

MPS Policing and Performance Plan 2000/2001



**METROPOLITAN
POLICE**

Working for a safer London

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Introduction

In 2000/2001, the MPS will have two key priorities, namely:

Reducing Crime and Disorder

and

Diversity

The activities described in this plan indicate how the MPS will be delivering the priorities, making the most efficient and effective use of its resources.

This new style Policing and Performance Plan lays out the activity for a year in which the Metropolitan Police Service (MPS) will undergo the biggest change it has seen in its history.

The creation of the new Metropolitan Police Authority (MPA) from 3 July 2000 will introduce a different form of accountability for the MPS, one in which a greater emphasis is placed on understanding, and responding to, the needs of the communities it serves.

Within that new form of accountability is the requirement under the Local Government Act 1999 to prepare and implement a performance plan to deliver best value. Best value sharpens the focus on continuous improvement through providing a framework for improving the quality of services, and the efficiency, economy and effectiveness with which they are delivered.

The duty of best value falls to the Police Authority, rather than the police service. However, until the MPA is in place the MPS is developing an approach to the implementation of best value.

Structure of the plan

This document draws together the annual policing plan, the efficiency plan and the best value performance plan to demonstrate an integrated approach to the delivery of efficient, economic and effective policing services. This combined plan forms a statement of:

- the performance of the MPS in 1999/2000 against priorities, service-wide issues and planned efficiency savings;
- the outcome of consultation;
- the new corporate strategy of the MPS;
- what the MPS intends to do in 2000/2001 to deliver that corporate strategy and nationally and locally set priorities;
- the programme of best value reviews;
- how the targets set will be achieved;
- the resources available (including those identified through efficiency savings) and how they will be used.

This plan for 2000/2001 will be reviewed by the MPA once it is in place and is therefore issued at this time subject to that review and any changes that may be made. A summary of the content has been made available to the communities of London.

In developing these priorities and service-wide issues, the MPS takes into account:

- ◇ the Ministerial Priorities set by the Home Secretary for all police forces in England and Wales;
- ◇ the need to support the delivery of objectives developed as a result of local crime and disorder audits;
- ◇ the results of consultation with partners, members of the public and London based organisations e.g. businesses.

Full year performance and financial information will be published at the end of June in an enhanced version of this document which will form the annual report of the Commissioner to the Home Secretary as police authority.

Corporate review - summary of findings

A corporate review was undertaken to establish a clear picture of the strengths and weaknesses of the MPS. This supported the setting of objectives for achieving the overarching vision and informed the development of the programme of best value reviews. The full review has been produced as a separate document - a summary of the findings is shown in Annex A.

How the MPS performed in 1999/2000

This review of the performance of the MPS provides a comparison against other police forces in England and Wales against the Best Value Performance Indicators (BVPIs), using the latest full year information available (1998/99). It also sets out the progress on delivering the key priorities of the MPS during the year to the end of February 2000. A complete list of the BVPIs is in Annex B showing MPS performance against each of them where information is available.

Policing London

The policing of London during 1999/2000 has been both demanding and challenging in its complexity and scale. During 1999/2000 the MPS's capacity to deliver has been impacted by a number of external and internal demands:

- *London*

The MPS polices a world class city of 800 square miles that:

- ◇ is the largest city in the European Union
- ◇ is one of the world's top five financial centres
- ◇ accounts for 15% of the UK's gross domestic product

and in doing so responds to the needs of London's:

- ◇ 7.1 million resident population
- ◇ 2 million daily visitors and tourists
- ◇ 3.5 million workforce

- *The Crime and Disorder Act*

Following the Act, local crime and disorder reduction strategies were developed by the MPS with its partners. To meet the new demands placed on the service (e.g. the setting up of community safety units in every London borough) resources have been realigned. The MPS work performed under the Act is an investment for the future.

- *Realignment of the service*

In response to the Crime and Disorder Act, the MPS re-aligned divisional structures and working practices to those of key partners and the London Boroughs. There has been some impact on policing in the short term, however, the new MPS Borough Command Units will be better placed for partnership work to reduce crime and disorder in the long term.

Re-alignment has also included changing the structure above borough level to improve lines of communication, responsibility and accountability. The next phase of this re-alignment will take place in 2000/2001.

- *Demographic and economic trends*

The following key factors influence crime levels:

- ◇ the Home Office crime reduction strategy statistically projects an increase in property crime

- ◇ a possible gradual increase in unemployment (research has found a significant relationship between high property crime and increases in male unemployment and high wage inequality)
- ◇ an estimated increase between 1999 and 2001 of around 1.5% in London's population in the 15-24 age range (research has demonstrated a relationship between an increase in young males and property crime)
- ◇ an estimated increase between 1999 and 2001 of around 0.7% in the total London population
- ◇ a growth in consumer spending, implying an increase of consumer stock

- *Resource availability*

The resources available to the MPS to deliver crime reduction have been impacted by:

- ◇ fewer police officers in the MPS (the number in December 1999 was about 6% below that at the end 1994/95 and is likely to be about 1.5% below manpower targets by the end of 1999/2000). Research indicates that a reduction in police strength is linked to an increase property crime
- ◇ the transfer of officers from borough command units to specialist units to effect improved performance against murder

- *Preparing for the future*

The MPS has placed a significant emphasis on preparing for:

- ◇ the new Police Authority, and
- ◇ the introduction of best value.

Summary of performance against other forces

The MPS has benchmarked performance in 1998/99 and 1999/2000 (to the end of December) against other police forces in England and Wales. The data below illustrates the performance of the MPS for the key BVPIs and contrasts it with that achieved by other Metropolitan forces [Greater Manchester Police (GMP), West Midlands, West Yorkshire, Merseyside, Northumbria and South Yorkshire] where the working environment is similar to that encountered by the MPS. The average performance of all 43 police forces in England and Wales is also shown where available.

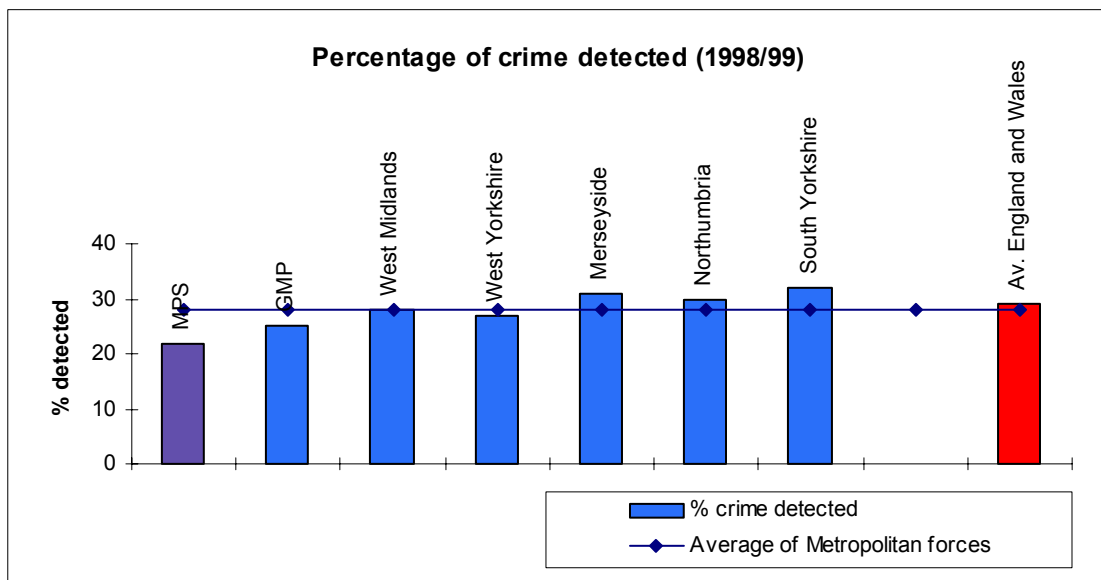
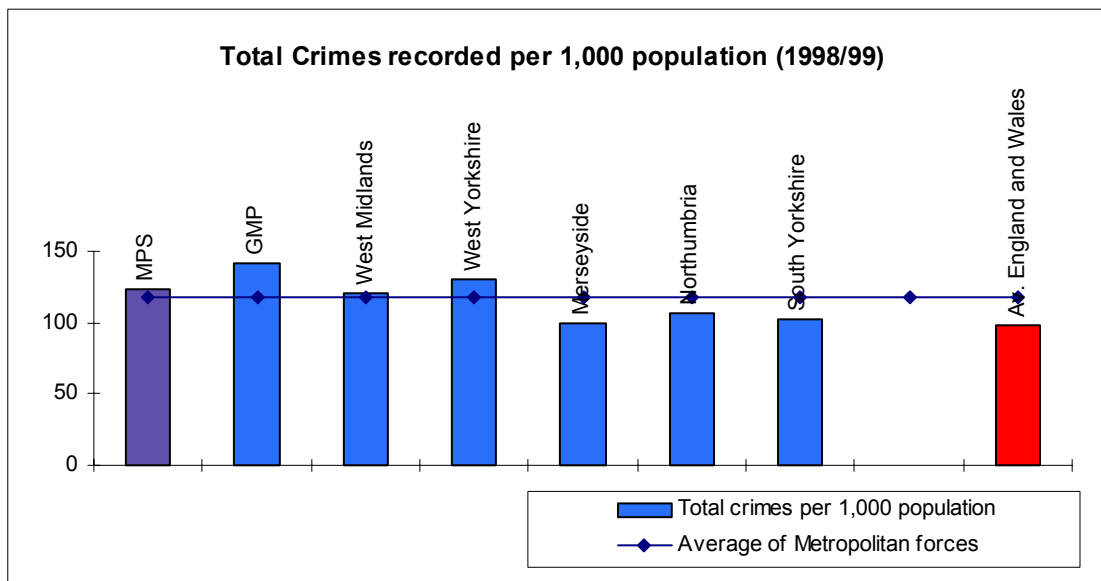
For some performance indicators MPS performance compares closely with that of the other Metropolitan forces where the working environments are similar. However, there are some specific factors which affect MPS performance:

- many of the BVPIs measure incidence of events per 1,000 (resident) population. MPS figures will be impacted by the underestimate of the population it polices as the actual number of people in London at any time is inflated by 50% owing to its transient population (comprising tourists, other visitors, workers and shoppers).
- London has the highest proportion in the United Kingdom population of males aged 16-24, those most likely to commit a criminal offence.

- half of the 30 most severely deprived districts in England in 1998 were in London¹. This deprivation leads to social exclusion, impacting both on those who commit crime and on their victims. For example, among other factors, the households at highest risk of burglary are ones located in an inner city area.

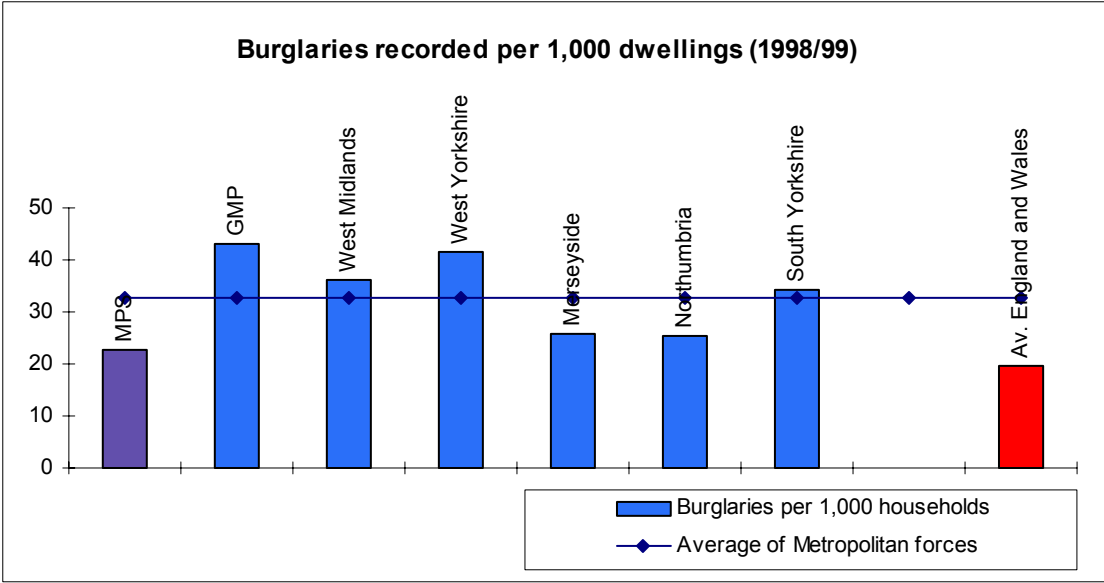
BVPI 125: Recorded crime: Total crimes per 1,000 population and percentage detected

The transient population of London clearly impacts on the MPS's performance against this indicator as the measure is based on crimes per 1,000 (resident) population. The level of crime in the MPS was below GMP and West Yorkshire; the percentage detected was the lowest of the Metropolitan forces.

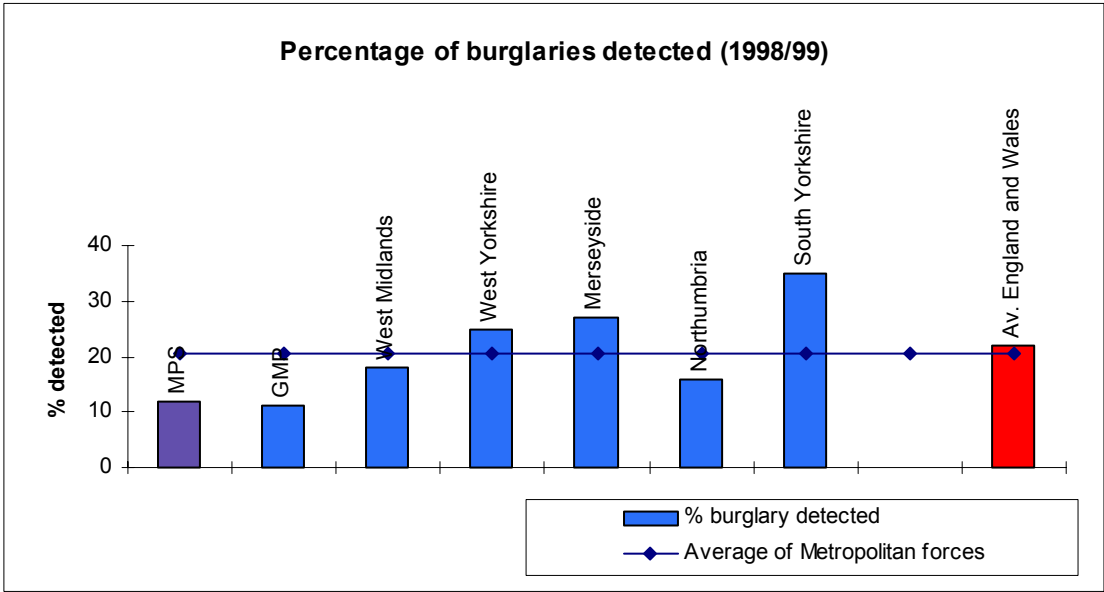


¹ Based on the Index of Local Deprivation

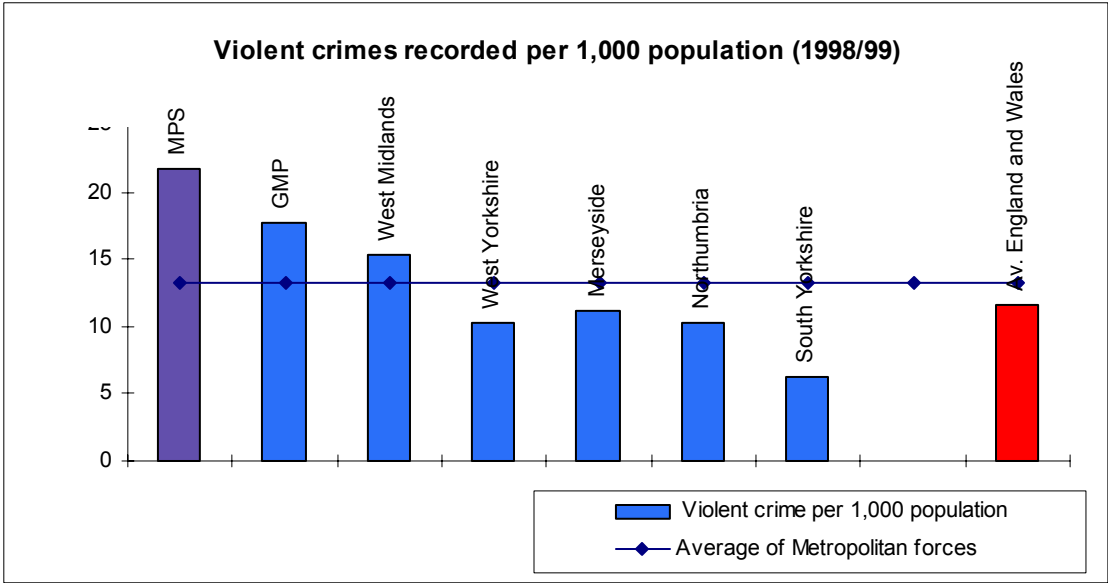
BVPI 126: Domestic burglaries per 1,000 households and percentage detected



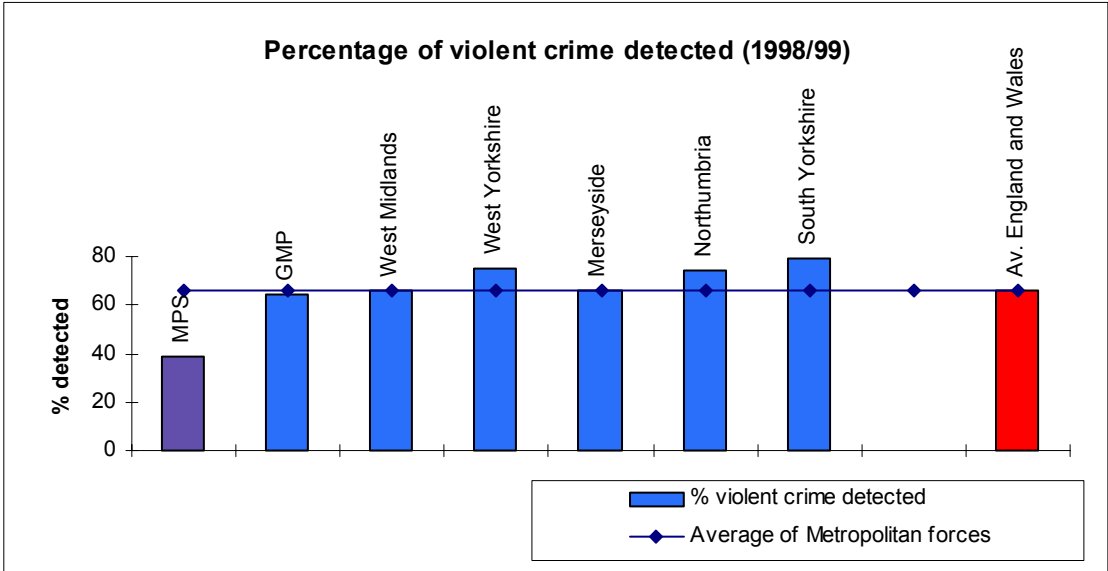
In 1998/99 the MPS registered its lowest ever number of burglaries per 1,000 households. The MPS also had a greater success in reducing burglaries compared with the average for all the other Metropolitan forces.



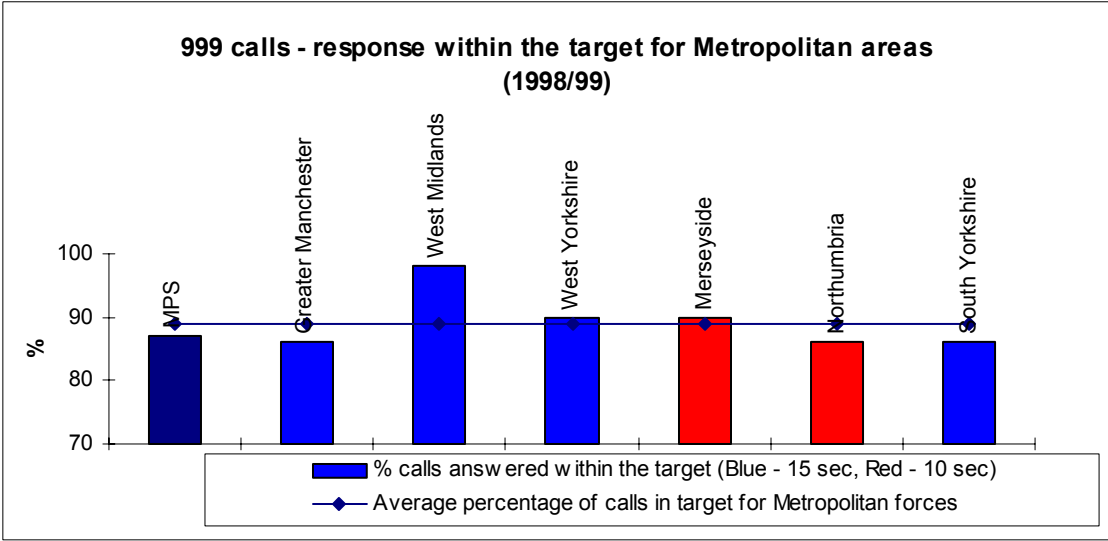
BVPI 127: Violent crimes per 1,000 population and percentage detected



The transient population of London again impacts on the MPS’s performance regarding this indicator.



BVPI 134: Percentage of 999 calls answered within target response times



Progress on MPS priorities and service-wide issues for 1999/2000

In developing priorities and targets for 2000/2001, account is taken of how the MPS performed against its four priorities for the previous year and the four service-wide issues that received specific attention. The tables below quantify 1999/2000 performance achieved against the targets set.

Information on past performance is also included in Annex D - the priorities and service-wide issues for 2000/2001 - to demonstrate how past performance impacts on targets set for the future.

