

# POLICING AND PERFORMANCE PLAN 2002/03



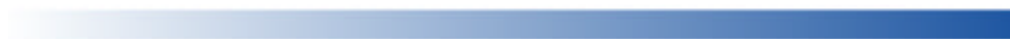
**MPA**

Metropolitan Police Authority



**METROPOLITAN  
POLICE**

*Working for a safer London*



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## MPA MISSION, VISION AND VALUES

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

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

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

### **Mission**

Our mission is:

**Making London safe for all the people we serve.**

We:

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

### **Vision**

Our vision is:

**To make London the safest major city in the world.**

### **Values**

Our values are to:

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

**FOREWORD BY THE CHAIR OF THE METROPOLITAN POLICE AUTHORITY**

I am pleased to present the Metropolitan Police Authority's policing and performance plan for 2002/03.

This is the Authority's second plan and reflects our desire, shared by the Commissioner, to set fewer and clearer priorities and objectives for the MPS. In selecting priorities we have consulted widely and assessed the Met's performance in key areas. As the police authority for the capital we have also had to respond to the events of 11 September. Accordingly, we have set four priorities:

- increasing the security of the capital against terrorism;
- creating safer communities for Londoners;
- improving the police response to vulnerable victims; and
- tackling youth offending.

These priorities are underpinned by challenging performance targets which, importantly, are regarded as realistic by the Commissioner and senior MPS managers. Indeed, some of our key targets were selected after consulting with borough commanders in line with our continued drive to establish borough commands as the main focus of policing.

We are also ensuring more police officers are available for local use. Our target last year to recruit 1,050 police officers has been met and we aim to recruit over 1,200 more police officers during 2002/03. Just as importantly, the proportion of women and members of minority ethnic communities joining the MPS has risen substantially and this needs to be maintained.

At the same time more work is needed if we are to make the most effective use of these additional recruits: there is little point in Londoners paying for more police officers if they are not used for policing. Changes in working practices, structures and the use of technology can all serve to free up police time and so improve the quality of policing as well as increasing the effective number of police officers available for operational work.

Therefore, the MPA is actively taking forward elements of the government's reforms of policing, for example by introducing a pilot scheme for 'community support officers' selected, trained and equipped to support police officers. We are also committed to delivering clear improvements in performance and effectiveness through our statutory programme of best value reviews.

The priorities we have set for the MPS cover a fraction of the services delivered whether they are directly or indirectly concerned with operational policing. All members of the MPA recognise the considerable demands faced by everyone in the MPS and we are grateful for the day-to-day work of police officers and civil staff that turn the Authority's plans into reality.



Toby Harris

**FOREWORD BY THE COMMISSIONER OF THE METROPOLITAN POLICE SERVICE**

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

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

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

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

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

A handwritten signature in black ink, appearing to read 'John Stevens', is positioned above the printed name.

Sir John Stevens

## INTRODUCTION

### **The Metropolitan Police Authority**

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

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

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

### **This document**

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

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

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

### **How to contact us**

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

The Clerk  
Metropolitan Police Authority  
Romney House  
London  
SW1P 3PY

You may also email us at: [enquiries@mpa.gov.uk](mailto:enquiries@mpa.gov.uk).

**FURTHER COPIES AND ALTERNATIVE FORMATS**

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

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

هذا هو برنامج جهاز شرطة العاصمة المتعلقة بطبيعة أداؤنا وخططنا لحفظنا من في الفترة ما بين أبريل 2002 و مارس 2003. و هو يوضح مستوى أداؤنا خلال السنة الماضية و أولوياتنا و أهداف التي نسعى لبلوغها في سنتي . 2002/2003 و يبين أيضا كيفية الاتصال بنا. و بإمكانكم الحصول على تلخيص لهذا البرنامج بهذه اللغة عن طريق الكتابة إلى السكرتير على العنوان المبين أعلاه .

এটা হচ্ছে এপ্রিল 2002 থেকে মার্চ 2003 সময়কালের জন্য মেট্রোপলিট্যান পুলিশ অথরিটির আইন, শৃঙ্খলা ও শান্তিরক্ষার এবং কাজের মানের পরিকল্পনা। গত বছরে আমরা কিরকম মানের কাজ করেছি, 2002/03 সালের জন্য আমাদের অগ্রাধিকার ও লক্ষ্য কি কি, এবং কি ভাবে আমাদের সাথে যোগাযোগ করা যাবে, তা এতে বলা হয়েছে। ওপরের ঠিকানায় 'দা ক্লার্ক'-এর কাছে চিঠি লিখলে, বাংলা ভাষায় এই পরিকল্পনার একটা সংক্ষিপ্ত বিবরণী পাওয়া যাবে।

這是首都警察局在 2002 年 4 月至 2003 年 3 月年度的警察服務及表現計劃。它闡述我們去年的表現及我們在 2002/03 年度的優先項目及目標，並提供如何與我們聯絡的資料。欲索取這份計劃的中文摘要，請致函本局書記，地址如上。

Ovo je plan policijskog rada i postignuća Policijske uprave glavnoga grada za period od travnja 2002. do ožujka 2003. godine. On prikazuje naš rad u proteklih godinu dana, utvrđuje naše prioritete i ciljeve za 2002/2003 godinu i objašnjava kako možete s nama stupiti u vezu. Sažetak plana na ovom jeziku možete dobiti na pismeni zahtjev Referentu na gornjoj adresi.

এটা হচ্ছে, এপ্রিল 2002 থেকে মার্চ 2003 সময়কালের জন্য মেট্রোপলিট্যান পুলিশ অথরিটির আইন, শৃঙ্খলা ও শান্তিরক্ষার এবং কাজের মানের পরিকল্পনা। গত বছরে আমরা কিরকম মানের কাজ করেছি, 2002/03 সালের জন্য আমাদের অগ্রাধিকার ও লক্ষ্য কি কি, এবং কি ভাবে আমাদের সাথে যোগাযোগ করা যাবে, তা এতে বলা হয়েছে। ওপরের ঠিকানায় 'দা ক্লার্ক'-এর কাছে চিঠি লিখলে, বাংলা ভাষায় এই পরিকল্পনার একটা সংক্ষিপ্ত বিবরণী পাওয়া যাবে।

یہ میٹروپولیٹن پولیس اتھارٹی کا اپریل 2002 سے مارچ 2003 کے لئے پولیس کے کام اور کارگزاری کا منصوبہ ہے۔ اس میں بیان کیا گیا ہے کہ پچھلے سال ہماری کارگزاری کیسی رہی، 03/2002 کے لئے ہماری ترجیحات اور اہداف کیا ہیں اور تفصیلات دی گئی ہیں کہ ہم سے رابطہ کیسے کیا جا سکتا ہے۔ اس زبان میں اس پلان کا خلاصہ اور دئے گئے پتے پر کلرک کو لکھنے سے مل سکتا ہے۔

Αυτό είναι το πρόγραμμα αστυνόμευσης και απόδοσης της Μητροπολιτικής Αστυνομικής Αρχής για την περίοδο από τον Απρίλιο 2002 μέχρι το Μάρτιο 2003. Εκθέτει το πώς αποδώσαμε κατά τον περασμένο χρόνο, τις προτεραιότητες και τους στόχους μας για το 2002/03 και δίνει λεπτομέρειες για το πώς να επικοινωνήσετε μαζί μας. Μια περίληψη του προγράμματος αυτού διατίθεται στη γλώσσα αυτή γράφοντας στον: The Clerk, στην παραπάνω διεύθυνση.

## MPA POLICING AND PERFORMANCE PLAN 2002/03

આ મેટ્રોપોલીટન પોલીસ ઓથોરિટીની એપ્રિલ 2002 થી માર્ચ 2003 સુધીની પોલીસ સેવાઓ અને કાર્યપ્રદર્શન માટેની યોજના છે. અમે ગયા વર્ષે કેવું કામ કર્યું તે અને વર્ષ 2002/03 માટેની અમારી અગ્રતાઓ તથા લક્ષ્યાંકો તેમાં જણાવવામાં આવ્યાં છે અને અમારો સંપર્ક કેવી રીતે કરવો તેની વિગતો આપવામાં આવી છે. ઉપરના સરનામે કલકને લખવાથી આ ભાષામાં યોજનાનો ટૂંકસાર મેળવી શકાય છે.

यह मेट्रोपोलीटन पुलिस अथॉरिटी के काम और कारगुजारी की अप्रैल 2002 से मार्च 2003 तक की योजना है। इसमें बताया गया है कि पिछले वर्ष हमारा काम कैसा रहा, वर्ष 2002/03 में हम कौनसे कामों को प्राथमिकता देंगे और हमारे लक्ष्य क्या होंगे। हमारे साथ संपर्क करने के बारे में जानकारी भी दी गई है। इस भाषा में योजना का संक्षेप ऊपर बताए पते पर क्लर्क को पत्र लिखकर मंगवाया जा सकता है।

ਇਹ ਮੈਟ੍ਰੋਪੋਲੀਟਨ ਪੁਲਿਸ ਅਥਾਰਿਟੀ ਦੇ ਕੰਮ ਅਤੇ ਕਾਰਗੁਜ਼ਾਰੀ ਦੀ ਅਪ੍ਰੈਲ 2002 ਤੋਂ ਮਾਰਚ 2003 ਤਕ ਦੀ ਯੋਜਨਾ ਹੈ। ਇਸ ਵਿਚ ਦੱਸਿਆ ਗਿਆ ਹੈ ਕਿ ਪਿਛਲੇ ਸਾਲ ਸਾਡਾ ਕੰਮ ਕਿਹੋ ਜਿਹਾ ਰਿਹਾ, ਸਾਲ 2002/03 ਵਿਚ ਅਸੀਂ ਕਿਹੜੇ ਕੰਮਾਂ ਨੂੰ ਪਹਿਲ ਦਿਆਂਗੇ ਅਤੇ ਸਾਡੇ ਨਿਸ਼ਾਨੇ ਕੀ ਹੋਣਗੇ। ਸਾਡੇ ਨਾਲ ਸੰਬੰਧਤ ਕਾਰਨ ਬਾਰੇ ਜਾਣਕਾਰੀ ਵੀ ਦਿੱਤੀ ਹੋਈ ਹੈ। ਇਸ ਭਾਸ਼ਾ ਵਿਚ ਯੋਜਨਾ ਦਾ ਸੁਲਾਸਾ ਉੱਪਰ ਦੱਸੇ ਪਤੇ 'ਤੇ ਕਲਰਕ ਨੂੰ ਖਤ ਲਿਖ ਕੇ ਮੰਗਵਾਇਆ ਜਾ ਸਕਦਾ ਹੈ।

Bu, Metropolitan Polis İdaresi'nin Nisan 2002 ile Mart 2003 arası dönem için polis hizmeti ve performans planıdır. Planda, geçen yıl performansımızın nasıl olduğu, 2002/03 için önceliklerimiz ve hedeflerimiz belirtilmekte ve bizimle nasıl temasa geçilebileceği konusunda bilgi verilmektedir. Planın Türkçe özetini, yukarıdaki adreste Katip'e (The Clerk) yazmak suretiyle edinebilirsiniz.

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



### POLICING PRIORITIES FOR 2002/03

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

In summary, we select priorities by:

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

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

### MINISTERIAL PRIORITIES

The Home Secretary sets priorities each year for all police authorities. For 2002/03 the Ministerial Priorities are:

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

The Ministerial Priorities were announced after the preparation of this plan. Whilst we believe our current plan closely reflects the priorities set by government we intend to review our objectives and targets and publish any changes necessary by the end of April 2002.

### MPA PRIORITIES

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

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

MPA POLICING AND PERFORMANCE PLAN 2002/03

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

## RATIONALE FOR PRIORITIES

### **Increasing the security of the capital against terrorism**

Maintaining the security of the capital has always been a core duty for the MPS. However, the terrorist attacks in the United States of America on 11 September 2001 required immediate changes to the policing of London. As a result, additional uniform patrols were deployed to counter the threat of terrorism. In 2002/03 resources will continue to be directed towards preventing terrorist activity and responding effectively to actual terrorist incidents should they occur.

*Further information on the actions to be undertaken to increase the security of London is provided in Annex B (objectives 1 and 2).*

### **Creating safer communities for Londoners**

Different areas and communities in London experience different types and levels of crime and disorder. We have set, for the first time, a number of corporate performance targets aggregated from targets set locally in each borough. This means that local targets can reflect the problems in each area and so complement locally developed crime and disorder strategies. At the same time all local targets have been reviewed to ensure they are meaningful, realistic and challenging.

*Further information on the actions to be undertaken to help create safer communities is provided in Annex B (objectives 3 to 6).*

### **Improving the police response to vulnerable victims**

Many of the groups we consulted indicated that more focus should be placed on the victims of crime, in addition to continued enforcement activities. We have therefore established a set of objectives to reduce hate crime. There will be increased targets for detection rates, and the development of victim satisfaction measures to ensure that victims of these types of crime receive a high standard of care.

*Further information on the actions to be undertaken to improve the police response to vulnerable victims is provided in Annex B (objectives 7 to 11).*

### **Tackling youth offending**

There has been substantial growth in crimes committed by young people, particularly in mobile telephone theft and other forms of street crime. In dealing with this issue as a priority our objectives are to work with partners in the criminal justice system to find appropriate ways of diverting young people away from crime, and in the process reduce the rate of re-offending.

*Further information on the actions to be undertaken to tackle youth offending is provided in Annex B (objectives 12 and 13).*

## KEY INITIATIVES

In addition to the work in priority areas the MPA and MPS will continue to secure improvement in other services. Key areas where changes and improvements will be made during 2002/03 include:

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

### Recruiting police officers

In 2001/02 we aimed to recruit an additional 1,050 police officers to be deployed on core policing duties on boroughs within London. These officers have been recruited and, following training, will be deployed on boroughs by the end of May 2002. We aim to recruit over 1,200 additional officers in 2002/03, again for local use. We will continue our work to ensure that police officers and civil staff reflect London's diverse communities. More detailed information on our human resource plan is set out at Annex J.

### National Crime Recording Standard

The Home Office sets guidelines and rules that dictate how crimes reported to police should be recorded. From 1 April 2002 the MPS will begin using the new Home Office National Crime Recording Standard (NCRS). The national standard will ensure that a more victim focused and consistent approach to crime recording is taken by all police forces.

The over-riding principle of the new standard is that incidents coming to the attention of police will be recorded as crimes if, on the balance of probabilities, a crime has occurred. NCRS will also allow more meaningful comparisons between different forces' crime levels and a better reflection of victims' experiences.

However, in the year of introduction it will also lead to an increase in the number of crimes recorded by police. This is because the new standard encourages a thorough approach to identifying and recording crime, in particular minor crimes which perhaps would not have been reported and recorded before.

A small number of forces have already adopted the standard and have experienced increases in the number of recorded crimes. NCRS related increases are expected for street crime, burglary and autocrime, and related decreases in the judicial disposal rates<sup>1</sup> for these offences. These increases *may* be as high as 10%, based on MPS inspections of current crime recording practices and experiences in other forces. However, it is not possible to estimate accurately the increase in advance and therefore the figures in this plan are not adjusted to take account of NCRS.

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

### **Efficiency and effectiveness reviews**

Together with the Mayor and Commissioner we are sponsoring a number of independent reviews aimed at improving effectiveness and efficiency in the short-term. The emerging findings from early reviews indicate areas of significant potential savings, with other savings possible subject to regulatory reform. A summary of our financial resources is provided at Annex H and a summary of our efficiency plan is included at Annex I.

### **Police Reform**

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

### **Transport policing**

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

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

### **Drugs Strategy**

The MPA supports the Ministerial Priority of reducing the availability and use of Class A drugs. In April 2002 a new Drugs Strategy will be launched that will concentrate on enforcement and community safety. Local targets are being set on boroughs with hot spots of drugs activity with an emphasis on tackling suppliers of heroin and crack cocaine and the related criminality that follows drug markets, particularly violent crime.

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

**BEST VALUE THROUGH CONTINUOUS IMPROVEMENT**

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

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

**Views of auditors and inspectors**

Our progress in conducting reviews is set out at Annex E and the views of our auditors on last year's plan is set out at Annex F. Independent inspectors recently assessed our first best value review of complaints and discipline and graded the service as 'good' as well as rating the prospects for improvement as 'excellent'. The results of other inspections of the MPS are set out at Annex G.

## MPA POLICING AND PERFORMANCE PLAN 2002/03

**TABLE 1: Objectives, measures and targets for 2002/03**

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

- performance in 2000/01;
- any performance target for 2001/02;
- interim performance for 2001/02; (April 2001 to December 2001, full year data will be provided in the MPA/MPS annual report);
- the performance target for 2002/03.

### Best value performance indicators

In addition to the performance indicators and targets set out below the MPA measures performance, and sets targets, for national best value performance indicators (BVPIs). The full list of BVPIs is included at Annex C excluding those BVPIs announced after the plan was prepared (further information on these indicators will be published by the end of April 2002). In addition, a comparison of performance across key indicators against that achieved by other large police forces is provided at Annex D.

### PRIORITY: TO INCREASE THE SECURITY OF THE CAPITAL AGAINST TERRORISM

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

\* The number of incidents logged (including threat calls and suspect packages) but it is not considered appropriate to make the figures generally available

MPA POLICING AND PERFORMANCE PLAN 2002/03

**PRIORITY: TO CREATE SAFER COMMUNITIES FOR LONDONERS**

Objective and Lead	Performance Indicator	2000/01	2001/02 (April – December)		2002/03
		performance	target	performance	target
3. To work with community safety partnerships to reduce the incidence of crime and disorder in the most troubled areas in each neighbourhood <i>(Assistant Commissioner Territorial Policing)</i>	The number of recorded street crimes	18% increase	2% decrease	39% increase	0% increase*1
	The judicial disposal rate for street crime	8.2%	10%	7.6%	10%
	The number of recorded autocrimes	0.2% decrease	5% decrease	3.6% increase	0% increase
	The judicial disposal rate for autocrime	4.4%	5%	4.2%	5%
	The number of recorded burglaries	9.5% decrease	2% decrease	3.6% increase	1% decrease
	The judicial disposal rate for burglaries	9.8%	12%	9.8%	11%
4. To reduce violent armed criminality <i>(Assistant Commissioner Specialist Operations)</i>	The number of gun-related violent crimes	1.8% decrease	2% decrease	27% increase	10% increase*2
5. To reduce the fear of crime <i>(Assistant Commissioner Territorial Policing)</i>	Fear of crime recorded as 'a great deal' or 'a fair amount' in the Public Attitude Survey (PAS)	44%	none set	36%*3	35%
6. To increase the public's satisfaction with visible police presence <i>(Assistant Commissioner Territorial Policing)</i>	Satisfaction level with number of foot patrol recorded as 'satisfied' or 'very satisfied' in the PAS	15%	none set	15%*3	20%
	Satisfaction level with number of mobile patrol recorded as 'satisfied' or 'very satisfied' in the PAS	41%	none set	33%*3	35%



## MPA POLICING AND PERFORMANCE PLAN 2002/03

### Notes

#### *\*1 Objective 3 (Street crime)*

The target reflects the need to reverse the upward trend in street crime, particularly prevalent in the latter half of 2001/02. Additional resources will be directed towards the nine safer streets boroughs which have set a 5% reduction target and this approach has enabled a zero percent increase to be set as the corporate target.

