

**POLICING
AND
PERFORMANCE PLAN
2003/04**



MPA POLICING AND PERFORMANCE PLAN 2003/04

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MPS MISSION, VISION AND VALUES

Mission

Our mission is:

Making London safe for all the people we serve.

We:

- Make places safer;
- Cut crime and the fear of crime;
- Uphold the law.

Vision

Our vision is:

To make London the safest major city in the world.

Values

Our values are to:

- Treat everyone fairly;
- Be open and honest;
- Work in partnership;
- Change to improve.

MPA POLICING AND PERFORMANCE PLAN 2003/04

FOREWORD BY THE CHAIR OF THE METROPOLITAN POLICE AUTHORITY


This is 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.

For the first year of our strategy, we have set targets for the MPS in four priority areas reflecting Londoners' concerns: promoting safer communities for Londoners; preventing and disrupting terrorism; improving the quality of service to vulnerable victims and revitalising the criminal justice system.

Additionally, we remain committed to improving the delivery of services through a significant increase in the numbers of police and support staff, who are appropriately trained and reflect London's diverse population.

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

A handwritten signature in black ink that reads "Toby Harris". The signature is written in a cursive style and is positioned to the left of a vertical line.

Toby Harris

FOREWORD BY THE COMMISSIONER OF THE METROPOLITAN POLICE SERVICE

This annual plan provides the operational focus for our activity over the next twelve months. It sets targets for those priorities that Londoners want us to take action on and also reflects the requirements of the government's first National Policing Plan.

We operate in an environment of unparalleled demand where public expectations of a high quality service are increasing all the time. For the first time in many years we can look forward to a real and sustained growth in police numbers which will allow us to respond to these challenges from a position of strength.

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 allow us to respond to the enhanced terrorist threat, meet the enduring challenge of combating street crime and burglary and, crucially, to provide an accessible, visible and local police service tailored to meet the needs of all communities across the capital.

The growth of the organisation 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.

A handwritten signature in black ink, appearing to read 'John Stevens', with a stylized flourish at the end.

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 continually improves.

The Authority is responsible for consulting the people who live and work in London about policing. We hold regular public meetings and details of these can be found in main libraries, on our internet site (www.mpa.gov.uk) or by ringing us on 020 7202 0202.

This document

This is our policing and performance plan for April 2003 to March 2004. 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 and objectives. 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.

Catherine Crawford
The Clerk
Metropolitan Police Authority
10 Dean Farrar Street
London
SW1H 0NY

You may also email us at: enquiries@mpa.gov.uk.

FURTHER COPIES AND ALTERNATIVE FORMATS

Copies of the plan can be obtained from either the MPA or MPS internet sites at www.mpa.gov.uk or www.met.police.uk. The plan can also be seen at your local library or police station. You may also write to us at the address shown on the previous page to ask for a copy. A summary of the plan can also be made available in Braille or as an audiotape.

و بإمكانكم الحصول على نسخ من هذه الخطة من موقع هيئة شرطة لندن MPA على الإنترنت وهو www.mpa.gov.uk أو شرطة لندن MPS و موقعها على الإنترنت www.met.police.uk . و يمكنكم الإطلاع على الخطة في المكتبات العامة أو أقسام الشرطة. و يمكنكم أيضا الحصول على نسخة بالكتابة إلينا على العنوان المبين بالصفحة السابقة. و يوجد كذلك ملخص لهذه الخطة بطريقة بريل أو على أشرطة سمعية.

www.mpa.gov.uk ঠিকানায় মেট্রোপলিট্যান পুলিশ অথরিটির (MPA) অথবা www.met.police.uk ঠিকানায় মেট্রোপলিট্যান পুলিশ সার্ভিসের (MPS) ইন্টারনেট সাইটগুলি থেকে এই পরিকল্পনার কপি (প্রতিলিপি) পাওয়া যাবে। আপনার স্থানীয় লাইব্রেরী অথবা থানায়ও আপনি এই পরিকল্পনাটি দেখতে পাবেন। তাছাড়াও, আগের পৃষ্ঠায় দেওয়া ঠিকানায়, আমাদের কাছে চিঠি লিখে আপনি একটা কপি চাইতে পারেন। ব্রেইল-এ অথবা কানে শোনার টেপে, এই পরিকল্পনার একটা সংক্ষিপ্তসার পাওয়ার ব্যবস্থা করা যাবে।

欲獲得這份計劃的刊印本，請瀏覽 MPA 或 MPS 的互聯網站，網址 www.mpa.gov.uk 或 www.met.police.uk。你亦可以在你當地圖書館或警署閱讀這份計劃。你亦可以寫信到上頁所載的地址索取此冊。這份計劃的摘要亦備有凸字版或錄音帶版本。

Primjerke ovoga plana može se dobiti sa internet-stranica MPA-a i MPS-a na adresama www.mpa.gov.uk te www.met.police.uk Također ovaj plan možete vidjeti u vašoj lokalnoj knjižnici ili policijskoj postaji. Pismen zahtjev za primjerak plana možete nam uputiti na adresu naznačenu na prethodnoj stranici. Sažetak plana možemo dostaviti i u Braillovom pismu ili kao tonsku snimku.