MPS 1999/2000 priority: Reducing crime and disorder

There has been a significant increase in street crime. The MPS is performing some detailed research on the trends and causes. The upturn is attributed to a combination of factors including:

- ◇ demographic and economic factors, as previously described;
- ◇ declining police numbers, which results in fewer officers on the street;
- ◇ the increased number of officers employed in murder squads and community safety units, reducing the availability of front line officers to tackle street crime;
- ◇ the realignment of the Service. The Crime and Disorder Act placed a requirement on police to operate on a Borough basis and to achieve this the MPS embarked on a programme of re-structuring. This has clearly had an effect on policing in the short term, as staff are re-assigned;
- ◇ an increase in the robbery of mobile phones;
- ◇ the reduction in the amount of stop and search.

In relation to street crime, 11 boroughs account for 77.8% of the increase. The MPS is addressing the increase through implementation of a new street crime strategy (see Annex D for details). The new approach includes:

- support to front line officers from specialist units;
- crime ‘task forces’ made up of detectives from specialist units tackling crime on the worst hit boroughs.

The number of burglaries has also increased. The factors set out above broadly apply to burglary. Three boroughs account for 31% of the increase; 12 boroughs have achieved a reduction in burglary. Details of how the increase is being addressed are given in Annex D.

The MPS will be utilising a number of developments to overcome the factors driving crime and so enhance crime reduction:

- a focus on safety: It will professionalise how crime investigation is handled;
- enhancement of individual professionalism (the introduction of flexible people policies that balance the needs of the organisation and individuals);
- use of technology, including fast track forensics (DNA), rapid fingerprint recognition, CCTV and the leap forward in the integration of crime fighting databases;
- capitalisation on the 32 borough strategies to reduce crime and disorder;
- boroughs will be able to use resources more flexibly (an element of flexibility is being introduced in the use of police pay).

<i>Performance indicator</i>	<i>1999/2000 targets</i>	<i>Performance achieved [April '99-Feb. 2000 vs. April '98-Feb '99]</i>
The number of recorded crimes of burglary	Reduce burglary by at least 7,500 offences (equating to a 6% decrease)	4.9% increase
The number of recorded street crimes	Reduce street crime by at least 1,500 offences (equating to a 5% decrease)	36.2% increase
The number of recorded vehicle crimes	Reduce vehicle crime by at least 10,000 offences (equating to a 4% decrease)	8.7% increase
The number of arrests as a result of information provided to Crimestoppers	Achieve a 20% increase (130 cases) in the number of arrests	2% decrease
The effect on local crime levels of action to tackle repeat victimisation	Reduce repeat victimisation by at least 11,000 offences (equating to a 5% decrease)	9.1% increase

MPS 1999/2000 priority: Diversity

While no target was set for judicial disposals for racially motivated crime, between April-December 1999, judicial disposals were secured for 15% of allegations. This represents an increase of 1.2% over the same period in 1998.

The target set to gain at least 80 extra minority ethnic officers will be exceeded, with a net gain of 139 by February 2000.

<i>Performance indicator</i>	<i>1999/2000 targets</i>	<i>Performance achieved</i> <i>[April-Dec. 1999]</i>
The level of recorded racially motivated crime (RMC) and other racist incidents	[No target set]	17,688 racist incidents 15,644 racially motivated crimes
The proportion of judicial disposals secured in relation to allegations of RMC	[No target set]	15%
The level of satisfaction with the actions of police expressed by the victims of RMCs and other racist incidents	[No target set]	By November 1999, 75% of victims said their overall impression of the police regarding the particular incident in question was very good or fairly good.
The level of minority ethnic officers	Gain at least 80 extra officers	Increase of 139 (Feb. 2000 vs. Feb. 1999)

MPS 1999/2000 priority: Dealing with young offenders

Where data is available, it demonstrates that the MPS has delivered a good performance against this priority.

<i>Performance indicator</i>	<i>1999/2000 targets</i>	<i>Performance achieved</i> <i>[April '99-Jan. 2000]</i>
The percentage of cases relating to young offenders dealt with within relevant targets.	Meet Government targets on timeliness for Persistent Young Offenders (PYOs) in 50% of cases	No current data from Government MPS Jan. data: 57% cases met PYO arrest to charge target (2 days)
	Deal with other young offenders from arrest to disposal within 28 days in 80% of cases	79.6% cases
The percentage of cases relating to all young offenders dealt with within relevant	[No target set]	81.1% cases

pre-trial issue guidelines		[April-Sept.]
The percentage of cases relating to all young offenders meeting Joint Performance Management quality targets	[No target set]	94.4% cases
The percentage of OCUs supported with fast tracking schemes for PYOs with identified locally agreed targets and monitoring arrangements	[No target set]	100% OCUs
The percentage of boroughs in which permanent arrangements exist for intervention programmes that include police activity after the administration of the Final Warning	100% by April 2000	56% boroughs have arrangements in place 100% boroughs ready for implementation by April 2000
The percentage of results of all young offenders disposals which are notified to the Police National Computer within 14 days or less of the disposal or sentence.	60%	70.3% results

[OCU is an Operational Command Unit, which delivers the MPS's services at a local level].

MPS 1999/2000 priority: Reducing drug related crime

There has been a marked decrease in the number of judicial disposals secured for supply and possession with intent to supply controlled drugs. Although MPS performance against this target has not reached that set, the proportion of offences targeted against Class A drugs (e.g. Heroin, Cocaine) has increased. This reflects the priorities of the National Drugs Strategy, of tackling the drugs which cause the most harm to communities.

<i>Performance indicator</i>	<i>1999/2000 target</i>	<i>Performance achieved [April '99-Feb. 2000 vs. April '98-Feb. '99]</i>
The number of arrests for supply and possession with intent to supply controlled drugs per 10,000 population and of those, how many are related to heroin	Increase the number of judicial disposals for supply and possession with intent to supply by 10%	24.2% decrease

Service-wide issues

There has been an overall increase in the number of police collisions, however action to tackle the issue has reduced the number of collision in which police drivers were at fault.

<i>Performance indicator</i>	<i>1999/2000 targets</i>	<i>Performance achieved</i>
The number of police collisions	Reduce by 10%	7.6% increase [April-Dec. '99 vs. April-Dec. '98]
The number of fatal and serious road casualties	Reduce by 5%	16% reduction [April-Oct. '99 vs. April-Oct. '98]

Delivery of the efficiency plan 1999/2000

The MPS set an efficiency target of £64.8m in the 1999/2000 plan which represented 3.5% of net revenue expenditure, well above the Government's target of 2% for each force. The target of 2% amounted to efficiencies of £36m for the MPS.

During the year the MPS has worked towards achieving these efficiencies and is confident that the efficiencies actually achieved in the first months of the year represent more than the required 2%. However, following discussions with HMIC, it was clear that the monitoring systems to demonstrate that all these efficiencies had been achieved were not in place. Therefore, the table below sets out those elements of the plan that deliver the minimum target and meet the criteria set for efficiencies in that:

- they are supported by complete audit trails;
- service delivery was maintained;
- the initiatives represented efficiencies not economies.

The table shows a total of over £36m cash releasing and non-cash releasing efficiencies.

1999/2000 Efficiency plan outcome

	Original Target in 1999/00 Efficiency Plan	Required National Efficiency Target (2%)	Quarterly Progress against target				Cumulative
			Actual Q1 £m	Cumulative Actual Q2 £m	Cumulative Actual Q3 £m	Projected Q4 £m	Gains Achieved £m
CASH RELEASING							
HUMAN RESOURCES							
Medical Retirements	3.96	10.50	2.65	8.48	10.38	1.22	11.60
<i>Sickness</i>	<i>0.55</i>						
<i>Training</i>	<i>0.05</i>						
Management	23.31	5.60					
Redeploy officers in Diplomatic Protection					0.50	0.45	0.95
Reduction in jury protection expenditure			0.13	0.25	0.38	0.13	0.50
Re-organisation of Criminal Justice portfolio			0.10	0.21	0.32	0.11	0.43
Staff reduction in Public Order portfolio			0.43	0.73	1.07		1.07
Force re-alignment			0.26	0.76	1.53	1.12	2.65
TOTAL	27.87						
OTHER RESOURCES							
Procurement	2.19	0.20	0.03	0.10	0.15	0.05	0.20
<i>Asset/estate management</i>	<i>0.44</i>						
<i>Administration</i>	<i>2.54</i>						
<i>Vehicle Removal and Recovery Contract*</i>		1.05		0.35	0.70	0.35	1.05
Total	5.17						
TOTAL CASH RELEASING SAVINGS	33.04	17.35	3.59	10.88	15.03	3.43	18.45
NON-CASH RELEASING							
HUMAN RESOURCES							
Police Sickness	3.26	6.84	4.91	7.08	7.57	0.43	8.00
<i>Training</i>	<i>0.04</i>						
<i>Management</i>	<i>16.31</i>						
Personnel Dept. reorganisation		0.84	0.20	0.41	0.62	0.22	0.84
<i>Civil Staff Sickness*</i>		2.00	0.87	1.39	1.59	0.21	1.80
Total	19.61						
OTHER RESOURCES							
<i>Procurement</i>	<i>1.03</i>						
Asset and Estate Management	11.14	8.80	2.38	4.92	7.64	2.91	10.55
<i>Administration</i>	<i>0.00</i>						
<i>Call Handling*</i>		0.10				0.10	0.10
Total	12.17						
TOTAL NON-CASH RELEASING SAVINGS	31.78	18.58	8.36	13.80	17.42	3.87	21.29
TOTAL EFFICIENCY GAIN	64.82	36.93 (A)	11.95	24.69	32.45	7.30	39.74 (B)
						Variance between A and B	2.81

* Not in Original Efficiency Plan but since added.

Consultation - what you told the MPS

The MPS is committed to consulting with customers of the policing services in London. Consultation was again undertaken in 1999 with members of the public, partners and pan-London organisations to inform the decision on the MPS's policing plan priorities. From July, consultation becomes a key responsibility of the MPA and the MPS will work closely with the Authority in developing its approach to consulting Londoners.

The range of existing mechanisms used to consult include the public attitude survey, groups such as the Police and Community Consultative Groups (PCCGs) and specific aspects of consultation undertaken as part of the Crime and Disorder Act.

This year the scope of the consultation was broadened to ensure that the MPS had the appropriate information about customers' needs and expectations for policing services to assure a best value approach to their delivery.

The consultation performed by the MPS comprised the following elements:

- ◇ **An analysis of the crime and disorder strategies** which are based on consultation with local communities and groups such as PCCGs, and developed by Borough Operational Command Units (BOCUs) in conjunction with local authorities under the 1998 Crime and Disorder Act. This consultation captured the views of a wide cross section of the public (including hard-to-reach groups such as the homeless, gay community and members of ethnic communities) and business groups. The views on local priorities reflected through this analysis have been recognised in the process of setting MPS priorities for 2000/2001.
- ◇ **Feedback on the content and focus of 1999/2000 priorities**, along with suggestions for future changes in 2000/2001, from Londoners through two different mechanisms:
 - ⇒ Questionnaires sent to 122 London organisations, including local authorities, government agencies and community groups.
 - ⇒ BOCUs used existing forums, meetings and partnership arrangements to obtain feedback.
- ◇ Throughout the year, the MPS explores its customers' views on the standard of service provided through the use of **customer satisfaction surveys** completed by victims of crime and front counter callers at police stations. A recent pilot has shown that a greater level of response is obtained through using telephone interviewing and therefore, from April 2000, victims of crime will be contacted by telephone to seek their views on the service provided.
- ◇ **A public attitude survey** conducted every autumn by the MPS to survey the views of approximately 4,000 members of the public on the services currently provided and the public's expectation for future services, including what types of crime they would most like the police to tackle. This year the questions in the survey were enhanced to seek information in relation to best value. The results of this survey have informed both the MPS's policing priorities and the programme of best value reviews set out in this plan.
- ◇ **Focus groups to seek views specifically** on how services are currently delivered and where customers expect the emphasis for future service delivery to be placed. Those taking part included representatives from different ethnic and socio-economic groups, the elderly, parents of school age children, young people aged 10-16, the homeless, commuters, tourists, businesses and MPS staff. There were 31 focus groups in all, with

ten people recruited for each group. There were 15 in depth interviews with homeless people and contacts made with 19 different service and manufacturing organisations. The process was designed to ensure members of hard-to-reach groups had an opportunity to contribute to implementing best value in the MPS. These focus groups also contributed to the formulation of the mission and vision.

Outcomes of consultation

These different elements of the consultation process have captured the views of different audiences and give the opportunity to assess a range of views. It does, however, also mean that the results need to be interpreted to determine the priorities for the MPS as a whole.

Crime and disorder strategies

Each of the 32 London boroughs produced a crime reduction strategy which identified the local priorities for action by police and other agencies to reduce crime. There were, predictably, some differences in the priorities. The five highest priorities in inner and semi-inner boroughs were:

- burglary
- behaviour of young people, particularly truancy
- street crime
- youth offending
- jointly vehicle crime, drug related crime and racially motivated crime.

In outer boroughs, the five highest priorities were:

- burglary
- motor vehicle crime,
- repeat victimisation
- jointly street crime and racially motivated crime
- youth offending.

These local priorities have been reflected in the MPS priorities for 2000/2001 of reducing crime and disorder and diversity (more detail in Annex D).

Policing plan priorities

The results of the consultation performed by the MPS on policing plan priorities revealed that both the public and pan-London organisations believe the MPS needs to improve its performance in relation to:

- ◇ responding to emergency calls
- ◇ violent crime

- ◇ burglary
- ◇ street robbery
- ◇ motor vehicle crime
- ◇ traffic policing; and
- ◇ drink related crime.

Activity against drugs continues to be viewed as a policing priority.

Overall, there was widespread support for a continuation of the MPS 1999/2000 priorities (diversity, reducing offending by young persons, reducing crime and disorder and reducing drug related crime). Respondents thought that the emphasis in dealing with the priority issues should be on reduction and prevention, rather than just detection.

There was general agreement of the need for a greater visible police presence on the streets, working at community level to address local issues. There was a belief that such action would help towards the reduction in and prevention of anti-social behaviour (of various types). This was particularly directed towards behaviour by young people, which - whilst not always being criminal in nature - was seen as being intimidating and reduced the quality of life for local residents.

There was also a general belief that the MPS must improve its image with the public, particularly with those from ethnic minority communities, and that it should engage in a constructive dialogue with those communities concerning the development and implementation of policy.

The consultation drew the response that the number of officers recruited from ethnic minority communities must be increased and that the MPS must improve its performance regarding their retention and development.

Customer satisfaction surveys

Surveys conducted amongst victims of crime indicated three areas of improvement to the police's general approach which may improve the levels of satisfaction reported by victims. The areas are:

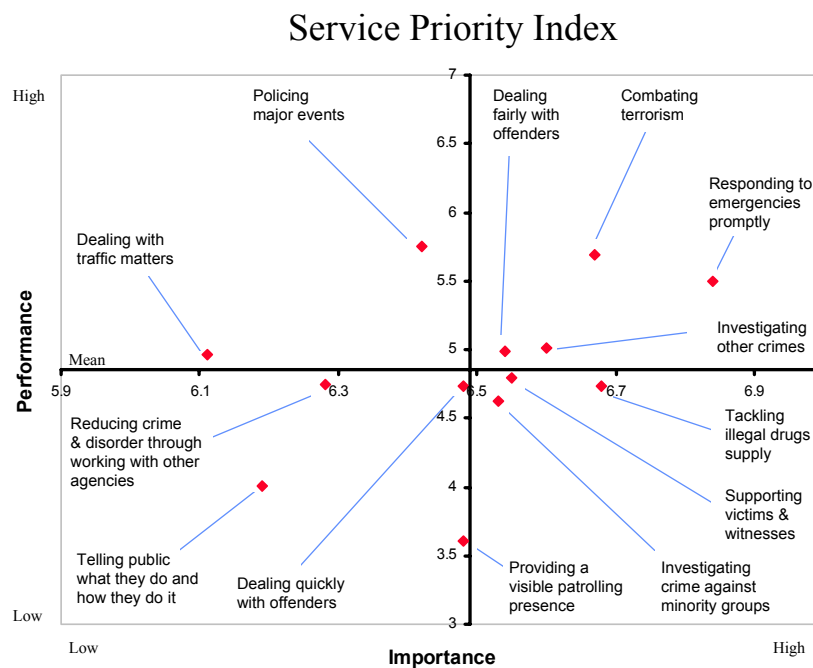
- Provision of information. (The type of advice required most commonly by all victims was the need for more information as to how their case was progressing).
- Interest in victims (Overall, 8% of victims of crime reported that they did not find the police interested in what they had to say).
- Need for the police to adopt a sympathetic attitude. (Overall, 8% of victims suggested that the police did not act sympathetically).

Surveys conducted amongst front counter callers at police stations indicated that respondents thought the main concerns of policing in their area should be (in order of priority): burglary, vehicle crime, street crime, drugs, sexual offences, vandalism, racial harassment, traffic and rowdyism.

Public attitude survey and focus groups - best value consultation

Extending the scope of the consultation process to support the best value approach gave the opportunity to ask respondents how well the MPS actually carries out its functions and how important it is that the function is carried out. The diagram below summarises the results of those questions posed in the 1999 Public Attitude Survey. Opinions were measured on a seven point scale, with higher scores indicating a better or more important service.

The respondents' views were that the delivery of three of the MPS's services clearly stands out as better than the others - policing major events in London, combating terrorism and responding to emergencies promptly. Two functions - providing a visible patrolling presence and communicating the MPS's role to the public - were thought to be carried out to a lesser standard than others.



Within the focus groups and interviews on best value priorities, respondents were asked to consider how well the MPS deals with specific services, which of the services respondents would like to see improved and which they would reduce to maintain the same level of resources.

The views of those within the focus groups corresponded closely with those of the respondents to the Public Attitude Survey.

Within the focus groups, people were asked about performance and priority between six main functions only. An overall rank order of the services about which people were consulted showed that the MPS were thought to be best at (in the order shown):

- Combating terrorism
- Dealing with major events
- Response to incidents

- Managing traffic and road safety
- Reducing crime and disorder
- Visible patrolling presence

When respondents were asked which functions were most important and should have priority for resources even if that meant that the resources for the less important functions were reduced, the rank order became:

- Response to incidents
- Reducing crime and disorder
- Combating terrorism
- Visible policing presence
- Dealing with major events
- Managing traffic and road safety.

Analysis of consultation to determine priorities

It can be seen from the above that the best value consultation through the focus groups and interviews broadly supports the outcomes of the other forms of consultation. Taking all of the outcomes into account, the priorities of the communities of London for policing services from the MPS can be stated as: response to incidents, crime reduction and prevention and providing a visible patrolling presence, with a focus on specific crimes such as burglary, street crime and vehicle crime.

The results of the consultation specific to the particular objective under consideration is set out with each MPS priority or supporting objective in Annex D of this plan.

Plans to improve consultation in the future

The MPS already consults widely, both at a corporate and at local level. However, to ensure it reaches all the communities of London and makes best use of the consultation outcomes the MPS will develop and implement a consultation strategy. The immediate benefit of the strategy will be the delivery of more appropriate policing services through better understanding of customers' needs and expectations flowing from more effective consultation. The MPS intends to use the opportunity of implementing best value to review existing consultation and determine how best the needs for consultation should be met in the future. This review, which will provide the basis for the MPA to determine how it wishes to undertake its consultation role, therefore features early in the best value review programme.

Working towards the future

The Policing Pledge for London, published on 1 February by Sir John Stevens, the Commissioner of Police for the Metropolis, set out a clear direction for the MPS and an Agenda for Action to make London the safest major city in the world. That agenda focuses on cutting crime and the fear of crime, policing at a local level and gaining the confidence of all sections of the community by listening, understanding and meeting their needs.

To drive that agenda, the MPS has developed mission and vision statements which will form the basis of a corporate strategy to provide a clearer focus for all organisational activity and facilitate better management of performance.

MPS mission, vision, values and objectives

The focus on mission and vision will enable the MPS to drive performance through clear business objectives, prioritisation of activities and effective management of change. To help decide the content of mission and vision a thorough analysis of the strengths and weaknesses of the MPS was undertaken. Mission and vision took as a foundation the Ministerial Priorities and Home Office Overarching Aims and Objectives and was informed by the outputs of corporate self assessment using the Business Excellence Model. Development has involved members of the Metropolitan Police Committee, the Home Secretary's Working Group, MPS police officers of all ranks, MPS civil staff of all grades and members of the public through surveys and focus groups.

The new Metropolitan Police Authority (MPA), which will be part of a structure of new London governance, will clearly have views on the mission and vision, and the corporate strategy, for delivery of policing services to the communities of London. Therefore, the statements shown below are subject to input from the MPA.

MPS mission

Mission summarises the core purpose of the MPS. It focuses on what the MPS does now and is important for gaining a shared understanding of objectives so that activities undertaken daily by staff can be related to those objectives.

The mission of the MPS is:

Making London safe for all the people we serve

We:

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

MPS vision

Vision is about where the MPS wants to be. It is an aspiration for the MPS to move towards in a three to five year timescale. The vision will underpin planned activity that will move the MPS towards the position described in the vision statement.

The vision of the MPS is:

To make London the safest major city in the world

MPS values

We will:

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

Summary of high level aims

To deliver the mission the MPS must meet the following aims:

- ◇ all deliver high quality professional service.
- ◇ define our range of services and prioritise what we do.
- ◇ understand issues facing us and deal with them effectively.
- ◇ balance corporate and local needs.
- ◇ show leadership in the policing of London.
- ◇ proactively manage public relations.
- ◇ be highly visible to members of the public.
- ◇ deliver high quality information to our staff to drive action.

To deliver the vision the following aims must be met:

- ◇ focus on delivering front line policing services.
- ◇ anticipate and respond to our customers' priorities.
- ◇ gain the support and trust of all our diverse communities and our partners.
- ◇ show that we use our resources well.
- ◇ attract, develop, motivate and retain able staff representative of the communities we serve.

The MPS has also developed a series of detailed objectives to underpin the delivery of mission and vision using the corporate review, the corporate planning process, the

analysis of local crime reduction strategies, the recognition of the Ministerial Priorities and the results of consultation. The objectives articulate the corporate strategy and encompass the activity set out in Annex D to drive the priorities and service-wide issues that the MPS will be tackling in 2000/2001.

