

Summary of the

# Policing and Performance Plan 2003-2004

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**MPA**

Metropolitan Police Authority



**METROPOLITAN  
POLICE**

*Working for a safer London*

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## **Forewords**

### **Foreword by the Chair of the Metropolitan Police Authority**

This is a summary of the Authority's third annual plan and sets out our priorities and objectives for the MPS over the coming year. An important development this year has been the publication of our strategy plan "Towards the Safest City". This strategy has been developed taking into account the requirements of the Government's first National Policing Plan and also reflects the views of Londoners about the police service they want to see.

We have set targets for the MPS in four priority areas reflecting Londoners' concerns focusing around: safer communities, terrorism, vulnerable victims and the criminal justice system. Additionally, we remain committed to improving the delivery of services.

We look forward to building on the good work of the MPS over the last year and to achieving the aims set out in this plan to work towards making London the safest major city in the world.

Toby Harris

### **Foreword from Sir John Stevens, Commissioner.**

This annual plan provides the operational focus for our activity over the next twelve months. We operate in an environment of unparalleled demand where public expectations of a high quality service are increasing all the time. The increase in police numbers will enable us to move ever closer to delivering the type of policing that Londoners wish to see. It will also allow us to respond to the enhanced terrorist threat, meet the enduring challenge of combating street crime and burglary and, crucially, enable us to provide an accessible, visible and local police service to meet the needs of all communities across the capital.

The growth of the organisation too will present its own set of challenges. There can be no let up in our efforts to achieve our vision of making London the safest major city in the world and I am confident that this plan will support and sustain our continuing activity over the forthcoming year.

Sir John Stevens

## Consultation

Consultation is a vital aspect of our annual planning process. Both the MPA and MPS consulted widely during the annual planning process. Typically those consulted included: business communities and trade unions; faith groups and religious leaders; Community Police Consultative Groups, sector working groups and Neighbourhood Watch Groups; local community safety partnerships, Drugs Action Teams, Youth Offending Teams; voluntary and community organisations representing specific groups such as: older people, disabled people, young people, gay, lesbian, bisexual and transgender people, refugee/asylum seekers, people without permanent homes.

### Methods of Consultation

Methods included:

- ◆ Analysing the 32 Borough local crime and disorder strategies which had been compiled following extensive local borough level consultation
- ◆ A questionnaire on the MPA and MPS websites, (which was also supplied to local Community Police Consultative Groups, local community groups and other interested parties).

### Setting the priorities

The Commissioner held a seminar for 150 senior MPS staff together with MPA members and officers to debate these consultation results alongside current performance data. The seminar produced a set of proposed priorities. The MPA held a workshop with many pan London organisations to consult on these proposed priorities. The groups broadly supported the proposed priorities but highlighted concerns about road casualties not being included in the proposals. This led ultimately to a road casualty objective being included. The priorities were successfully presented to the MPA for agreement followed later on by the objectives that were designed to deliver the priorities.

Further details of the consultation and the results can be found in the full report.

## National Policing Plan

The National Policing Plan was released by the government in November 2002 and provides the strategic national overview against which our strategy plan and annual plan have been developed.

The government's priorities are:

1. Tackling anti-social behaviour and disorder
2. Reducing volume, street, drug-related and violent and gun crime in line with local and national targets
3. Combating serious and organised crime operating across force boundaries; and
4. Increasing the number of offences brought to justice

In addition to these priorities the government has stipulated 51 imperatives that must be included in authority plans. The MPS has carried out an exercise to ensure that these are included either within the annual plan, where early action is appropriate, or the strategy plan.

## Strategy Plan

The strategy plan entitled 'Towards the Safest City – the Strategy' has been issued at the same time as the annual plan and will help to co-ordinate planning and decision-making across the whole of the Service. A summary has been produced and accompanies this document. Both the summary and full report can also be found on the MPA and MPS websites details of which are shown at the rear of this summary.