#### *\*2 Objective 4 (Gun related violent crime)*

The target reflects the need to reverse the upward trend in gun-related crime, particularly prevalent in the latter half of 2001/2. The target to be achieved or bettered by March 2003 reflects 'nil growth' compared to the monthly rate seen in the last quarter of 2001/02.

#### *\*3 Objectives 5 and 6 (Fear of crime and satisfaction levels )*

The performance data is based on a survey undertaken in mid-2001.

MPA POLICING AND PERFORMANCE PLAN 2002/03

**PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

Objective and Lead	Performance Indicator	2000/01 performance	2001/02 (April – December) target	2001/02 (April – December) performance	2002/03 target
7. To improve child protection procedures following recommendations from HMIC and Ministerial Inquiries ( <i>Assistant Commissioner Specialist Operations</i> )	Implementation of the action plan following the outcome of the Climbie Inquiry	n/a	n/a	n/a	Awaits outcome of Climbie Inquiry
8. To improve victim satisfaction and investigation of racist incidents and racist crimes ( <i>Deputy Commissioner</i> )	The judicial disposal rate for racist crime	16.8%	17%	16.2%	18%
	The percentage of victims satisfied with their treatment by police	79.7% all crime victims 73% racist crime victims	No difference	78.5% all crime victims 69.7% racist crime victims	No difference
9. To improve the investigation of homophobic crimes ( <i>Deputy Commissioner</i> )	The judicial disposal rate for homophobic crime	11.2%	13%	14.6%	16%
10. To improve the investigation of domestic violence ( <i>Deputy Commissioner</i> )	The judicial disposal rate for domestic violence	13.7%	14%	14%	16%
11. To improve victim care and investigation in cases of rape ( <i>Assistant Commissioner Territorial Policing</i> )	The judicial disposal rate for rape	18.6%	25%	20.6%	25%

MPA POLICING AND PERFORMANCE PLAN 2002/03

**PRIORITY: TO TACKLE YOUTH OFFENDING**

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

\*Baseline data should be available to set targets by June 2002.

\*\*The 71-days target 'from charge to sentence' is not totally within the control of the MPS but has been set to reflect the government's priority in relation to bringing offenders to justice. The MPS is working with other agencies to ensure the criminal justice process is an effective deterrent to young offenders.

## ANNEX A

### CONSULTATION

This annex outlines the consultation undertaken during the planning process, including which groups were consulted and the methods used.

Consultation is a vital aspect of our annual planning process. Both the MPA and the MPS consulted widely during the annual planning process. In this section we describe:

- who was consulted
- the methods used to carry out consultation
- how consultation was used to help define priorities

#### Who was consulted?

- Members of the public in London were widely consulted using the Public Attitude Survey and 'e'-consultation. The MPA consulted 3,000 school children as part of a wider consultation exercise.
- Police at Borough level consulted a broad range of community groups and organisations. Those consulted included:
  - Business communities and trade unions;
  - Crown Prosecution Service, crown courts, magistrates' courts, probation service, victim support services, independent custody visiting panels;
  - Faith groups, religious leaders;
  - General Practitioners and health groups;
  - Local Councillors and Members of Parliament;
  - Local community safety partnerships, Drug Action Teams, Youth Offending Teams;
  - Media (newspapers, television, radio);
  - Other police and emergency services;
  - Community Police Consultative Groups, sector working groups, neighbourhood watch groups;
  - The general public;
  - Social landlords and housing associations;
  - Voluntary and community organisations representing specific groups: the elderly, disabled people, gay and lesbian people, minority ethnic people, refugee/asylum seekers, residents/tenants/homeless, women and young people.
- Within the MPS, all Borough Operational Command Units, business groups and specialist units and support departments were consulted, and the results fed into a special conference of MPS senior managers and MPA representatives.

## Methods and results of consultation

### Public Attitude Survey

This wide-ranging survey, which measures Londoners' perceptions of policing needs, priorities and experiences has been carried out on an annual basis since 1983. Over 4,000 Londoners of all ages and backgrounds and from all London boroughs took part this year.

Respondents considered that 'policing major events in London' and 'dealing with murder and gun crime' were two areas of work which the MPS performs well. 'Telling the public what the police do and how they do it' and 'providing a visible patrolling presence' were thought to be carried out to a lesser standard than other police functions.

Respondents considered that our three most important services were:

- investigating child abuse
- responding to emergencies promptly
- dealing with murder and gun crimes

Respondents were also asked to select from a list of which policing methods they considered could help increase police presence. The top five methods were:

- foot patrols in town centres in the evenings
- foot patrols in town centres at weekends
- patrolling target areas for a specific number of hours each week
- patrols on housing estates by bicycles rather than vehicles
- mobile police stations

### Consultation with children

This consultation exercise was carried out by the Commissioner's Office for Children's Rights. Questionnaires were also sent to the Prince's Trust to undertake further consultation with young people. The results informed the MPA's State of London's Children Report, entitled 'Sort It Out!'.  
Of the top five priorities for change, four related to existing policing priorities, which were:

Of the top five priorities for change, four related to existing policing priorities, which were:

- violence and safe streets
- child abuse
- drugs
- racism

### 'e'-consultation

A pilot exercise using the Internet to engage in electronic consultation ran from 7 August until 14 September 2001. During this period a total of 104 responses were received to an on-line questionnaire hosted on the MPS website.

Respondents were asked to choose which of the existing priorities the MPS should concentrate on, which were their least important and whether they would add anything that wasn't already a priority. The top five priorities chosen were as follows:

- to reduce street crime
- to respond promptly to emergencies
- to reduce anti-social behaviour
- to reduce violent crime in which offensive weapons or bladed instruments are involved
- to reduce burglary

### **Consultation with Borough Operational Command Units**

Each BOCU was asked to propose their top five operational priorities for the MPS, based upon a rationale involving factors such as the results of consultation with partners in local crime and disorder strategies, performance statistics and professional judgement. The top five operational priorities were:

- Burglary
- Street Crime
- Class A drug supply
- Youth crime
- Hate crime/racial crime and violent crime/disorder

### **Other internal consultation with Metropolitan Police Service**

All other business groups and specialist units within the MPS were asked to select their top five operational priorities. Their top five priorities were:

- criminal use of firearms and knives
- hate crime (including racial crime and homophobic crime)
- Class A drugs supply
- Youth crime
- Street crime

### **Consultation with Community and Police Consultative Groups**

Meetings were held with 26 chairs and secretaries of London's community and police consultative groups, following up on questionnaires asking for views on policing priorities. The results were:

- reducing street crime
- combating violent crime
- dealing with anti-social behaviour
- reducing the supply of drugs (not just Class A drugs)
- responding promptly to emergencies
- preventing and deterring terrorism

The groups wanted two new priorities:

- improving communication, especially reporting systems for non-emergencies
- increasing visible policing.

The groups considered that two of last year's priorities, namely child abuse initiatives and auto5crime, should not continue to be policing priorities in 2002/03.

### How the results of consultation were used to develop the priorities

The information gathered from the consultation process was considered along with performance data by the MPA Members, who also provided their own views. That debate then led to the priorities below:

#### **Priority: To increase the security of the capital against terrorism**

Terrorism was a "sustained activity for service delivery" in 2001/02 - it was considered important but not a priority. It did not feature particularly highly in any of the consultation in relation to the 2002/03 planning process - most of which was carried out before 11 September. However, the attacks in the United States and subsequent events dictated that securing the capital against terrorism should become a priority.

#### **Priority: To create safer communities for Londoners**

This is a new priority, with a new objective of working in partnership to address local crime problems. Partners at Borough level, who were already involved in developing strategies against crime and disorder, were consulted to identify and agree local crime priority problems. These crime problems then formed the basis of local policing plans, with Borough Commanders setting measures to tackle the problems identified. Increasing BOCU autonomy in this way is a new direction for the MPS and consultation procedures will be enhanced accordingly as the process develops.

A further objective under this priority is 'to reduce violent armed criminality', included to focus attention and resources on an area of crime which has increased sharply throughout 2001/02. This meets concerns reflected in all forms of consultation carried out over the past year.

The remaining objectives in this area are - 'to reduce the fear of crime' and 'to increase the public's satisfaction with police visibility'. The MPS is already working on a number of initiatives in this area. You will find details in Annex K. Their inclusion in 2002/03 builds on the MPA's desire to continue improving performance in these areas and to address concerns expressed in a recent report by Her Majesty's Inspectorate of Constabulary. These objectives featured strongly in all forms of consultation, particularly external consultation. The issue also plays a crucial part in the police reform programme.

#### **Priority: To improve the police response to vulnerable victims**

Vulnerable victims are victims of child abuse, racist incidents, homophobic crimes, domestic violence and rape. Last year the MPA had as a priority 'Protecting Londoners from hate crime', which included objectives regarding the same vulnerable victim groups. Consultation within the MPS supported the inclusion of vulnerable victims as a priority area, focusing more specifically on their needs and we are keen for important work in this area to continue.

#### **Priority: To tackle youth offending**

Last year, diverting young people from crime was part of the larger priority of 'Making London's streets safer'. This year it was decided to focus specifically on youth offending. This enables the MPS to ensure that resources can be applied to facilitate improved performance. This is supported by the results of all forms of consultation,

where concern over criminal and anti-social behaviour by young people featured highly.

**How consultation will be developed in 2002/03**

The MPA and the MPS will continue to work closely together to develop a wider consultation strategy, building on existing consultation processes used for the annual planning process. The Public Attitude Survey will continue to be used to gather the general views of Londoners, but consultation will be strengthened at a local level in relation to BOCU planning priorities. It is intended to develop processes whereby more time is given to consult, and that we work towards obtaining views and opinions of a wide range of the community, possibly via wider use of e-consultation.



**ANNEX B**

**2002/03 PRIORITIES, OBJECTIVES AND TARGETS IN FULL**

In this section are set out all of the priorities and objectives together with the measures and targets set to achieve each objective

Also set out are the key activities to deliver the priorities and some of the actions to be undertaken in support of each objective by the various parts of the MPS. These include not only the unit or group directly responsible for the objective (such as Borough Operational Command Units [BOCUs] or Specialist Operations) but also the many support departments within the MPS such as Property Services.

The examples included represent a small part of the actions which will be carried out by the MPS in support of the priorities and objectives.

**PRIORITY: TO INCREASE THE SECURITY OF THE CAPITAL AGAINST TERRORISM**

<b>Objective 1:</b> To prevent and disrupt terrorist activity	<b>Measure:</b> Number of terrorist attacks	<b>Target:</b> Zero
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**Performance 2000-02**

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

**Background**

The focus of the objective and measure is to prevent terrorist incidents in London. The target for the number of terrorist attacks is therefore zero, since this is the aspiration behind the objective.

**Key activities in support of the objective for 2002/03**

**Specialist Operations will:**

- Enhance the collection of information to assist in counter terrorism
- In conjunction with the Directorate of Public Affairs, Specialist Operations will provide appropriate and timely briefing and informative material to police and public

**Significant enabling objectives from other units include:**

- Territorial Policing response will be led by Public Order Branch and will draw on the good practice of Operation Rainbow (terrorist contingency plan) and the contingency plans of Operation Calm (post September 11 operation). Each Borough Operational Command Unit (BOCU) will be tasked to produce a counter terrorism profile. These profiles will address the previous issues of Irish Terrorism and draw on the new international terrorist threat.
- Directorate of Property Services will provide computer aided modelling analysis.
- Human Resources Directorate will establish the employment terms and conditions and recruit and train 'auxiliaries' for security and counter terrorism.

**PRIORITY: TO INCREASE THE SECURITY OF THE CAPITAL AGAINST TERRORISM**

<b>Objective 2:</b> To achieve an effective response to suspected and actual terrorist incidents.	<b>Measure:</b> The number of scenes managed to a very good standard.	<b>Target:</b> To manage the scene of a suspected or actual terrorist incident to a very good standard in 80% of cases*
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*\*The assessment of the scene includes factors such as position of cordons, evacuation and communication with other agencies. The classification of the higher standard is based on an accumulation of the quality of those actions.*

**Performance 2000-02**

<b>OBJECTIVE: 2001/02 to prevent, deter and detect terrorist offences</b>	<b>2000/01 performance</b>	<b>2001/02 target</b>	<b>2001/02 performance</b>
<b>PI: Percentage of scenes involving suspect improvised explosive devices where scene management was assessed as satisfactory standard</b>	98.6%	100%	98%
<b>PI: Percentage of scenes involving suspect improvised explosive devices where scene management was assessed as very good standard</b>	72.1%	No target set	76.2%

**Background**

The target for 2001/02 was to manage all scenes of suspected or actual terrorist incidents to a satisfactory standard in 100% of cases. This new challenging target seeks to take the level to a higher standard. The definition of a very good standard is evaluated by the explosives officer on attendance at the incident.

**Key activities in support of the objective:**

**Specialist Operations will:**

- Improve the care of victims and families following suspected or actual terrorist incidents
- Reassure the public following suspected or actual terrorist incidents

**Territorial Policing will:**

- Deploy local uniformed officers to manage the scene to a very good standard
- Develop counter terrorism profiles for each BOCU which will drive a range of tactical options on boroughs and will include the deployment of specialist units such as Territorial Support Group, Mounted, Dogs and the Marine Support Unit.

**Significant enabling objectives from other units include:**

- Human Resources Directorate will ensure the optimum availability of police and civil staff engaged on security activity through recruitment to target, and through effective absence management.

**PRIORITY: TO CREATE SAFER COMMUNITIES FOR LONDONERS**

<b>Objective 3:</b> <b>To work with community safety partnerships to reduce the incidence of crime and disorder in the most troubled areas in each neighbourhood</b>	<b>Measure:</b> <b>Street crime rate</b>	<b>Aggregated targets:</b> <b>To prevent any increase in street crime.</b>
	<b>Street crime judicial disposal rate</b>	<b>To achieve a 10% judicial disposal rate for street crime</b>
	<b>Autocrime rate</b>	<b>To prevent any increase in autocrime</b>
	<b>Autocrime judicial disposal rate</b>	<b>To increase the judicial disposal rate for autocrime to 5%</b>
	<b>Burglary rate</b>	<b>To achieve a 1% reduction in burglary</b>
	<b>Burglary judicial disposal rate</b>	<b>To increase the judicial disposal rate for burglary to 11%</b>

**Background**

The objective did not appear within the consultation process but there were individual related matters such as street crime that were revealed as areas of concern in both the Public Attitude Survey and e – consultation.

As described in the performance section below the trend on street crime has shown a significant increase in 2001/2, particularly in the second half of the year following the events of 11 September and the redeployment of many borough based officers to Central London security patrols.

The objective is to reverse this upward trend by focusing additional Territorial policing resources, such as TSG officers, to those boroughs experiencing the greatest volume of street crime offences under the Safer Streets initiative.

These safer streets boroughs (i.e. Westminster, Haringey, Lambeth, Brent, Southwark, Camden, Hackney, Islington, and Tower Hamlets) have agreed to be held to a 5% reduction in 2002/3 compared to the current year, on the basis of this continued central support. A further six boroughs have been identified for additional resourcing under the initiative to recognise the potential for offenders to commit offences in neighbouring boroughs.

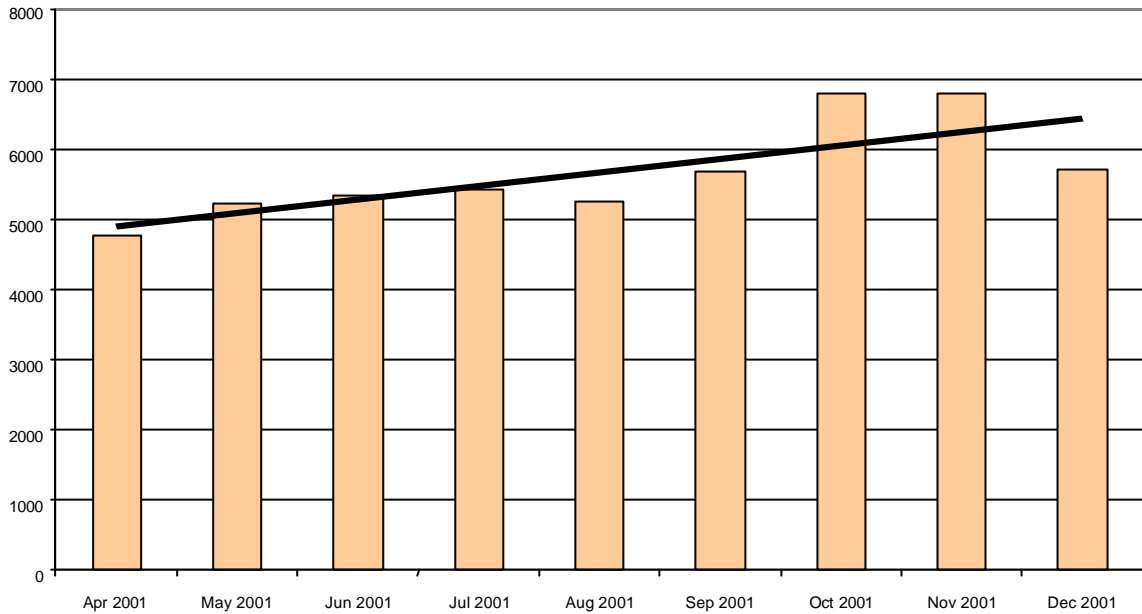
In addition, those boroughs that originally set a target above a 10% increase were challenged to hold any increase to a maximum of 10% year on year, which means that they will be expected to hold the levels of crime experienced over recent months throughout 2002/3. This proactive approach has enabled the corporate target for street crime to be revised to a zero increase, whilst retaining the integrity of the bespoke target setting process.

**Performance 2000-02**

**Street crime offences**

The 2001/02 target is to reduce street crime by 2%. The year to date position shows a 39% increase in street crime (April – December 2001 compared with the same period in 2000/01).