The MPS will monitor progress towards the achievement of objectives through a performance management framework which will provide managers with the information they need to drive performance effectively at all levels of the organisation.

People strategy

The MPS has developed a people strategy as one of the main vehicles for delivering the MPS mission, vision and values. The people strategy aims to move the policing profession in the MPS forward into the 21st century. It is a five year strategy, based on a corporate agenda for local implementation with central support, designed to bring about changes in how the MPS attracts, maintains, motivates and develops its staff, both to improve operational performance and to be viewed in London as an employer of choice.

To establish a baseline for change, the MPS will undertake a staff survey in Spring 2000. It will invite all staff to contribute opinions on a broad range of issues that affect them.

A new corporate Human Resource (HR) information system will support the personnel function in the MPS and provide workflow, reporting and search facilities that allow maximum use to be made of HR information for action.

The implementation of the people strategy will be measured through performance indicators, some of which are included in the best value performance indicators (see Annex B).

Best value - the MPS approach

The duty of best value will apply to the Metropolitan Police Authority (MPA) when it is set up from 3 July 2000. To demonstrate the commitment of the MPS to securing continuous improvement and to prepare for the arrival of the MPA, the MPS is developing an approach to best value in advance of the application of the legislation.

The approach includes:

- the appointment of a best value programme manager, the creation of a core team and setting up a programme management structure with the Deputy Commissioner chairing the Steering Group;
- completing a corporate review of the MPS (summary of findings at Annex A);
- undertaking consultation specifically to support the implementation of best value;
- developing a communication strategy;
- undertaking a pilot best value review of complaints, discipline and anti-corruption functions;
- identifying and adapting good practice from other authorities implementing best value;
- seeking advice from Her Majesty's Inspectorate of Constabulary;

- creating links between existing Business Excellence Model, inspection, review and audit processes and best value;
- preparing guidance for the conduct of best value reviews.

In seeking to shadow the best value legislation, prior to the establishment of the MPA, the MPS has prepared this Policing and Performance Plan in line with the guidance set out by the Department of Environment, Transport and Regions and will be seeking an audit of the plan to match, as far as is possible in advance of the legislation applying to the MPA/MPS, the audits to be undertaken on other best value authorities.

The delivery of best value will be supported by a small core team and the creation of temporary teams as required to conduct the reviews and implement the outcomes. A Business Plan setting out how best value will be managed and the resources to be allocated to it has been prepared and approved by the Best Value Steering Group. It is anticipated that, in the first year, the cost of implementing best value will amount to over £2.5 million.

The approach has been developed in full consultation with the Metropolitan Police Committee at every stage.

Development of best value programme

The implementation of best value requires the preparation of a five year programme of reviews that covers every function of the MPS. It is for the MPA, once in place, to determine the approach to best value. However, the MPS is keen to demonstrate commitment to best value and an initial programme of reviews has been developed through the following stages:

Stage 1

The first stage was to consider how the MPS should be divided so that a programme of reviews over five years would cover every activity.

In the longer term, the MPS will develop process maps to cover all of its functions/services. In the short term a functional map was developed using the Home Office overarching aims and objectives for the police service and the map of functional protocol areas produced by Her Majesty's Inspectorate of Constabulary (HMIC) as the base.

The MPS has recognised that functions/processes such as community safety are cross-cutting and will work with the appropriate external agencies to deliver best value reviews within the programme.

Stage 2

Criteria for prioritising functions/services for review were agreed with the Metropolitan Police Committee. The criteria identify if a function or service should appear early or later in the programme and are:

Function/service to appear early in the programme if

- it has strategic importance to the delivery of ministerial priorities, corporate objectives, etc;
- current or past performance is poor, judged by user/public dissatisfaction and/or performance information;
- in the view of others consulted it should be reviewed at an early stage;
- the function/service is considered to be high risk i.e. has a high impact on effective delivery of policing services;
- the function/service is a cross cutting issue that lends itself to review under a partnership approach;
- the function/service consumes high cost/large proportion of budget;
- the function/service is subject to fluctuating demand.

Function/service likely to be later in the programme if

- it has been recently thoroughly reviewed, particularly if best value principles were followed;
- its delivery is a consequence of new legislation or requirement and review at an early stage would not be helpful;
- there is a high risk of any review conducted earlier being ineffective because of lack of data, its inherent complexity, or because political or other sensitivity surrounds it.

Stage 3

Each function in the map was then placed against the criteria for prioritisation within a matrix. The matrix provided a means by which each function could be assessed initially against the criteria to guide selection of services for review. It was not intended that use of this matrix would be the sole driver of the content of the programme, rather it would provide an analytical tool which could usefully reflect changes over the time of the programme and allow ‘what if’ analysis and the application of appropriate management judgement.

Each of the criteria was weighted for its relative importance (for example, ‘consultation’ was considered to be the most important of the prioritisation criteria and so was weighted highly, closely followed by ‘strategic importance’ and ‘performance’).

Stage 4

To develop the matrix further, the individual functions were grouped under headings which describe high level processes. The move to grouped functions makes the decisions on the order in the programme more manageable. However, the key advantage is that broader process-based reviews will offer better integration across the functions in each process and be more effective in identifying scope for improvements.

In addition, the functions were banded according to cost to give an initial broad picture of the proportion of the organisation that would be reviewed under each process heading.

Views on the development of the matrix were sought from the Metropolitan Police Committee during each part of the process.

Five year best value review programme

To prepare for best value, the MPS has prepared a full five year programme of reviews, although it is anticipated that the introduction of the Metropolitan Police Authority will impact on its content. The proposed five year programme (shown overleaf) reflects the outcome of the analysis in the matrix described above, the appropriate links between the processes and the need to spread the reviews as evenly as possible over five years. The need to link processes so that there is the greatest opportunity to deliver improvement means that the proportion of reviews planned for each of the five years is not an equal 20% of the MPS.

The MPS's Management Board used their judgement to confirm that the programme would support the strategic issues impacting on policing in London. The programme of reviews shows the cost of the processes and the proportion of the total MPS budget that would be covered by the programme.

The application of the matrix has provided the opportunity to recognise the priorities arising from the outcome of consultation, the analysis of local crime reduction strategies, and the areas of performance where improvement is required, and to place those functions and processes early in the programme of reviews.

The major review of investigating and detecting crime in the first year, followed by the reviews of bringing offenders to justice and community engagement/community safety will provide the building blocks for delivery of the priority of reducing crime and disorder. It is anticipated that all reviews in the programme will deliver efficiencies that will contribute to future efficiency plans; each review will be set a target for delivering efficiencies during the scoping stage.

In planning the delivery of the reviews, the MPS also took into account other factors which impacted on the timing of particular reviews. For example, the review of combating bureaucracy and managing information has been timed to allow for the incoming Director of Information to make this review an early focus of his role and, likewise, the review of Catering has been timed to coincide with the appointment of a new Director of Catering.

The full programme is shown in the following table.

Best value review programme

Year 1	Year 2	Year 3	Year 4	Year 5
Investigating and detecting crime	Bringing offenders to Justice	Managing operational policing	Managing performance	Managing assets
Combating bureaucracy and managing information	Community Engagement and Community safety	Managing demand	Improving road safety	
Consultation	Catering	Managing finance	Managing people	
		Managing communication		

Cost of processes being reviewed in programme each year

£575m	£304m	£687m	£299m	£234m
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Percentage of total MPS budget covered by the programme in each year

27%	14%	33%	14%	11%
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Preparation of the first year review programme

Using the outcome of the matrix - including the cost banding of the functions - the candidates for review in the first year are set out in the table below.

Best value review programme 2000/2001

Function	Comments on position in programme
<p>Major review - Investigating and detecting crime, including crime reporting, investigation of volume and specialist crime, scientific support, managing intelligence and managing informants</p> <p>Start date: mid April 2000</p> <p>Completion by: April 2001</p>	<p>Consultation with the public supports action on improving performance against burglary, robbery and vehicle crime. Improvement here will also reduce crime. HMIC has been critical of crime investigation in recent reports. This review will cover both borough activity and that of central units.</p> <p>It will be timely also to look at the impact of moving resources out of boroughs onto major investigation teams.</p>
<p>Major review - Combating bureaucracy and managing information, including use of IT, records management</p> <p>Start date: June 2000</p> <p>Completion: February 2001</p>	<p>The way information is managed is fundamental to achieving effective performance in the MPS. The forthcoming appointment of a Director of Information and the implementation of the Freedom of Information Act also prompt early review of this topic. The issue of unnecessary bureaucracy raised by management board and internal focus groups. As forms and other paperwork are part of managing information, the two topics are placed together for review. An aim will be to free up time for front line officers. It is anticipated that the focus on combating bureaucracy will be part of every review.</p>
<p>Consultation (external)</p> <p>Start date: March 2000</p> <p>Completion by: August 2000 (report due to MPA)</p>	<p>Considerable consultation is undertaken but it is uncoordinated and therefore wasteful. Better process management and use of the outcomes will support best value and other demands for consultation, e.g. diversity, in a more efficient and effective way.</p>

The planned reviews for the first year cover about 27% of the cost of the MPS. This proportion in the first year is very demanding but places the MPS in a strong position to meet the demand to review all functions within five years.

The table below explains the position of major processes included in years two to five:

Function	Comment on position in programme
Community engagement and community safety, including confidence and partnership	Second year. The review of these processes follow on from investigating and detective crime, and specifically support crime reduction .
Bringing offenders to justice, case paper management, custody and prisoner handling, youth justice, forensic medical examiners, witness protection	Second year. This process also follows on from that of investigating and detecting crime. It has been expressed as a priority as it contributes to effective performance on tackling crime and is the focus of concern during year 2 for unnecessary bureaucracy.
Managing operational policing, patrol, public order, counter-terrorism, mounted and dogs, firearms, river policing and air support	Third year. Greater visible patrolling presence is sought by customers. However, in the context of greater priority given by customers to achieving better performance on tackling crime and the information showing poor performance in tackling crime, this process has been placed in year 3 and follows crime related processes in the programme.
Managing demand, including response, call management, incident management	Third year. The major part of this group is response on which the MPS's performance is judged to be good by the public. Links strongly with managing operational policing.
Improving road safety, including accident prevention and investigation, traffic enforcement	Fourth year. Not viewed as the highest priority by the public- performance good.

Key results of completed reviews

As part of the review of performance in future Policing and Performance Plans, the MPS will set out for each completed best value review the key results, consultation outcomes, the alternatives considered for service provision and the action plans to achieve new targets. The duty of best value is not yet formally in place, however for the purposes of this Policing and Performance Plan information about recent reviews within the MPS that can broadly be said to reflect best value requirements - including a pilot best value review - is given in Annex C.

Targets for the best value performance indicators

Setting targets for the indicators

The process used to set appropriate targets for the best value performance indicators (BVPIs) and MPS priorities was to:

- review past MPS performance against the indicator;
- analyse changes to the external environment that will impact on the MPS's performance (for example, the estimated 1.5% increase between 1999 and 2001 in the number of males aged 15-24 living in London is likely to lead to an increase in the occurrence of property crime);
- analyse changes to the internal environment that will impact on the MPS's performance (for example, the reduction in the number of police officers employed);
- consider the targets set (drawing on guidance from the Government) by police authorities in England and Wales, alongside the initiatives being undertaken by the MPS to impact on the indicators;
- combine the above factors to decide on a realistic corporate target for the MPS.

Five year targets

In conjunction with the government, the MPS has set five year targets for the following crime related BVPIs. They are:

a 10% reduction in domestic burglaries (based on 1999/2000 data)

a 15% reduction in street crime (based on 1999/2000 data)

a 31% reduction in autocrime (based on 1998/99 data)

Where appropriate data exists, five year targets have been set for other BVPIs. These are shown in Annex B, and are put in context with the target for 2000/2001.

Priorities and service-wide issues 2000/2001

The response of the MPS to the outcome of the consultation process, performance review and analysis of the local crime and disorder strategies is summarised below. In developing priorities for 2000/2001, the MPS was keen to ensure that the priorities would support delivery of the local strategies produced in the 32 London boroughs. Ways in which the corporate priorities support the local strategies are highlighted under each individual objective shown in Annex D.

The Ministerial Priorities set by the Home Secretary for all police forces also form a basis for the setting of priorities, as they indicate where forces are expected to focus their efforts. The Ministerial Priorities for 2000/2001 are:

- to reduce local problems of crime and disorder in partnership with local authorities, other local agencies and the public; and
- to increase trust and confidence in policing amongst minority ethnic communities

The MPS has reduced its priorities to two this year to shadow the Ministerial Priorities, but each has a number of supporting objectives. The detail of the relevant performance indicators that will be used to monitor progress towards reaching the objectives, past performance, future targets and the activity planned to meet the targets set for each objective is shown in Annex D.

MPS priority: *Reducing crime and disorder*

Ministerial Priority

To reduce local problems of crime and disorder in partnership with local authorities, other local agencies and the public.

MPS supporting objectives

- a) To improve MPS performance in homicide investigations
- b) To reduce the incidence of burglary
- c) To stem the increase in street crime
- d) To reduce the incidence of vehicle crime
- e) To re-inforce existing effective measures and introduce new strategies to reduce offending by young persons.

MPS priority: *Diversity*

Ministerial priority

To increase trust and confidence in policing amongst minority ethnic communities.

MPS supporting objectives

- a) To extend the monitoring of standards of service provided by community safety units to victims of domestic violence and homophobic crime.
- b) To create a police service which is more closely representative of the community it serves.
- c) To develop a more effective use of stop and search by;
 - Completing the piloting of recommendation 61 of the Macpherson report, and
 - Integrating the outcomes with lessons learnt from piloting new approaches to the use of stop and search tactics.
- d) To accelerate the roll out of community and race relations training across the MPS.

Service-wide issues

The two priorities of reducing crime and disorder and diversity show where the MPS will focus its efforts and resources in 2000/2001. However, the priorities do not encapsulate all of the MPS's activities - it provides a wide range of other services and some key ones are shown in this plan as service-wide issues. The MPS has five service-wide issues:

MPS service-wide issue: *Responding to emergency calls*

The MPS aims to provide an appropriate response to calls for a police emergency service.

The MPS will continue to aim at the Charter targets to answer 80% of 999 calls within 15 seconds, and to arrive at 80% of 'Immediate' grade incidents within 12 minutes.

MPS service-wide issue: ***Reducing road casualties***

The MPS will contribute to a reduction in road casualties in line with the Government's ten year target to achieve a 40% reduction in the number of people killed or seriously injured in road accidents.

MPS service-wide issue: ***Reducing drug related crime***

The MPS will reduce the level of drug related crime through co-ordinated action with its partners, delivering the targets and aims of the national drugs strategy "*Tackling drugs to build a better Britain*".

MPS service-wide issue: ***Combating terrorism***

The MPS will maintain a robust and effective response to the threat of terrorism and respond to public concern, with intelligence led pro-active operations and world class post event investigation.

MPS service-wide issue: ***Detecting and preventing corruption and dishonesty***

The MPS will maintain a programme of preventative work to make the organisation more resistant to corruption, dishonesty and malpractice.

Efficiency plan 2000/2001

This Policing and Performance plan traces the focus of the MPS in 2000/2001 from the high level mission and vision, the Ministerial Priorities, through to the Service objectives and the best value review programme. Set against this background the MPS has formulated an efficiency plan that complements this focus.

The efficiency gains will be directed towards local performance at borough and cost centre level, where outputs will be assessed against efficiency targets and expenditure. The MPS is examining links between efficiency gains achieved and policing outcomes delivered, but this link needs to be assessed from a long term perspective.

The efficiency plan for 2000/2001 is shown overleaf in the format the MPS will use for monitoring purposes with HMIC.

The MPS learnt lessons from the 1999/2000 efficiency planning process and acknowledged the areas for improvement that the HMIC identified during scrutiny of the efficiency plans of all forces. In particular, in the 2000/2001 plan:

- monitoring processes are more robust, and
- all parts of the organisation have contributed

When the MPS published its three year plan of proposed efficiency gains in 1999/2000 a total of £45.8 million was identified for 2000/2001 (i.e. Year 2). This has since been reviewed and revised in light of new circumstances such as force restructuring. It also reflects changes in the external environment, including increased levels of recorded crime that have influenced crime reduction targets.

In developing the efficiency plan for 2000/2001, budget submissions from each part of the MPS included a 2% efficiency gain. This was designed to ensure that all areas of MPS activities were considered when meeting the required corporate target. A validation exercise was carried out to ratify that the initiatives identified were efficiencies and were capable of being monitored at a local level for corporate collection.

Local managers will be required to supply monthly updated forecasts against their original targets. This will be aligned to the financial forecasting that local managers already undertake. With some projects it may be more appropriate for data to be collated, audited and monitored at a local level and then consolidated for reporting purposes.

Monitoring of local plans will be subject to much closer scrutiny than was the case in 1999/2000 including:

- where the efficiency gains have emerged and their contribution to front line policing;
- why the efficiency gains achieved vary from the original plan submitted;
- how the cashable and non cashable gains can be re-invested in local and corporate policing priorities.

A number of efficiencies in the plan commenced in 1999/2000 (e.g. improved call handling) but will continue to yield benefits in 2000/2001. Similarly, new initiatives will emerge during the course of the forthcoming year which will be registered and quantified so that the efficiency can be claimed over a 12 month period following its implementation.

In the case of efficiency gains identified after the formal efficiency plan has been published steps have been taken to:

- devise a co-ordinated data collection process to capture newly identified efficiency gains;
- establish when the potential gains will be realised to achieve the most realistic monitoring process.

In addition to locally identified efficiency gains, corporate targets have been set for improved performance on police medical retirements and police and civil staff sickness. Although the central Personnel Department will be accountable for monitoring and delivering the overall efficiency gains it will be the responsibility of local line managers to ensure that effective policies are in place that will realise the savings.

The structure of the plan is broadly the same as that published last year with distinctions being drawn between cash releasing and non cash releasing efficiency gains, and also those relating to human resources and other resources. There is more emphasis, however, on identifying specific initiatives with their associated efficiency targets as opposed to using generic headings such as management and training. In some cases it has been necessary to categorise a range of efficiency initiatives or measures under one project, e.g. force realignment, for ease of presentation in the summary table shown overleaf.

The benefit of including a greater range of efficiency initiatives with lower targets attributed to each will be twofold. Firstly the targets for each initiative will be far more transparent and easier to examine. Secondly, the risk of not achieving the overall 2% target will be reduced, since any slippage or overestimate on a given project should be compensated by other project opportunities elsewhere in the plan.

Performance indicators relevant to each initiative will be agreed with the appropriate local co-ordinator. The co-ordinator will report regularly on that initiative. This will ensure that performance is maintained and that the efficiency gain is on target. If not, it will provide an opportunity for remedial action to be taken and for further initiatives to be identified if necessary.

Efficiency Plan 2000/2001

PROJECTS	Target efficiency in 2000-2001 £m	Profile 2000/2001				Projects continuing 2001/2002
		Q1 £m	Q2 £m	Q3 £m	Q4 £m	
CASH RELEASING						
HUMAN RESOURCES						
Medical retirements	1.60	0.40	0.80	1.20	1.60	
<i>Force re-alignment*</i>	5.28	1.32	2.64	3.96	5.28	
Realignment 2	2.00	0.50	1.00	1.50	2.00	
Regrading of posts in Clubs and Vice	0.06	0.02	0.03	0.05	0.06	
Regrading and reduction of expenses in Public Order support	0.17	0.02	0.03	0.05	0.17	
Reduction in mounted branch officers	0.14	0.04	0.07	0.11	0.14	
Reduced consultancy on C3i Contract	0.26	0.02	0.03	0.05	0.26	
Rationalisation of Thames Division	0.46	0.11	0.23	0.34	0.46	
Civilianisation of CAD controllers	0.16	0.04	0.08	0.12	0.16	
Re-organisation of courts staff	0.22	0.05	0.11	0.16	0.22	
Staff reductions in Criminal Justice Portfolio	0.10	0.03	0.05	0.08	0.10	
Re-organisation in Strategic Co-ordination	0.09	0.02	0.04	0.07	0.09	
Re-organisation in Consultancy Support	0.10	0.02	0.05	0.07	0.10	
Less anti-corruption investigation	0.51	0.13	0.25	0.38	0.51	
Outsourcing of IT and Comms	1.75	0.44	0.88	1.31	1.75	
Re-organisation of Specialist Operations	3.10	0.77	1.55	2.32	3.10	
Re-organisation of Central Personnel Services	0.71	0.18	0.36	0.54	0.71	
Total	16.71	4.11	8.20	12.31	16.71	
OTHER RESOURCES						
<i>Vehicle removal and recovery contract*</i>	0.35	0.35	0.35	0.35	0.35	
Financial Management Services	0.70	0.17	0.35	0.52	0.70	
Reduced maintenance of IT systems	0.60	0.15	0.30	0.45	0.60	
Additional legal work carried out in-house	0.09	0.02	0.05	0.07	0.09	
Reduced printing costs of Notices	0.06	0.02	0.03	0.05	0.06	
Saving in Technology accommodation	0.04	0.01	0.02	0.03	0.04	
Stray dogs	0.09	0.02	0.05	0.07	0.09	
Total	1.93	0.74	1.15	1.54	1.93	
TOTAL CASH RELEASING SAVINGS	18.64	4.85	9.35	13.85	18.64	
NON-CASH RELEASING						
HUMAN RESOURCES						
Resource Management project (work in progress)	10.84	2.71	5.42	8.13	10.84	

Police Sickness	2.20	0.55	1.10	1.65	2.20
Civil Staff Sickness	1.30	0.33	0.65	0.98	1.30
Total	14.34	3.59	7.17	10.76	14.34
OTHER RESOURCES					
Asset and Estate Management	5.86	1.46	2.93	4.39	5.86
<i>Call Handling*</i>	<i>0.50</i>	<i>0.15</i>	<i>0.30</i>	<i>0.45</i>	<i>0.50</i>
Total	6.36	1.61	3.23	4.84	6.36
TOTAL NON-CASH RELEASING SAVINGS	20.70	5.20	10.40	15.60	20.70
TOTAL EFFICIENCY GAIN	39.34	10.05	19.75	29.45	39.34
GOVT. 2% TARGET	36.70				

*Initiatives commenced 1999/2000

Resourcing to support delivery of the plan

Medium term financial strategy

The MPS is working towards the finalisation of a medium term financial strategy with the transition team of the Metropolitan Police Authority (MPA).