### Priorities for Londoners

#### Priority A **IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS**

##### **Objective 1** *To increase visible police presence*

**Measure** The number of police officers and PCSOs in visible posts on boroughs  
**Target** An increase of 4% of officers in visible posts by March 2004 compared with March 2003

**Measure** Public satisfaction levels with the number of foot patrols (as recorded in the Public Attitude Survey (PAS))  
**Target** To achieve a satisfaction rating of 20% for foot patrols

##### **Objective 2** *To reduce the incidence of street crime*

**Measure** The number of recorded street crime offences  
**Target** To reduce street crime in 2003/04 to 10% below the level in 2002/03

##### **Objective 3** *To reduce the incidence of burglary*

**Measure** The number of recorded burglary offences  
**Target** To reduce burglary in 2003/04 to 4% below the level in 2002/03

##### **Objective 4** *To reduce the incidence of autocrime*

**Measure** The number of recorded autocrime offences  
**Target** To reduce autocrime in 2003/04 to 7% below the level in 2002/03

##### **Objective 5** *To improve the investigation and prevention of murder offences*

**Measure** The percentage of homicides cleared up  
**Target** To achieve a clear-up rate of 83%

##### **Objective 6** *To disrupt the trafficking of humans, Class A drugs, and firearms*

**Measure** The number of operations aimed at disrupting organised trafficking offences  
**Target** To increase the number of operations aimed at disrupting organised trafficking offences

##### **Objective 7** *To disrupt the criminal use of firearms*

**Measure** The number of recorded violent firearms offences  
**Target** To reduce violent firearms offences in 2003/04 to 4% below the level in 2002/03

<b>Objective 8</b>	<b><i>To reduce the number of road casualties</i></b>
<b>Measure</b>	The number of serious/fatal road casualties within the Metropolitan Police District (MPD)
<b>Target</b>	A 4% reduction in serious/fatal casualty figures compared with 2002/03.
<b>Priority B</b>	<b>SECURING THE CAPITAL AGAINST TERRORISM</b>
<b>Objective 9</b>	<b><i>To prevent and disrupt terrorist activity</i></b>
<b>Measure</b>	The number of quality intelligence reports submitted
<b>Target</b>	To increase the number of quality intelligence reports submitted
<b>Objective 10</b>	<b><i>To maintain an effective response to suspected and actual terrorist incidents</i></b>
<b>Measure</b>	The number of scenes managed to a 'good' or 'very good' standard
<b>Target</b>	90% of scenes managed to a 'good' or 'very good' standard
<b>Priority C</b>	<b>TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS</b>
<b>Objective 11</b>	<b><i>To improve victim care and investigation in cases of rape</i></b>
<b>Measure</b>	The judicial disposal rate for rape
<b>Target</b>	To achieve a judicial disposal rate of 25%
<b>Objective 12</b>	<b><i>To improve victim care and investigation in cases of domestic violence</i></b>
<b>Measure</b>	The judicial disposal rate for domestic violence
<b>Target</b>	To achieve a judicial disposal rate of 17%
<b>Measure</b>	The implementation of a partnership with local domestic violence agencies whereby non-police staff work within the Community Safety Unit (CSU) to deliver enhanced victim care
<b>Target</b>	By 31/3/2004 all CSUs to have an identified partnership worker within the unit who is able to provide victims with support and appropriate referrals to other domestic violence agencies
<b>Objective 13</b>	<b><i>To improve victim care and investigation in cases of hate crime</i></b>
<b>Measure</b>	The judicial disposal rate for racist crime
<b>Target</b>	To achieve a judicial disposal rate of 18%
<b>Measure</b>	The percentage of victims of racist crime who are satisfied or very satisfied with police performance
<b>Target</b>	70% of victims of racist crime satisfied/very satisfied with police performance
<b>Measure</b>	The judicial disposal rate for homophobic crime
<b>Target</b>	To achieve a judicial disposal rate of 17%

**Objective 14** *To improve the protection and safety of children including victim care, investigation and partnership working*

**Measure** The number of cases where a supervisory officer is involved at the referral stage and subsequent strategy discussions during a joint investigation with social services into possible injury or harm to a child (recommendation 93 Victoria Climbié Inquiry)

**Target** 100% of cases

**Measure** The number of cases where a supervisory officer manages from the outset the investigation of serious crimes against children (recommendation 94 Victoria Climbié Inquiry)