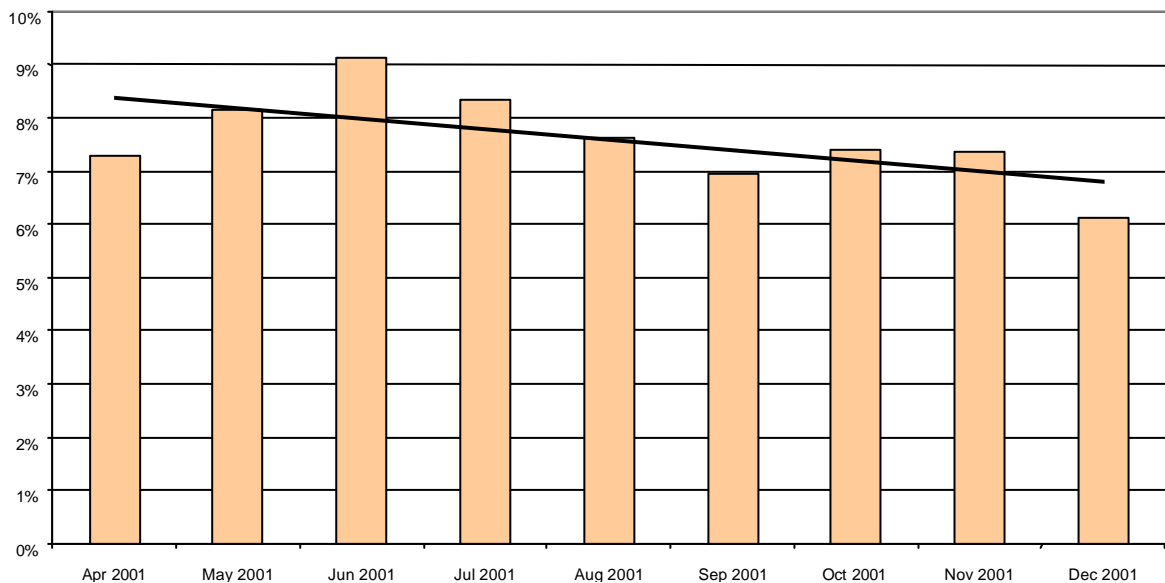
**Street crime offences (April - December 2001)**



**Street crime judicial disposals**

The 2001/02 target is to achieve a Judicial Disposal (JD) rate of 10%. The JD rate for the year to date (April – December 2001) is 7.6%. The 2002/03 target is to achieve a JD rate of 10% based on an aggregation of borough targets.

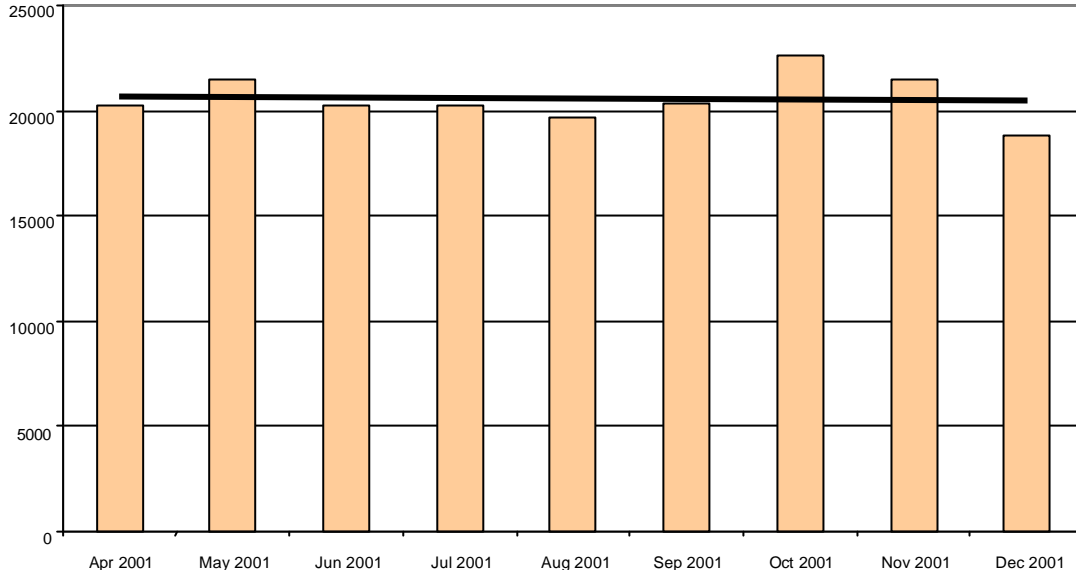
**Street crime JD rate (April - December 2001)**



**Autocrime offences**

The 2001/02 target is to reduce autocrime by 5%. The year to date position is a 3.6% increase in autocrime (April – December 2001 compared with the same period in 2000/01). The 2002/03 target is to achieve no growth (0%) based on an aggregation of borough targets.

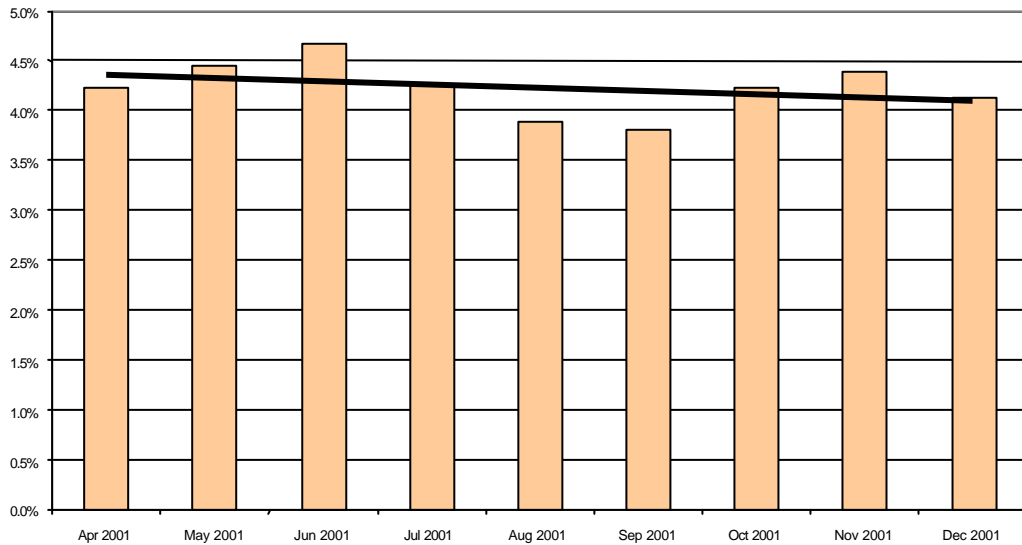
**Autocrime offences (April - December 2001)**



**Autocrime judicial disposals**

The 2001/02 target is to achieve a JD rate of 5%. The JD rate for the year to date (April – December 2001) is 4.2%. The 2002/03 target is to achieve a JD rate of 5% based on an aggregation of borough targets.

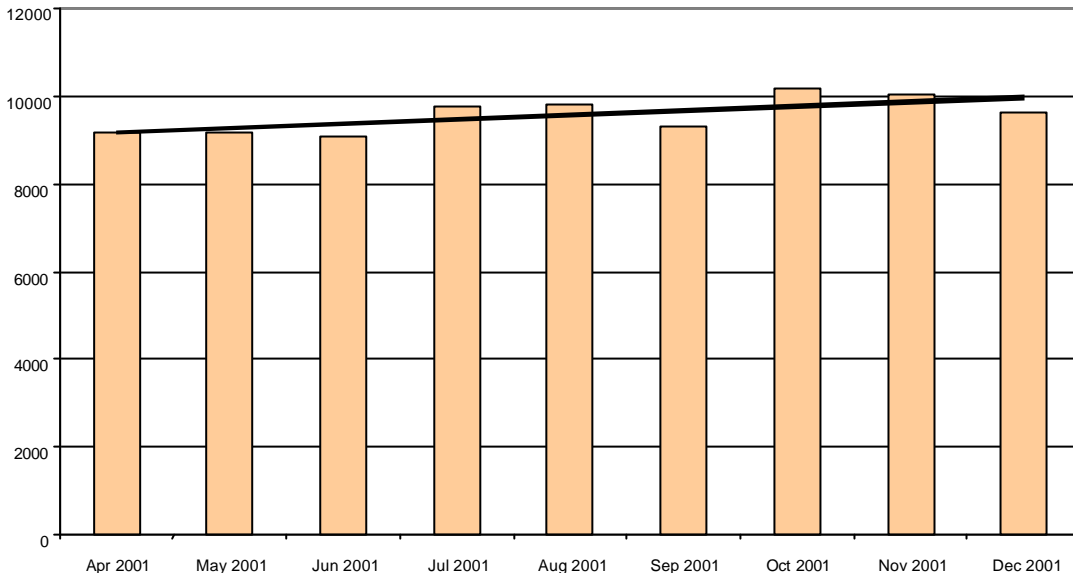
**Autocrime JD rate (April - December 2001)**



**Burglary offences**

The 2001/02 target is to reduce burglary by 2%. The year to date position is a 3.6% increase in burglary (April – December 2001 compared with the same period in 2000/01). The 2002/03 target is to reduce burglary by 1%, based on an aggregation of borough targets.

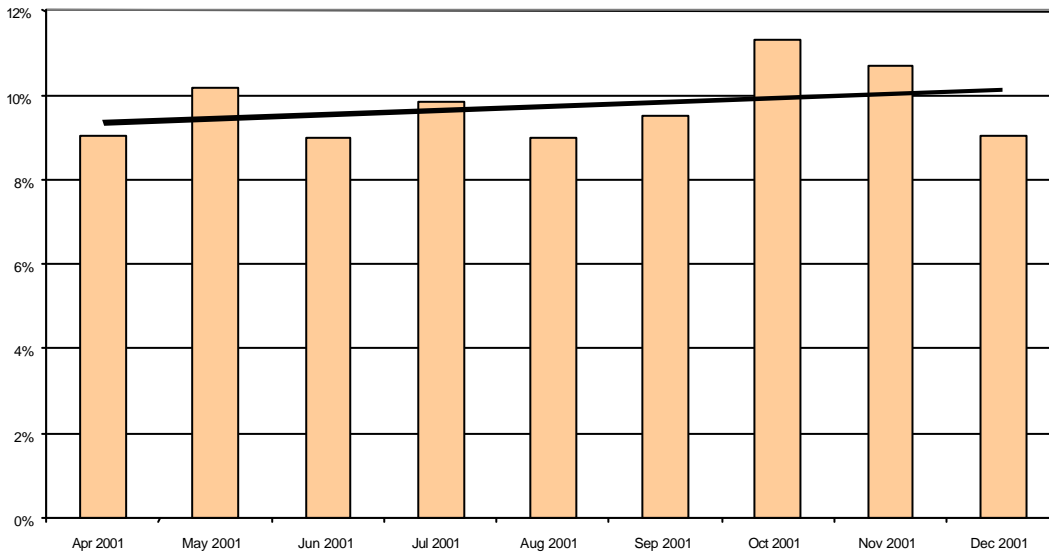
**Burglary offences (April - December 2001)**



**Burglary judicial disposal rate**

The 2001/02 target is to achieve a JD rate of 12%. The JD rate for the year to date (April – December 2001) is 9.8%. The 2002/03 target is to achieve a JD rate of 11% based on an aggregation of borough targets.

**Burglary JD rate (April - December 2001)**





**Key actions to support the objective:**

- The primary initiative to deliver this objective is the “bottom up” planning process undertaken by each BOCU with their local partners. BOCUs have identified hotspot locations, crime types, criminals or issues that require a particular focus locally, which will when tackled, substantially affect their performance across a range of measures. Each BOCU will have a set of issues and targets, through which they will contribute to corporate targets in street crime, burglary and autocrime, as well as having a number of measures and targets particular to their issues. Their proposed targets for those measures where performance will be monitored corporately, have been subject to challenge and scrutiny, and are considered challenging but realistic.
- Over half of London's boroughs have set targets around drug activity. Many are aiming to increase the number of people charged or otherwise dealt with for a range of drug offences. Others are aiming to target specific premises, for example, to close identified crack houses, or return properties used to supply drugs to their rightful owners.
- Several boroughs set targets to increase the number of people dealt with for possession of offensive weapons, and others have focused on disorder. Disorder priorities include particular hotspots, disturbances on licensed premises, and disorder in public places. Three boroughs have set specific targets around graffiti.
- Through development of the policing model initiative, boroughs are being equipped to tackle problem solving in a structured manner. Territorial Policing is ensuring that each borough has the ability to maximise intelligence and information available. Currently five boroughs are piloting this enhanced focus but all boroughs will be adopting the model in future months.

**Significant enabling objectives from other units include:**

- The Directorate of Public Affairs will have focused and timely publicity campaigns in specific crime hotspots to combat burglary and Class A drugs
- The Directorate of Resources will prepare financial checklists and guidance on establishing partnerships
- The Directorate of Resources will review all Community Safety and Partnership contracts to ensure that they protect MPS interests and to help secure any sponsorship or other additional funds for CSPs'.

**PRIORITY: TO CREATE SAFER COMMUNITIES FOR LONDONERS**

<b>Objective 4:</b> To reduce violent armed criminality	<b>Measure:</b> The number of gun related violent crime offences	<b>Target:</b> By the end of 2002-03 there will be a reduction in gun related violent crime.
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**Performance 2000-02**

	<b>2000/01 performance</b>	<b>2001/02 target</b>	<b>2001/02 performance (April – December)</b>	<b>2002/03 target</b>
<b>PI: The number of gun related violent crimes</b>	1.8% decrease	2% decrease	27.5% increase	10% increase (310 offences per month)

**Background**

During the consultation process 13% of Public Attitude Survey respondents regarded violent crime as a priority and 30% of e-consultation respondents selected gun related crime as one of their top five priorities. In recent months there has been increasing media interest in the subject.

The 2001/02 target was to reduce gun related violent crime by 2%. Between April – December 01 there was a 27.5% increase on the level recorded in April-December 2000. Recent figures for January and February confirm that the year on year increase has risen to 32%, which represents a rise of over 700 offences compared to last year.

Given the rapid rise during the year to date, a challenging target would be to prevent any further increase beyond the level encountered during the last three months. The average number of gun crimes per month over the period of January to March 2002 is 310 (based on a forecast of 301 for March). The target for 2002/03 is based on reducing that monthly rate over a 12 month period (i.e. 3720 offences). Since the number of offences per month has increased from a level of 215 in April 2001 it will be testing to turn around this trend. This will mean the year on year comparative figures will be 10% greater next year.

Operation Trident – as part of Specialist Operations - has been involved in 135 significant gun related violent crimes and 17 homicides, which were the result of firearms. Officers deployed on Operation Trident will continue to respond to these serious offences alongside borough based officers using an intelligence based approach.

The target therefore represents a significant challenge for the Service, one that requires the effort of all business groups that have an operational remit in relation to the prevention and investigation of these offences. That responsibility rests with both Specialist Operations and Territorial Policing, with SO having responsibility for approximately 44% of investigations, the remainder being dealt with by TP.

**Key activities in support of the objective:**

**Specialist Operations will:**

- Provide an effective and efficient investigative response as set out in the MPS 'Firearm Related Crime Strategy' to offences falling within their remit
- Provide an operational response to those 'persons who pose a real and imminent threat to the life of another' where the resolution of that threat is beyond the capacity or capability of 'Territorial Policing', through effective tasking by the Service Co-ordinating and Tasking Group
- Provide support to boroughs (BOCUs) in relation to crime prevention advice to assist in the implementation of local crime reduction strategies
- Provide collation of information to firearms crime and through the criminal intelligence process identify, disrupt and arrest those responsible
- Each BOCU management team to receive one visit per year from an SO19 (Force Firearms Unit) management team tasked to present the SO19 tactical options for dealing with armed criminality
- Provide awareness of crime reduction strategies to communities and commercial partners in relation to firearms related crime

**Significant enabling objectives from other units include:**

- Territorial Policing will provide an effective and efficient investigative response as set out in the MPS 'Firearm Related Crime Strategy' to offences falling within their remit, with particular attention in relation to the protocols for forensic submissions and criminal intelligence
- Territorial Policing will put in place a bespoke crime reduction strategy for firearm related violent crime on those boroughs where it is needed
- Territorial Policing will provide an operational response to those 'persons who pose a real and imminent threat to the life of another' when resolution is within their ability and capacity
- Policy, Review & Standards Directorate will develop a strategy to modernise Criminal Justice which will increase the number of offenders brought to justice
- The Directorate of Resources will review current contracts in consultation with the Serious Crime Group and determine any essential new requirements to support the delivery of the objective

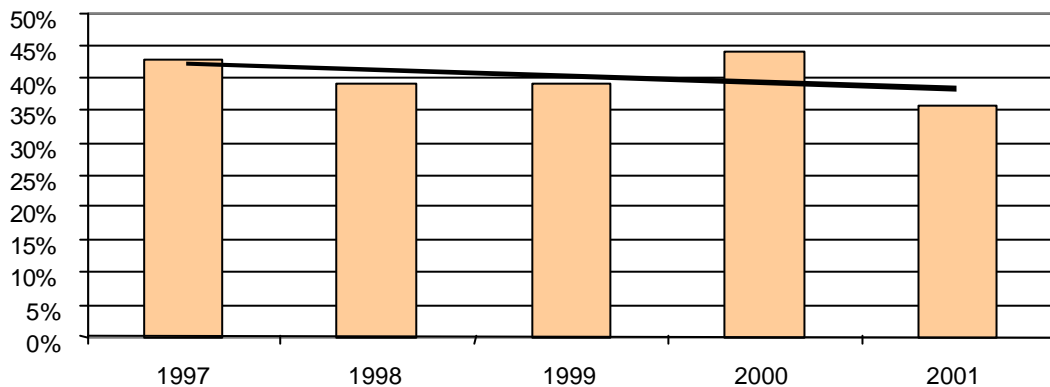
**PRIORITY: TO CREATE SAFER COMMUNITIES FOR LONDONERS**

<b>Objective 5: To reduce the fear of crime</b>	<b>Measure: Public fear of crime (as recorded in the Public Attitude Survey)</b>	<b>Target: To reduce the fear of crime to 35%</b>
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**Performance 2000-02**

	<b>2000/01 performance</b>	<b>2001/02 target</b>	<b>2001/02 performance (April - December)</b>	<b>2002/03 target</b>
<b>PI: To reduce the fear of crime</b>	44%	None set	36%	35%

**Extent to which crime is feared - A great deal / A fair amount**



*Note: In 2001 the wording of the question changed to "to what extent do you fear crime in this area these days". Prior to 2001 the question was "to what extent do you feel threatened by crime in this area these days"*

**Background –**

The measure on reducing the fear of crime is derived from the Public Attitude Survey which is comprehensive but currently only carried out on an annual basis. Boroughs are being encouraged to work with local partners to commission more regular surveys that will be more responsive to changing trends and allow for the impact of local policing initiatives to take effect.

**Key activities in support of the objective:**

- BOCUs will focus attention on hotspots, agreed with their crime and disorder partners, as these will be the location or issues around which local fear of crime will be greatest. This will include the local business community. Beginning with pilots on three boroughs, there will be a focus on the development of reassurance strategies, based on visible symbols of control in hotspot locations.
- A transport operational command unit will be established in partnership with Transport for London (TfL), with an emphasis on tackling the fear of crime amongst the travelling public, through visible symbols of control.

**Significant enabling objectives from other units including:**

- Diversity Directorate will promote awareness within communities of success in combating hate crime
- Directorate of Public Affairs will promote the MPS success in tackling crime
- Human Resources Directorate will seek to publicise the arrival of new probationers to Boroughs upon leaving Hendon, to demonstrate commitment to increasing the numbers of police on Boroughs
- Specialist Operations Forensic Services will produce an external communications strategy to provide a deterrent to offenders and reassurance to Londoners by:
  - publicising successes through local media
  - promoting partnerships with local communities
  - providing graphic and video production support to relevant initiatives
- Policy, Review and Standards Directorate will further develop the collection and analysis of survey data in order to better monitor the performance of this objective. Consideration is currently being given to establish whether more timely and frequent surveys can be undertaken.