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Μπορείτε να πάρετε αντίγραφα του προγράμματος από τους δικτυακούς τόπους είτε της MPA (Αρχή Μητροπολιτικής Αστυνομίας) είτε της MPS (Υπηρεσία Μητροπολιτικής Αστυνομίας) στο www.mpa.gov.uk ή στο www.met.police.uk Μπορείτε επίσης να δείτε το πρόγραμμα στην τοπική σας βιβλιοθήκη ή στο τοπικό σας αστυνομικό τμήμα. Μπορείτε επίσης να μας γράψετε στη διεύθυνση που υπάρχει στην προηγούμενη σελίδα και να ζητήσετε ένα αντίγραφο. Μια περίληψη του προγράμματος μπορεί να διατεθεί επίσης σε Μπράιγ ή σε κασέτα.

योजनाની नकलें अ.पी.ए. अथवा अ.पी.ए.एस.नी वेबसाईटें www.mpa.gov.uk अथवा www.met.police.uk उपरवीं भेजवीं शकते. तमारी स्थानिक लाईब्रेरी अथवा पोलीस स्टेशनमां जईने पछ योजना जई शकते. नकल भंग्गाववा माटे तमे आगणना पाने आपेला सरनामे अमने पत्र पछ लपीं शके. योजनाનો संक्षेप ब्रैल लिपिमां अथवा ऑडियो टेप उपर पछ भेजवीं शकत छे.

इस योजना की कापियाँ एम.पी.ए की वेबसाईट www.mpa.gov.uk या एम.पी.एस की वेबसाईट www.met.police.uk से ली जा सकती हैं। यह योजना आपकी लाइब्रेरी या पुलिस स्टेशन में भी पढी जा सकती है। आप पिछले सफ्रे पर दिए गए पते पर हमें पत्र लिखकर भी इसकी कापी माँग सकते हैं। इस योजना का संक्षेप ब्रेल में या ऑडियोटेप पर भी मिल सकता है।

Planın nüshaları MPA ya da MPS'nin internetteki www.mpa.gov.uk veya www.met.police.uk adreslerinden edinilebilir. Plan ayrıca yörenizdeki kütüphanede veya polis karakolunda da görülebilir. Ayrıca bir önceki sayfada bulunan adresimize mektup yazmak suretiyle bir nüsha isteyebilirsiniz. Planın özeti körler için Braille alfabesiyle veya kaset halinde de temin edilebilir.

اس پلان کے نسخے ایم پی اے یا ایم پی ایس کے انٹرنیٹ سائٹوں واقع www.mpa.gov.uk یا www.met.police.uk سے حاصل کئے جاسکتے ہیں۔ پلان آپ کی مقامی لائبریری یا پولیس سٹیشن میں بھی ملاحظہ کیا جاسکتا ہے۔ آپ پچھلے صفحہ پر دئے گئے پتے پر ہمیں لکھ کر بھی نسخہ کی فرمائش کر سکتے ہیں۔ پلان کا خلاصہ بریل میں یا آڈیو ٹیپ کی شکل میں بھی دستیاب کیا جاسکتا ہے۔

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POLICING PRIORITIES FOR 2003/04

We continue to set priorities in areas where we are seeking improvements in performance and in areas that are of concern to Londoners. This year we have extended the public consultation process including, for the first time, a workshop incorporating a wide cross section of pan London organisations. Further details on the consultation undertaken can be found in Annex A.

The annual priorities should be viewed within a planning framework steered by government priorities and in the context of a longer term strategy. These priorities represent the first year's implementation of the Authority's strategy plan, 'Towards the Safest City'.

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:

- Tackling anti-social behaviour and disorder
- Reducing volume, street, drug-related and violent and gun crime in line with local and national targets
- Combating serious and organised crime operating across force boundaries; and
- 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.

The initial strategy covers a two year period in order to bring it into the same cycle as local crime and disorder reduction strategies (which operate on a three year cycle). The strategy plan takes account of the content of crime and disorder strategies.

The goals and aims are influenced by the national priorities and will form the basis for the selection of the annual priorities and objectives.

