this FY. MSF rank: 5

Appendix 1. Draft Policing London Strategy and Plan

Critical Performance Areas	2005/06 Performance Year	Target	2006/07 Performance Year to date (April to Dec 06 unless stated otherwise)	Trend & Additional Information
[Change in robbery]	16.1%		+2.5%	Has increased in October & November. MSF rank: 5
Crime in most challenging wards	N/A		N/A	Proposed not to set a target for 2006/07
% domestic violence incidents where an arrest was made related to the incident (SPI 8a)	36%	40%	41%	No significant change. On target
Change in gun crime	4.2%	-4%	-15.9%	Performance still well below target. MSF rank: 2
Number of criminal networks disrupted - monthly average	9.6	12.5	10.3	Performance improving, but still below target
Sanction detection rate for notifiable offences (SPI 7a)	18.0%	20%	20.8%	On target, six consecutive months above 20%. MSF rank: 5
The number of offences brought to justice - monthly average (PSA 3) (April to November 2006)	15,190	15,417	16,754	PYTD is highest in comparable records for MPS. MSF rank: 5

Appendix 1. Draft Policing London Strategy and Plan

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: Communities are engaged with, confident in & satisfied with the police					
SPI 1a	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to ease of contact	86%	No Target	85%	2006/07 data refers to April to September 2006
SPI 1b	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to actions taken by police	77%	No Target	75%	2006/07 data refers to April to September 2006
SPI 1c	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed	59%	No Target	58%	2006/07 data refers to April to September 2006
SPI 1d	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to treatment	92%	No Target	92%	2006/07 data refers to April to September 2006
SPI 2a	Using the British Crime Survey, the percentage of people who think their local police do a good job	54%	No Target	54%	British Crime Survey for the twelve months ending September 2006

Appendix 1. Draft Policing London Strategy and Plan

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: Communities are engaged with, confident in & satisfied with the police					
SPI 3b	Comparison of satisfaction for white users and minority ethnic groups with respect to the overall service provided		No Target		2006/07 data refers to April to September 2006
	White	80%		81%	
	B&ME	73%		74%	
SPI 3c	Percentage of PACE searches which lead to arrest by ethnicity of person searched		No Target		
	White	12.1%		12.0%	
	B&ME	13.7%		13.1%	
PP	To increase the coverage of Counter Terrorist Intelligence Officers to 70% of London boroughs	55%	70%	70%	Currently 23 boroughs have CTIOs. The target was achieved in November

Appendix 1. Draft Policing London Strategy and Plan

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
PP	Suspected or actual terrorist incidents to achieve a rating of "appropriate" for scene management	98%	90%	98%	Performance consistently above target throughout 2006
PP	Explosives officers to attend improvised explosive device and other suspect device calls within set time	100%	95%	100%	Performance consistently above target throughout 2006
PP	Percentage of citizens who think organised violence between or within criminal groups or gangs is a problem	3%	Baseline	5%	Public Attitude Survey data refers to April to September 2006
PP	Percentage of citizens who think organised crime is a problem	5%	Baseline	4%	Public Attitude Survey data refers to April to September 2006
PP	Percentage of citizens who think gun crime is a problem	9%	Baseline	9%	Public Attitude Survey data refers to April to September 2006
SPI 9a (i)	Number of people killed in under 30 days or seriously injured in road traffic collisions (Monthly Average)	323	No Target	312	2006/07 data refers to April to October 2006
SPI 9a (ii)	Number of people killed in under 30 days or seriously injured in road traffic	1.0	No Target	1.0	2006/07 data refers to April to October 2006

Appendix 1. Draft Policing London Strategy and Plan

	collisions per 100 million vehicle km travelled				
--	---	--	--	--	--

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: Security is improved & the public feel reassured					
SPI 3d	Comparison of sanction detection rates for violence against the person offences by ethnicity of victim: (December)		No Target		
	<i>White victims</i>	20%		25%	
	<i>B&ME victims</i>	15%		19%	
SPI 4a	Using the British Crime Survey (BCS), the risk of personal crime	8%	No Target	9.3%	British Crime Survey for the twelve months ending September 2006
SPI 4b	Using the British Crime Survey, the risk of household crime	20%	No Target	20.5%	British Crime Survey for the twelve months ending September 2006
SPI 10a	Using the British Crime Survey, the fear of crime (Burglary)	18%	No Target	17.7%	British Crime Survey for the twelve months ending September 2006