This strategy will take account of a variety of pressures:

- The change in statutory financial and audit regime with the creation of the MPA.
- The outlook for funding of the police sector in the light of new Public Expenditure Plans for the years 2001/04 and the national target for year on year efficiency gains of 2%.
- The requirements for better financial management information and skills to support resource allocation, decision making, performance management, best value and benchmarking.
- The drive towards devolved management and greater levels of partnership working, incorporating sponsorship and joint bidding for “ear-marked” funding.

The MPS is already taking some steps to meet these demands:

- An enterprise-wide financial management system is being implemented to support full accruals accounting and devolved management.
- The MPS is taking an active role in the national initiative to develop activity based costing within the police sector and is committed to the use of benchmarking in performance management.
- Five-year financial projections of funding and expenditure, in the context of national and local developments, have been developed to support decision-making.
- The MPS is working with external stakeholders to determine the financial management needs with the change in London government and its accountability.

The MPS recognises that these developments alone, whilst in the right direction, are the start of the process and will be working closely with the MPA to develop the more comprehensive strategy.

Financial statements 2000/2001

To demonstrate how the resources of the MPS will be used in 2000/2001 to support delivery of this Policing and Performance Plan, the cost of the priorities and service-wide issues is presented at Annex E. Additional information on the cost of functions within the MPS is at Annex F. The budgeted income and analysis of budgeted expenditure by overall cost category is at Annex G. The budget for 2000/2001 will enable the MPS to maintain a level of 25,600 Police Officers. This includes 242 Police Officers made available as a result of funding received from the Crime Fighting Fund.

Annex A: Corporate Review - summary of findings

A corporate review was undertaken to establish a clear picture of the strengths and weaknesses of the MPS. This supported the setting of objectives for achieving the overarching vision and informed the development of the programme of best value reviews. The full review has been produced as a separate document.

Performance

The review of performance used the latest full year figures available (1998/99) and figures for the first nine months (April to December) of 1999/2000.

The following are areas of performance in which the performance of the MPS does not compare favourably with other forces:

- percentage of crime detected;
- percentage of violent crimes detected;
- detection of burglary;
- number of crimes detected per officer.

There are also several areas in which the performance of the MPS may be viewed as poor, though it may be no worse than many other forces:

- detection of motor vehicle offences;
- satisfaction with foot patrols;
- high number of Police And Criminal Evidence Act (PACE) stop and searches of ethnic minority people per 1,000 of the ethnic minority resident population;
- low percentage of ethnic minority police officers.

In the first nine months of 1999/2000, the MPS reduced the level of sickness absence of both police officers and civil staff, and reduced the percentage of total retirements resulting from medical grounds. More information about the performance of the MPS is provided in the section headed "How the MPS performed in 1999/2000".

Outcome of corporate self assessment

The MPS has a commitment to using the Business Excellence Model (BEM) at both unit and corporate level. From the corporate level BEM assessment undertaken in November 1999, the following strengths and areas for improvement were identified:

Leadership	
Strengths	Areas for Improvement
<ul style="list-style-type: none"> • The existence of a performance culture – leads to emphasis and focus on achievement • Leadership principles developed and communicated to all staff and related to specific rank and grades, incorporated into corporate systems and supported by senior management • Self assessment at unit and corporate level 	<ul style="list-style-type: none"> • Lines of leadership are not always clear • Supervision Model to be understood and embedded into all areas of MPS activity. • Leaders need to demonstrate clear commitment that BEM will remain integral to MPS improvement activity. • Demands are increasing but there is little or no

<ul style="list-style-type: none"> • Clear evidence of effective partnerships, a great deal of participation in seminars etc., and the active promotion of the MPS to outside bodies. • There is clear commitment to support and encourage good work 	<p>corporate steer on priorities.</p> <ul style="list-style-type: none"> • Enhanced leadership training is required for all ranks and grades. • There is inadequate clarity around the appraisal system which undermines its usefulness and credibility.
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Policy and Strategy

Strengths	Areas for Improvement
<ul style="list-style-type: none"> • Information is obtained from local consultation groups. • Annual policing plans provide focus for data collection. • Regular quality review is a feature of Management Board and some Senior Management Teams. • Some benchmarking is used to identify best practice and business effectiveness. • The MPS Annual Policing Plan provides information on policy and key issues. • Quality assurance is a requirement at OCU and Business Group level. 	<ul style="list-style-type: none"> • Information technology systems are not designed with management information retrieval as a feature. • There is no systematic process to evaluate information from external sources. • The link between data collection and strategy/policy making is unclear • The identification of customers would enable focus on relevant information. • Target setting is carried out on an ad-hoc basis, it does not take into account past results or the availability of relevant information.

People Management

Strengths	Areas for Improvement
<ul style="list-style-type: none"> • Visible commitment to people management. • Effective implementation of the Diversity Strategy, ethics and integrity testing. • Attendance Management Policy – process subject to systematic review. • Performance based appraisal/objective setting • Formal arrangements exist for frequent meetings/consultation with staff associations. • Health and Safety supported by professional staff. • Various flexible working policies and practices. 	<ul style="list-style-type: none"> • A Human Resource strategy has been developed but not yet implemented. • Implementation of MPS training strategy which would include training needs analysis and evaluation of training. • There is a need for an integrated communication strategy which deals not only with external but also internal communication.

Resources

Strengths	Areas for Improvement
<ul style="list-style-type: none"> • Financial management devolved to lowest appropriate level. • Police manager training now includes finance module. • Risk analysis of high cost projects. • Robust audit processes. • Information Systems strategy published and promulgated. • Corporate paper record management system and systematic record keeping. • Partnering approach adopted within outsourcing contracts. • Comprehensive Environmental Strategy. • Benchmarking of buildings/estate management across police service and external organisations e.g. Post Office, Reuters, Sainsburys, Nat West. • World leaders in some areas e.g. development of a protective vest for police officers. 	<ul style="list-style-type: none"> • Full rollout of the MPS's new financial management system to all cost centres, as prime source of financial information. • A clear, unambiguous link between business and finance strategies. • Need for an information management strategy linked to a business strategy. • Need to review and manage Service Level Agreements with outsourced contracts to ensure service delivery and best value. • The accommodation strategy should be more flexible and supportive of business strategy. • Corporate systems to be employed on a corporate fashion in support of a business strategy. • Need to review the MPS approach to NSPIS strategy to ensure best value.

<ul style="list-style-type: none"> • User led management of technology projects. • The MPS is actively participating in NSPIS 	
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Process

Strengths	Areas for Improvement
<ul style="list-style-type: none"> • Recognition of the importance of the Mission and Vision Statements, the requirements of best value and the Performance Management Framework. Mechanism in place in identify key processes. • Pockets of excellence in the MPS where there are clearly defined processes which are subject to regular review, monitoring and evaluation. • BEM has encouraged the adoption of a process approach at a local level • There is current work going on aiming to integrate best value/VFM/Efficiency Plans into the Corporate Planning Process. 	<ul style="list-style-type: none"> • The MPS has an established portfolio system which should enable clear identification of process owners at Corporate level, this does not work across the Board. • There is a need for a clear framework throughout the MPS to facilitate the systematic and effective management of all processes. The framework should be explicit about how sub-processes integrate into key processes. • Any reviews conducted are not prevention based.

Customer Satisfaction

Strengths	Areas for Improvement
<ul style="list-style-type: none"> • The customer satisfaction data collected can be partially segmented to allow any necessary improvement initiatives to be identified, prioritised and targeted effectively. • The MPS understands and is addressing the drop in its performance. • The reasons for the reduction in trust of the police caused by the perception that they are dishonest and corrupt are understood. 	<ul style="list-style-type: none"> • The MPS does not have a comprehensive strategy for customer satisfaction data collection or use.

People Satisfaction

Strengths	Areas for Improvement
<ul style="list-style-type: none"> • Informal discussions take place during the year between the Commissioner and Staff associations and formal discussions between Staff associations and Policy Board. Informal discussions also take place at Area and Department level. • The approach adopted to reduce staff sickness absence in the MPS appears to be taking effect, with a reduction in the level being reported this year. • The number of assaults occurring to MPS police officers is in steady decline for almost every assault category. 	<ul style="list-style-type: none"> • There is no corporate measurement of people's perception of working for the MPS.

Impact on Society

Strengths	Areas for Improvement
<ul style="list-style-type: none"> • The MPS/community are maintaining their participation in Neighbourhood Watch schemes 	<ul style="list-style-type: none"> • Little MPS specific data is collected relevant to this criteria, making it impossible to demonstrate improvements with time.

Business Results

Strengths	Areas for Improvement
<ul style="list-style-type: none"> • The value of savings on contracts negotiated by the Department of Procurement and Commercial Services is steadily increasing. • Charter performance is good. • Best value performance indicators will be introduced to allow benchmarking. 	<ul style="list-style-type: none"> • The MPS cannot demonstrate a direct link between the activity performed, its cost and the results achieved i.e. between inputs and outputs/outcomes. • In some cases the MPS cannot demonstrate that the results achieved are caused by the approach it adopts.

Consultation

An extensive range of consultation processes undertaken by the MPS sought views locally and corporately on strengths, weaknesses and future priorities in relation to both the policing plan and the development of a programme of best value reviews.

In summary, that consultation has shown that priorities for the MPS for 2000/2001 should be to:

- improve performance against burglary, violent crime including street robbery, drugs and vehicle crime;
- reduce and prevent anti-social behaviour by young people and to increase activity against drink related crime;
- provide greater police visibility;
- improve its image, particularly with members of ethnic minority communities;
- recruit and retain more officers from ethnic minority communities.

The services at which the MPS was thought to be good are:

- combating terrorism;
- dealing with major events;
- response to incidents.

More information about the outcome of consultation processes is provided in the section of the plan headed "Outcomes of consultation".

Environmental scan

There are a number of future issues such as changes in statute or regulation that will corporately impact on the MPS. In this section, comment is made on those issues assessed as medium to high corporate impact on the MPS in relation to the development of the best value review programme.

Working with the Metropolitan Police Authority

Once in place (from 3 July), the Metropolitan Police Authority (MPA) will have the statutory duty of best value. The initial programme of reviews will be in place before 3 July, but will be subject to confirmation or change by the MPA.

Funding increasingly linked to performance delivery

The review programme is a tool through which to focus improvement in service delivery. The construction of the programme will take into account the areas of poor performance as priorities for review.

Further development of local partnerships

The programme will provide an opportunity to review cross cutting issues - those where the topic for review lends itself to a partnership approach.

Further outsourcing and Private Finance Initiative (PFI) programmes

The challenge, compare and compete elements of best value reviews will enable the MPS to explore, within the review programme, future opportunities for outsourcing and using the PFI approach with a view to achieving greater efficiency and effectiveness in service delivery.

Modernising government initiatives

The delivery of a programme of best value reviews will provide focus on two key elements of modernising government - enhanced consultation to empower the community and the greater use of technology with which to contact the community and customers.

Changes in working practices

The challenge element will consider not only what the MPS delivers, but also how.

Freedom of Information Act, Human Rights Act, Crime Bill

Little is known about the detail of some new planned legislation. However, in developing the review programme and in assessing whether adjustments need to be made to the order in which functions are reviewed, the impact of new legislation will be considered. In some cases, the introduction of new legislation may be reason for early review, in others it may mean review later in the programme, if more appropriate.

Corporate Strategy

The direction of the MPS for 2000/2001, and for three to five years beyond then, has been set through the development of mission and vision statements to demonstrate the core

purpose of the Service and the desired future state of where the MPS wants to get to in the future.

The mission is **“Making London safe for all the people we serve”**.

We:

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

Values:

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

The vision is **“To make London the safest major city in the world”**.

More information about the development of the mission and vision is provided in the section headed “Mission, vision, values, objectives”.

Corporate planning process

The aim of the corporate planning process of the MPS is to align resources to the delivery of appropriate and relevant priorities. The existing process has been developing over time but it is recognised that it needs to continue to develop, not only to achieve that aim fully but also to deliver additional products. Those products are the best value performance plan as part of the Policing and Performance Plan, incorporation of the budget setting process wholly within the corporate planning process and effective co-ordination between the production of community safety strategies and the Policing and Performance Plan. A diagrammatic representation of how the products fit is at Appendix A to this Annex.

The MPS is also aware of the need to develop its consultation processes, specifically in the light of best value requirements and ensure that due account is taken of the outcome of consultation when setting priorities.

The introduction of the MPA on 3 July 2000 will impact substantially on the planning processes of the MPS: the annual policing and performance plan will be owned by the Authority, best value is a duty placed on them and they will play a major role in consultation with the users of the MPS services. The MPS is working with the MPA Transition Team to develop an outline planning process for 2001/02 for the Authority’s approval.

What the MPS will do differently

The MPS will recognise the role of the MPA in the planning process and work in partnership with the Authority to deliver an effective and efficient planning process.

A new driver for activity - MPS mission and vision

The MPS has been in the process of developing a mission and vision. The outcome of this work will be a framework based on Critical Success Factors (i.e. what the MPS has really got to do to achieve its Mission) that can be used to determine organisational activity and test new proposals for their contribution to making London safer.

- Mission summarises the core purpose of the MPS. It focuses on what the MPS does ‘now’ and is important for gaining a shared understanding of objectives so that activities undertaken daily by staff can be related to those objectives.
- Vision is concerned with where the MPS wants to be. It is an aspiration for the MPS to move towards in a three to five year timescale. The vision will underpin planned activity that will move the MPS towards the position described in the vision statement.

What the MPS will do differently

Underpinning the mission and vision statements is a series of objectives on which the organisation will focus to move it towards delivery of both the mission and vision. The statement and the objectives set out the corporate strategy of the MPS and will influence its priorities and targets. The achievement of those objectives will be monitored and managed through effective use of performance information.

Other drivers

Under the Crime and Disorder Act there is a requirement for the preparation and delivery of local crime and disorder reduction strategies which focus the activity of police and other agencies at a local level.

Internally, the Business Excellence Model (BEM) will be used as a tool for self assessment at a corporate, as well as at a local, level. The model identifies areas for improvement locally and corporately and provides input to the setting of priorities and objectives.

What the MPS will do differently

In determining priorities for the delivery of policing services, the MPS will seek and take into account feedback from boroughs as a consequence of their activity within the crime and disorder reduction strategies. Included here will be feedback on major issues they face for the future that may need to be tackled at corporate level and tensions that they experience between delivering the local crime and disorder reduction strategies and the MPS plans. The outcome of the corporate use of BEM will contribute to determining MPS priorities and targets.

Enhanced focus on review

To underpin the implementation of best value, there is a set of performance indicators against which delivery will be measured. For some of those indicators the MPS's performance will be compared publicly with that of other forces.

Best value also introduces a programme of fundamental reviews which will be used to examine what the MPS does, how it is done, what needs to be done to improve continuously and implement and monitor changes to secure better service delivery.

Having produced both the annual Policing and Performance Plan and the three to five year corporate strategy along with locally developed community safety strategies, it will be essential to monitor the delivery of the plan and the progress towards the corporate and local strategies and local policing/business plans.

What the MPS will do differently

The best value performance indicators will be used to identify the priorities for improved performance.

The outcomes of best value reviews will be used to inform future priority setting and resource allocation.

The MPS will propose to the MPA that the Policing and Performance Plan be reviewed on a regular (either quarterly or monthly) basis and the corporate strategy assessed each year to ensure its currency against internal/external changes. It should be fully reviewed every third year. Service delivery achieved within the crime and disorder reduction strategies and local policing/business plans will be subject to local review and corporate level monitoring.

Extend and co-ordinate consultation

With a growing emphasis on meeting the needs and expectations of customers, the MPS has been undertaking more and more consultation both corporately and locally. There is a need to ensure that best value is achieved with such consultation - that activity is not duplicated and that the outcome of the consultation is used to best effect.

What the MPS will do differently

An early best value review of consultation is planned that will lead to the production of a consultation strategy.

Priorities

The recognition of drivers and the outcomes of the review and consultation processes will support the identification of priorities for the MPS.

Alongside the priorities will sit targets for performance, both those required by Government and the MPA and those determined internally as appropriate.

What the MPS will do differently

Priorities for the future will continue to be based on the Ministerial Priorities and the mission and vision of the MPS. The aim will also be to reflect better the outcome of the extended consultation, recognising that there may be tensions between those outcomes, such as priorities identified within the crime and disorder strategies, and the Ministerial Priorities. Target setting will respond to requests for targets from the MPA and will be supported by a structured process to ensure the targets set are appropriate, again recognising potential tensions between MPA targets and local/crime and disorder strategies/MPS targets.

Resource allocation

Resource allocation has not been an integrated part of the priority setting process in previous years which has meant that bids for resources have been made before the priorities and targets are established.

Ideally, the priorities should be known before resources are allocated at the beginning of a financial year so allocation is focused on service delivery. In year resource movement should take into account those priorities, as well as new drivers for resources.

What the MPS will do differently

It will continue to review resource deployment and estimate potential resources for future years.

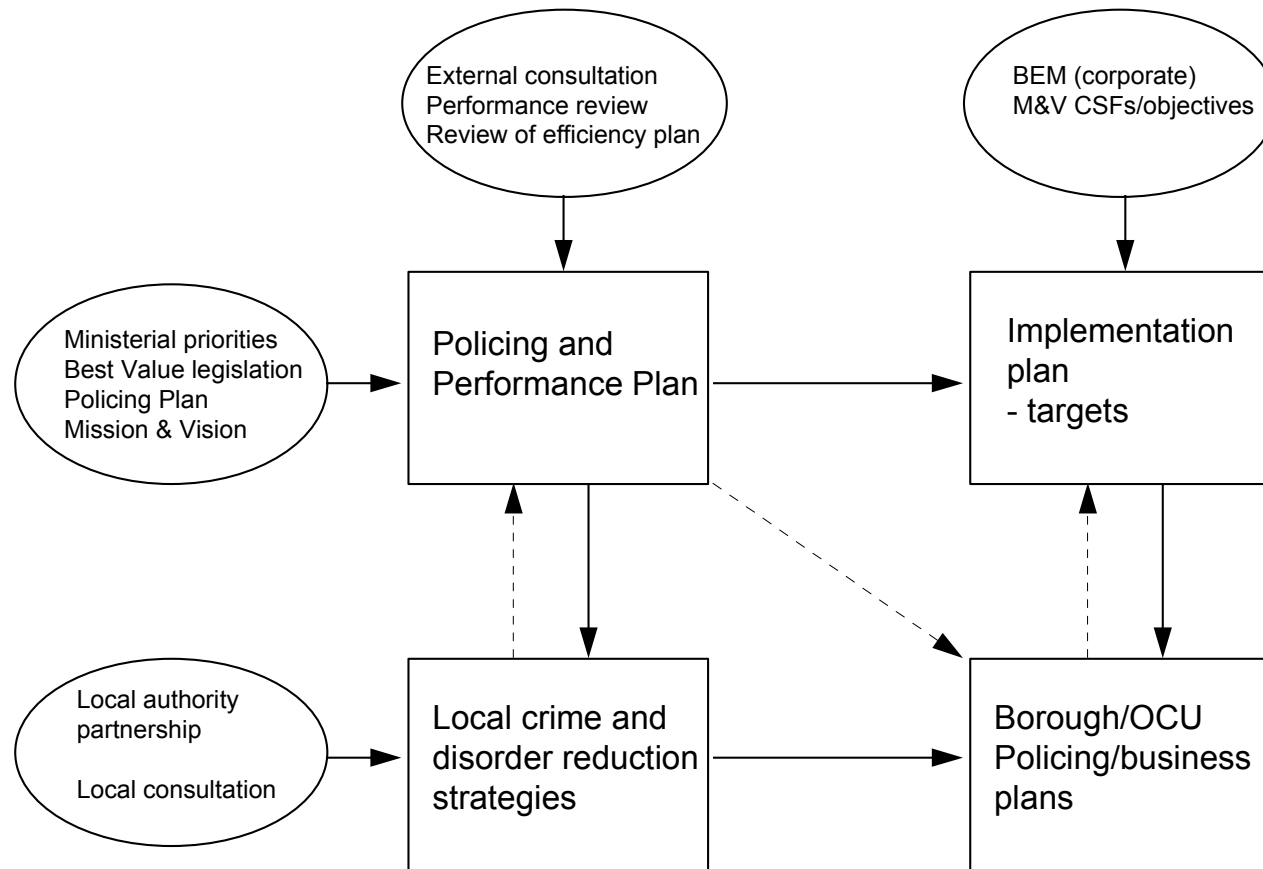
The MPS will integrate the resource allocation process into the planning process so that the allocation of resources is prompted by the determination of priorities and performance targets. It will take into account existing priorities when determining whether to shift resources in year to respond to an additional demand.

In addition, the resource allocation formula (RAF) will be reviewed to assess how well it matches with the need to be able to allocate resources to priorities. If it is still appropriate to use RAF it will be examined to establish whether it needs adjusting to take account of priorities. If RAF is not appropriate, a different way to allocate resources will be determined.

Products of the future corporate planning process

The products will be the annual Policing and Performance Plan which incorporate the annual policing plan, the best value performance plan, the efficiency plan and the Commissioner's Annual Report.

Planning structure



Annex B: Best value performance indicators - recent MPS performance, targets for 2000/2001 and five year targets

[Note: The numbering of the BVPIs shown below is not continuous. The missing numbers apply to other local authority services e.g. education, housing. Only those BVPIs which apply to the police service are displayed in the table].

Activity planned by the MPS to meet the targets set is shown in Annex D.