**PRIORITY: TO CREATE SAFER COMMUNITIES FOR LONDONERS**

<b>Objective 6:</b> To increase the public's satisfaction with visible police presence	<b>Measure:</b> Public satisfaction levels with the number of patrols (as recorded in the Public Attitude Survey [PAS])	<b>Target:</b> To achieve a satisfaction rating of 20% for foot patrols  To achieve a satisfaction rating of 35% for mobile patrols
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**Performance 2000-02**

	2000/01 performance	2001/02 target	2001/02 performance (April-December)	2002/03 target
<b>PI: Public satisfaction with the number of foot patrol recorded as 'satisfied' or 'very satisfied' within the PAS</b>	15%	None set	15%	20%
<b>PI: Public satisfaction with the number of mobile patrol recorded as 'satisfied' or 'very satisfied' within the PAS</b>	41%	None set	33%	35%

**Background**

During the consultation process over a third of respondents for the Public Attitude Survey said there should be more police on the beat and more foot patrols. In the MPA childrens' survey almost all children wanted to see more community based officers and wished to see "friendly uniformed officers walking the street".

We intend to reverse the recent decline in public satisfaction with foot patrols and consider 20% to be a challenging target for 2002/03. Similarly for mobile patrols to reverse the decline and achieve a 35% satisfaction rating in 2002/03. This will be underpinned by a number of high visibility initiatives including marked vehicles, and an increase in the number of uniformed officers assigned to boroughs.

**Key activities in support of the objective:**

- Territorial Policing will ensure that as the number of officers arriving on boroughs takes effect, there will be an increased uniform presence and greater foot patrols on the streets of London to reassure the public

## MPA POLICING AND PERFORMANCE PLAN 2002/03

- Resources Directorate will increase the proportion of marked vehicles within the fleet, providing enhanced police presence
- Resources Directorate are refitting buses to operate as mobile police stations
- Human Resources Directorate will establish the role of community support officers for community policing. Subject to the necessary authorities, the new staff role will be to support patrolling and other community based policing activities, providing additional visible presence

### **Significant enabling objectives from other units include:**

- Specialist Operations will evaluate corporate clothing for forensic science staff
- Directorate of Professional Standards will increase the availability of police officers for patrolling by reducing the total number of officer days spent on suspension during 2002/3 compared to 2001/2. This will be achieved by timely review of investigations and greater flexibility and use of “restricted duties” so that officers can remain active and contribute towards the business of their Operational Command Unit.
- Policy, Review and Standards Directorate will further develop the collection and analysis of survey data in order to better monitor the performance of this objective. Consideration is currently being given as to whether more timing and frequent surveys can be undertaken.

**PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

<p><b>Objective 7:</b>  <b>To improve child protection procedures following recommendations from HMI and Ministerial Inquiries</b></p>	<p><b>Measure:</b>  <b>Implementation of action plan</b></p>	<p><b>Target:</b>  <b>To implement the action plan following the outcome of the Climbie Inquiry</b></p>
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**Performance 2000-02**

Direct comparison with previous years is not possible

**Background**

The Climbie Inquiry report is due for completion in the summer 2002 but the formal publication rests with the Department of Health and the Home Office. At this stage it is not possible to predict the final recommendations and the potential impact on policing child protection (or related issues). Once the full report is published an action plan will be drawn up within two months which will contain specific key actions, deadlines and leads to be implemented at the earliest opportunity.

**Key activities to support the objectives:**

- Specialist Operations will implement a Child Abuse Prevention Strategy with internal/external partners
- Specialist operations will provide appropriate and timely training for SO5 staff
- Specialist Operations to work in partnership with Property Services Department and Directorate of Information to achieve Phase 1&2 of the Headquarters Building strategy. This will ensure compliance in minimum standards for Child Protection Team Offices and improve the environment for victims
- Territorial Policing will enhance the knowledge and awareness of child protection procedures by the design and delivery of appropriate training packages

**Significant enabling objectives from other units include:**

- Human Resources Directorate will improve the development of skills of all relevant staff for dealing with all types of vulnerable victims through the delivery of effective training courses in line with customer needs.
- Human Resources Directorate will review, and where necessary, adjust activities and systems to meet the needs of staff dealing with vulnerable victims, including developing relationships with representative groups.
- Policy, Review and Standards Directorate will develop policy around communication with the Victim Support Scheme



**PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

<b>Objective 8:</b> To improve victim satisfaction and investigation of racist incidents and racist crimes	<b>Measure:</b> Racist crime Judicial Disposal (JD) rate  The percentage of victims satisfied with their treatment by police	<b>Target:</b> 18% JD rate  To achieve parity between victim satisfaction on race crimes with all other crimes
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**Performance 2000-02**

	2000/01 performance	2001/02 target	2001/02 performance (April-December)	2002/03 target
<b>PI: The judicial disposal rate for race crime</b>	16.8%	17%	16.2%	18%
<b>PI: The difference in level of satisfaction in the service received from police expressed by victims of racist crime and victims of all crime</b>	73% racist crime 79.7% all crime (6.7% difference)	No difference	69.7% racist crime 78.5% all crime (8.9% difference)	No difference

**Background**

The target for 2002/03 has been increased to 18%. This is based on trying to achieve an improvement on the current JD performance of 16.2% and is seen as a realistic but challenging target. The Diversity Directorate is currently engaged in a number of initiatives to support victims of hate crime and increase the satisfaction in the service they receive from police.

**Key activities in support of the objective:**

**Diversity Directorate will:**

- provide direction and support to ensure efficient and effective investigation of hate crime
- review and develop family liaison policy and training by June 2002
- develop a pan-London database of agencies offering support to hate crime victims by October 2002
- support and encourage third party reporting of hate crime
- develop criteria for the re-investigation by Diversity Directorate of hate crime

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- support boroughs and Specialist Operations in ensuring that victims of hate crime are satisfied with the police response

### **Significant enabling objectives from other units include:**

- Resources Directorate will provide crime scene reconstruction services and witness appeal boards.
- Resources Directorate will provide and maintain a network of accredited linguists.
- Policy, Review and Standards Directorate will provide advice and support to the Racially Motivated Crime Programme Board.

**PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

<b>Objective 9:</b> To improve the investigation of homophobic crimes	<b>Measure:</b> The homophobic crime Judicial Disposal (JD) rate	<b>Target:</b> To increase the JD rate to 16%
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**Performance 2000-02**

	2000/01 performance	2001/02 target	2001/02 performance (April - December)	2002/03 target
<b>PI: The judicial disposal rate for homophobic crime</b>	11.2%	13%	14.6%	16%

**Background**

The target Judicial Disposal rate for 2002/03 is increased to 16%. This is seen as a realistic and challenging target in view of the current performance.

**Key activities to support the objectives:**

- Specialist Operations will investigate those murders categorised as homophobic crimes to the satisfaction of the victim's extended family unit
- Policy, Review and Standards Directorate will develop policy to improve the treatment of witnesses and victims
- Diversity Directorate will:
  - support boroughs and Specialist Operations in ensuring that victims of hate crime are satisfied with the police response
  - develop proactive initiatives against the perpetrators of hate crime
  - develop a pan London data base of agencies offering support to victims of hate crime
  - examine an appropriate means of measuring victim satisfaction.

**Significant enabling objectives from other units include:**

- As part of the local bespoke target setting process, some boroughs are setting themselves more challenging targets than that proposed corporately
- Directorate of Public Affairs will increase levels of publicity to help the development of third party reporting.

• **PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

<b>Objective 10:</b> To improve the investigation of domestic violence	<b>Measure:</b> Domestic violence judicial disposal rate	<b>Target:</b> To increase the JD rate to 16%
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**Performance 2000-02**

	2000/01 performance	2001/02 target	2001/02 performance (April - December)	2002/03 target
<b>PI: The judicial disposal rate for domestic violence</b>	13.7%	14%	14.3%	16%

**Background**

Next year's Judicial Disposal target has been increased to 16% based on the achievement of this years target and improvement during recent months.

**Key activities to support the objectives:**

**The Diversity Directorate will:**

- provide direction and support to Community Safety Units to ensure efficient and effective investigation
- utilise intelligence-led methods to prevent and detect hate crime
- develop a pan London data base of agencies offering support to victims of hate crime
- examine an appropriate means of measuring victim satisfaction.

**Significant enabling objectives from other units include:**

- The Directorate of Public Affairs will conduct focussed and timely publicity campaigns to combat domestic violence, and
- Policy, Review and Standards Directorate will develop policy around the Victim Support Scheme
- Policy, Review and Standards Directorate will develop policy to improve the treatment of witnesses and victims

**PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

<b>Objective 11:</b> To improve victim care and investigations in cases of rape	<b>Measure:</b> Judicial Disposal rate for rape cases  *also see key activities below	<b>Target:</b> To achieve a JD for rape cases of 25%
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**Performance 2000-02**

	2000/01 performance	2001/02 target	2001/02 performance (April-December)	2002/03 target
<b>PI: The judicial disposal rate for rape</b>	18.6%	25%	20.6%	25%

**Background**

The April – December 2001 Judicial Disposal rate stands at 20.6% against a target of 25%. The trend line shows an improving performance in recent months and the target was only narrowly missed in November and December but this needs to be sustained over a twelve month period.

**Key activities to support the objectives:**

Project Sapphire, Territorial Policing, is a three year strategy to improve rape investigation and the service given to victims of rape. It will be undertaking a number of key initiatives including:

- extending rape havens across the MPS
- reviewing training given to officers
- devising victim care and attrition monitoring mechanisms
- establishing dedicated ‘Sapphire’ units on every MPS borough
- co-ordinating crime prevention awareness campaigns
- encouraging increased reporting from minority ethnic communities and hosting a seminar to this end
- developing a victim care questionnaire by July 2002 for MPS wide implementation

**Significant enabling objectives from other units include:**

- Specialist Operations will improve forensic intervention in rape investigation

**PRIORITY: TO TACKLE YOUTH OFFENDING**

<p><b>Objective 12:</b> To improve the diversion of youths away from crime, through enhanced multi-agency activity</p>	<p><b>Measure:</b> Known youth offending per 1,000 population.  Number of offences with child victims (under 17)</p>	<p><b>Target:</b> Reduction targets will be set once baselines have been established*</p>
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*\* baselining should be completed by June 2002*

**Performance 2000-02**

No comparable data available

**Background**

These are newly established measures, and discussions are currently underway to establish baselines and set up a monitoring regime. Targets will be agreed in conjunction with partners.

**Key activities to support the objectives:**

Policy, Review and Standards Directorate will:

- Develop with Youth Justice Board information sharing rules
- Benchmark London Youth Offender Teams (YOTs) performance
- Develop with Government Office for London (GOL), crime prevention toolkits for boroughs
- Set up multi-agency schemes to divert potential active criminals of the future away from criminality
- Enable operational units to improve their performance in establishing multi-agency schemes
- Build on relationships with partners such as probation service, health service and education to establish best practice

**Significant enabling objectives from other units include:**

- Human Resources Directorate will actively encourage its staff to participate as volunteers in local youth offending diversion schemes by recognising such activity in existing personal development, leadership skills strategies, etc.

**PRIORITY: TO TACKLE YOUTH OFFENDING**

<b>Objective 13:</b> To reduce re-offending by Persistent Young Offenders (PYO)	<b>Measure:</b> Persistent young offenders re-offending rate.	<b>Target:</b> Awaits baselining*
	Percentage of PYOs dealt with from arrest to charges in two days.	70%
	Percentage of PYOs dealt with from charge to first court listing in seven days.	71%
	Percentage of PYOs dealt with from charge to sentence in 71 days (national target).	Awaits baselining*

\* baselining should be completed by June 2002

**Performance 2000-02**

	2000/01 performance	2001/02 target	2001/02 performance (April-December)	2002/03 target
<b>PI: The reoffending rate for PYOs</b>	n/a	n/a	n/a	awaits
<b>PI: The percentage of PYOs dealt with from arrest to charge in two days</b>	55.2%	70%	66.3%	70%
<b>PI: The percentage of PYOs dealt with from charge to first court listing in seven days</b>	67.8%	70%	69.5%	71%
<b>PI: The percentage of PYOs dealt with from charge to sentence in 71 days (national targets)</b>	n/a	n/a	n/a	awaits baselining

**Background**

The current performance for dealing with PYOs from charge to first court listing in seven day shows a 69.5%. The 2002-03 target has therefore been increased to 71%, which is seen as challenging but realistic. The target for the percentage of PYOs

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dealt with from arrest to charge in two days has not been changed since the current performance is some way below the target. The other measures have not been previously monitored and require baselining before being set.

### **Key activities to support the objectives:**

#### **Territorial Policing will:**

- target minimum of ten prolific offenders on each borough
- deploy Persistent Young Offenders Task Force to poorly performing boroughs
- implement MPS Desistance Model which uses an intelligence led, multi-agency approach to target London's most prolific young offenders through means of assessment.

#### **Significant enabling objectives from other units include:**

- Directorate of Public Affairs will develop a focused publicity campaign targeted at 'youth' publications to deter youngsters from crime and/or becoming the victims of crime and produce a focused and timed publicity campaign - *A lot like you* - to combat youth hate crime
- Policy, Review and Standards Directorate will develop a policy on early multiple interventions in youth offending and on a corporate framework for bail applications in youth street crime cases



## ANNEX C

## PERFORMANCE IN 2001/02 AGAINST BVPIs

**Introduction**

This annex lists all the Policing Plan (PP) and Best Value Performance Indicators (BVPIs) which were used to monitor performance during 2001/02. It is set out in line with the priorities we published in the 2000/01 Policing and Performance Plan, and includes some terminology from that plan. We refer to 'sustained activities' in this annex; these were areas where performance needed to be maintained.

The performance data is based on information for the period April 2001 to December 2001 unless otherwise stated.

The annex also shows targets for the coming year where they relate to targets applied to 2001/02. In general, targets have been set for those BVPIs which are linked to policing plan targets, or where targets have previously been published. In most cases, targets have not been set for BVPIs which have been proposed for deletion – these targets are identified by note 3 to the annex.

At the time of publication, we have not had an opportunity to reflect recently released ministerial priorities and BVPIs fully in this listing. We will publish a statement early in the planning year which will show changes and additions to the BVPI suite, and new or amended targets where relevant.

**Notes**

- 1. The population and household estimates used to calculate these figures are based on mid-year population and household estimates for the previous calendar year. (At present the 2000 mid-year estimate of households is not available and the 1999 estimate has been used to calculate domestic burglaries per 1,000 households).*
- 2. 2002/03 targets per 1,000 population and households are at present provisional and based upon year to date information. These targets will be confirmed once year-end figures are known.*
- 3. These indicators have been proposed for deletion in the Home Office Consultation document on BVPIs.*
- 4. BVPI targets have been set to reduce burglary, street crime and autocrime.*
- 5. 2001/02 data relates to April – September only.*
- 6. Stop / searches per 1,000 population using mid-year estimates (as per 1 above) for the population of London by ethnicity*
- 7. This BVPI changed from April 2001 from "number of medical retirements of police officers as a percentage of all officer retirements" to "number of medical retirements of police officers as a percentage of total officer numbers".*

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
<b>Street Crimes</b>						
PP	The number of recorded street crimes.	+18.0%	2% decrease	+39.4%	0% growth	
BVPI 127	Street crimes per 1,000 population.	7.0	2% reduction (ie 6.81 per 1,000 population)	6.9	0% growth (ie 9.4 per 1,000 population)	See notes 1 and 2
BVPI 127 / PP	Street crimes - percentage detected (judicial disposals).	8.2%	10% JDs	7.6%	10% JDs	
<b>Firearms And Knives</b>						
PP	The number of gun related violent crimes.	-1.8%	2% decrease	27.5%	10% growth (310 offences per month)	
PP	The number of judicial disposals for the possession of offensive weapons or bladed instruments.	10.3%	10% increase	14.7%		
<b>Total Crime</b>						
BVPI 125	Total recorded crimes per 1,000 population	136.6	No specific target set	107.8		See notes 3 and 4
BVPI 125	Total recorded crimes - percentage detected (judicial disposals)	12.1%	No specific target set	11.5%		See notes 3 and 4
BVPI 127	Total violent crimes per 1,000 population	28.2	As street crime (2% decrease)	23.1		See notes 3 and 4
BVPI 127	Total violent crime – percentage detected (judicial disposals)	16.0%	As street crime (10% JDs)	15.2%		See notes 3 and 4

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
<b>Disorder</b>						
<b>BVPI 130</b>	Number of public disorder incidents per 1,000 population.	58.9	No target set	45.6		See note 3
<b>Arrests</b>						
<b>BVPI 136</b>	Percentage of notifiable offences that were detected where a person has been charged, reported for summons or cautioned, or the offence has been taken into consideration by a court.	12.1%	No target set	11.5%		See note 4
<b>Youth-Offending</b>						
<b>PP</b>	The number of second time young offenders as a percentage of first time young offenders.		No target set.	15.5%		
<b>PP</b>	The percentage of persistent young offenders (PYOs) dealt with within 2 days (arrest to charge).	55.2%	70% of cases within 2 days.	66.3%	70% of cases within 2 days	
<b>PP</b>	The percentage of persistent young offenders (PYOs) dealt with within 7 days (charge to first court listing).	67.8%	70% of cases within 7 days.	69.5%	71% of cases within 7 days	

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
PP	The percentage of young offenders dealt with in 28 days (arrest to case disposal).	81.5%	80% of cases within 28 days.	81.5%		
PP	The percentage of young offenders' case results notified to the Police National Computer (PNC) within 10 days.	69.2% N.B. This data is based on the previous 14 day target	80% of cases within 10 days.	66.1%		
BVPI 131	Percentage of all 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.	71.4%	No target set.	63.9%		See note 3
BVPI 131	Percentage of all expedited/remand youth files provided to the Crown Prosecution Service which are fully satisfactory or sufficient to proceed.	99.1%	No target set.	99.1%		See note 3
<b>Stop and Search</b>						
BVPI 138	Number of Police and Criminal Evidence Act (PACE) stop/searches of white persons per 1,000 population.	16.1	Numbers to be monitored.	11.4		See note 6

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
<b>BVPI 138</b>	Percentage of Police and Criminal Evidence Act (PACE) stop/searches of white persons leading to arrest.	15.9%	To increase the arrest rate and achieve parity with % arrests for minority ethnic people.	16.0%		
<b>BVPI 139</b>	Number of Police and Criminal Evidence Act (PACE) stop/searches of minority ethnic persons per 1,000 population	48.1	Numbers to be monitored.	41.4		See note 6
<b>BVPI 139</b>	Percentage of Police and Criminal Evidence Act (PACE) stop/searches of minority ethnic persons leading to arrest	17.3%	To increase the arrest rate and achieve parity with % arrests for white people.	16.9%		
<b>PP</b>	The number (and percentage) of complaints from white people involved in PACE stop/search.	186 (0.20%)	Levels to be monitored.	53 (0.08%)		
<b>PP</b>	The number (and percentage) of complaints from ethnic minority people involved in stop/search.	271 (0.38%)	Levels to be monitored.	161 (0.26%)		
<b>Burglary</b>						
<b>PP</b>	The number of recorded burglaries.	-9.5%	2% decrease	3.6%	1% reduction	