**Target** 100% of cases

**Priority D** **IN PARTNERSHIP, TO REVITALISE THE CRIMINAL JUSTICE SYSTEM**

**Objective 15** *To bring more offences to justice*

**Measure** Number of offences brought to justice (ie. conviction /caution / taken into consideration (TIC))

**Target** An increase of 5% (6,183) for 2003/04 compared with 2001/02

**Measure** Number of sites where Crown Prosecution Service (CPS) lawyers are available at point of charge

**Target** 20 sites by the end of March 2004

**Objective 16** *To improve the service to victims and witnesses*

**Measure** Victim satisfaction with police initial response to a burglary

**Target** To achieve a satisfaction rate of 85%

**Measure** Victim satisfaction with police initial response to a violent crime

**Target** To achieve a satisfaction rate of 75%

**Measure** To develop agreed standards for information and communication to witnesses and victims through the introduction of victim focus desks on boroughs

**Target** To pilot a victim focus desk, evaluate and begin roll-out

## Priorities for excellence

### Priority A TO EXPAND OUR APPROACH TO INCLUDE ALL ASPECTS OF DIVERSITY

#### **Objective 17** *To achieve an increased representation of the diverse groups of London within the extended police family of the MPS*

<b>Measure</b>	Minority ethnic recruits as a percentage of all police recruits
<b>Target</b>	15%
<b>Measure</b>	Minority ethnic officers as a percentage of total police strength
<b>Target</b>	6.6%
<b>Measure</b>	Minority ethnic recruits as a percentage of all PCSO recruits
<b>Target</b>	25%
<b>Measure</b>	Minority ethnic PCSOs as a percentage of total PCSO strength
<b>Target</b>	25%
<b>Measure</b>	Minority ethnic civil staff as a percentage of total civil staff strength
<b>Target</b>	21%
<b>Measure</b>	Women recruits as a percentage of all police recruits
<b>Target</b>	25%
<b>Measure</b>	Women officers as a percentage of total police strength
<b>Target</b>	18%
<b>Measure</b>	Women recruits as a percentage of all PCSO recruits
<b>Target</b>	29%
<b>Measure</b>	Women as a percentage of the total PCSO strength
<b>Target</b>	26%

#### **Objective 18** *To enhance community reassurance programmes to vulnerable communities*

<b>Measure</b>	Develop, in partnership, an approach to community reassurance involving local identification of vulnerable groups
<b>Target</b>	Establish four pilot sites and evaluate during 2003/04

### Priority B TO MANAGE THE DEMANDS ON THE MPS MORE EFFECTIVELY

#### **Objective 19** *To improve accessibility through enabling the public to obtain the service they need*

<b>Measure</b>	An action plan to deliver improved accessibility
<b>Target</b>	To deliver the agreed action plan by October 2003 and subsequently to attain the agreed milestones

#### **Objective 20** *To improve the quality of response to public requests for assistance*

<b>Measure</b>	Percentage of the public satisfied with the time taken to answer a 999 call
<b>Target</b>	85% of the public satisfied with the time taken to answer a 999 call
<b>Measure</b>	Percentage of the public satisfied with police action in response to 999 calls
<b>Target</b>	85% of the public satisfied with the police action in response to 999 calls

**Priority C TO MAKE BEST USE OF OUR STAFF AND RESOURCES**

**Objective 21 To develop a professional and effective workforce with the appropriate numbers and skills to deliver the priorities of the MPS**

**Measure** Police strength  
**Target** 29,856 by March 2004

**Measure** Police Community Support Officer (PCSO) strength  
**Target** 1,506 by March 2004

**Objective 22 To establish a strategy to manage all issues relating to the increased numbers of police staff**

**Measure** The establishment of the MPS Corporate Growth Programme to an agreed strategy

**Target**

- Development of outline strategy by May 2003
- Development of outline programme plan by end of July 2003

**Objective 23 To extend the programme of devolution of resources thereby enabling local managers to improve service delivery**

**Measure** To deliver key milestones of programme of devolution according to agreed timescales within project plan

**Target**

- In-depth devolution to be rolled-out to a further 8 pathfinder sites (5 BOCUs and 3 OCUs) with effect from April 2003
- Broad devolution to all remaining OCUs and BOCUs with effect from April 2003