BV ref.	Indicator	1998/1999 MPS performance	MPS performance April - Dec. 1999	Target set for 2000/2001	Five year target	Comments
19	Has Her Majesty's Inspectorate of Constabulary (HMIC) assessed the force as having achieved its efficiency target in the last year? (Yes/No)	[Not applicable]	[Not applicable]	[Not applicable]	[Not applicable]	
20	Annual estate running costs (excluding repairs and maintenance) per square metre.	£174			To be determined during 2000	
21	Number of complaints per 1,000 officers.	269	129 (to end of Dec.)		To be determined during 2000	The pilot best value review of complaints, discipline and anti corruption functions will be completed in April 2000 and three year development plan prepared. The plan will include targets in a number of areas, for example reducing the incidence of corrupt, dishonest and unethical behaviour.
22	Percentage of complaints substantiated	2.1%	2.2%		To be determined during 2000	As 21
23	User satisfaction surveys:					The MPS considers BVPI 23 to a series of standards which represent long term, minimum levels of service that customers will receive

					from the MPS. The standards are:
(a) % of the public satisfied with police action in response to 999 calls	(a) 92.3%	(a) 91.6%			(a) 90%
(b) % of people satisfied with the service received at police station enquiry counters	(b) 88.3%	(b) 80.3%			(b) 80%

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BV ref.	Indicator	1998/1999 MPS performance	MPS performance April - Dec. 1999	Target set for 2000/2001	Five year target	Comments
23	User satisfaction surveys:					
	(c) % of victims satisfied with police initial response to a report of violent crime	(c) 85.7%	(c) 86.5%			Targets are not applicable, as standards apply to performance. The standards are: (c) 90%
	(d) % of victims satisfied with police initial response to a report of burglary of a dwelling	(d) 92.9%	(d) 92.3%			(d) 90%
	(e) % of victims of road traffic collisions satisfied with the police service at the scene of the collision	(e) 94.1%	(e) 93.9%			(e) 90%
24	Percentage of police officer strength which is female	15%	15%		Being developed (see comments)	The proportion of female officers is lower than the proportion of females in the London workforce. Specific work will be undertaken to analyse the factors influencing performance on this indicator and hence to develop a meaningful MPS target by September 2000.
25	Percentage of minority ethnic police officers in the force compared to the percentage of minority ethnic population of working age		3.3% and 25%	5%	10.3% in five years National target: 25.5% in ten years	The 5% target represents a total of 1280 officers, an increase of 231 over the December 1999 figures.

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26 a	Number of working days lost through sickness per police officer	Police officer: 10.9	Police officer: 7.0	9 days	2002/03: 8 days	Proposed targets reflect those set by the Cabinet Office Efficiency Unit of a 20% reduction in sickness absence by 2001 and a 30% reduction by 2003 across the Government. The MPS considers these to be minimums. MPS proposals include an annual reappraisal of the targets and the setting of them beyond 2002/03 to be considered at the end of 2001/02. These are likely to be more demanding.

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BV ref.	Indicator	1998/1999 MPS performance	MPS performance April - Dec. 1999	Target set for 2000/2001	Five year target	Comments
26 b	Number of working days lost through sickness per civilian employee	Civil staff: 11.9	Civil staff: 8.2	10 days	2002/03: 8 days	As 26a
27 a	Percentage staff turnover of police officers	Police officer: 6.5%	Police officer: 4.1%		Being developed (see comments)	Recruitment and retention improvement is being focused on under-represented groups of the workforce. The issue to be addressed is that of premature wastage. Enhancement of the exit polling of premature leavers will provide better information for factor analysis and hence development of a meaningful MPS target by September 2000.
27 b	Percentage staff turnover of civilian employees	Civil staff: 18%	Civil staff: 11.4%		Being developed	The turnover can be compared with the UK average rate of 21% and the London rate of 24%.
28	Percentage of police officers in operational posts; percentage of police officers in operational support posts; percentage of police officers in organisational support posts.	Relevant data unavailable	Relevant data unavailable	[Target setting inappropriate]		This is a new performance indicator. The absence of historical information precludes a meaningful target from being set this year.
29	Number of medical retirements of	Police	Police	33%	33%	

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a	police officers as a percentage of all officer retirements	officer: 46%	officer: 33.5%			
29 b	Number of medical retirements of civilian employees as a percentage of all civilian retirements.	Civil staff: 29%	Civil staff: 33%	33%	33%	
12 0	Level of crime (using British Crime Survey)	Relevant data unavailable	Relevant data unavailable	[Target setting inappropriate]		This is a new performance indicator. The absence of historical information precludes a meaningful target from being set this year.

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BV ref.	Indicator	1998/1999 MPS performance	MPS performance April - Dec. 1999	Target set for 2000/2001	Five year target	Comments
121	Fear of crime (using British Crime Survey)	Relevant data unavailable	Relevant data unavailable	[Target setting inappropriate]		This is a new performance indicator. The absence of historical information precludes a meaningful target from being set this year.
122	Feelings of public safety (using British Crime Survey)	Relevant data unavailable	Relevant data unavailable	[Target setting inappropriate]		This is a new performance indicator. The absence of historical information precludes a meaningful target from being set this year.
123	Public confidence in the criminal justice system or its component parts (using British Crime Survey)	Relevant data unavailable	Relevant data unavailable	[Target setting inappropriate]		This is a new performance indicator. The absence of historical information precludes a meaningful target from being set this year.
124	Actual net revenue expenditure per 1,000 population for police service	£219,320		[Target setting inappropriate]		
125	Total recorded crimes per 1,000 population* and percentage detected	123 detected: 22%	102 detected: 17%	99	89	Specific targets have been set to reduce volume crime: burglary, street crime and motor vehicle crime.
126	Domestic burglaries per 1,000 households and percentage judicial disposals	22.8 10.3%	19.6 9.1%	2% reduction on 1999/00 figures	10% reduction on 1999/00 figures	Target set in conjunction with the Government to provide significant challenge to the MPS in dealing with burglary.

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				10%	11%	
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BV ref.	Indicator	1998/1999 MPS performance	MPS performance April - Dec. 1999	Target set for 2000/2001	Five year target	Comments
127	Violent crimes per 1,000 population* and percentage detected; of those, street crime per 1,000 population and percentage judicial disposals	4.2 judicial disposals: 8.9%	4.4 judicial disposals: 8.1%	Street crime: 0% reduction on 1999/00 figures	Street crime: 15% reduction on 1999/00 figures	The MPS priority will contribute to the overall violent crime category. Target set in conjunction with the Government to provide significant challenge to the MPS in dealing with street crime.
128	Vehicle crimes per 1,000 population* and percentage judicial disposals [Figures shown for MPS additionally include motor vehicle interference and tampering and criminal damage]	21.9 judicial disposals: 5.0%	24.3% judicial disposals: 4.5%	8% reduction on 1999/00 figures judicial disposals: 8.0%	31% reduction on 1998/99 figures judicial disposals: 8.0%	The use of the 1998/99 baseline for the five year target reflects the national target, announced by the Prime Minister in October 1998, to reduce vehicle crime by 30% over the period April 1999 to March 2004. It will provide significant challenge to the MPS in dealing with vehicle crime.
129	Number of offenders dealt with for supply offences in respect of Class A drugs per 10,000 population	Relevant data unavailable	Relevant data unavailable	[Target setting inappropriate]		This is a new performance indicator. The absence of historical information precludes a meaningful target from being set this year.
130	Number of public disorder incidents per 1,000 population*	52.0		No target set		Borough level community safety strategies are designed to deal with local disorder problems. In view of the focus on crime reduction, no corporate target has been set for this indicator.

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13 0	[As above - comparative 9 monthly data shown alongside]	April-Dec. 1998: 40.0	April-Dec. 1999: 43.2			
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BV ref.	Indicator	1998/1999 MPS performance	MPS performance April - Dec. 1999	Target set for 2000/2001	Five year target	Comments
13 1	Percentage of all full files and percentage of full youth files provided to the Crown Prosecution Service both within pre-trial issue time guidelines and which are fully satisfactory or sufficient to proceed; percentage of all expedited/remand files and percentage of expedited/remand youth files which are fully satisfactory or sufficient to proceed	% all full files: 65.2% % full youth files: 69.5% (Oct.- March)	April - Sept.: % all full files: 65.9% % full youth files: 71.0%			Targets are set as part of Joint Performance Management (JPM) with the Crown Prosecution Service.
13 2	Number of road traffic collisions involving death or serious injury per 1,000 population	The 1994-98 average for casualties is 0.80	[0.47 to Oct. 1999]	0.77	0.64	The target is set in accordance with the Government's casualty reduction strategy, which aims for a 40% reduction in the number of people killed or seriously injured in road accidents by 2010. These targets will only be achieved through effective partnership with other agencies involved in Road Safety.
13 3	Percentage of responses to incidents requiring immediate response within local target response times (appropriate to rural/urban areas)	88%	82.6%			Performance is based on the achievement of a standard of 80% within 12 minutes. This standard sits alongside the priority to reduce collisions involving police vehicles.

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134	Percentage of 999 calls answered within local target response times	87%	70.3%	[To being reviewed following C3i]		Performance is based on the achievement of a standard of 87%.
136	Percentage of persons arrested for notifiable offences who were charged/reported for summons or cautioned	Relevant data unavailable	Relevant data unavailable	[Target setting inappropriate]		This is a new performance indicator. The absence of historical information precludes a meaningful target from being set this year.

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BV ref.	Indicator	1998/1999 MPS performance	MPS performance April - Dec. 1999	Target set for 2000/2001	Five year target	Comments
137	Percentage of persons arrested referred to drug treatment programmes as a result of arrest referral schemes	Relevant data unavailable	Relevant data unavailable	[Target setting inappropriate]		This is a new performance indicator. The absence of historical information precludes a meaningful target from being set this year.
138	Number of Police and Criminal Evidence Act (PACE) stop/searches of white persons per 1,000 population* and percentage leading to arrest	29.3 12%	12.5 16%	[Target setting inappropriate]		The MPS's focus is on developing a more effective use of stop and search, rather than on numbers.
138	[As above - comparative 9 monthly data shown alongside]	April-Dec. 1998: 20 13%	April-Dec. 1999: 12.5 16%			
139	Number of Police and Criminal Evidence Act (PACE) stop/searches of minority ethnic persons per 1,000 population* and percentage leading to arrest	77.9 13%	35 17%	[Target setting inappropriate]		As 138
139	[As above - comparative 9 monthly data shown alongside]	April-Dec. 1998: 63.3 12%	April-Dec. 1999: 35 16.4%			

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14 0	Number of substantiated complaints under Police Act 1996 by detainees per 10,000 people detained	Relevant data unavailable	Relevant data unavailable	[Target setting inappropriate]	As 21. The absence of historical information precludes a meaningful target from being set this year.
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BV ref.	Indicator	1998/1999 MPS performance	MPS performance April - Dec. 1999	Target set for 2000/2001	Five year target	Comments
14 1	Percentage of reported racist incidents where further investigative action is taken and percentage of reported racially aggravated crimes detected	100%	100%	100%		The MPS already investigates all reported racist incidents and will continue to do so.
15 1	Percentage of complaints resolved informally	33.5%	30.9%			As 21
15 2	Percentage of Police Authority buildings open to the public which are suitable for and accessible to disabled people	44%	64%	68%		The full requirements of the Disability Discrimination Act 1995 will be achieved by the required date of 2004.
15 3	Percentage of reported domestic violence incidents where there was a power of arrest, in which an arrest was made relating to the incident	Relevant data unavailable	Relevant data unavailable	[Target setting inappropriate]		This is a new performance indicator. The absence of historical information precludes a meaningful target from being set this year.
15 4	Percentage of victims of reported domestic violence incidents that were victims of a reported domestic violence incident in the previous twelve months	Relevant data unavailable	Relevant figures being prepared	To be determined	To be determined	This is a new performance indicator.
15 5	Percentage of domestic burglaries where the property had been	Relevant data	Relevant data	[Target setting		This is a new performance indicator. The absence of historical information precludes a

Annex C

	burgled in the past twelve months	unavailabl e	unavailabl e	inappropriat e]		meaningful target from being set this year.
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* The population estimate used to calculate these figures is based on mid year population estimates for the previous calendar year.

Annex C: Recent reviews in the MPS that reflect best value requirements

C3i (Command, Control, Communication, Information)

The C3i project is the MPS response to a number of operational issues relating to:

- an increase in demand for police services;
- ensuring appropriate resolution of requests for police assistance, deploying the optimum level of resource when necessary;
- introducing a sophisticated telephone service capable of screening calls from the public;
- the need to replace the existing command & control system;
- the requirement to demonstrate best value in relation to the provision of police services.

The project will determine how the MPS will deal with demand for policing services in future, such as how the MPS responds to calls from the public, decides which incidents require the attendance of police officers and how officers are deployed.

The project is on-going. To date it has followed the principles of best value and it will continue to do so. The information below shows how the principles of best value are being followed. It is not possible at this stage to set out the results.

The C3i project team *challenged* how the MPS managed demand for police assistance. For example, the team defined non police business (i.e. those calls that should be dealt with by an organisation other than the MPS) and challenged the value of deploying police resources to certain incidents.

Four different C3i configurations were *compared* against the option of upgrading the existing command and control environment. This demonstrated the most cost effective C3i configuration capable of delivering the service against MPS requirements, and also that all C3i options represented best value against upgrading the existing environment. Command and control processes in other forces were also examined.

Wide *consultation* was undertaken, including with stakeholders at all levels within the MPS and externally with Police and Community Consultative Groups, the Home Office and Treasury Task Force. Consultation with the public established the perception of the current MPS telephony system and emphasised the public's increasing willingness to conduct business over the telephone.

The private sector consortia *competing* to provide the service were required to submit costed bids to provide the telephony and command and control services to the MPS's standard. This process introduced private sector innovation to the resolution of the operational issues facing the MPS in a competitive environment more likely to encourage a best value solution.

By the end of November 1999 the consortia had submitted costed proposals for delivery of the C3i service to the MPS. Once evaluated, commercial discussions will identify a preferred bidder and lead to contract award in November 2000. Post contract award the C3i service will be subject to periodic benchmarking assessments and market testing to ensure that the service continues to represent best value during the fifteen year duration of the contract.

The improvements to service delivery that the C3i service will introduce provides a clear indication that future implementation of C3i will enable the delivery of best value in relation to the use of telecommunications and command and control services within the MPS.

Support Services Review

On 1 April 1996 a review was commissioned into a number of the MPS support services departments. The strategic objectives for the review were:

- to ensure efficient, effective delivery of the agreed core support functions;
- to communicate the role and value of those functions throughout the MPS;
- to retain essential in-house skills;
- to ensure value for money in procuring and providing services both in-house and out-house;
- to treat staff fairly and communicate effectively.

From the outset it was decided that the review would be in depth: as a consequence the process reflected the requirements of the best value process. For example, the review *challenged* existing beliefs and assumptions by asking three basic questions:

- is the service needed?
- if so, should it be carried out in-house?
- if it should, are improvements needed to the service?

Benchmarking was used to *compare* MPS support service provision to that in related industries. Visits were made to other police forces, Government Departments and private sector companies such as British Airways and Natwest. All of the outsourcing contracts that have now been awarded contain benchmarking clauses. Suppliers, in conjunction with the MPS, will benchmark against the leading contenders in their respective fields to ensure the continued use of 'best in class' suppliers.

A comprehensive *consultation* programme was set up. Consultations were carried out with individual members of the MPS, both police and civil staff. Focus groups were established with groups of staff from each affected department. Full consultation was undertaken with the Trade Union Side and Staff Associations. The MPS was kept informed throughout the process through a 'Review Update' document published at regular intervals.

The outsourcing programme is solid evidence of the MPS's determination to *compete* in provision of its support services. Eleven areas of service supply had been contracted out by the end of 1999 and nearly 1000 staff transferred to the various suppliers under TUPE regulations.

Key results

The review published in August 1996 made 170 recommendations, which would impact substantially on the future delivery of MPS support services. It recommended the outsourcing of the following services:

- pay and pensions;
- most transport services;
- IT/data and voice communications supply and services (including radio services, information technology services, command and control);
- property maintenance.

Some of the other key recommendations were to withdraw most of the MPS typing services and introduce a new Procurement Department.

Almost 70% of the recommendations had been implemented by the end of 1999. A number were not proceeded with, following further examination, and the remainder are still part of an active programme.

The conclusion to be drawn from this extensive review of support services is that the MPS has fully grasped the challenge presented by the drive for efficiencies in public services. The programme that was initiated three years ago compares very favourably with the guidelines that have been issued under best value. The results clearly indicate willingness by the MPS to challenge existing practices and to see through radical solutions to problems.

Complaints, discipline and anti-corruption functions

In the autumn of 1999 a best value review pilot of the MPS's complaints, discipline and anti-corruption functions was started to develop the approach to the conduct of future best value reviews. The review has not yet been completed, however the approach to applying the 4Cs is outlined below with the initial recommendations.

Much of the *challenge* element of this review was achieved through a thorough stakeholder analysis. Capturing the views of those involved in all aspect of the MPS complaints, discipline and anti-corruption functions led to considerable challenging of the current processes.

Consultation took place with many relevant groups, including: external stakeholders such as Her Majesty's Inspectorate of Constabulary and the Police Complaints Authority, internal managers with responsibility for complaints, discipline and anti-corruption matters and police staff associations. The nature of the processes under review meant that the MPS experienced difficulty in achieving consultation with members of the public who had complained and officers who had been the subject of complaints.

The work done under the *comparison* element of the review included a comparison of the levels of complaints per 100 officers in the MPS compared to other forces and an analysis of the workload of the MPS's Area Complaints Units. Some benchmarking of the costs of investigating cases with other forces also took place.

The restrictions imposed by the current legislation governing the police's handling of complaints and discipline prevented many options for increasing *competition* being pursued.

Recommendations

The recommendations for improvement that the pilot best value review has made to date are to:

- adopt a more holistic approach to ‘professional standards failures’ and the early identification of individuals of concern (e.g. make use of information from all relevant sources to identify trends or areas for concern);
- improve the MPS’s processes for dealing with complaints and discipline matters (e.g. speed up the time taken to investigate complaints, reduce the costs of investigation, keep people informed throughout the process);
- deliver a long term reduction in complaints and corrupt and unethical behaviour by raising professional standards throughout the organisation;
- improve the quality and consistency of the service provided by implementing a new organisational structure to deal with complaints, discipline and corruption;
- develop staff within the new structure.

Annex D: MPS priorities and service-wide issues 2000/2001**MPS priority: *Reducing crime and disorder*****Ministerial Priority**

To reduce local problems of crime and disorder in partnership with local authorities, other local agencies and the public.

Supporting objectives

- a) To improve MPS performance in homicide² investigations
- b) To reduce the incidence of burglary
- c) To stem the increase in street crime
- d) To reduce the incidence of vehicle crime
- e) To re-inforce existing measures and introduce new strategies to reduce offending by young persons

a) To improve MPS performance in homicide investigations**Introduction**

During the summer of 1999, Her Majesty's Inspectorate of Constabulary (HMIC) conducted a review of all undetected Home Office Large Major Enquiry System (HOLMES) based murder investigations in the MPS. 'Winning Consent', published in January 2000, acknowledged the progress made by the MPS in response to the Macpherson report and recommended that more priority be given to murder investigation - in particular through resource allocation - to improve the MPS clear up rate for murder compared with other forces.

While there are many unique features to policing London, not least the anonymity afforded to offenders by a large capital city, the MPS will seek to improve its performance in solving murders compared with other metropolitan forces. The key activities for 2000/2001 reflect many of the other recommendations in the HMIC report.

Performance indicator for 2000/2001

The percentage of homicides cleared up.

Performance review

- In 1998/99 the MPS had a clear up rate of 87.4% for homicide. The national average for homicide was 94.8%.
- In the 10 years 1989 - 1998 the clear up rate for murder in the MPS was 84%, whilst the national average was 92 %².

² Homicide is Murder, Manslaughter and Infanticide.

² HMIC 'Winning Consent' HMSO 2000 (page 11)

Target for 2000/2001

Achieve a clear up rate of 89% for homicide.

The target for 2000/2001 is a milestone on the road to achieving the national average clear up rate for homicide within five years.

Key activities for delivery

- **Provide an enhanced and consistent response to homicide investigations**

A managed, escalating response to homicide investigation will be developed, with standard operating procedures applied to every violent and unexplained death.

- **Review internal processes**

A review of functions, processes, resources, accommodation and service level agreements between the units involved in a homicide investigation will be undertaken by October, adopting the principles of a Best Value approach. This review will be enhanced by the unification of the command of murder investigation under one Assistant Commissioner in the MPS.

- **Maximise forensic opportunities arising during the course of an investigation**

Senior investigating officers (SIOs) will record their forensic strategy in the decision log, following consultation with their forensic management team.

In undetected cases, the forensic management team will meet within five days of the start of a homicide investigation and will include the Forensic Science Service.

- **Increase use of intelligence**

Each homicide enquiry team will be supported by an intelligence unit to ensure that analysis of information will support investigations dynamically.

- **Enhance conduct of house to house enquiries**

Training will be given to uniformed officers in boroughs to enable the conduct of house to house enquiries in accordance with the Association of Chief Police Officers (ACPO) guidelines at the earliest opportunity.

The standard of house to house enquiries will be inspected, including a specific section in the 28 day review if applicable.

- **Implement family liaison strategies**

Each homicide case will implement a family liaison strategy, based on the community concern assessment. This will ensure the appointment of an appropriately trained family liaison officer. The strategy will be regularly reviewed and amended as the enquiry develops.

Independent advisors and other partner agencies will be considered and utilised to support the family, where relevant.

- **Staff Major Incident Rooms**

The staffing levels of the Major Incident Room will be suitable for the scope of the homicide enquiry and determined by the SIO in consultation with a supervisor.

- **Develop a manual of guidance**

A comprehensive manual of guidance for SIOs and their teams will be developed to ensure all ACPO policy forensic guidance and other good practice is recorded and made available for reference on the internal MPS intranet.

b) To reduce the incidence of burglary

Introduction

The consultation performed showed that the public wish the MPS to continue its emphasis on burglary. For example:

- the 1999 Public Attitude Survey revealed 43% of Londoners think that burglaries are the type of crime they would most like the police to tackle.
- 54% of respondents to MPS customer satisfaction surveys identified burglary as a key policing priority in their local area.
- reducing residential burglaries was listed as a priority in 89% of the crime and disorder strategies of inner and semi-inner London boroughs and 77% of outer boroughs.