Appendix 1. Draft Policing London Strategy and Plan

SPI 10a	Using the British Crime Survey, the fear of crime (Vehicle Crime)	18%	No Target	19.0%	British Crime Survey for the twelve months ending September 2006
SPI 10a	Using the British Crime Survey, the fear of crime (Violent Crime)	27%	No Target	29.1%	British Crime Survey for the twelve months ending September 2006

Appendix 1. Draft Policing London Strategy and Plan

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
SPI 10c	Using the British Crime Survey, perceptions of local drug use/dealing	31%	No Target	34.1%	British Crime Survey for the twelve months ending September 2006
PP	To improve our mobile response to Embassy Warning System activations to diplomatic, government and vulnerable communities within 6 minutes	94%	90%	96%	
PP	To improve our attendance to all personal attack alarm and perimeter alarm activations on the main Parliamentary Estate to within 3 minutes	93%	80%	88%	
PP	Calls to anti-terrorist hotline answered within set time	78%	85%	97%	
PP	Intrusions within the red zone of the Parliamentary Estate	0	0	0	
PP	Intrusions into the protected secure residence of the Principal (red and purple zones)	0	0	1	One intrusion occurred in August

Appendix 1. Draft Policing London Strategy and Plan

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
PP	Reduce the gap between Budget Workforce Targets and actual strength by half by 31 March 2007	N/A	-50%	N/A	This indicator will be reported towards the end of 2006/07
Objective: Crime, disorder, vulnerability & harm are prevented & reduced					
SPI 5e	Life threatening and gun crime per 1,000 population	+1.2%	-4%	-18.0%	
SPI 5f	Acquisitive crime per 1,000 population	+4.0%	No Target	-6%	
			(forms part of BCS overall crime)		
PP	SMT representation and attendance at Children's' Trust meetings and local Safeguarding Children Boards	N/A	100%	95%	
PP	Successful interventions in kidnap offences related to criminal networks investigated by SCD	0	No Target	1	

Appendix 1. Draft Policing London Strategy and Plan

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: More offenders are brought to justice					
PP	Number of outstanding warrants				
	Owned	9406	8,500	7,526	
	Residing	8668	7,985	7,012	
PP	The value of assets identified by court order for seizure	35.2m	No Target	£16.7m	
SPI 8c	Value of cash forfeiture orders and confiscation orders per 1,000 population	£4,744	No Target	£2,251	
PP	The number of cases where assets are restrained or cash seized	207	200	516	
PP	Achieve gun enabled crime sanction detection rate	21.2%	25%	19.2%	

Appendix 1. Draft Policing London Strategy and Plan

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Additional PPAF measures delivered within Business Group Priorities					
SPI 12a	Delivery of cashable and non-cashable efficiency targets (Home Office targets) (Cashable are actual to date & non-cashable are projected for the year)	1.9%C	3% (for year)	2.7%	2006/07 data refers to April to October 2006
SPI 13a	Percentage of available hours lost due to sickness for police officers	3.1%	No Target	3.1%	
SPI 13b	Percentage of available hours lost due to sickness for police staff	4.3%	No Target	4.2%	
SPI 3e	Minority ethnic recruitment	13.3%/26%	No Target	12%/26%	
SPI 3g	Female officer representation	20.1	No Target	20.6	

Further Copies and Alternative Languages

This document is the joint Metropolitan Police Authority and the Metropolitan Police Service Policing London Strategy for 2006 to 2009 and includes our plan for policing London over the year ahead (April 2007 to March 2008). The document can be made available in Braille, audiotape, large print or in the languages below by writing to the Director of Communications at the Metropolitan Police Authority 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 Chief Executive and 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 London Strategy and Plan can be obtained from the police authority 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 Metropolitan Police Authority 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/>