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
PP	Recorded burglaries - judicial disposal rate	9.8%	12% JDs	9.8%	11% JDs	
BVPI 126	Domestic burglaries per 1,000 households.	22.5	2% reduction (ie 22.04 domestic burglaries per 1,000 households)	17.5	1% reduction (ie 23.5 domestic burglaries per 1,000 households)	See notes 1 and 2
BVPI 126	Domestic burglaries - percentage detected (judicial disposals)	9.2%	12% Judicial Disposals.	8.8%	11% JDs	
BVPI 155	Percentage of domestic burglaries where the property had been burgled in the previous twelve months.	7.8%	No target set.	8.0%		See note 3
<b>Drug Crime</b>						
PP	The number of judicial disposals for supply and possession with intent to supply Class A drugs.	41.9%	10% increase	42.3%		
PP	The number of judicial disposals for supply and possession with intent to supply Crack.	47.5%		98.7%		

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
PP	The number of judicial disposals for supply and possession with intent to supply Heroin.	53.4%		4.0%		
PP	The number of judicial disposals for supply and possession with intent to supply Cocaine.	41.1%		49.0%		
BVPI 129	A) Number of offenders charged, reported for summons or cautioned for supply offences in respect of Class A drugs per 10,000 population. B) Of the overall figure, the number which related to cocaine. C) Of the overall figure, the number which related to heroin	No relevant data available	No target set.	No relevant data available		See note 3
BVPI 137	Percentage of adults arrested referred to drug treatment programmes as a result of arrest referral schemes.	1.3%	No target set.	1.4%		
PP	The number of persons referred into treatment through arrest referral schemes.	2729	To refer 3,000 persons.	2638		

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
<b>Protecting Londoners from Hate Crime</b>						
<b>Race Crime</b>						
PP	The difference in level of satisfaction in the service received from the police expressed by victims of racist crime and victims of all crime.	73.0% (Racist Crime) 79.7% (All Crime) 6.7% (Difference)	No difference	69.7% (Racist Crime) 78.5% (All Crime) 8.9% (Difference)	No difference	See note 5
BVPI 141	The percentage of reported racist incidents where further investigative action is taken.	100%	To investigate 100% of cases.	100%		See note 3
BVPI 141	The percentage of recorded racially aggravated crimes detected.	25.7%	No target set	23.3%		
PP	The number of racist crimes recorded	16,981	Targets to be developed.	12,500		
PP	The number of racist incidents recorded.	20,628	Targets to be developed.	14,522		
PP	The Judicial Disposal rate for racist crimes.	16.8%	17% JDs	16.5%	18% JDs	



MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
<b>Homophobic Crime</b>						
PP	The difference in the levels of satisfaction expressed by victims of homophobic crime and victims of all crime.		No difference	No relevant data available		
PP	The number of homophobic crimes recorded.	1,344	Levels to be monitored.	978		
PP	The number of homophobic incidents.	1,589	Levels to be monitored.	1,214		
PP	The Judicial Disposal rate for homophobic crimes.	11.2%	13% JDs	14.6%	16% JDs	
<b>Domestic Violence</b>						
PP	The number of domestic violence cases recorded.	1.4%	To increase the number of domestic violence cases recorded.	-2.9%		
PP	The Judicial Disposal rate for domestic violence.	13.7%	14% JDs	14.3%	16% JDs	

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
<b>BVPI 153a</b>	The percentage of reported domestic violence incidents where there was a power of arrest, in which an arrest was made relating to the incident.	20.6%	No target set.	21.3%		See note 3
<b>BVPI 153b</b>	Of BVPI 153a, the percentage involving partner-on-partner violence.	No relevant data available	No target set.	Data not available at this point		
<b>BVPI 154</b>	Percentage of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous twelve months.	15.9%	Percentage to be monitored.	18.70%		
<b>Rape</b>						
<b>PP</b>	The judicial disposal rate for rape offences (the rate excludes those victims using third party anonymous reporting).	18.6%	25% JDs	20.6%	25% JDs	
<b>Child Abuse</b>						
<b>PP</b>	The Judicial Disposal rate for child sex abuse offences.	29.8%	35% Judicial Disposals.	25.1%		

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
PP	The percentage of boroughs that have run child abuse prevention initiatives in partnership with other agencies.		60% of Boroughs	53.1%		Based on data collected in May 2001 with a partial update in September 2001
<b>Sustained Activities</b>						
<b>Homicide</b>						
PP	The percentage of homicides cleared up.	89.9%	To achieve a clear up rate of 90%	66.2%		
<b>Autocrime</b>						
PP	The number of recorded autocrimes.	-0.2%	To reduce autocrime by 5%.	3.6%	0% growth	
BVPI 128	Autocrimes per 1,000 population.	32.8	5% reduction (ie 31.13 autocrimes per 1,000 population)	25.2	0% growth (ie 33.6 autocrimes per 1,000 population)	See notes 1 and 2
BVPI 128 / PP	Autocrimes - percentage detected (Judicial Disposals).	4.4%	Judicial Disposal rate of 5%.	4.2%	5% JDs	
<b>Terrorism</b>						
PP	The percentage of scenes involving suspect improvised explosive devices where scene management was assessed as effective.	98.6%	100%	98.5%		
<b>Emergency Response</b>						
BVPI 133	Percentage of responses to incidents requiring immediate response within local target response time (12 minutes).	76.4%	80%	72.0%	75%	See note 3

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
<b>BVPI 134</b>	Percentage of 999 calls answered within local target response time (15 seconds)	83.6%	80%	69.8%	80%	See note 3
<b>Road Traffic Collisions</b>						
<b>BVPI 132</b>	Number of road traffic collisions involving death or serious injury per 1,000 population	0.76	0.74 per 1,000 population	0.57	0.73 per 1,000 population	See note 1
<b>Making the Met Great to Work For</b>						
<b>People Strategy</b>						
<b>BVPI 26</b>	Number of working days lost through sickness per police officer.	10.3	9 days per year.	7.9	9 days per year.	
<b>BVPI 26</b>	Number of working days lost through sickness per civilian employee.	10.8	No target set. Specific sickness targets have been set individually for civil staff and traffic wardens.	8.0	10 days per year with the exception of traffic wardens where a target of 16 days per year applies	
<b>PP</b>	The average number of days lost through sickness for civil staff (excluding traffic wardens).	10.0	10 days per year.	7.6	10 days per year.	
<b>PP</b>	The average number of days sickness for traffic wardens.	21.2	20 days per year.	13.7	16 days per year.	

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
BVPI 29	Number of medical retirements of police officers as a percentage of total officer numbers	0.8%		0.6%	0.80%	
BVPI 29	Number of medical retirements of civilian employees as a percentage of total civilian employees.	1.0%		0.6%	0.65%	See note 7. This data includes traffic wardens.
<b>Recruitment and Retention</b>						
PP	The number of police officers recruited compared to the target.	1350	2,475 recruits.	1950	2,500 recruits	Note that this figure is subject to change as there are outstanding bids for additional officers
PP	The number of civil staff recruited compared to the target.	1100	2,640 recruits	1211		
PP	Percentage of voluntary police leavers in the first 5 years of service.		6.50%	6.4%		
PP	Percentage of voluntary police leavers with 5 to 30 years service.		2.80%	2.2%		
PP	Percentage of civil staff turnover (including traffic wardens)	11.8%	13%	9.2%		

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
<b>BVPI 28</b>	Percentage of police officers in operational posts.	87.3%	No target set.	87%	87%	
<b>BVPI 28</b>	Percentage of police officers in operational support posts.	9.6%	No target set.	10%		See note 3
<b>BVPI 28</b>	Percentage of police officers in organisational support posts.	3.1%	No target set.	3%		See note 3
<b>PP</b>	The total number of police officers.	25,377		25,938		2001/02 data is average over the period Apr-Dec 2001
<b>Diversity</b>						
<b>BVPI 24</b>	Percentage of new appointments to the police strength who are female.	20.6%	No target set.	19.5%	22.5%	See note 3
<b>PP</b>	The number of VEM officers as a percentage of the police strength.	4.1%	5% in the current year.	4.5%	7.9%	
<b>BVPI 25</b>	Percentage of minority ethnic police officers in the force compared to the percentage of minority ethnic population of working age.	1:6.2	No target set.	1:5.8	1:3.2	
<b>PP</b>	The difference in length of service of VEM officers compared to the length of service of other officers.		10% reduction. i.e .3.7 years	4.4 years		Value is years difference between the mean values for both groups

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
PP	The difference in the length of service of female officers compared to the length of service of male officers.		6.6% reduction. i.e. 3.7 years	3.8 years		Value is years difference between the mean values for both groups
PP	The difference between the percentage of VEM civil staff in grades 10 upwards and the percentage of VEM staff throughout all civil staff grades.		10% reduction. i.e. 7.6% difference	8.85% difference		
PP	The difference between the percentage of VEM officers with 5 to 10 years service at sergeant level and above and other officers with 5 to 10 years service at sergeant level and above.		No difference.	2.0% difference		
PP	The percentage of police and front line civil staff who have recieved Community and Race Relations training.	30.3%	To provide training for 75% of identified staff by the end of March 2002.	62%		
<b>Developmental Sustained Activities</b>						
<b>Corruption and Dishonesty</b>						
BVPI 21	Number of complaints per 1,000 officers.	233	Levels to be monitored.	142		See note 3
BVPI 22	Percentage of complaints substantiated.	2.5%	Levels to be monitored.	3.5%		See note 3

MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
PP	The number of MPS staff charged or convicted on one or more corruption related offences.		Levels to be monitored.	6		
PP	The number of Police officers dealt with under service confidence procedures.	22	Levels to be monitored.	37		
<b>Customer Satisfaction</b>						
BVPI 120	Level of Crime (using the British Crime Survey).		No target set	24.7 (household crime) & 10.1 (personal crime)		
BVPI 121	Fear of Crime (using the British Crime Survey).		No target set	18.1 (burglary) 19.4 (car crime) & 29.1 (violent crime)		A target has been set for 2002/03 using Public Attitude Survey data
BVPI 122	Feelings of public safety (using the British crime survey).		No target set	30.6 (perceived disorder)		
BVPI 23	Percentage of the public satisfied with police action in response to 999 calls.	78.9%	90%	79.2%	85%	See note 5
BVPI 23	Percentage of victims satisfied with police initial response to a report of a violent crime	74.4%	90%	72.7%	80%	See note 5



MPA POLICING AND PERFORMANCE PLAN 2002/03

Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
<b>BVPI 23</b>	Percentage of victims satisfied with police initial response to a report of a burglary of a dwelling.	83.7%	90%	83.7%	90%	See note 5
<b>BVPI 23</b>	Percentage of victims of road traffic collisions satisfied with the police service at the scene of the collision.	91.8%	90%	90.8%	90%	
<b>Miscellaneous</b>						
<b>BVPI 19</b>	Has HMIC assessed the force as having achieved its efficiency target in the last year? YES/NO.	Yes	Not applicable.	Relevant data unavailable		See note 3
<b>BVPI 124</b>	Actual net revenue expenditure per 1,000 population.	£253,709	No target set.	£274,911		See note 3
<b>BVPI 152</b>	Percentage of Police Authority buildings open to the public which are suitable for and accessible to disabled people.		52%	53.5%		See note 3. Latest figures are the result of a survey conducted in November 2001
<b>BVPI 131</b>	Percentage of all full files provided to the Crown Prosecution Service both within pre-trial issue time guidelines and which are fully satisfactory or sufficient to proceed.	67.2%	No target set.	64.1%		See note 3

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Ref	Indicator	2000/01 performance	2001/02 target	2001/02 performance (Apr-01 to Dec-01)	2002/03 target	Comments
<b>BVPI 131</b>	Percentage of all expedited/remand files provided to the Crown Prosecution Service which are fully satisfactory or sufficient to proceed.	98.7%	No target set.	99.2%		See note 3

**Five year targets**

<b>Five Year Targets</b>			
Ref	Indicator	Five year target	Comments
	The number of recorded burglaries (residential and commercial) and percentage judicial disposals	10% decrease on 1999/00 11% JDs	
<b>BVPI 126</b>	Domestic burglaries per 1,000 households and percentage judicial disposals	10% decrease on 1999/00 11% JDs	
	The number of recorded street crimes	15% decrease on 1999/00	
<b>BVPI 127 e)</b>	Street Crimes per 1,000 population and percentage judicial disposals	15% decrease on 1999/00	
	The number of recorded autocrimes	31% decrease on 1998/99	

MPA POLICING AND PERFORMANCE PLAN 2002/03

Five Year Targets			
Ref	Indicator	Five year target	Comments
<b>BVPI 128</b>	Autocrimes per 1,000 population and percentage judicial disposal	31% decrease on 1998/99 8% JDs	
<b>BVPI 25</b>	% minority ethnic community police officers in the force	10.3% (national target 25% in ten years)	Ten year target as published in "Race Equality - the Home Secretary's Employment targets"
<b>BVPI 26a</b>	Number of working days lost through sickness per police officer.	2002/3: 8 days	Targets reflect those set by the Cabinet Office Efficiency Unit to reduce sickness by 30% across Government by 2003.
<b>BVPI 26b</b>	Number of working days lost through sickness per civilian employee.	2002/3: 8 days	Targets reflect those set by the Cabinet Office Efficiency Unit to reduce sickness by 30% across Government by 2003.
<b>BVPI 29a</b>	Number of medical retirements of police officers as a percentage of (all officer retirements*)	33%	*This BVPI changed from April 2001 from "number of medical retirements of police officers as a percentage of all officer retirements" to "number of medical retirements of police officers as a percentage of total officer numbers". This target was based on
<b>BVPI 29b</b>	Number of medical retirements of civilian employees as a percentage of (total civilian employees*)	33%	*This BVPI changed from April 2001 from "number of medical retirements of civilian employees as a percentage of all civilian retirements" to "number of medical retirements of civilian employees as a percentage of total civilian employees".
<b>BVPI 125</b>	Total recorded crimes per 1000 population and percentage judicial disposals	13% decrease on 1999/00	Based on the five year targets to reduce volume crime: burglary, street crime, autocrime
<b>BVPI 132</b>	Number of road traffic collisions involving death or serious injury per 1,000 population	0.64	The target was 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.

**ANNEX D**

**COMPARISON OF PERFORMANCE**

**Introduction**

This annex compares our performance in key areas to that obtained by other police authorities. In making comparisons the size and scale of the MPS needs to be appreciated:

- we are the largest police service in the country;
- we handled around 24% of all the 999 calls made to police in 2000/01 and we responded to 30% of all the urgent incidents in England and Wales;
- we recorded 19% of the total crime in England and Wales in 2000/01.

We therefore compare our performance to the national level and to that obtained by police authorities in other large metropolitan areas (Greater Manchester, Merseyside, Northumbria, West Midlands, West Yorkshire and South Yorkshire). These forces operate in urban environments which in a number of ways are comparable with London. Even so, for example, the number of 999 calls taken by the MPS is more than four times that of Greater Manchester Police (GMP), the force with the next highest level.

Many of the best value performance indicators use resident population figures to standardise performance. The resident population of London was 7,368,700 in 2000 (13.9% of the total population in England and Wales). However, this standardisation does not take account of the transient population, which significantly affects the number of people being policed (eg commuters, tourists and the homeless). The transient population will affect all metropolitan forces to some extent but London, as a capital city and major tourist attraction, has a particularly high figure.

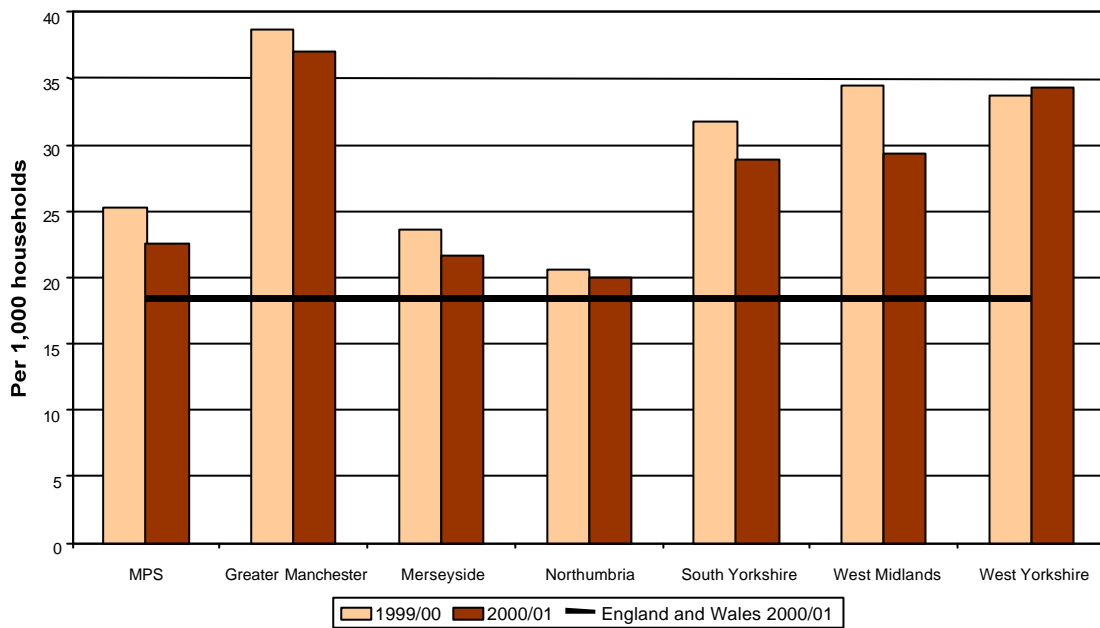
**BVPI 126: Domestic burglaries per 1,000 households and percentage detected**

Between 1999/00 and 2000/01 we showed an 11% reduction in domestic burglaries per 1,000 population. Five of the six other metropolitan forces also recorded a reduction in domestic burglaries, of between 3% and 15%.

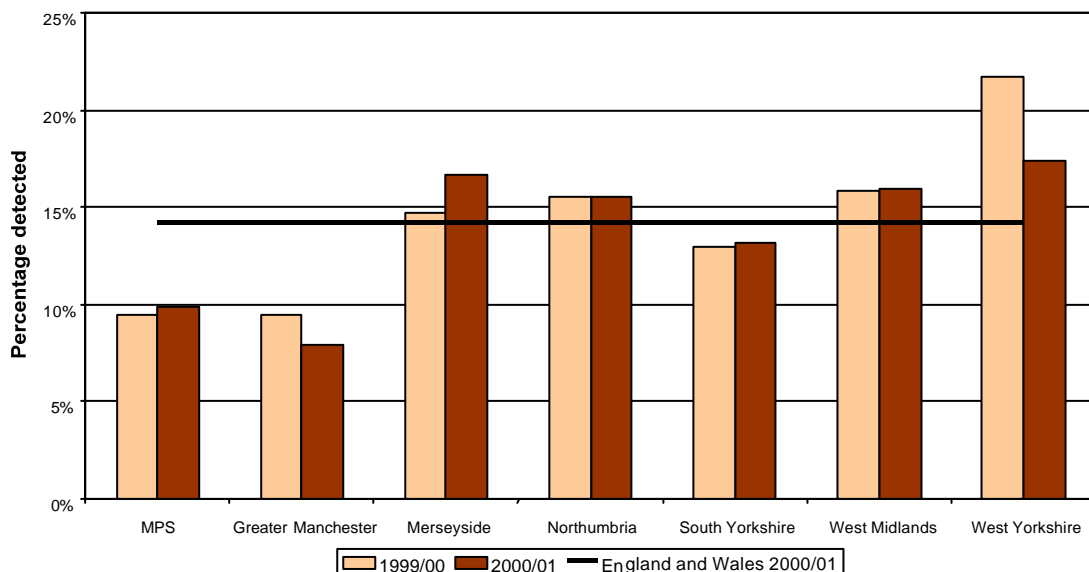
We recorded between 22% - 39% fewer burglaries per 1,000 households than Greater Manchester, West Yorkshire, West Midlands or South Yorkshire.