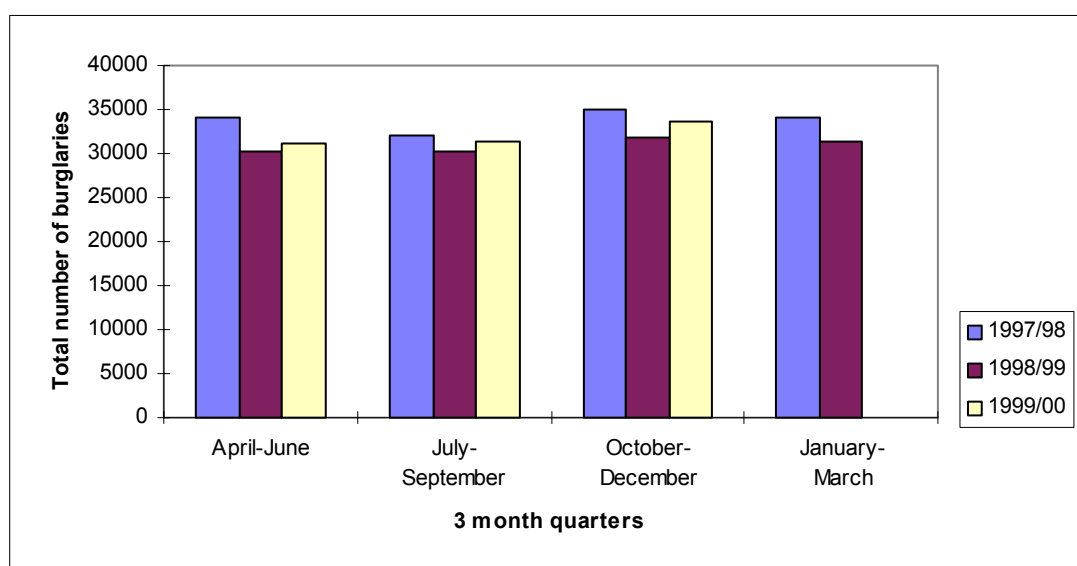
The MPS has a key role to play in reducing burglary but also relies on the full support and co-operation of partners such as local authorities, who help design out crime by the effective use of street lighting and through the architectural design of private and council owned residential areas.

Performance indicators for 2000/2001

1. The number of recorded burglaries (residential and commercial)
2. The percentage of judicial disposals secured for recorded burglary offences.

Performance review

The number of recorded burglaries from residential and commercial premises 1997-1999



Between April and December 1999, youths accounted for 23% of those accused of committing residential burglaries.

The table below shows the total number of burglary offences and judicial disposals in the financial year 1998/99, and a comparison of the number in the same periods during the two financial years 1998/99 and 1999/2000. It can be seen that there was a 1.5% decrease in judicial disposals over the comparative time.

Judicial disposal rate for burglary offences

	Total burglary offences	Judicial disposals	% Judicial disposals
Apr. 98 - Mar. 99	123,861	12,789	10.3%
Apr. 98 - Dec. 98	92,397	9,769	10.6%
Apr. 99 - Dec. 99	96,237	8,732	9.1%

Targets for 2000/2001

Reduce burglary by 2%

Achieve a judicial disposal rate of 10%

Key activities for delivery

At a corporate level, the MPS will:

- **Co-ordinate the implementation of Operation Keeper**

Operation Keeper is a pan-London initiative, aimed at stopping artifice burglars or so called “bogus callers” and reducing the public’s fear of becoming victims of crime on their doorstep.

Operation Keeper will:

- ◇ provide high level analysis and exchange of intelligence on suspects through dedicated Operation Keeper focus desks at local level, which are co-ordinated at Service level and linked to the regional and national picture;
- ◇ use intelligence led policing to target suspects;
- ◇ introduce minimum standards across the MPS for all officers involved in burglary artifice investigation;
- ◇ develop and extend partnership initiatives between police services, other agencies and the private sector;
- ◇ provide crime prevention advice, focusing on the needs of the most vulnerable;
- ◇ hold a publicity drive to raise public awareness of the crime.

- **Co-ordinate the implementation of Operation Scorcher**

This Operation is aimed at breaking the cycle of burglary and dishonest handling of stolen property by making stolen property “too hot to handle”. As well as reducing the demand for stolen goods, the MPS aims to make it more difficult for thieves to sell them. The intention is to make the transportation and sale of stolen goods as dangerous as the actual theft itself.

Operation Scorcher will:

- ◇ enhance police intelligence on handling networks and stolen property markets;
- ◇ create partnerships with organisations such as ‘Cash converters’ to reduce opportunities for the sale of stolen goods;
- ◇ raise the profile and public awareness of handling crime;
- ◇ reduce burglary by focusing on handlers of stolen property.

- **Brief borough commanders on burglary trends and good practice**

To support Operations Keeper and Scorcher and all aspects of Operation Bumblebee (which is the overall MPS burglary strategy), borough commanders will receive regular updates on trends and shared information on good practice methods across the MPS. This will enable a continual adaptation and development of policing methods to maintain the pressure on the criminals.

- **Set up the annual Operation Bumblebee roadshow**

Each year the Operation Bumblebee roadshow provides a unique opportunity for members of the public to view items which have been recovered by the police. It also provides a high profile platform to publicise and advise on security, property marking and photographing schemes to make a burglary less likely.

At borough level, the corporate burglary strategy will inform the borough commanders’ contribution to the achievement of their crime and disorder strategies, developed in partnership with local authorities. Borough commanders will implement Operations Keeper and Scorcher in their own area.

c) To stem the increase in street crime

Introduction

Consultation confirmed that the public would like the MPS to address street crime. For example:

- the 1999 Public Attitude Survey showed that 24% of respondents wanted MPS action on muggings to improve life in their area.
- 39% of respondents to MPS customer satisfaction surveys identified robbery/theft from persons as a main concern for policing.
- reducing street crime was listed as a priority in the crime and disorder strategies of 68% of inner and semi-inner boroughs and 46% of outer London boroughs.
- addressing street robbery was highlighted as a concern during the consultation conducted amongst pan-London organisations.

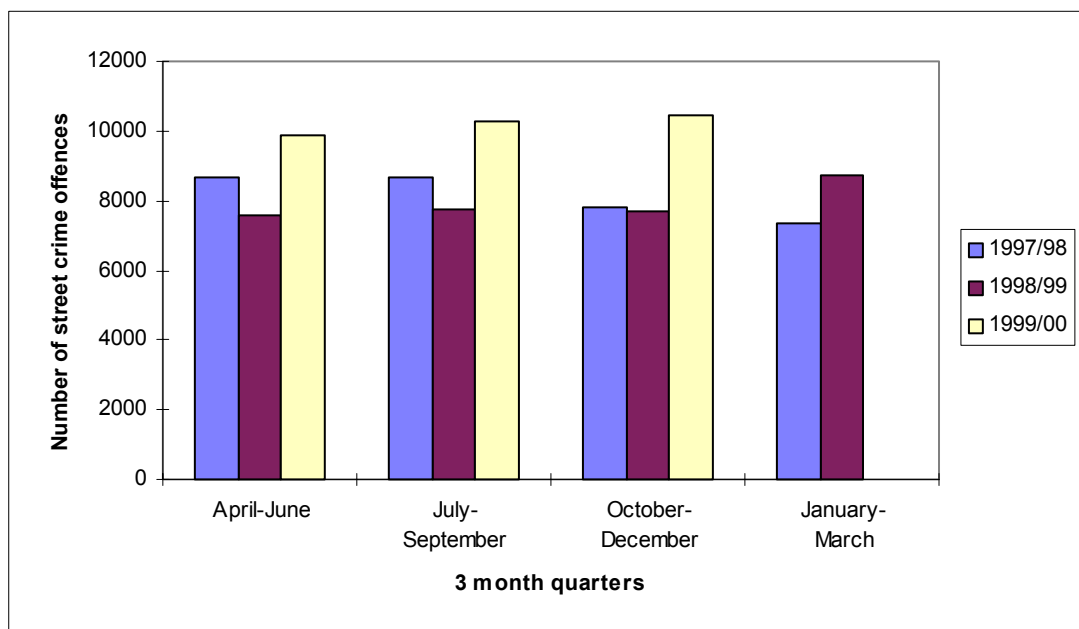
Performance indicators for 2000/2001

1. The number of recorded street crimes.
2. The percentage of judicial disposals secured for recorded street crime offences.

Performance review

An MPS objective and target for 1998/99 was to reduce street crime by 2,000 offences. The actual reduction achieved was 744 offences. In the calendar year 1998, all months except October saw a reduction in crime compared with the previous year. This trend suddenly changed and between January-March 1999 over 1,300 more offences were committed compared with the previous year.

The number of recorded street crimes 1997-2000



This trend continued into the reporting year 1999/2000. In the first nine months, the MPS saw an increase of 33% compared with 1998/99. The sudden upturn is being attributed to a combination of factors referred to in a previous section on “How the MPS performed in 1999/2000”, including reduction in the use of the stop and search power and realignment of the service.

Judicial disposal rate for street crime

	Total street crime offences	Judicial disposals	% Judicial disposals
Apr. 98 - Mar. 99	31,706	2,819	8.9%
Apr. 98 - Dec. 98	22,999	2,117	9.2%
Apr. 99 - Dec. 99	30,591	2,429	7.9%

Between April and December 1999, youths accounted for 55% of those accused of committing street crime.

Targets for 2000/2001

Achieve zero growth in street crime.

Achieve a judicial disposal rate of 9%

Key activities for delivery

Street crime in the MPS is being tackled through implementation of a new strategy. Its key activities include:

- **Gathering intelligence**

Intelligence led policing will identify areas of high robbery ('Hot Spots'). These areas will then be the subject of directed patrols.

Intelligence will also identify the areas where suspects meet up, their means of transport and routes in and out of 'Hot spots'. Resources will be directed to these identified areas.

Policing of street robbery will be targeted against suspects identified through intelligence. All possible measures will be taken to frustrate known offenders. The MPS will ensure that all outstanding warrants for suspected robbers are dealt with as quickly as possible.

- **High visibility policing**

High profile, visible patrols help to reassure the community, and also make street robbers aware of police presence and increase their fear of detection. [Transferring the fear of crime from potential victims to the perpetrators themselves is an important part of the new initiative].

- **Immediate response to street robbery**

The MPS will respond immediately to any allegation of street robbery. Sufficient resources will be dispatched in order to deal with the victim, witnesses and search the local area. In appropriate cases victims will be offered the facility to be driven around to see whether they can identify the suspect.

The investigating officer will consider all avenues in order to solve the crime, including the checking of any CCTV camera operating in the area, asking the victim or witness to view witness albums or attend identification parades.

- **Increased use of video**

The MPS will develop further the operational use of video in order to capture images of people committing crime or identify suspects in the area. Policies and procedures will be developed, recognising people's rights under the European Convention on Human rights in general and in particular Article 8 '*Right to respect for private and family life*'.

The assistance of local communities and boroughs is critical to the success of the MPS street crime objectives. Borough commanders - in consultation with their local authority and other agencies - will be developing strategies to reduce the incidents of street crime in their area. They will be assisted by the input of Specialist Crime, who will provide extra techniques and resources to aid action against volume crime. Borough commanders have been provided with an updated range of options for tackling street crime, developed with the input of key partners, including British Transport Police.

d) To reduce the incidence of vehicle crime

Introduction

The consultation performed indicated that MPS action against vehicle crime was a key area for the public. By way of example:

- the 1999 Public Attitude Survey showed that 21% of respondents wanted MPS action against motor vehicle crime to improve life in their area.
- 38% of respondents to MPS customer satisfaction surveys identified vehicle crime as a main concern for policing.
- reducing motor vehicle crime was listed as a priority in the crime and disorder strategies of 58% of inner and semi-inner boroughs and 69% of outer London boroughs.
- addressing vehicle crime was highlighted as a concern during the consultation conducted amongst pan-London organisations.

Performance indicators for 2000/2001

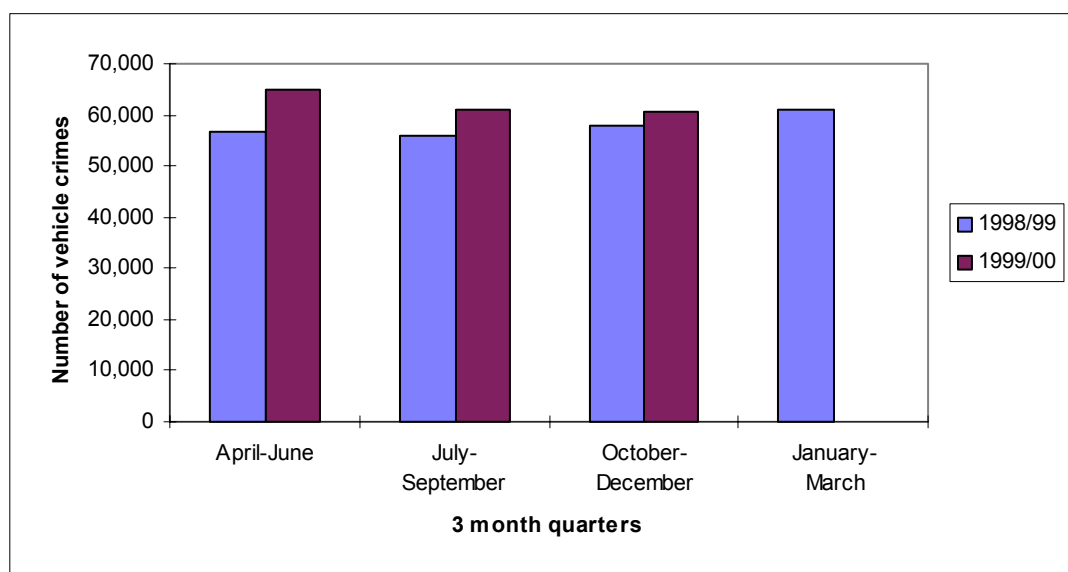
1. The number of recorded vehicle crimes
2. The percentage of judicial disposals secured for recorded vehicle crime offences.

‘Vehicle crime’ for these purposes means theft or taking of motor vehicles; theft of property from motor vehicles; criminal damage to motor vehicles; and interfering or tampering with motor vehicles.

Performance review

In 1998/99, a total of 231,632 vehicle crime offences were recorded. [The change to the Home Office counting rules on the 1st April 1998 means that it is not possible to give reliable comparative data prior to 1998.] In the year 1999/2000, the target for reduction was 4%. Comparing the year-on-year figures for the period April to December 1998 and April to December 1999 reveals an increase in vehicle crime of 9.3% and a 0.7% decrease in the rate of judicial disposals.

The number of recorded vehicle crime offences 1998-2000



Judicial disposal rate for vehicle crime

	Total vehicle crime offences	Judicial disposals	% Judicial disposals
Apr. 98 - Mar. 99	231,632	11,690	5.0%
Apr. 98 - Dec. 98	170,691	8,961	5.2%
Apr. 99 - Dec. 99	186,639	8,370	4.5%

Between April and December 1999, youths accounted for 57% of those accused of taking a motor vehicle and 47% of those accused of tampering with a motor vehicle.

Targets for 2000/2001

Reduce vehicle crime by 8%

Achieve a judicial disposal rate of 8%

Key activities for delivery

At a corporate level, the MPS will co-ordinate the implementation of Operation Driveout, which is a pan-London initiative aimed at reducing the incidence of vehicle crime.

Operation Driveout will:

- ◇ use existing and new systems of intelligence to direct patrolling and prevention initiatives;
- ◇ improve investigation through properly directed telephone investigation and Forensic Sciences support;
- ◇ make training packages available to all relevant staff (police, traffic wardens and others) to raise their awareness of vehicle crime. The training will include video and distance learning packages;
- ◇ progress crime reduction initiatives in partnership. Such partnership initiatives include the provision of: secured car parks, advice to motorists, improved security devices in new and used vehicles and visible Vehicle Identification Numbers;
- ◇ enlist the support and co-operation of relevant community groups and local agencies. The MPS will also support national level agencies such as the Association of British Insurers and the Retail Motor Industry Federation in their contribution to the reduction of vehicle crime.

The MPS will also extend use of the DNA technique to cover vehicle crimes. As there is now a large database of DNA samples (matched to previous crime scenes and offenders), DNA samples taken from vehicle crimes will enable offenders to be identified more readily.

e) To re-inforce existing effective measures and introduce new strategies to reduce offending by young persons

Supporting objectives:

1. To structure the delivery of reprimands and warnings so that they engage both youth and parents in understanding the effects of offending.
2. To contribute to reducing the incidence of truancy which has been linked to youth crime.
3. To deal speedily with young offenders.

Introduction

The overall objective arises as a result of the consultation performed by the MPS:

- the 1999 Public Attitude Survey showed that 18% of respondents wanted MPS action to reduce and prevent anti-social behaviour (of various types) by young people.
- reducing youth offending was listed as a priority in the crime and disorder strategies of 63% of inner and semi-inner boroughs and 38% of outer London boroughs.
- other targets regarding young people (including truancy) were adopted by 73% of the strategies of inner and semi-inner boroughs and 15% of outer London boroughs.
- the need for the objective to include parents and parental responsibility was highlighted during the consultation performed by BOCUs.
- the 25 Youth Offending Team managers in post in September 1999 were consulted by letter. A development that would make the initial contact with an offending youth more meaningful was high on their agendas.

Performance indicators and targets

1. (a) The introduction of a new reprimand and warning framework, which aims to make youths aware of: the views and feelings of the victim, the effect upon their parents and family, the consequences for themselves and the effects on the community.
- (b) The introduction of a survey that assesses the level of satisfaction of parents and youths on the quality of delivery of reprimands and warnings. The postal survey - to be piloted in three boroughs - will also examine whether the issues mentioned in (a) above were covered by the reprimanding or warning officer.

Target: [The target level of reprimands and warnings quality will be reviewed once significant questionnaire returns have been analysed. This will inform a decision as to whether a continuation of the survey and/or further action is required to obtain more value from the police part of the youth justice process.]

2. The number of truancy initiatives conducted on each borough.

Target: Each borough identified by the Department for Education and Employment as having a high incidence of truancy to undertake - preferably in partnership with local authorities - one truancy initiative (for a minimum of one day) each school term.

[The MPS will not seek a target of a reduction in truancy on its own as other factors (for example education initiatives or the absence of them) may have a greater impact overall.]

3. (a) The extent to which the MPS meets the Government targets for the time taken to deal with persistent young offenders (PYO) from arrest to charge (Government target two days) and from charge to first court listing (Government target seven days).

MPS target: Meet the Government targets in 70% of cases by the end of 2000.

- (b) The time taken to deal with non PYOs.

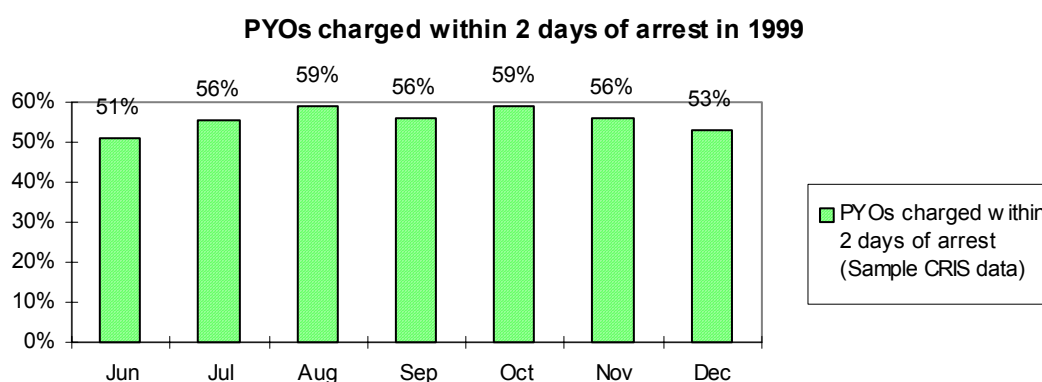
Target: Within 28 days from arrest to case disposal (i.e. charge, reprimand, warning or no further action).

- (c) The time taken to notify the Police National Computer (PNC) of the results of all young offender case disposals, including court sentencing.

Target: Within 14 days or less of the case disposal or sentence in 80% of cases.

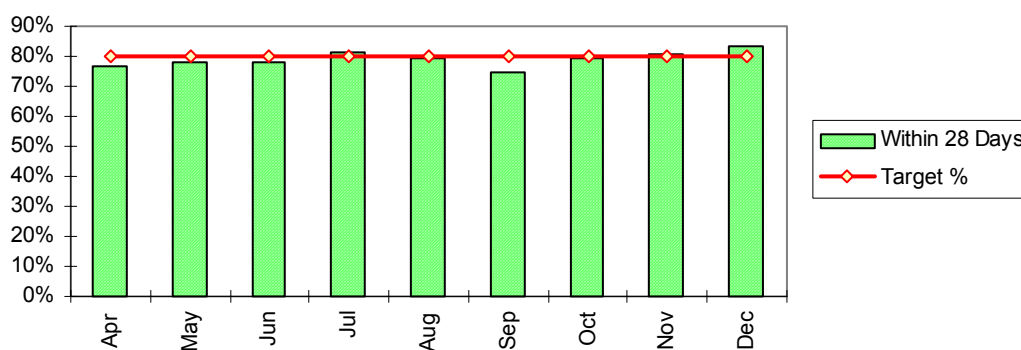
Performance review

1. There are currently only small localised surveys measuring the quality of cautions. [The youth caution will be replaced nationally by reprimands and warnings in April 2000].
2. No reliable count of truancy initiatives is available for the MPS as a whole. An action that will be undertaken as part of the objective will be to introduce a mechanism to make central monitoring more robust.
3. (a) The figures shown below on the percentage of PYOs dealt with within two days from arrest to charge are taken from a corporate Crime Reporting Information System (CRIS). Due to PYO identification issues, it provides only a guide on the MPS's performance within the 50% Government target of 1999/2000. Mechanisms for measuring the time between charge and first court listing are not yet available from CRIS but are planned for early 2000.