**Objective 24 To maximise MPS resources and their most effective use**

**Measure** To carry out the activities described below in relation to five key areas of activity by 31 March 2004

**Target**

- To increase the value of income generated from £1.2m to £2m by 31 March 2004
- To publish "Building Towards the Safest City" by 30 April 2003
- Establish a database of 2003/04 partnership schemes by June 2003
- Deliver the accommodation requirements for C3i at Hendon by 28 February 2004, Lambeth by 31 March 2004 and Bow by 30 April 2004
- Increase the number of MPS marked vehicles from 1,868 to 1,961 by 31 March 2004

**Objective 25 To protect and enhance the integrity of the MPS**

**Measure** The recorded number of complaints (as recorded under Section 69 Police Act 1996) per 1,000 officers

**Target** To reduce the number of complaints per 1,000 officers by 5%



**Objective 26** *To communicate more effectively with our staff*

<b>Measure</b>	Boroughs, OCUs and business groups to have in place and operating a local (internal) communication action plan
<b>Target</b>	All Boroughs, OCUs and business groups to have a communication action plan in place by 31 May 2003
<b>Measure</b>	Re-inspection of internal communications to be undertaken to assess improvements
<b>Target</b>	Re-inspection by 30 September 2003

**Priority D** **TO DEVELOP A STRATEGIC ANALYTICAL CAPABILITY IN THE MPS**

**Objective 27** *To implement the National Intelligence Model (NIM) in accordance with the National Policing Plan*

<b>Measure</b>	Achievement of the minimum standards set for the police service nationally for the implementation of NIM
<b>Target</b>	Implement 100% of standards to national timescales

## Performance overview

The MPS had particular success in reducing street crime during 2002/03. Operation Safer Streets began in the last months of 2001/02 and continues to run. For the year, the reduction in street crime was at 16%, a remarkable achievement given the increases seen in the previous three years. Burglary and autocrime have also been reduced and the reduction targets for these two crime types met. We have also reduced gun related violent crimes from the high levels seen in the latter half of 2001/02 and have set a challenging reduction target to build on that achievement.

As well as Operations Safer Streets and Safer Homes, we believe that our youth crime strategy has impacted on crime levels. We met our target to place 44 police officers in schools and have seen significant reductions in the number of youths accused. We also comfortably achieved our target to refer 3,000 adults into drugs treatment.,

Crime against London's vulnerable communities continues to be a priority for us. Last year we set targets to improve the judicial disposal (JD) rates for racist and homophobic crime and domestic violence, all of which were met. We also set, and met, a challenging JD target for rape.

Overall, 2002/03 has been an excellent year for MPS performance. Key upward trends in crime have been turned around and the recruitment of an additional 3,000 officers and 500 Police Community Support Officers represents good progress towards our long term aspiration for growth and better representation of London's diverse communities in the workforce.

## Best value

### Best value through continuous improvement

The Authority is responsible for securing continuous improvement in all MPS services. One of the primary ways we seek to achieve best value is to conduct fundamental reviews of MPS services and functions. From April 2003 we will refer to these as service improvement reviews.

MPS staff carry out reviews on behalf of the Authority although 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.

Our programme of reviews is set out below:

<b>Financial year</b>	<b>Reviews primarily related to service</b>	<b>Reviews primarily related to support services delivery</b>
Year 2 2001/02	Bringing offenders to justice (Sept 2001 – January 2003)	Training (national review) (January 2002 – February 2003)
Year 3 2002/03	Managing demand (June 2002 – March 2003)	
Year 4 2003/04	Operational support policing (May 2003 - October 2003)	Staff deployment (Sept 2003 – February 2004)

## Race Equality Scheme

The MPS is committed to promoting race equality in the carrying out of its public functions. Progress has been made in implementing the arrangements set out in the MPS Race Equality Scheme.