Our detection rate for domestic burglary increased slightly between 1999/00 and 2000/01, however our rate remained below all but one of the other metropolitan forces.

**Domestic burglaries per 1,000**



**Percentage of domestic burglaries detected**

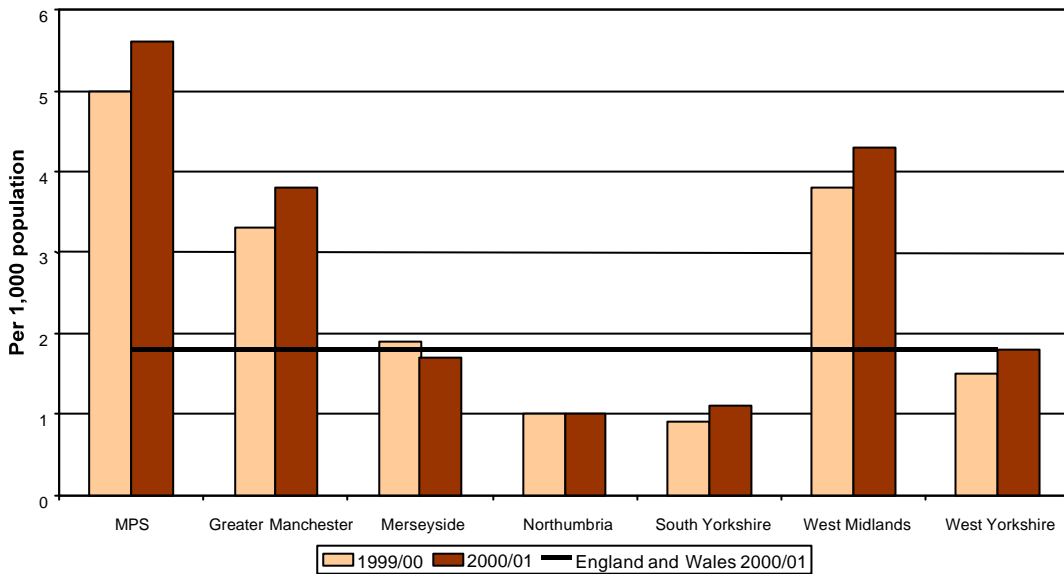


**BVPI 127e: Total robberies per 1,000 population and percentage detected**

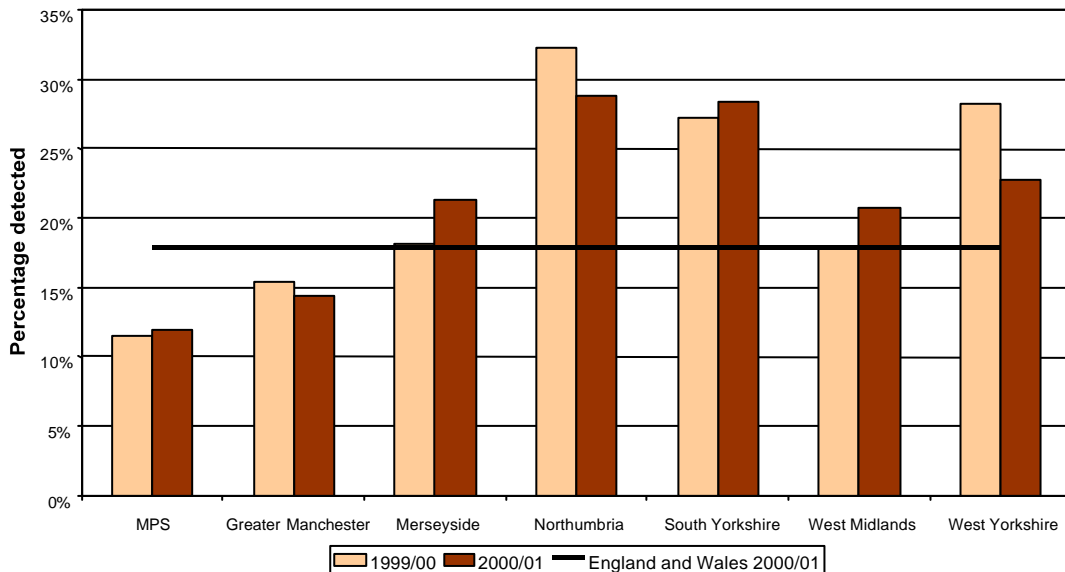
In 2000/01 we experienced a 12% increase in the number of robberies per 1,000 population compared with the previous year. Four other metropolitan forces also suffered from increases of between 13% - 28%. We recorded 30% more robberies per 1,000 population than West Midlands, the metropolitan force with the next highest level. Only two of the metropolitan forces (Merseyside and Northumbria) did not suffer from an increase in robberies per 1,000 population.

Although we had a marginal increase in our detection rate for robbery, our rate remained the lowest of all metropolitan forces and was six percentage points below the national rate.

**Total robberies per 1,000 population**



**Percentage of total robberies detected**

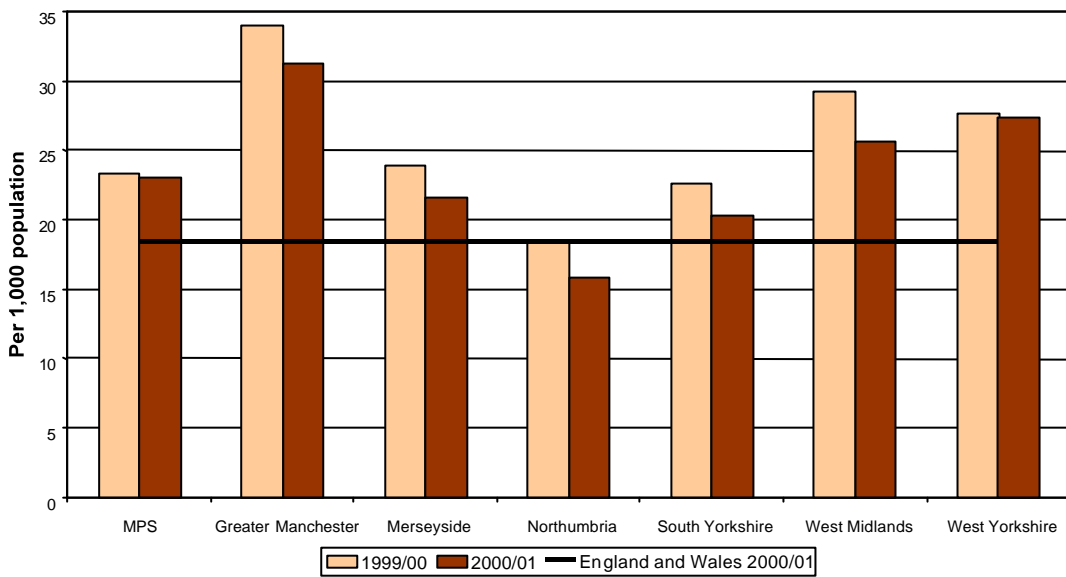


**BVPI 128: Vehicle crimes per 1,000 population and percentage detected**

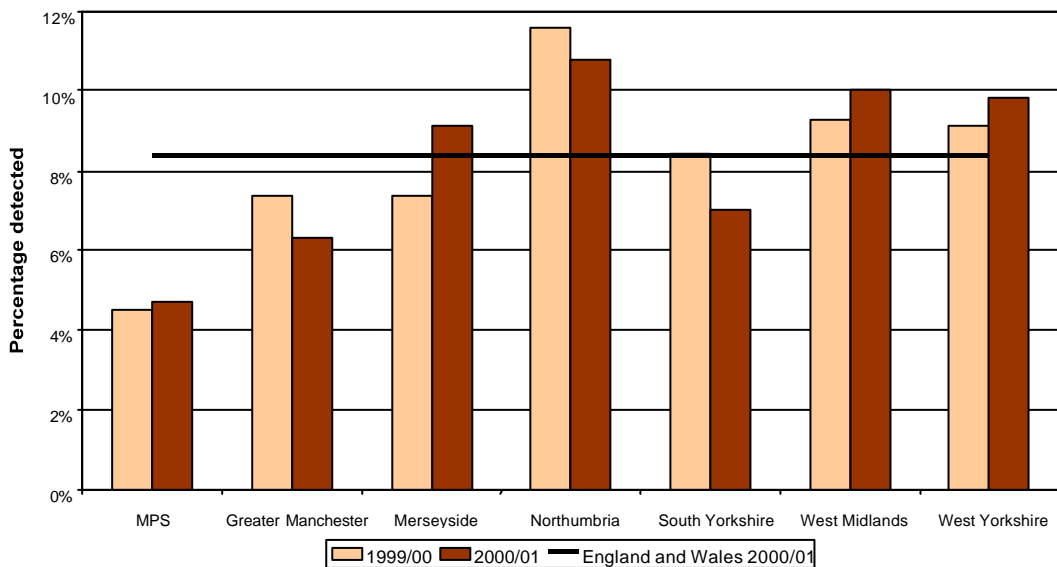
Our level of vehicle crimes per 1,000 population showed a slight reduction of 1% between 1999/00 and 2000/01. This compares with reductions in all other metropolitan forces of between 1% - 14%. The number of vehicle crimes per 1,000 population in London, however, remains below that experienced in Greater Manchester, West Yorkshire or West Midlands.

Although there was a slight increase in our detection rate for vehicle crime between 1999/00 and 2001/02, our rate remained the lowest of all metropolitan forces and was nearly four percentage points below the national rate.

**Vehicle crime per 1,000 population**



**Percentage of vehicle crimes detected**

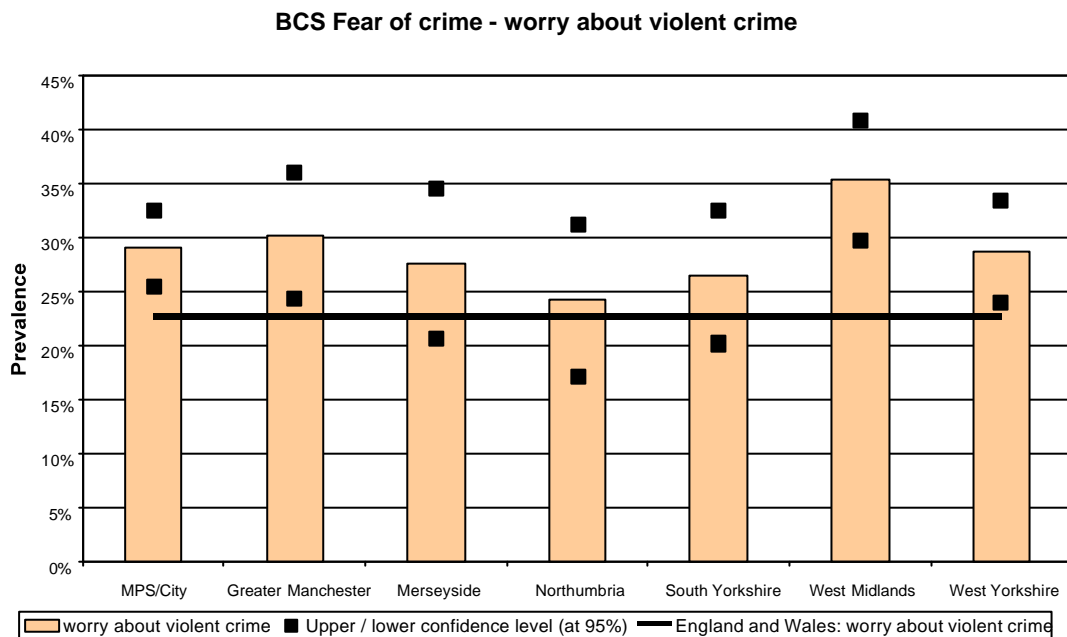


**BVPI 121: Fear of crime**

**Worry about violent crime**

The following chart shows levels of worry about violent crime, taken from the British Crime Survey (BCS)\*. This chart shows that, of those surveyed in London, the percentage worried about violent crime is similar to that in other metropolitan forces, and is lower than that shown for West Midlands and Greater Manchester. Those interviewed across all the metropolitan forces, however, were more worried about violent crime than those interviewed across England and Wales as a whole.

Note that the survey reflects the views of a sample of the total population, and for this reason we cannot be certain that the survey results are exactly those that would have been obtained had everybody been interviewed. The upper and lower confidence levels shown on the chart indicate that we can be 95% certain that the “true” result for the population would lie between these bounds.



**Notes**

*BVPI 126: The MPS boundary changed on 1 April 2000 and is now coterminous with the boundary of Greater London. For comparison purposes, the number of offences per 1,000 households in 1999/2000 in the MPS has been adjusted to reflect the current boundaries of the MPS.*

*BVPI 127, 128: The MPS boundary changed on 1 April 2000 and is now coterminous with the boundary of Greater London. For comparison purposes, the number of offences per 1,000 population in 1999/2000 in the MPS has been adjusted to reflect the current boundaries of the MPS.*

*BVPI 121: Provisional results based on surveys carried out during the first nine months of 2001.*



## ANNEX E

### BEST VALUE

This annex sets out our legal duties with respect to securing 'best value' through continuous improvement. It also summarises progress in carrying out our statutory programme of best value reviews.

#### Best value through continuous improvement

The Authority is responsible for securing continuous improvement in all MPS services. This general duty is carried out in a number of ways. For example, we have recently completed a scrutiny into how the MPS investigates rape and cares for victims. The duty is wide ranging and requires both the MPA and the MPS to be self-critical and to examine the effectiveness, efficiency and economy of all police functions.

#### Best value reviews

One of the primary ways we seek to achieve best value is to conduct fundamental reviews of MPS services and functions. There are statutory guidelines for conducting best value reviews (BVRs) which require us to:

- *challenge* the purpose of a function and how it is performed;
- *consult* others within and outside the organisation about quality and costs;
- *compare* our performance and costs to others; and
- introduce *competition* where appropriate.

MPS staff carried out reviews on behalf of the Authority though MPA members maintain oversight of each review throughout its duration. The final report and plans for improvement are formally considered by one of the MPA's committees.

#### Programme of best value reviews

The original legislation required us to set out a five-year programme of best value reviews finishing by March 2005. In drawing up a programme of reviews we took into account a number of factors, including

- the strategic importance of each service;
- current performance;
- the views of our partners on the need to review;
- the scale of resources allocated to the service to be reviewed; and
- whether or not the service had been recently reviewed.

In March 2002 the government removed the requirement to review every function by 2005. The change has been made to give authorities discretion in deciding which reviews to conduct and help ensure reviews are focused on priorities, areas of weakness or where significant improvements can be achieved. We welcome the change and intend to reassess the number and type of reviews early in 2002/03.

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However, on the basis that we have yet to agree a revised programme our original schedule is set out below. It is similar to that published in our 2001/02 plan except:

- the reviews of *equalities* and *records management* should finish in May 2002;
- the review of *managing people* is now starting in March 2002;
- the reviews of *operational policing* and *managing demand* may merge;
- two reviews have been added (a review of *e-government* with GLA partners and a review of *special branch* as part of a national initiative).

Financial year	Best value reviews primarily related to service delivery	Best value reviews primarily Related to support services
YEAR 2 2001/02		Equalities & diversity ( <i>with GLA</i> ) (June 2001 - May 2002)
		Records management (October 2001 – May 2002)
	Bringing offenders to justice (Sept 2001 – Sept 2002)	
		Training ( <i>national review</i> ) (January 2002 – Sept 2002)
YEAR 3 2002/03	Managing demand (starting June 2002)	Managing people (starting March 2002)
		<i>Managing finance</i>
	<i>Managing operational policing</i>	<i>Managing information</i>
		<i>E-government (with GLA)</i>
YEAR 4 2003/04	<i>Special branch (national review)</i>	<i>Managing assets</i>
	<i>Community safety / engagement</i>	<i>Managing performance</i>
		<i>MPA functions</i>
YEAR 5 2004/05	<i>National/international functions</i>	<i>Managing communication</i>
	<i>Improving road safety</i>	<i>Catering</i>
<i>Reviews in italics are not confirmed and subject to reassessment early in 2002/03.</i>		

### Summary of completed reviews

Last year we reported the findings of two reviews which, although completed, had yet to prepare improvement plans (reviews on complaints and discipline and on consultation). We have now approved the improvement plan for each review taking forward the recommendations set out in our policing and performance plan 2001/02.

### Summary of ongoing reviews

#### **Investigating and detecting crime**

This review is in the final stage of completion and we will formally consider the report and improvement plan in April 2002. The review had been due to finish earlier but was delayed due to a need to consider emerging findings in the light of the Police Reform Bill (published in December 2001).

The report to be considered by members in April will contain a number of significant recommendations aimed at improving the services delivered to victims of crime and delivering significant efficiency savings.

#### **Equalities for all**

This is a joint review carried out with other partners and is also in the final stages of completion. The cross-cutting nature of the review presented significant logistical challenges to overcome which resulted in a longer than anticipated timescale.

We are due to consider the final report early in 2002/03 and it is anticipated that the findings of the review will be announced formally in summer 2002.

#### **Bringing offenders to justice**

This review is being carried out with other partners in the criminal justice system and is focused on seeking improvements related to: the quality of case / committal files; the treatment of victims and witnesses; police 'bail to return' procedures; and outstanding police warrants.

#### **Records management**

This ongoing review is focused on seeking improvements in two key areas related to those records most frequently subject to litigation and scrutiny plus those records which are subject to public access rights under current legislation.

#### **Training**

This review is being carried out as part of a national initiative to improve the training provided by all police forces. The review is still at a relatively early stage and priority areas for in-depth assessment have yet to be agreed.

**ANNEX F**

**AUDIT OF POLICING AND PERFORMANCE PLAN 2001/02**

**Introduction**

This section summarises the report from District Audit on our policing and performance plan 2001/02 and on our actions in response to their recommendations.

**District Audit's conclusion**

District Audit considered that our 2001/02 plan was well presented and useful and that it provided users with a helpful perspective on performance. However, the auditor gave a 'qualified opinion' on the basis that the performance information included for 2000/01 was incomplete (since 5 out of the 33 performance indicators were missing). The auditor also made a number of recommendations (see below).