The strategic goals for the MPA/MPS are:

- Developing safer communities
- Securing the capital against terrorism
- Revitalising the criminal justice system
- Developing a professional and effective workforce
- Reforming the delivery of policing services

The strategy will be reviewed annually to ensure that it is responsive to the changing environment and that it remains compatible with government priorities.

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The strategy can be found on both the MPA and MPS websites www.mpa.gov.uk or www.met.police.uk

RATIONALE FOR MPA PRIORITIES

The Authority has set eight priorities for the MPS this year, each supported by a number of specific objectives, measures and targets. These priorities include objectives designed to reduce crime and improve safety for Londoners, as well as a number aimed at internal excellence.

The Authority continues to encourage boroughs to set their own targets based on issues of concern to local people. This approach will contribute to reducing crime across London and, at the same time, strengthen local crime and disorder reduction partnerships.

Increased visibility and accountability for police services is a thread which runs through many of the priorities and objectives this year and the Authority is keen to develop the Commissioner's vision for a more community focused approach. More details are contained in the objectives at Annex B and Annex K (access to police services).

The eight priorities and supporting objectives are set out overleaf. Further details, including key activities on specific objectives, measures and targets, are set out in Annex B.

PRIORITIES AND OBJECTIVES

PRIORITIES FOR LONDONERS

IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS

- Objectives
- To increase visible police presence
 - To reduce the incidence of street crime
 - To reduce the incidence of burglary
 - To reduce the incidence of autocrime
 - To improve the investigation and prevention of murder offences
 - To disrupt the trafficking of humans, class A drugs and firearms
 - To disrupt the criminal use of firearms
 - To reduce the number of road casualties

SECURING THE CAPITAL AGAINST TERRORISM

- Objectives
- To prevent and disrupt terrorist activity
 - To maintain an effective response to suspected and actual terrorist incidents

TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS

- Objectives
- To improve victim care and investigation in cases of rape
 - To improve victim care and investigation in cases of domestic violence
 - To improve victim care and investigation in cases of hate crime
 - To improve the protection and safety of children, including victim care, investigation and partnership working

IN PARTNERSHIP, TO REVITALISE THE CRIMINAL JUSTICE SYSTEM

- Objectives
- To bring more offences to justice
 - To improve the service to victims and witnesses

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PRIORITIES FOR EXCELLENCE

TO EXPAND OUR APPROACH TO INCLUDE ALL ASPECTS OF DIVERSITY

- Objectives
- To achieve an increased representation of the diverse groups of London within the extended police family of the MPS
 - To enhance community reassurance programmes to vulnerable communities

TO MANAGE THE DEMANDS ON THE MPS MORE EFFECTIVELY

- Objectives
- To improve accessibility through enabling the public to obtain the service they need
 - To improve the quality of response to public requests for assistance

TO MAKE BEST USE OF OUR STAFF AND RESOURCES

- Objectives
- To develop a professional and effective workforce with the appropriate numbers and skills to deliver the priorities of the MPS
 - To establish a strategy to manage all issues relating to the increased numbers of police staff
 - To extend the programme of devolution of resources thereby enabling local managers to improve service delivery
 - To maximise MPS resources and their most effective use
 - To protect and enhance the integrity of the MPS
 - To communicate more effectively with our staff

TO DEVELOP A STRATEGIC ANALYTICAL CAPABILITY IN THE MPS

- Objective
- To implement the National Intelligence Model in accordance with the National Policing Plan

OTHER KEY INITIATIVES

In addition to the eight priorities described, the Authority is investing a great deal of resources in some longer term projects that will help make London a safer place over the next few years. These range from technological advances to making more effective use of the way we deploy our people. These key strategic initiatives are described in further detail in 'Towards the Safest City'. Examples of these initiatives include:

Command, Control, Communication and Information Programme (C3i)

This will replace the existing command and control functions, in response to the ever increasing number of requests for police assistance, and will offer alternative solutions to deploying police officers. Some of the new business processes are being trialed at Southwark so that they can be properly evaluated as the programme develops. Further details about the funding of the programme can be found in Annex H.

Airwave

The new Airwave radio service uses digital technology that will assist the MPS to deliver a more effective service to the community by providing more secure communication, improved voice quality and access to national databases that will support operational officers. It will also help us to communicate better with the other emergency services. Again, more details on the funding of the project are in Annex H.

Police Community Support Officers (PCSOs)

These officers became part of the police family in 2002. They have enhanced the role of the patrol officer by taking responsibility for some of the more routine activities such as removing abandoned vehicles. At the same time they provide a visible presence on the streets of London. During 2003/04 the number of PCSOs is set to increase from 500 to around 1500, and they will be allocated to all 32 boroughs for the first time.