Key developments are:

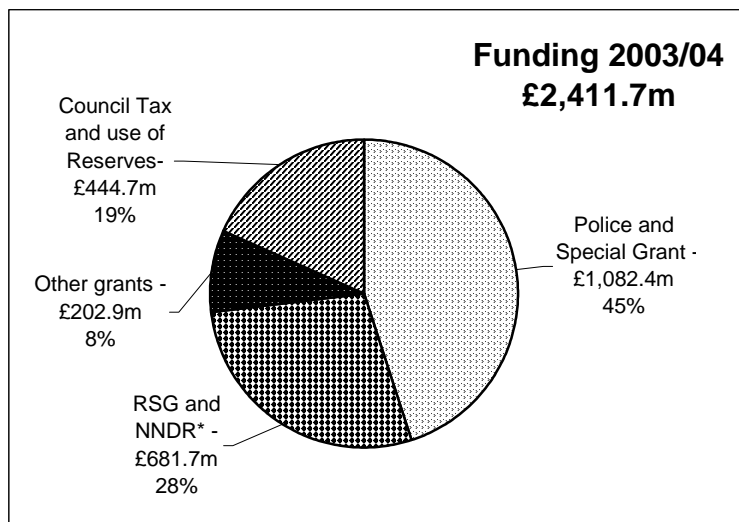
A Policy Clearing House has been created, a core role of which is ensuring corporate compliance in policy making with the Race Relations (Amendment) Act

The MPS has made effective use of its new MetHR computerised system for monitoring staff and is using this data to identify barriers to recruitment, retention and progression of staff

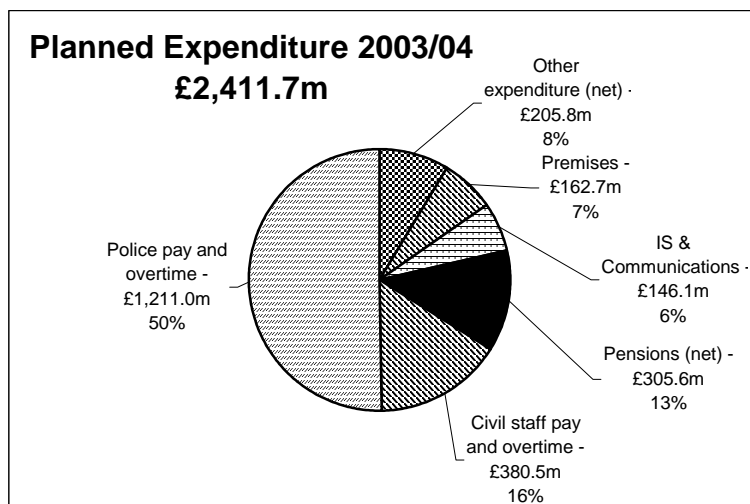
The duty to promote race equality has been mainstreamed using existing processes such as best value reviews, inspection and review and the MPS is pursuing the potential for promoting race equality through Crime and Disorder partnerships.

Greater detail on progress by the MPS against its Race Equality Scheme is in the full report.

## Finance



\* Redistributed national non-domestic rates (NNDR) and revenue support grant (RSG) are effectively a single grant from the Office of the Deputy Prime Minister in support of local authority expenditure.



## Human Resources

### Recruitment

In 2003/04, Human Resources Directorate will focus on delivering the growth in police numbers to approx 30,000 and the recently introduced Police Community Support Officers to approx 1,500, whilst ensuring that suitable HR policies, processes and services are in place to support a significantly larger police workforce. In partnership with local groups, a fresh impetus will be given to the work of achieving a workforce that more closely reflects the diversity of the communities served by the MPS.

### Training and development

The Directorate of Training and Development will focus on the key operational skills. A Crime Academy will be created to achieve excellence and bring together the various aspects of crime related training.

A three year plan will be prepared to develop the Hendon estate to enhance the ability to respond flexibly to operational training requirements.

## 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 7202 0202.

## Do you want to know more?

This is a summary of the Metropolitan Police Authority's policing and performance plan 2003/04, produced jointly with the Metropolitan Police Service. If you would like to read the full plan it can be viewed at any of the locations shown below:

On the internet at the Metropolitan Police Authority website; [www.mpa.gov.uk](http://www.mpa.gov.uk)

On the internet at the Metropolitan Police Service website; [www.met.police.uk](http://www.met.police.uk)

Any main library

Any main Metropolitan Police station

Or write to:

Catherine Crawford

The Clerk

Metropolitan Police Authority

10 Dean Farrar Street

London SW1H 0NY