**Initial MPA response**

District Audit published their findings in June 2001. We welcomed the report and considered it to be fair and helpful. We thought the process of audit was useful and contributed to a better policing and performance plan than would otherwise have been the case. We recognised that the 'except for' qualification resulted from a lack of data on five statutory Best Value Performance Indicators, but thought that the qualification should not obscure the overall positive nature of the report nor the need to address other important issues. We published our response in July 2001 and summarised our intentions as follows:

- The auditor's report and opinion, plus MPA statement of response, will be published on both the MPA and MPS internet sites [July 2001].
- Each of the statutory and non-statutory recommendations will be included on the action list overseen by the MPA/MPS Best Value Programme Board [July 2001]. The steps being taken to address each recommendation will be described and progress will be reported at each subsequent meeting.
- Once the list of BVPIs for 2002/03 is published [anticipated autumn 2001] the MPA will request a formal assessment from the MPS which identifies possible problems with compliance and options to remove / minimise any identified problems.
- The need to integrate Best Value principles into day-to-day processes will be reflected in ongoing work to develop a corporate strategy and a revised framework of corporate governance [autumn 2001].
- The terms of reference for the MPA/MPS Best Value Programme Board have been revised to ensure that completed reviews have clear and measurable improvement plans [June 2001].
- This statement of response will be included in the MPA's policing and performance plan 2002/03 [March 2002].

### **Progress on statutory recommendations**

We believe that most actions have been completed although there has been a delay in preparing a corporate strategy and governance framework (partly caused by the need to clarify the implications of the Police Reform Bill). We will consider a formal update report in April 2002 which will also be provided to District Audit.

**1) To ensure that all of the necessary performance information is included in next year's policing and performance plan.**

We have taken steps to ensure that (where the MPA/MPS is responsible for data collection) the required information will be provided or estimated.

**2) Integrate Best Value principles into day-to-day processes to ensure that managers across the organisation are adopting a consistent and effective approach to continuous improvement.**

We believe this is an issue requiring long-term action across many parts of the MPA/MPS and progress in 2001/02 has included:

- development of MPS management structures to focus on continuous improvement;
- presentations to MPS staff and articles in 'in house' journals;
- enhanced involvement of staff in Best Value Reviews.

The MPS has recently changed the way in which it is structured to deal with strategic issues and we are discussing the most appropriate way of progressing the recommendation further with senior managers.

**3) Tighten implementation planning arrangements for Best Value reviews to ensure that delays are minimised in developing clear and measurable improvement plans for completed reviews.**

We developed a template and guidelines for the preparation of improvement plans. We also changed the remit of the MPA/MPS Best Value Programme Board to ensure that reviews were not regarded as complete until a final report and improvement plan had been approved by the MPA.

### **Other recommendations**

District Audit also made a number of other recommendations aimed at improving the overall delivery of best value and/or improving the quality of our policing and performance plan. Many of these have been addressed and, for issues requiring long-term implementation, plans have been prepared which are monitored by members. As noted above, progress on all recommendations will be considered in April 2002.

## ANNEX G

### INSPECTIONS BY HER MAJESTY'S INSPECTORATE OF CONSTABULARY 2001/02

Her Majesty's Inspectorate of Constabulary (HMIC) is responsible for examining and promoting the efficiency and effectiveness of the police service in England, Wales and Northern Ireland. Although most of Her Majesty's Inspectors are senior police officers they act independently of the particular police service, being appointed by the Crown on the recommendation of the Secretary of State. In recent years, some inspectors have been appointed from non-police backgrounds.

This annex will look at the inspection activity carried out in 2001/02 and also in so far as possible the inspections anticipated in 2002/03.

#### 2001/02 Inspection Activity

##### **Borough Inspections**

During 2001/02 Her Majesty's Inspectorate of Constabulary (HMIC) published reports following inspections into MPS borough policing units in Haringey, Lewisham, Camden and Brent. The inspections were part of the 'Going Local' inspection programme, a programme which recognises that scrutiny of police performance is shifting towards to the basic policing unit and away from aggregate force outcomes. Further reports will be published in 2002. A report into Lambeth Borough Operational Command Unit is anticipated early April 2002.

The inspections, through the recommendations and suggestions, are aimed at improving performance and identifying and spreading good practice. There is insufficient space in this plan to summarise each report in detail, but certain common themes can be identified:

- There is the need for greater effort and emphasis to be made at local level in relation to the prudent management of budgets and resources. HMIC recognised that to some extent this is a corporate issue beyond the control of individual borough command units, who worked to minimise overspends but gave sound financial management low priority compared to the demands of operational policing. These comments reflect recommendations made previously by HMIC in MPS Inspection Reports. The devolution of financial management responsibility is being addressed at a corporate level within the MPS.
- A further recommendation was that borough units should rationalise their objectives and priorities and communicate them clearly to staff. Since these inspections, a great deal of work has been carried out throughout the MPS to meet this challenge. The annual planning process has been strengthened at the corporate level, giving clearer guidance to boroughs. Borough units have been given greater authority to identify and act upon local crime problems, thus encouraging local planning.
- It was identified that borough units need to develop a comprehensive demand management strategy, particularly in relation to the number of calls that police officers have to deal with, and the delays experienced in processing persons arrested and processing the subsequent paperwork. This is a common problem given the ever-increasing demands on police services and a number of initiatives are underway to meet the challenge including the development of technology and further civilianisation of posts.

HMIC also identified a number of areas of good practice within individual boroughs, such as effective briefing methods and the successful use of motorcycle patrols. To ensure dissemination of good practice the MPS has established a computerised database available throughout the organisation.

There is a five-year cycle running from April 2001 for this programme of inspections. To ensure continuous improvement, the MPS initiated a two-year rolling programme of MPS local inspections in November 2001. This programme, led by senior officers and civil staff, will span the entire Service and will cover every Operational Command Unit (including every BOCU) and support unit in the MPS. Together with the completed programme of Best Value reviews and other inspections being carried out, a comprehensive picture of MPS performance and best practice will emerge.

### **HMIC Inspection of the MPS 2001**

The report of this inspection was published in June 2001 and made a number of recommendations, all of which were accepted. In summary the main points were:

- To identify a clear corporate policing style and develop a robust inspection programme to ensure compliance. In response, and to bring together best practice, the MPS is introducing a policing model covering the key processes of intelligence, investigation, forensics, targeting, problem solving and diversion. Each borough unit has developed these processes to a greater or lesser extent. Work is ongoing to ensure minimum standards are met through implementation of performance measures and a programme of internal inspection.
- An additional recommendation related to the provision of corporate advice to BOCU commanders on the optimal size of various units they are required to staff. This is being dealt with as part of the MPS policing model.
- To set differential performance targets for boroughs in relation to their specific crime problems. This has been met with the inclusion of locally set targets in this year's plan.
- To develop a corporate demand management strategy. This is currently being developed using best practice from borough units.
- To provide BOCU commanders with further devolved financial freedom. This complex area is currently under consideration. Six borough units have been selected as part of an initial exercise starting 1 April 2002 to estimate the impact of devolution.

### **National HMIC inspections**

HMIC also carried out a number of national inspections throughout 2001/02 where the MPS has been one of a number of police services inspected. These covered a range of policing activities and may be summarised as follows:

- 'Open All Hours' – a thematic inspection on the role of police visibility and accessibility. This report, which was published in December 2001, looks at how police forces reassure the public and reduce the fear of crime. The MPA is already addressing these issues which, as mentioned elsewhere, are issues that arise in public consultation. This year the focus is on this issue with in the priority

'Creating Safer Communities' with specific objectives that address police visibility and reduce the fear of crime.

- Training matters. This report, which examined probationer/constable training in all forces, was published in January 2002.
- Arson. This inspection, being carried out jointly with Her Majesty's Fire Service Inspectorate, is looking at arson and how it might be prevented. A report is anticipated in March 2002.
- Safeguards for Children. A multi-agency team, led by the Social Services Inspectorate, is carrying out a statutory review on this issue. The fieldwork within the MPS was carried out in December 2001 and January 2002. The report is expected in Autumn 2002.

### 2002/03 Inspection activity

#### **HMIC National Thematic Inspections**

In this year's programme the role of Special Branch will be studied. The work already done in response to 'Under the Microscope', a thematic inspection on scientific and technical support published in July 2000, will be revisited to assess progress.

Together with other inspectorates, HMIC will look at the issue of the amount of time police officers spend at court.

Other inspections by HMIC in 2002/03 include:

- An examination of training on diversity issues
- Organised crime, and
- The National Crime Intelligence Service.

#### **HMIC Inspection of the MPS 2002**

The next formal inspection of the MPS will take place between 2nd and 13th September 2002. It is intended to conduct the usual pre-inspection between 12th and 21st June and 1st and 5th July. At the same time two or three borough inspections will be carried out. The MPS will continue throughout 2002/03 with its programme of inspections into every BOCU and support unit in pursuit of the drive towards continuous improvement.



**ANNEX H**

**FINANCIAL RESOURCES**

**Introduction**

This annex provides an overview of:

- Our projected income and expenditure for 2002/03 plus comparison figures for 2001/02;
- Details of major projects and investments that will require significant capital funding;
- The current position in developing medium term financial planning;
- The amounts that will be spent on the main service groupings in 2002/03

**Financial planning**

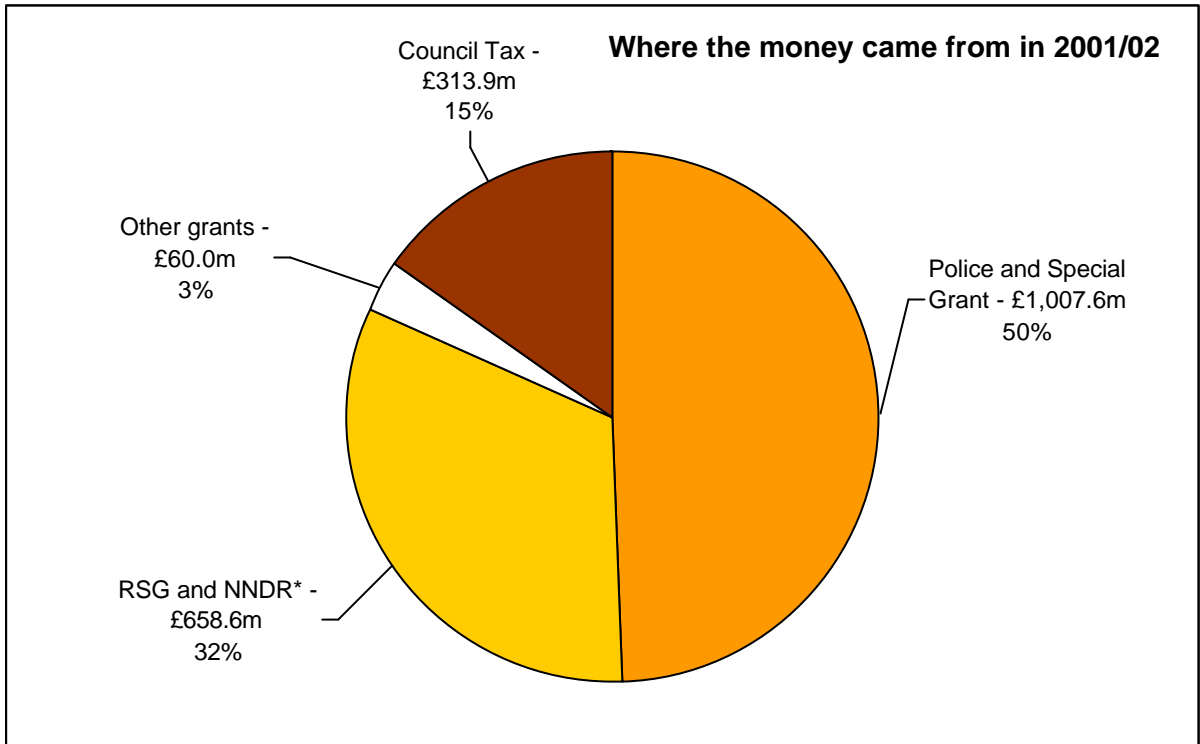
Our 2002/03 budget, broken down in charts on the following pages, shows how the funds available have been allocated to support the delivery of policing priorities contained within this plan.

The process of developing financial planning in conjunction with planning of priorities is being progressed to ensure that financial resources are aligned with policing priorities.

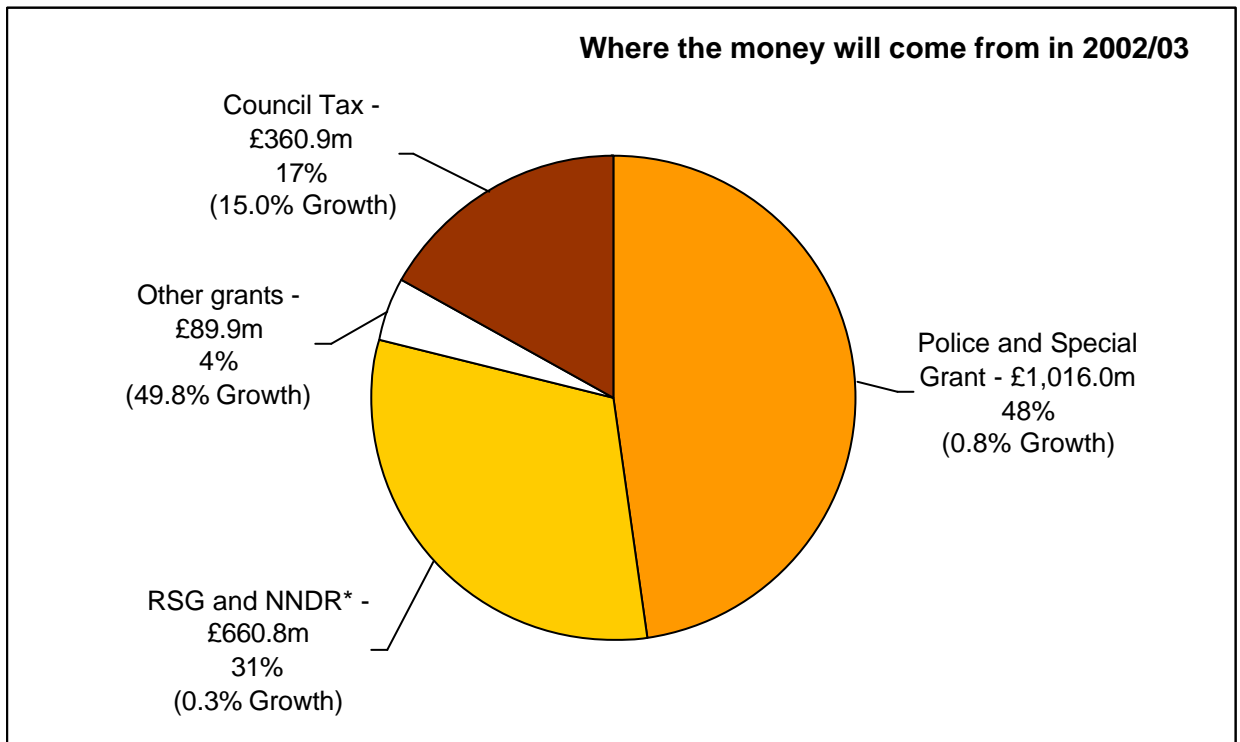
**Origin of funding and destination of expenditure**

- Chart 1: Origin of funding for 2001/02
- Chart 2: Origin of funding for 2002/03 (and, through other grants such as the Crime Fighting Fund and Council Tax, the increased investment in police officers in support of priorities).
- Chart 3: destination of expenditure for 2001/02
- Chart 4: destination of expenditure for 2002/03 (reflecting the proposed increase in expenditure on additional police officers, together with additional investment in technology and equipment to support more effective policing).

**Chart 1: Origin of funding for 2001/02**  
**Total Funding = £2,040.1m**

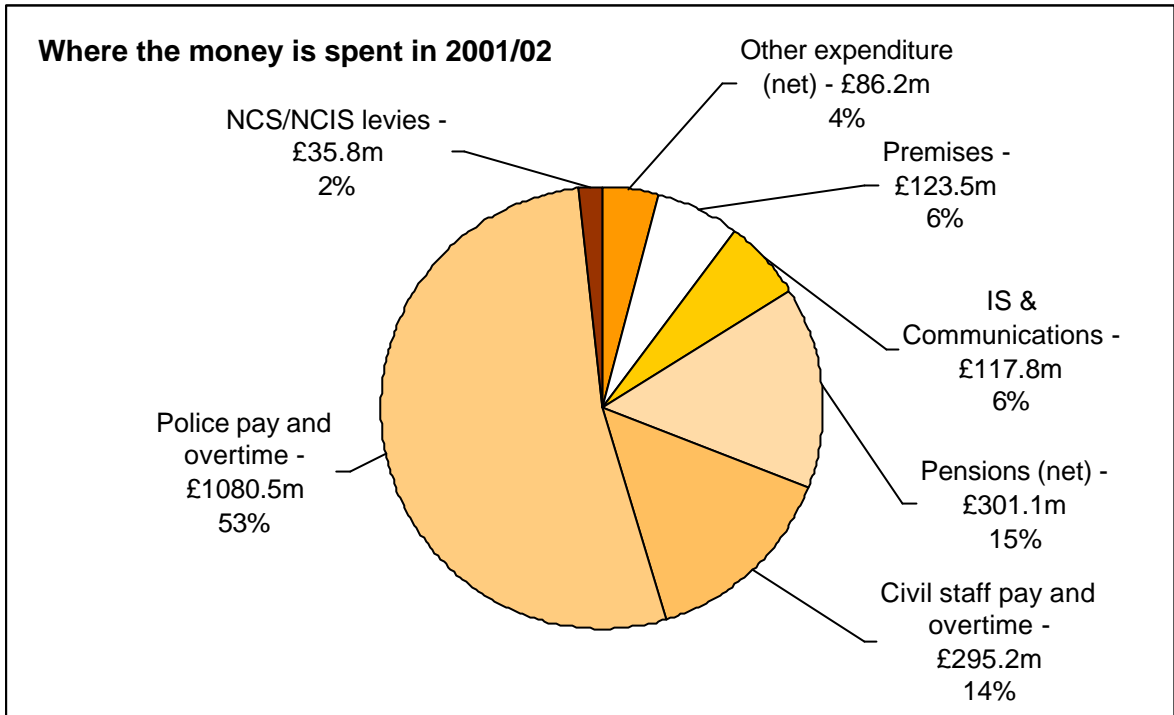


**Chart 2: Origin of funding for 2002/03.**  
**Total funding £2,127.6m**

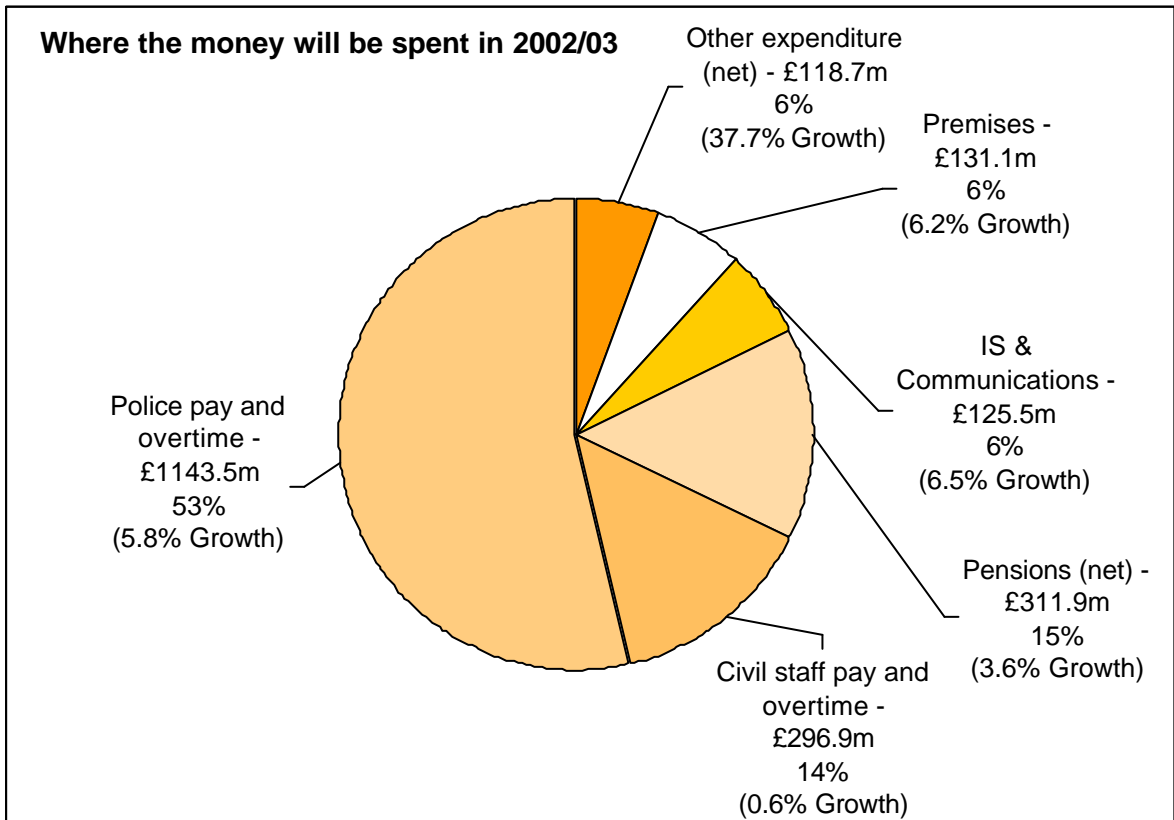


Redistributed non-domestic rates (NNDR) and revenue support grant (RSG) are effectively a single grant from the Department of the Environment, Transport and the Regions in support of local authority expenditure.