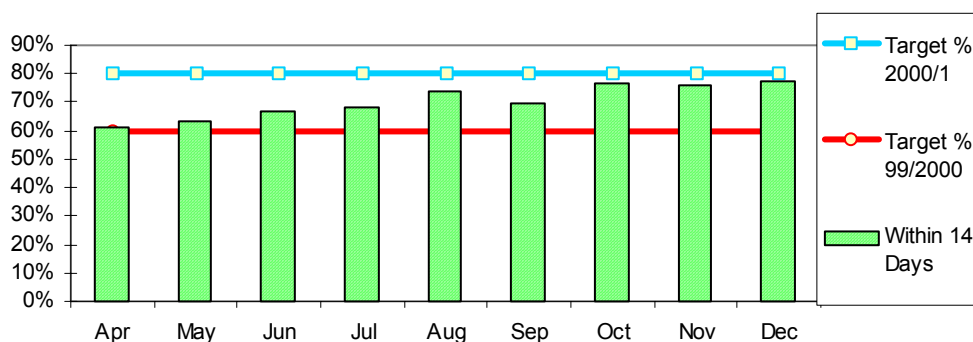
- (b) In 1998, the MPS adopted a 28 day target to reduce the time for case disposals for all youths (including PYOs). This has been a very challenging target but, according to samples of non-corporate systems, the Service has consistently achieved the target and has improved from a starting point of 62% in April 1998. The chart below is derived from CRIS.

Youth case disposals within 28 days in 1999 [Source: CRIS]



(c) The current target is to notify PNC of the results of young offender case disposals within 14 days from case disposal in 60% of the cases.

Youth Case results notified to PNC within 14 days in 1999

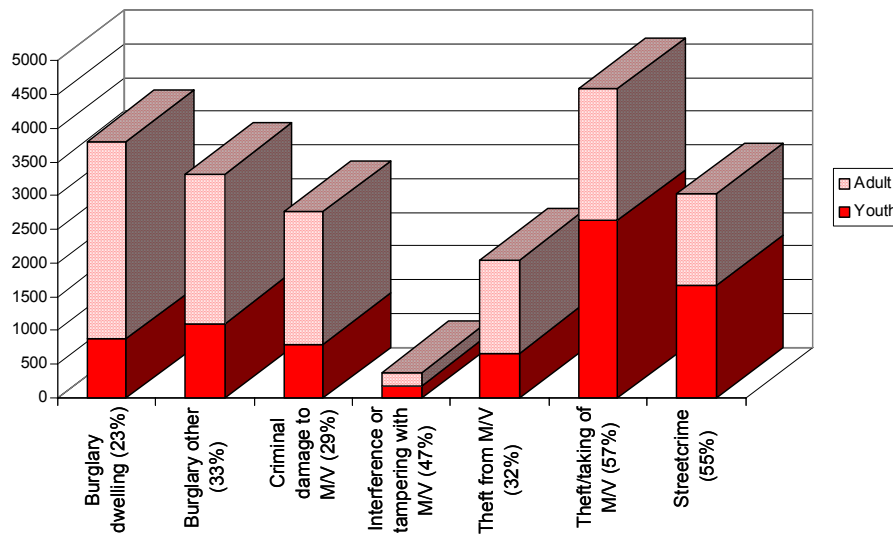


Origin of targets

1. The target level of the quality of reprimands and warnings will be reviewed once significant questionnaire returns have been analysed.
2. The target derives from an unmistakable correlation (shown in Home Office publications) between offending and unauthorised absence from schools. The MPS target will not apply to all boroughs as, for some, truancy is lower in local priorities. In October 1999, 20 London boroughs had truancy levels that were the subject of government criticism.

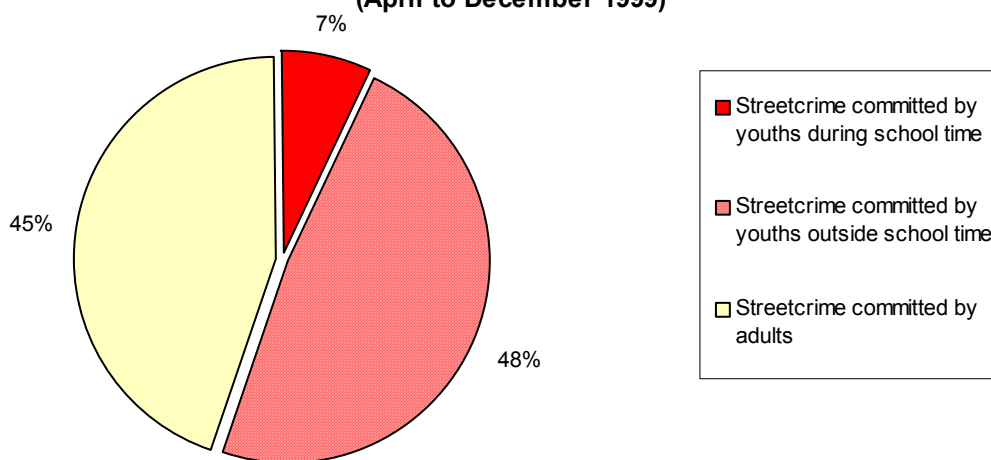
The graphs below show how the objective to reduce offending by young persons will impact on the MPS objectives to reduce burglary, street crime and vehicle crime.

Youth as a proportion of all accused persons: April - December 1999



Note: M/V is motor vehicle, Youth(s) is young offenders aged between 10 and 17.

Youths as a proportion of all accused persons for Street Crime (April to December 1999)



(13% of youth street crime is committed in school time)

3. The PYO targets are set by the Government. However, the other timeliness targets on non PYOs and on notification of youth results to the PNC are set by the MPS themselves. Originally these targets were devised by the MPS from an assessment of modal times taken to deal with young offenders. The targets are now determined by the new statutory time limit (due to be in force in 2001) of 36 days from arrest to first court listing.

The original PNC results target of 60% was set after an examination of all PNC disposal times in 1997. Initially, allowance was made for youth cases which - unlike adult cases - regularly change court (to the home borough). Challenging the organisation to raise performance by another 20% to 80% in 2000/2001 followed criticism of the delays from outside the Service. It was suggested that only an immediate notification would ensure accurate records upon which to base decisions on

youths. The MPS believes its target for 2000/2001 is achievable, as several Borough Operational Command Units (BOCUs) progressed to above 80% in 1999/2000.

Key activities for delivery

At a corporate level the MPS will:

- provide monitoring, statistical and administrative support to the BOCUs. This will include analysing truancy statistics (from both MPS truancy ‘stops’ and the latest Department of Education and Employment truancy statistics) and providing a review of potential crime intelligence returns from truancy initiatives;
- introduce a centrally devised framework for delivering reprimands and warnings;
- endeavour over the year - within the constraints of its overall information technology (IT) strategy for roll-out of computer terminals - to provide each Youth Offending Team (YOT) with MPS IT. This will allow a more efficient level of information sharing to support crime reduction.

At BOCU level, all existing inspectors will receive guidance so that they are in a position to deliver reprimands and warnings by the end of 2000. BOCU Commanders will ensure that adequate local resources are provided to YOT managers to achieve the objectives of the Youth Justice Plan for their boroughs. Equally, they will be expected to assert appropriate levels of supervision over YOT managers to ensure that local MPS interests in those plans are met.

Throughout the year the YOTs - comprising representatives of the Social Services, Probation Service, Health, Education and Police - will be fulfilling their new roles in preventing offending by young persons and will receive MPS support in this development.

MPS priority: *Diversity*

Ministerial priority

To increase trust and confidence in policing amongst minority ethnic communities

MPS supporting objectives

- a) To extend the monitoring of standards of service provided by community safety units to victims of domestic violence and homophobic crime.
- b) To create a police service which is more closely representative of the community it serves.
- c) To develop a more effective use of stop and search by;
 - completing the piloting of recommendation 61 of the Macpherson report, and
 - integrating the outcomes with lessons learnt from piloting new approaches to the use of stop and search tactics.
- d) To accelerate the roll out of community and race relations training across the MPS.

Introduction

MPS action against diversity was confirmed by the consultation it performed:

- the 1999 Public Attitude Survey showed that 5% of respondents wanted MPS action against racist attacks and racial harassment to improve life in their area.
- 26% of African, 28% of Afro-Caribbean, 26% of Asian and 26% of other ethnic groups saw racial harassment as a priority issue during the customer satisfaction surveys conducted amongst victims of crime and callers at front counters of police stations.
- addressing racially motivated crime was listed as a priority in the crime and disorder strategies of 58% of inner and semi-inner boroughs and 46% of outer London boroughs.
- addressing domestic violence was listed as a priority in the strategies of 47% of inner and semi-inner boroughs and 31% of outer London boroughs, whilst homophobic crime was identified as a priority in the strategies of 32% of inner and semi-inner boroughs.

Policing services will need to be developed and refined in response to the needs and views of all sections of London's diverse community. In order to ensure that the MPS is reaching all of those that it serves, the MPS is developing new and innovative methods of identifying public needs and expectations. These include:

- an in-depth pan-London consultation survey of public expectation of the police service. This project will be undertaken by a research team and has funding to the sum of £500K from the Nuffield Foundation, the Esmee Fairbairn Charitable Trust and the Paul Hamlyn Foundation.
- broadening the involvement of the independent advisory group across a range of diversity issues and further developing the lay advisory group on those issues which affect the gay, trans-gender and bisexual communities.

The MPS will continue to work together with partners, both at a corporate level and at a local level to realise the objectives within the Diversity priority. At a corporate level, the MPS's partners include;

- ◇ the Commission for Racial Equality, from whom advice was sought in the progression of the Diversity strategy;
- ◇ the Victim Support Scheme, with whom a pan-London database to support victims of crime and vulnerable witnesses is being developed;
- ◇ the Health Service, Royal College of Psychiatrists and the London Ambulance Service on the issue of dealing with the mentally ill, particularly with regard to minority ethnic communities.

At a local level, borough commanders will continue to work together with locally based support groups and agencies who represent the views and needs of local communities, particularly minority ethnic communities.

The MPS's approach to delivering the Ministerial Priority and its supporting objectives is considered below.

a) To extend the monitoring of standards of service provided by community safety units to victims of domestic violence and homophobic crime

Performance indicators

1. The gap between the levels of satisfaction in the service received from police expressed by victims of racially motivated crime and victims of all crime.
2. The percentage of reported racist incidents where further investigation is taken and percentage of reported racially aggravated crimes detected. (Best value performance indicator 141).
3. The number of racially motivated offences and racist incidents reported.
4. The percentage of judicial disposals secured for recorded racially motivated offences.
5. The number of proactive initiatives undertaken aimed at the detection or disruption of offenders for race and hate crime.

Performance review and future targets

1. The gap between the levels of satisfaction in the service received from police expressed by victims of racially motivated crime and victims of all crime.

Victim satisfaction surveys specifically of victims of racially motivated crime commenced in 1998, following launch of the Diversity Strategy. Results from the first 12 months showed increased levels of satisfaction amongst victims:

Figure 1: Level of satisfaction expressed by the victims of racially motivated incidents

Criteria	Dec. '98	Nov. '99	Remarks
Treatment by Police	79%	92%	Said that police treated the incident seriously
Overall satisfaction on THIS occasion	60%	75%	Said overall impression was 'very good' or 'fairly good'
Overall impression with police generally	61%	69%	Said their impression was 'very good' or 'fairly good'

Figure 2: Comparison of satisfaction levels between victims of all crime with victims of racially motivated crime

(a) Customer Satisfaction Survey (all crime)

	<i>1997/98 Financial Year</i>	<i>1998/99 Financial Year</i>	<i>2nd Quarter 1999</i>	<i>3rd Quarter 1999</i>
<i>What is your impression of the police...</i>				
...on this occasion? (Very good/good)	93%	92%	89%	89%
...in general? (Very good/good)	90%	92%	87%	89%

(b) Victims of racially motivated crime (telephone interviews)

<i>What is your impression of the police...</i>	<i>July 1999</i>	<i>November 1999</i>
...on this occasion? (Very satisfied/satisfied)	78%	75%
...in general? (Very satisfied/satisfied)	69%	69%

N.B. The scales used - and the method of collecting the data - are not directly comparable at present, therefore differences between the two sets of values quoted above are likely to be exaggerated.

Target for 2000/2001: Achieve parity in the level of satisfaction recorded amongst victims of racially motivated crime and victims of all other crimes.

2. The percentage of reported racist incidents where further investigative action is taken and percentage of reported racially aggravated crimes detected. (BVPI 141)

The launch of the Diversity Strategy saw the development of new standards for the recording and investigation of race and hate crime. Publication of the Macpherson report in February 1999 added impetus and direction to the work already underway within the MPS. Supported by the Racial and Violent Crime Task Force, borough community safety units have been delivering the new standards of investigation since June 1999. Figure 1 shows that the result has been an improving level of public confidence in the way in which the MPS responds to racist and hate crime. The MPS already investigates all reported racist incidents, and will continue to do so in future.

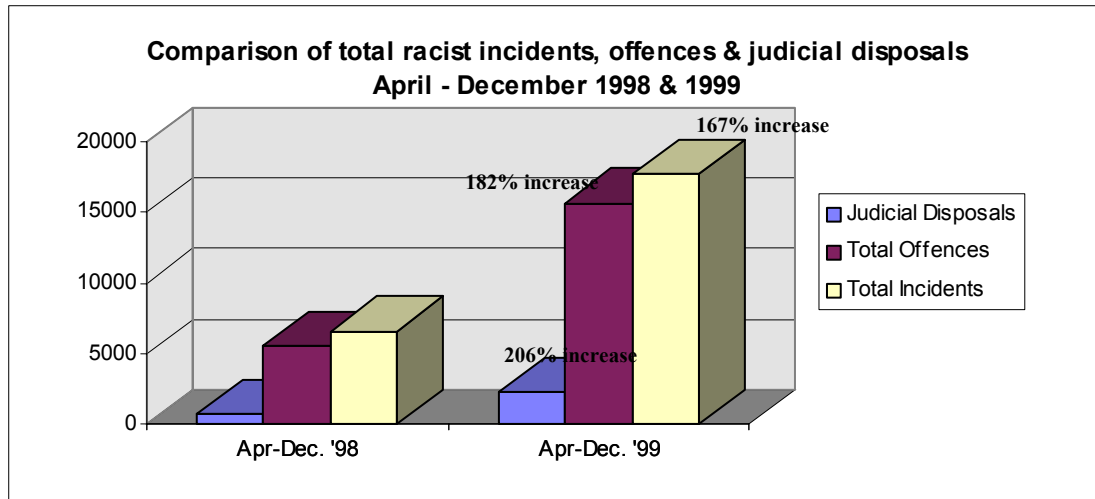
Investigative action target for 2000/2001: 100%

3. The number of racially motivated offences and racist incidents reported [See graph below]

Target for 2000/2001: Target setting is inappropriate at this stage, as several initiatives impacting upon the number of offences reported are in their infancy. These include the establishment of community safety units within each of the London boroughs, remote site reporting of racist crime and incidents at venues other than police stations and the impact of local crime reduction strategies introduced under the Crime and Disorder Act. It should

be possible to set a robust target in the future, once the impact of these initiatives has been assessed over a longer period of time.

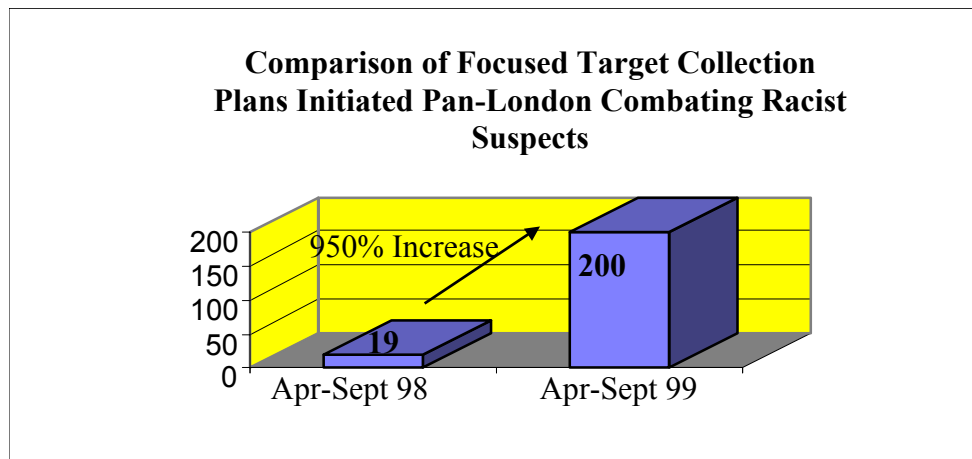
4. The percentage of judicial disposals secured for recorded racially motivated offences.



13.8% of offences between April and December 1998 were subject to judicial disposal. 15% of offences April - December 1999 were subject to judicial disposal.

Target for 2000/2001: Achieve a judicial disposal rate of 15% for racially motivated crime

5. The number of proactive initiatives undertaken aimed at the detection or disruption of offenders for race and hate crime .



The changes introduced across the service to improve the way in which the MPS responds to racially motivated crime and racist incidents have resulted in an increase in the level of intelligence concerning them. As the graph above illustrates, this has resulted in an increase in the number of intelligence led operations focused on race and hate crime suspects.

Target for 2000/2001: Undertake at least 250 proactive initiatives

Key activities for delivery

At a corporate level, the MPS will:

- complete the development of a pan-London database of locally based groups who are able to offer support to victims of hate crime and vulnerable witnesses;
- continue to work with independent advisors in developing support and care for victims of racially motivated crime, domestic violence and crimes motivated by homophobia;
- establish guidance for, and availability of, independent advisors to support sensitive investigations and critical incidents across the MPS;
- evaluate the results of an audit of community safety units to ensure that the standards of service to victims of racist crime, domestic violence and homophobic crime are benchmarked, sustained and that best practice is shared and developed;
- deliver a corporate training package for dedicated family liaison officers (a further 200 family liaison officers will be trained);
- review the preventative impact of local crime and disorder strategies to assess the level of support required across all of London's diverse boroughs to reduce and prevent racially motivated crime.

At a local level, borough OCUs will:

- work with local partners to provide the ability to report race and hate crimes at venues other than police stations where appropriate facilities exist;
- ensure that in the cases where there is sufficient evidence to support a prosecution - and this course of action is supported by the victim - those cases are submitted to the Crown Prosecution Service;
- continue to work in partnership with other agencies such as local authorities to find the most appropriate outcome for victims of racially motivated crime. [In some cases, victims may not wish to support a prosecution but want to see their case resolved in other ways, for example by referral to another agency who might be better placed to impact upon a problem];
- ensure that race and hate crime intelligence is focused towards the proactive detection of race and hate crime offenders.

b) To create a police service which is more closely representative of the community it serves

Performance indicator

The percentage of minority ethnic officers in the force compared to the percentage of minority ethnic population of working age (BVPI 25).

Performance review and future target

Between April 1999 - February 2000, 67 police officers from minority ethnic backgrounds were recruited into the service, contributing towards the 1999/2000 target of gaining at least 80 extra minority ethnic officers. This represents 7.2% of all new recruits into the

Annex D

service during the period. The number of recruits from minority ethnic backgrounds has continued to increase in the last two years;

Year ending	Total number of recruits	Number from ethnic minority	% from ethnic minority
31.3.96	1,201	87	7.3 %
31.3.97	694	47	6.8 %
31.3.98	1,199	62	5.2 %
31.3.99	1,633	92	5.6 %
April '99 - Feb. 2000	928	67	7.2 %

The number of ethnic minority police officers within the MPS as a whole stood at 1015 by the end of February 2000, representing 3.9% of all police personnel. The number of police officers from a minority ethnic background, has continued to rise gradually in recent years:

Year ending	Female ethnic minority officers	Male ethnic minority officers	Total ethnic minority strength	Ethnic minority strength as % of total strength
31.3.96	182	615	797	2.9 %
31.3.97.	182	641	823	3.0 %
31.3.98	187	670	857	3.2 %
31.3.99	187	704	891	3.4 %
End Feb. 2000	202	813	1015	3.9 %

Target for 2000/2001: Increase the percentage of police officers from minority ethnic backgrounds in the MPS to 5%.

[The MPS is working towards increasing the percentage of officers from minority ethnic backgrounds to a total of 25% by the year 2009. This is the target set out by the Home Secretary in his speech to the National Conference for the Recruitment, Retention and Progression of Black and Asian officers in April 1999. 25% is the percentage of minority ethnic community population of working age in the service area].

Key activities for delivery

At a corporate level, the MPS will:

- examine the reasons why minority ethnic officers leave the service prematurely and act upon the findings;

- conduct a cultural audit of the MPS and review the outcomes to identify any adaptations necessary to promote a high performance culture appropriate to the needs of London’s diverse community;
- review the number of minority ethnic officers within specialist departments and;
 - ◊ examine the selection procedures for specialist departments,
 - ◊ raise the level of awareness of specialist posts amongst minority ethnic officers.