**Chart 3: Allocation of expenditure for 2001/02**  
**Net expenditure = £2,040.1m**



**Chart 4: Allocation of expenditure for 2002/03**  
**Net expenditure = £2,127.6m**

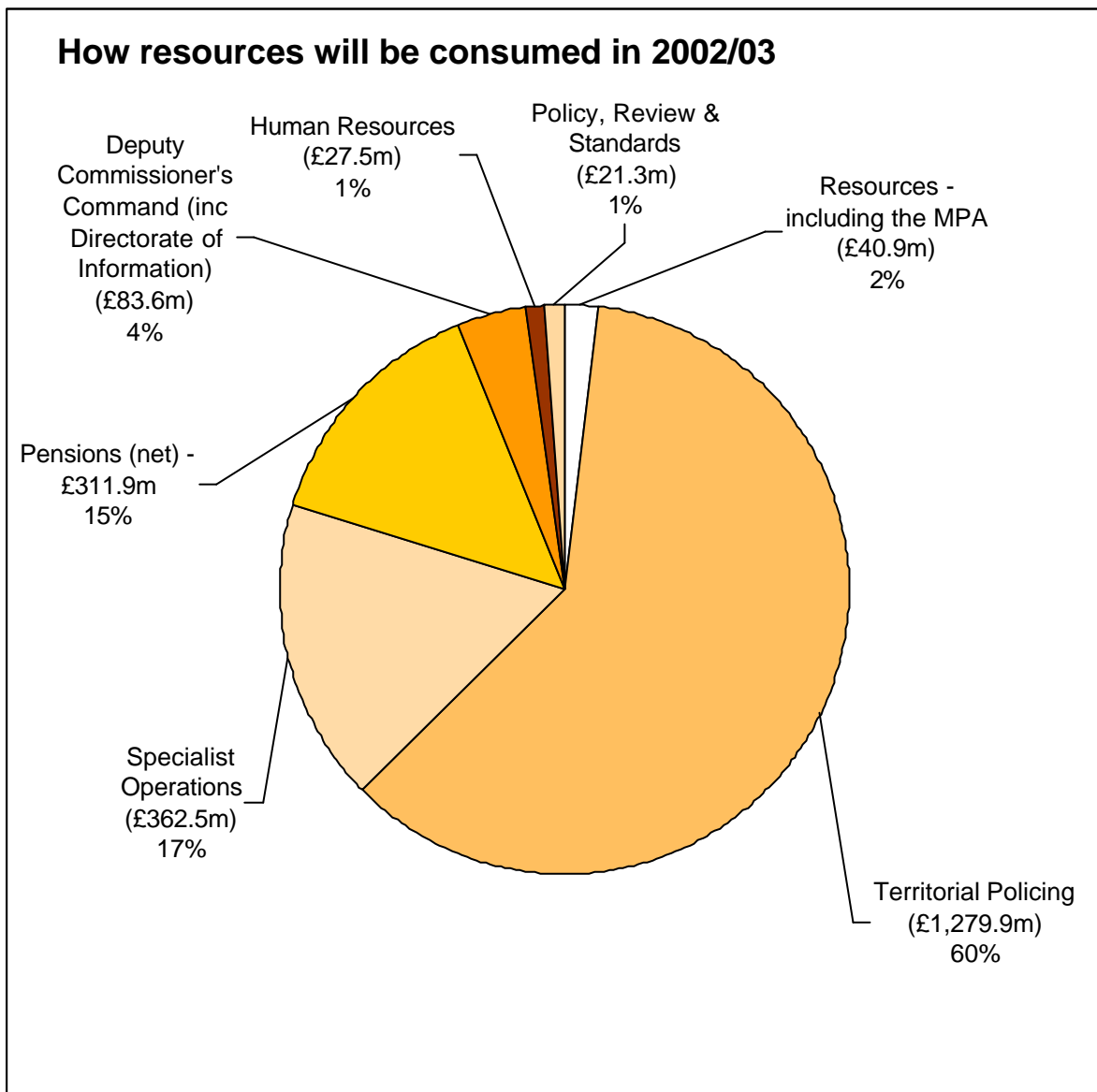


NCS/NCIS levies are to be funded directly through Home Office from 2002-03.

**Resources to address plan**

The following chart illustrates how resources will be allocated to the major services provided. It includes an estimate of recharges from support business groups to operational business groups and excludes the cost of capital charges.

**Allocation of resources to major services  
Net expenditure = £2,127.6m**



### 2002/03 capital expenditure programme

The 2002/03 capital expenditure funding limit was set at £65m by the MPA Finance, Planning and Best Value Committee in November 2000. It was further agreed at the July 2001 meeting that, for planning purposes, the expenditure limit would be allocated across business groups using the following criteria:

- That operational requirements regarding the replacement of vehicles would be fully funded.
- The remainder of the sum determined for capital expenditure would be allocated to business groups (excluding Transport) on their pro-rata share of the 2001/02 capital programme.

The allocations for individual business groups that resulted from this process were as follows:

Summary of capital programme by business group	£m
Directorate of Property Services	24.5
Directorate of Information	29.5
Directorate of Transport Services	10.7
Miscellaneous Projects	0.3
<b>Total</b>	<b>65.0</b>

Each business group gave consideration to the various capital projects within their remit in order to prioritise schemes within the allocated funding. Precedence was necessarily given to:

- those schemes to which the MPA is contractually committed
- projects deemed essential to the delivery of significant efficiency gains
- current and emerging policing plan priorities.

Included within the programme are the funds to facilitate the additional training and residential requirements of the increased numbers of recruits being taken into Hendon training school.

#### Command, Control, Communications and Information (C3i)

Capital expenditure on implementation of the C3i Project is presently estimated at £157.4m. A bid of £147.5m has been submitted to the Home Office to meet expenditure requirements. The shortfall will be met by use of the £10m contingency sum allocated to the C3i Project in the 2001/02 programme.

#### Airwave Project

Implementation and running costs for Project Airwave (The National Police Radio System) are expected to be funded by special capital and revenue grants to be provided by the Home Office. Details of funding arrangements are awaited.

### **Private Finance Initiative (PFI) schemes**

PFI schemes provide the opportunity to finance the high capital costs of major projects by allowing private sector partners to design, build and operate essential premises. Two such schemes have now advanced to contract stage and we are currently involved as a participant in another. Details of each scheme are shown below.

#### **Firearms and Public Order Training Facility**

Involves the provision and running of a firearms and public order training facility at Gravesend in Kent. The contract in respect of this project has now been signed. A capital input of £8m to the contractor will be required within 3 months of the facility being occupied. This will be funded from the sale of the current public order training facility at Hounslow Heath.

#### **South East London**

This scheme will provide three major police stations in South East London at Bromley, Lewisham and Sutton, together with essential services within the buildings under a 25 year contract. The contract has been signed and work has now commenced.

#### **Hayes record storage facility**

We are considering partnering the Ministry of Defence in this scheme which will replace the Hayes record storage facility where we currently store our archived records.

### **Medium term financial plan (2002-2007)**

The Authority's first medium term financial plan, covering the period 2001 to 2006, was published in April 2001. An updated version of that plan provided a preliminary view of the budget requirement for the financial years 2002/03 to 2004/05 as required by the Mayor's budget setting timetable.

Further development of the plan, including formulating arrangements for reviewing the plan on a formal basis at strategic points in the planning and budgeting round, will continue. This will ensure that our medium term financial plan continues to meet the following objectives:

- to provide information on the likely financial implications of strategic planning proposals;
- to provide advance indications of potential financial constraints that may impact or influence longer term plans;
- to support the planning process by facilitating the allocation of resources in a way that is consistent with our priorities;
- to recognise the need for multi-year planning to achieve significant investments and organisational changes, as well as savings through the efficiency and Best Value review programmes;
- to facilitate the development of appropriate strategies to address future financial issues.

## **PROCUREMENT STRATEGY**

The MPS Procurement Strategy designed to address the requirements of best value principals and legislation, was approved by the Finance, Planning and Best Value Committee of the MPA on 15 May 2001. The strategy is a statement of policy to use procurement to bring about continuing service improvements both internally and externally.

## ANNEX I

**2002/03 EFFICIENCY SAVINGS PLAN****Introduction**

This annex summarises our efficiency plan for 2002/03. The plan is in two parts: cash releasing and non-cash releasing.

**Cash Releasing**

As part of the MPA's budget setting process £60 million of savings were required. Of this £60 million, £36 million has been found through cash releasing efficiencies enabling budget reductions to be made.

**Non-Cash Releasing**

Around £18 million non-cash releasing efficiency savings have been identified through various review processes. These include the ongoing Commissioner's action plan to reduce unnecessary bureaucracy throughout the Service and Best Value Reviews striving for continuous improvement. These savings will be re-invested into various frontline policing activities including counter terrorism and initiatives to address street crime.

**Cash Releasing Efficiency Savings**

	£m	£m
<b>Savings identified as part of the budget build</b>		
Personnel	17.20	
Compensation	5.60	
Supplies and Services	4.80	
Reduced forensic spend	3.00	
IT	2.50	
Consultancy	1.30	
Catering	1.00	
Property	0.50	
		<b><u>35.90</u></b>
<b>Total cash releasing savings</b>		<b><u>35.90</u></b>



MPA POLICING AND PERFORMANCE PLAN 2002/03

**Non-Cash Releasing Efficiency Savings**

	£m	£m
<b>Budget Savings Team Review</b>		
Ongoing savings review	12.00	<b>12.00</b>
<b>Best Value Reviews</b>		
Improved processing of complaints investigations	0.80	<b>0.80</b>
<b>Bureaucracy Action Plan</b>		
Commissioner's Action Plan for reducing unnecessary bureaucracy throughout the MPS	5.00	
		<b><u>5.00</u></b>
<b>Total non-cash releasing savings</b>		<b><u>17.80</u></b>
<b>Total Efficiency Savings</b>		<b><u>53.70</u></b>
Government 2% savings target		40.00
<b>Surplus over savings target</b>		<b>13.70</b>

## ANNEX J

## HUMAN RESOURCES

The Human Resources Directorate has been through a major restructuring in 2001/02, including the appointment of a new Director. The aim of the restructuring is for the Directorate to be more proactive in anticipating and responding to the needs of managers and individuals, and to give it a more operational focus. The changes will be consolidated in 2002/03 and an evaluation of the new structure carried out.

The opening of the new recruitment centre in January also marked the launch of the MPS 2002 recruitment advertising campaign aimed at encouraging more Londoners and people from the Home Counties to join the service.

## Staffing Plan 2002/03

This plan sets out information on how many staff are employed and in what roles. Also included are recruitment targets and major training initiatives in support of MPA objectives.

## Planned Staffing Levels 2002/03

Set out below is a broad outline of how staff will be allocated between 'operational', 'operational support' and 'organisational support' functions. Her Majesty's Inspectorate of Constabulary defines these functions as follows:

'Operational': Staff, including covert staff, whose primary role (i.e. over 50% of their time) is directly to deliver the overarching aims of the service (e.g. beat officers).

'Operational support': Staff whose primary role is to support the delivery of the overarching aims of the service (e.g. staff employed in Criminal Justice Units).

'Organisational support': Staff whose primary role is to service the internal needs of the MPS (e.g. those employed in the personnel function).

By the end of 2002/03 the MPA plans to employ a total of 27,650 police officers and 10,955 members of civil staff.

A more detailed breakdown of these categories is shown below.

## Planned numbers of staff 2002/03

	Operational	Operational support	Organisational support	Total
<b>Police</b>	24,221	2,470	959	27,650
<b>Civil staff</b>	2,108	4,093	4,753	10,955*
<b>Total</b>	26,330	6,563	5,712	38,605

\* Please note that final figures do not add up due to rounding differences

### Percentages

	Operational	Operational support	Organisational support
<b>Police per category as percentage of police total</b>	87.60%	8.93%	3.47%
<b>Civil staff per category as percentage of civil staff total</b>	19.25%	37.36%	43.39%
<b>Police and civil staff combined as percentage of grand total per category</b>	68.20%	17.00%	14.80%

### Changes to numbers

Substantial changes to the numbers of staff could result from a number of current initiatives:

- current government plans to introduce community support officers
- proposals to increase the numbers of officers and civil staff to enhance security and counter-terrorism activities
- the creation of a dedicated traffic policing group under Transport for London.

### Community Support Officers

In addition to the staffing figures set out above, the MPS will also be recruiting community support officers. The MPA is committed to the use of community support officers as part of the wider police family, in pursuit of the police reform programme. Although the actual numbers are yet to be decided upon, work continues on developing their proposed role, particularly in relation to patrolling and security issues. Community support officers will not replace police officers. They will be a resource that deal with the demands that take police officers away from London's streets. They will be a welcome addition to the extended police family and will play a part in ensuring a visible presence on London's streets.

### Special constables

The MPA is committed to increasing the number of Special Constables in London. Their presence will enable the MPS to maintain a visible police presence and meet the expanding demand for policing services. Work is being undertaken to provide a dedicated training and development programme for them.

### Major staff training and development initiatives

The training capacity of the MPS has been increased to cater for increased number of recruits with the opening of a newly refurbished recruitment and selection centre in Hendon in January 2002. In addition to specifically tailored probationer training, the following is a summary of training to be carried out in support of policing priorities:

MPA POLICING AND PERFORMANCE PLAN 2002/03

Priority	Training and development initiatives
<p><b>To increase the security of the capital against terrorism</b></p>	<p>Training for dealing with new types of terrorist attacks – chemical, biological, radiological and nuclear - will be given to greater numbers of officers.</p> <p>Training will be given to staff to increase the number of officers specially trained in security issues.</p> <p>Training will be given to community support officers once recruited to enable them to support security and counter-terrorism activities.</p>
<p><b>To create safer communities for Londoners</b></p>	<p>Once the role of community support officers is established, training will be developed to enable them to support patrolling and community based policing activities.</p> <p>Additional Special Constables will be recruited and dedicated training and development will be provided for them.</p> <p>A factor in creating safer communities is successful prosecution of wrong-doers. MPS detective training is to be expanded to meet the demand for detective skills.</p>
<p><b>To improve the police response to vulnerable victims</b></p>	<p>All MPS staff will be trained in community and race relations issues by 31 December 2001. All existing training courses will be reviewed to ensure inclusion of diversity issues.</p> <p>The skills of all staff dealing with vulnerable victims will be developed. Bespoke training will be given to those who need it such as family liaison officers, community safety staff and child protection officers.</p> <p>As mentioned above the demand for increased detective skills will be met.</p> <p>Suitably trained intelligence analysts will play an essential part in ensuring successful policing. The role of analysts will be enhanced to ensure successful use of intelligence.</p>
<p><b>To tackle youth offending</b></p>	<p>The training and development needs of staff working in this area, e.g. Youth Offending Teams will be reviewed and improved.</p>

**ANNEX K****ACCESS TO POLICE SERVICES**

Increasing access to police services is an essential aspect of our priority of creating safer communities for Londoners. At the same time as increasing satisfaction with visible policing services we are working to improve access to police services wherever possible. This section describes some of these improvements.

**Upgraded front offices**

During 2001/2 a programme commenced of upgrading front office facilities at police stations in order to improve openness and communication, and to improve access for people with disabilities. This includes easier entry for wheelchair users, a loop system to aid people with hearing problems, and CCTV.

Police stations where upgrades have already been completed include Southall, Holborn and Romford. Work is underway at Kingston, and other stations due to be incorporated in 2002/03 include Hayes, Islington and Limehouse. The aim of the programme is that every borough will have at least one police station front office that complies with the Disability Discrimination Act by 2004.

**Improved public access**

During the last twelve months a total of three police station front offices have been re-opened at Brockley (Lewisham Borough), New Malden (Kingston) and Worcester Park (Sutton). These stations have been able to re-open and function as a result of being staffed entirely by volunteers.

**Mobile police stations**

We are currently fitting out a number of vehicles as mobile police stations, which will provide increased visibility as well as improved access to police services. The first multi-purpose Community Vehicle has been designed to enable crime reporting and to promote community safety initiatives. The vehicle also incorporates a disabled access lift.

**Accessibility and Visibility Report**

During 2001 the MPS produced its first report on visibility and accessibility issues. The report, which can be accessed on the MPS website, gives details of what is being done to increase visibility and provide reassurance in every ward across London. It is intended to produce a new report every year.

Examples from the report include:

- Greater bicycle use by officers on patrol
- Holding police 'surgeries' for local people in supermarkets and cafes
- Using mobile police stations (see above)
- Re-opening of front offices in police stations making greater use of volunteer helpers (see above).

**Telephone access**

The public require a swift and efficient response when they telephone police. We must therefore ensure that we have effective systems for dealing with calls from the public and deploying police resources. A major part of this work is the development of the C3i (command, control and communications and information) project. This centralised call handling system will help to manage peaks in demand more efficiently.