At a local level, borough OCU’s will:

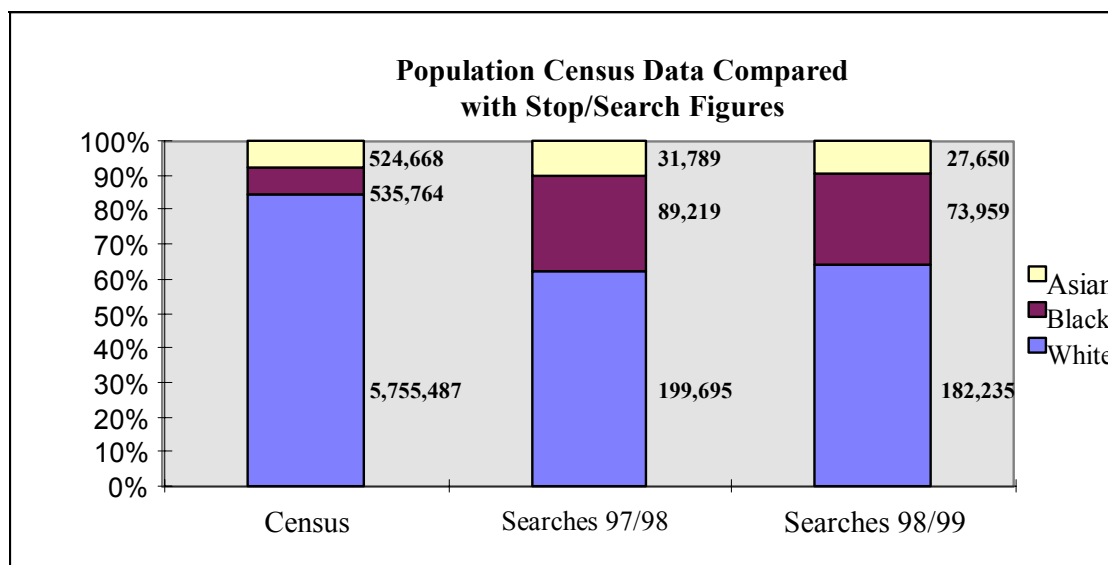
- undertake a minimum of four proactive recruitment initiatives to contribute to the MPS’s target for increasing the percentage of police officers from minority ethnic backgrounds;
- review the number of minority ethnic officers within their specialist units and, where necessary,
 - ◊ review their selection procedures,
 - ◊ raise awareness of their unit amongst minority ethnic staff.

c) To develop a more effective use of stop and search

Performance indicators

1. Number of PACE stop/searches of white persons per 1,000 of white population and percentage leading to arrest (Best value performance indicator 138).
2. Number of PACE stop/searches of minority ethnic persons per 1,000 of ethnic minority population and percentage leading to arrest (Best value performance indicator 139).

Performance review



Since April 1998, a programme of action to ensure, through improved use and supervision of the tactic, that the power of stop and search is used ethically has been running on pilot sites throughout the MPS.

- The arrest rate within five of the pilot sites has risen from 16.6% in December 1998 to 18.3% in December 1999.
- The MPS arrest rate from stop and search has risen from 14.2% in December 1998 to 16.8% in December 1999.
- There is a continuing downward trend in the number of complaints arising from stop and search which is reflected across all ethnic groups. (46 % reduction comparing September 1998 to September 1999).
- Home Office figures show that the black people are 4.4 times more likely to be searched than their white counterparts, and Asian people are 1.7 times more likely to be stopped by police. These figures use census data for the whole population over the age of 10. Within the MPS pilot sites (with the exception of Charing Cross), using data for the whole population, this figure is reduced to no higher than 3.3 to 1 for black people and 1.6 to 1 for Asian people.
- Considering the age groups 13 to 37 (the age range where 88% of searches are conducted), the disproportionality is reduced further to 1.6 to 1 for searches of black people and to 1.3 to 1 for searches of Asian people.

The MPS will not set targets for the number of searches to be performed in 2000/2001, as they may undermine efforts to improve coverage and quality of the data.. However, it will take actions (outlined below) to ensure that searches are used effectively.

Key activities for delivery

At a corporate level, the MPS will:

- agree and implement a framework for the measurement of fair practice. This will enable borough commanders to review the outcome across a range of police activities as it affects all sections of the local community. It will include stop and search activity and case disposal options;
- develop an integrated system through the use of mapping, which will allow borough commanders to examine the effectiveness of stop and search activity in;
 - ◇ the targeting of police activity in areas of high crime,
 - ◇ the reduction of crimes which are of concern to local communities,
 - ◇ the correlation between stop and search activity and locally identified policing priorities.
- consult independent advisors on selected aspects of the Diversity Strategy.

At a local level, borough OCUs will:

- incorporate a framework for the measurement of fair practice into locally based performance review procedures.

d) To accelerate the roll out of community and race relations training across the MPS

Performance indicator

The percentage of London boroughs which have received borough based community and race relations training.

Performance review and future target

Borough based community and race relations training, delivered by external consultants and involving members of the local community, commenced in 3 boroughs in 1999. Training is now complete in the boroughs of Hounslow, Greenwich and Tower Hamlets, and commenced in the following boroughs in January/February 2000: Westminster, Kensington and Chelsea, Hammersmith and Fulham, Brent and Lewisham.

Target for 2000/2001:

Provide training for 50% of all London boroughs by the end of March 2001.

The original target was to have all staff trained by the end of 2002. However, the recommendation made by Her Majesty's Inspectorate of Constabulary to monitor and evaluate the training may affect its roll out programme.

Service-wide issues

The two priorities of reducing crime and disorder and diversity show where the MPS will focus its efforts and resources in 2000/2001. However, the priorities do not encapsulate all of the MPS's activities - other key activities are shown in this plan as service-wide issues. The MPS has five service-wide issues:

MPS service-wide issue:	<i>Responding to emergency calls</i>
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The MPS aims to provide an appropriate response to calls for a police emergency service. Research has shown the extent of the inappropriate use of the 999 system where many calls are received which do not, in fact, require a police emergency response. In addition, many calls which require an emergency response are received in ways other than the 999 system. The continuing growth in the use of mobile telephones also places an increased demand on the service. To address these issues, the MPS launched a public education campaign (*999 - Think, Think, Think*) explaining when and how to contact police. During 2000/2001 further steps will be taken to decrease the number of non-emergency calls on the 999 system, and ensure that members of the public requiring a police emergency response dial 999. Example initiatives include production of a video for schools and the adoption of revised call handling practices.

No emergency is so urgent as to justify risking a collision. In 1999 the MPS undertook a "Safe Driving" project, which sought to ensure that officers responding to emergency calls did not put the public - or themselves - at risk. In 1999/2000 a target was set to reduce police collisions by 10%. This target has been rolled over into a two year target to allow the measures in the Safe Driving project to have an effect. The following performance indicators will be used:

1. The total number of collisions [5,947 in 1998/99]
2. The percentage of collisions where police driving was a contributory factor, as determined by the investigating officer [42.5% in 1998/99]
3. The number of collisions occurring while responding to emergency calls, shown as:
 - a) number of collisions per 1,000 emergency calls [1.76 in 1998/99]
 - b) number of collisions where police driving was a contributory factor, as determined by the investigating officer, per 1,000 emergency calls [0.83 in 1998/99]
4. The number of collisions resulting in personal injury [981 in 1998/99]
5. The number of collisions resulting in personal injury as a percentage of total collisions [16.5% in 1998/99]

The MPS will continue to aim at the Charter targets to answer 80% of 999 calls within 15 seconds, and to arrive at 80% of 'Immediate' grade incidents within 12 minutes.

MPS service-wide issue: <i>Reducing road casualties</i>
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The MPS's will seek to contribute to a reduction in road casualties in line with the Government's target figures, set out in the document "*Tomorrow's Roads - Safer for Everyone*". By 2010 the Government wants to achieve, compared with the average for 1994-98, a 40% reduction in the number of people killed or seriously injured in road accidents. For 2000/2001, this equates to a MPS target of 0.77 road traffic collisions involving death or serious injury per 1,000 population. The target will be achieved by:

- *Enforcement* - working together in partnership with other agencies (e.g. London boroughs) to provide intelligence led targeted enforcement and high visibility policing;
- *Education* - educating vulnerable groups and offenders. Policy makers in government will also be informed on e.g. the links between traffic, crime and health issues;
- *Engineering* - making appropriate use of technology, seeking to influence vehicle and road design and influencing technological research.

The MPS will work in partnership with Transport for London and other GLA agencies involved in road safety to achieve the target. It will also introduce other initiatives to help reduce casualties, for example, "Accident Blackspot" mapping and the deployment of Area Traffic Management teams.

MPS figures on road casualties are only available up to and including October 1999. Figures for April-October 1999 showed a reduction in the number of casualties (slight, serious and fatal) of 1.3% compared to the same period in 1998. The reduction in serious casualties is some 18%.

Figures for 1998/99 showed a 1.5% decrease in all casualties when compared to 1997/98. Fatal and serious casualties fell by 7.3%.

MPS service-wide issue: <i>Reducing drug related crime</i>

The MPS will reduce the level of drug related crime through co-ordinated action with its partners, delivering the targets and aims of the national drugs strategy “*Tackling drugs to build a better Britain*”. The objectives set out in the MPS Three Year Drug Plan launched in April 1999 will continue to guide the development of policy and focus activity. The principal activities comprise:

- *Enforcement* - The levels of acquisitive and violent crime will be reduced by stifling drugs markets and targeting prolific offenders who are involved in drug-related offending.

Target: To increase the number of judicial disposals for supply and possession with intent to supply by 10%, with particular focus on cocaine and heroin. (*Tackling Drugs to build a better Britain target*)

- *Treatment* - Through arrest referral schemes operating in every custody suite in London, with its partners the MPS will refer drug misusing offenders into appropriate treatment programmes.

Target: To refer 2,000 offenders into treatment from arrest referral schemes. [Subject to the availability of suitable treatment]

- *Education* - In 1999, with the support of a pan-London strategy group, the MPS reviewed its approach to the contributions made to drug education in schools. The MPS is now formulating standards to ensure its contributions - both in the classroom and beyond - support the delivery of a relevant, comprehensive programme aimed at reducing drug-related crime and enhancing community safety.

In 1999, minimum requirements were established for the arrest referral schemes, which will operate in partnership and which will be effective from April 2000. MPS performance in relation to judicial disposals for supply and possession with intent to supply are lower than last year. Between April 1999 - January 2000, 236 offenders were referred into treatment from arrest referral schemes operating in London.

During 2000/2001 the MPS will:

- publish an internal substance misuse policy and undertake work leading to drugs testing amongst all of its staff;
- review its approach to asset confiscation to ensure a consistent approach, which will maximise the impact of the legislation against drug traffickers;
- with its partners, implement a re-focused approach to drugs education.

MPS service-wide issue: <i>Combating terrorism</i>

The national and international significance of London - with its profile as a crossroad for so many activities - creates an inevitable vulnerability to terrorist targeting. Terrorism itself is becoming less predictable, more complicated in its methods and causes and its perpetrators more diverse. Events at home and abroad illustrate the impact that significant isolated attacks or a sustained series of incidents can have. Such attacks understandably generate real social concern.

The policing need is to maintain a robust and effective response. Intelligence is essential in order that wise decisions can be made about deployment of overt policing resources,

which are also much in demand for other needs. The vital requirement is to respond to public concern with high visibility policing, intelligence led pro-active operations and world class post event investigation. The MPS strategy to combat terrorism is designed to deliver this requirement and is three-fold in its application:

- Prevention - To prevent, disrupt, deter and detect terrorists during the reconnaissance, preparation, attack and escape phases of their activity.
- Operations - To mount intelligence driven proactive operations against them.
- Investigations - To carry out highly effective post-event investigations.

The compelling need is to provide protection for London commensurate with an enduring threat.

MPS service-wide issue: <i>Detecting and preventing corruption and dishonesty</i>
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At the beginning of March 2000, operations against the small percentage of Metropolitan Police staff who are suspected of corruption and dishonesty had resulted in 16 persons being convicted. In addition, 75 persons had been charged - 26 were police officers, 11 ex-police officers and the remaining 38 were from other walks of life, including other criminal justice agencies and criminals who had sought to corrupt MPS staff. There are 13 police officers, 2 ex-police and 13 others on bail pending a decision to charge on corruption and related matters. A total of 69 officers are suspended while investigations continue.

During 1999 the 'Corruption and Dishonesty Prevent Strategy' was launched. It outlined a wide ranging programme of preventative work which will make the MPS more resistant to corruption, dishonesty and malpractice. Some of the work outlined in the strategy has already been completed and the remainder will be completed in the coming year. Some progress made so far:

- Education and training. Key corruption prevention messages have been incorporated into many central and local training courses. In all, 1,500 front-line staff have received briefings from the anti corruption squad on their work. Further education programmes will continue in the coming year.
- Over 200 quality assurance checks were carried out using integrity testing methods (unannounced random testing by people who are not known to those being tested). The results demonstrated that the vast majority of MPS staff are honest and hard working and provide a professional and unbiased service.
- A management vetting system for the most sensitive posts has been introduced. This is a different type of vetting which will help to prevent corruption and dishonesty by protecting staff and the Service.
- A leadership programme has been introduced throughout the Service, and a new supervision model has been developed.
- The confidential reporting system for information about corruption, dishonesty, or unethical behaviour is being strengthened. Support mechanisms for staff who come forward are being carefully reviewed. In the next year, internal publicity will ensure that all staff understand and have confidence in the revised system.

In the last few years significant changes in the investigation of complaints against police, malpractice and corruption have taken place. As part of a pilot best value review, a scrutiny of the Complaints Investigation Bureau's and Area Complaints Units has taken

place to improve the cohesiveness and effectiveness of these units. It will be implemented throughout the coming year.

Annex E: Costing of priorities and service-wide issues (£m)

Priorities	Divisions £m	Area Hqs £m	Portfolios £m	SO Dept. £m	Total Cost £m
1. Reducing crime and disorder					
i) To improve MPS performance in homicide investigations.*		42.6			42.6
ii) To reduce the incidence of burglary.	126.1	20.7	4.2	7.3	158.2
ii) To stem the increase in street crime.	51.7	10.0	2.8	8.9	73.5
iii) To reduce the incidence of vehicle crime.	39.9	8.0	1.7	3.8	53.4
iv) To re-inforce existing effective measures and introduce new strategies to reduce offending by young persons.	209.2	51.0	10.7	14.0	285.0
Other crime	284.9	55.5	29.7	67.7	437.7
Reducing crime and disorder total**	711.8	187.7	49.2	101.7	1,050.4
2. Diversity	53.9	15.2	5.7	9.7	84.5
Service-wide issues					
Responding to emergency calls	14.2	4.8	22.4	1.4	42.8
Reducing road casualties	53.8	41.3	6.7	0.1	101.9
Reducing drug related crime	81.2	18.0	4.4	13.3	117.1
Combating terrorism	24.8	7.2	4.8	116.8	153.6
Detecting and preventing corruption and dishonesty***	22.3	17.1	3.0	4.2	46.6
Other activities	160.3	48.5	35.6	17.8	262.2
Total Cost	1,122.4	339.8	131.7	265.2	1,859.1

Each Operational Command Unit (OCU) has identified the cost of all its activities using ABACUS 2000 (Activity Based Accounting to Cost Units Servicewide). The cost of those activities and the extent to which they support MPS priorities is then aggregated to determine the estimated total cost for each priority. The costs of Support Departments are treated as an overhead to operational activity and are proportionally reflected within the aggregated OCU totals.

The costs have been calculated so that where an activity is seen to support more than one priority (e.g., a patrolling constable supporting objectives 1, 2 and 3) the cost has been apportioned so that there is no double counting of effort. Whilst this potentially underestimates the costs of individual priorities, it gives a better reflection of the proportion of MPS activity which is being directed towards the MPS priorities overall.

* The costs directed towards improving MPS performance in homicide investigations represents the costs of Area Major Investigation Pools (AMIPs) directly investigating homicides. The total cost of Area Crime OCUs is £110m.

Annex E

** The total cost of reducing crime and disorder includes the cost of dealing with other crimes that are not specific objectives.

*** The cost methodology used does not fully identify the costs of Complaints Investigation Branch (£16.8m) and Internal Audit (£1.2m) that will support the Preventing Corruption and Dishonesty service-wide issue. The total cost of resources that will support this service-wide issue is estimated to be £62m.

86% OF RESOURCES ARE TARGETED ON PRIORITIES/SERVICE-WIDE ISSUES.

Annex G

Annex F: Estimated cost of functions

The table below shows the estimated costs of the current MPS functional areas.

Functions	£m	%
Crime Operations	522.4	28.1
Community Safety and Partnership	446.2	24.0
24 Hour Response and Traffic	150.6	8.1
Criminal Justice	334.6	18.0
Public Order	55.8	3.0
Management and Support	189.6	10.2
Other Functions	159.9	8.6
TOTAL	1859.1	

DEFINITIONS OF FUNCTIONS

The activities and duties included in each of the functions are:

Criminal Operations

All crime investigations including dealing with incidents relating to crime, enquiries, observations, searches, forensic activity, covert anti-crime initiatives (e.g. Bumblebee, Crackdown, Athena), informant handling, surveillance, intelligence related work and dealing with detainees, anti-terrorism operations, investigations, VIP protection and contingency planning, Crime Operations developed to reduce crime and disorder will also improve community safety and partnership.

Community Safety and Partnership

All foot or vehicle patrols to reduce crime and the fear of crime and to improve community safety; initiatives through partnership with the community, Neighbourhood and other watch schemes, school visits, meetings, crime reduction through publicity, liaison with the media, crime prevention and design advice, domestic violence, Community Safety Units and dealing with racist crimes.

24 Hour Response and Traffic

Resources to ensure 24 hour response to emergency calls and station duties, dealing with traffic incidents, the full range of traffic activities including enforcement, management, traffic patrols and traffic wardens. All non-crime incidents, enquiries, observations, searches and dealing with detainees.

Annex G

Criminal Justice

All time spent dealing with crime and non-crime case paper preparation, custody duties and youth justice matters, information technology; liaison with the Crown Prosecution Service, post case disposal activities, dealing with enquiries and property, exhibits handling and attending court and witness protection.

Public Order

Policing sporting, ceremonial events and demonstrations, planning and co-ordinating the policing of these events. Dealing with public disorder incidents, enquiries, observations, searches and detainees.

Management and Support

Leadership and supervision activities, operational briefings and debriefings, personnel development, skills development through training, personnel appraisals, using information for action through collection, analysis and appropriate dissemination of data, research and development, complaints investigations, inspection, quality assurance and Business Excellence Model activity, central and other support services.

Other Functions

Other non-incident related work; budgetary and finance and resource activity and any activity not covered elsewhere.

Annex G: Budgeted income and analysis of budgeted expenditure for 2000/2001 (£k)

	Territorial Policing	H'row	POV&L & Crime Mgt	Traffic 24 hr	Crim Justice	CS&P	SO	POW	Dep Comm	Personnel	Holding Branch	Finance	Dir Proc & CS	Audit	PSD	DoT	Total Costs
Pay Costs																	
Police Pay	679,204	10,546	13,149	15,173	3,482	2,884	159,956	7,031	12,888	10,286	34,359	0	0	0	0	96	949,054
Overtime	30,912	565	922	881	143	530	18,792	861	2,054	135	3,725	0	0	0	0	0	59,520
Notional	139,916	2,172		3,126	717	594	32,951	1,448	2,655	2,119	7,078	0	0	0	0	20	195,505
Pensions																	
Civil Staff Pay	111,162	3,351	1,971	13,254	6,411	627	31,280	6,383	12,825	11,227	1,484	3,194	13,584	1,071	7,052	27,043	251,920
Overtime	2,868	131	261	385	277	33	1,618	731	224	218	46	31	1,487	5	179	2,054	10,548
Notional	12,228	369		1,458	705	69	3,441	702	1,411	1,235	163	351	1,494	118	776	2,975	27,711
Pensions																	
Total Pay Costs	976,289	17,134	19,228	34,276	11,736	4,737	248,038	17,157	32,057	25,220	46,856	3,576	16,566	1,194	8,007	32,187	1,494,258
Other Direct Costs	32,753	297	798	1,680	165	685	10,013	519	2,958	2,185	1,654	414	5,856	56	5,908	3,488	69,430
Service-wide Costs	0	0	696	911	15,716	349	3,405	0	14,996	13,115	217	49,933	20,888	161	162,828	133,990	417,205
Total Direct Costs	1,009,042	17,431	20,722	36,867	27,617	5,770	261,456	17,676	50,012	40,519	48,727	53,923	43,309	1,412	176,744	169,665	1,980,893
Indirect Costs	311,766	6,024	0	0	0	0	43,750	4,734	9,147	5,868	5,535	1,446	11,373	204	17,958	21,210	439,015
Gross Operating Costs	1,320,808	23,455	20,722	36,867	27,617	5,770	305,206	22,410	59,159	46,387	54,262	55,369	54,682	1,616	194,702	190,875	2,419,908
Less:																	

Annex G

Charges to other Business Groups Service-wide Income	0	(22,345)	(250)	(2,627)	0	(303)	(9,195)	(17,550)	(242)	(5,822)	(19,793)	(21,079)	(9,611)	0	(10,459)	(2,492)	(121,767)
Net Operating Costs	1,320,808	1,110	20,472	34,241	27,617	5,467	296,012	4,860	10,179	10,006	1,573	28,383	7,615	191	45,788	44,804	1,859,126

The key and notes to accompany the above table are given on the following page.

The capital expenditure budget for 2000/2001 totals £70 million. Vehicles, Plant and Equipment (VPE) total £30 million, Land and Buildings total £21 million, and capital payments on outsourced contracts total £19 million.

Key to Annex G

CS&P	Community Safety and Partnership	POV&L	Public Order, Vice and Licensing
Dep. Comm.	Deputy Commissioner's Command	POW	Palace of Westminster
Dir. Proc & CS	Directorate of Procurement and Commercial Services	PSD	Property Services Department
DoT	Department of Technology	SO	Specialist Operations
H'row	Heathrow		

Notes

1. Total resource budget costs equate to the cash settlement figure adjusted for balance sheet items and other accrual accounting alterations (eg depreciation, notional pensions).
2. Servicewide costs and income refer to items managed by business groups on behalf of the Service.
3. Indirect costs refer to internal recoveries for accommodation, transport, IT, communications, personnel, finance and other support services.
4. Indirect costs are indicative at this stage and will be subject to further adjustment.
5. Within the agreed allocation to business groups and portfolios, cost centre managers will have the flexibility to manoeuvre certain resources.
6. Crim Mgt. includes the new Crime Management Directorate.
7. CS&P includes the Drugs Directorate and the Racial and Violent Crime Directorate.
8. Dep Comm includes the Complaints Investigation Branch (CIB).
9. Traffic 24hr includes 3 months of Public Carriage Office budget (to be transferred to Traffic for London under the GLA).
10. Restructuring work contains within the service which may result in resource movements.

The MPS welcomes feedback on the objectives set out in this plan. If you have any comments to make, please write to us at:

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Alternatively, send your comments to us via the Internet at the following address:

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If you would like further information about how you can have an input in the development of future MPS objectives - and assist in the achievement of this year's - then please contact your local police station for advice on how you can join your local Police Community Consultative Group.