RACE & DIVERSITY

The MPA 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 MPS developments are:

The creation of a Policy Clearing House, a core role of which is ensuring corporate compliance in policy making with the Race Relations (Amendment) Act.

Effective use of the new MetHR computerised system for monitoring staff and using this data to identify barriers to recruitment, retention and progression of staff.

Promoting race equality by using existing processes such as best value reviews and inspection and review to ensure that the ethos underpins all activities, and pursuing the potential for promoting race equality through crime and disorder reduction partnerships.

Greater detail on progress by the MPS against its Race Equality Scheme is set out in Annex M.

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COMMUNITY SAFETY ACCREDITATION SCHEME (CSAS)

The Police Reform Act 2002 gives the Commissioner the power of accreditation to organisations so that their employees would have limited police powers. The purpose is to contribute towards community safety and security; and, in co-operation with the local police, combat crime and disorder, public nuisance and other anti-social behaviour.

The MPS, in conjunction with the MPA, has consulted key agencies, in particular the Mayor and every London local authority, on its early plans to develop a CSAS. Currently, no detailed guidance exists for the establishment of a CSAS and the MPS is playing a leading role in working with the Home Office and the Association of Chief Police Officers to develop national standards.

Annex L contains further information on the MPS progress on the accreditation scheme.

BEST VALUE THROUGH CONTINUOUS IMPROVEMENT

The Authority is responsible for securing continuous improvement in all MPS services. 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. This general duty is carried out in a number of ways. The Authority has recently completed a scrutiny into how effectively the MPS is working with local crime and disorder reduction partnerships and how the MPA can best become involved.

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. There are statutory guidelines for carrying out these reviews that 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 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.

Details of the programme of service improvement reviews along with summary details of completed reviews can be found at Annex E.

ANNEXES

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 MPS consulted widely during the annual planning process. In this section we describe:

- Who was consulted
- The methods used to carry out consultation and the results
- How the consultation fed the priority setting process

Who was consulted?

Those consulted can be split into three main groups:

- The general public
- Statutory partners and other groups who are regularly involved with the police
- Police staff

Typically 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 and religious leaders
- General Practitioners and health groups
- Local Councillors and Members of Parliament
- Local community safety partnerships, Drug Action Teams, Youth Offending Teams
- Other police and emergency services
- Community Police Consultative Groups, sector working groups, neighbourhood watch groups
- Social landlords and housing associations
- Voluntary and community organisations representing specific groups: older people, disabled people, young people, gay, lesbian, bisexual and transgender people, minority ethnic people, refugee/asylum seekers, residents/tenants, people without permanent homes

Methods and results of consultation

In early 2002 each Borough consulted widely with the public and statutory partners to devise its local Crime and Disorder Strategy. The 32 strategies were analysed and the outputs fed into the planning process. The priorities from the strategies were grouped together under twenty-nine main, fairly broad headings. Burglary emerged as the top priority appearing in each of the boroughs' plans. The next four were respectively anti-social behaviour, street crime, drug/alcohol related crime and abuse and hate crime which were priorities for twenty-six to twenty-nine boroughs.

A questionnaire was posted onto the MPA and MPS websites to which 582 people responded. A similar questionnaire was used on the internal website to which 428 police staff and staff associations responded. The MPA sent the questionnaire to local Community and Police Consultative Groups and borough police targeted the

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questionnaire at community groups and other interested parties. This generated a response by 298 individuals and groups. Analysis of this combined response showed:

Crime focused objectives

- three quarters of respondents (75%) feel that efforts should be made in reducing violent crime
- approximately half of respondents feel that targeting prolific young offenders and reducing drug-related crime are areas where efforts should be made (52% and 51% respectively)
- a third of respondents (33%) indicate that effort should be put into reducing graffiti, vandalism and other nuisance to the community

Victim focused objectives

- over four in ten respondents (41%) feel that protecting children should be a priority
- over three in ten respondents (31%) feel effort into improving care for victims of crime is required
- almost a fifth of respondents (17%) indicate that effort is required into better investigation of rape
- approximately one in ten respondents believe better investigation of racist crime (15%), better investigation of domestic violence (13%) and better investigation of homophobic crime (7%) are required

Objectives based on our values

- almost four in ten respondents (36%) believe that effort into involving communities, parents and organisations in addressing crime is required
- just over a fifth of respondents (21%) cited treating everyone fairly, particularly tackling disproportionality in service delivery (20%) as an area in need of effort
- over one in ten respondents indicated substantial effort should be made into improving access to information and front of counter services, and recruiting more officers from ethnic minority groups (15% and 13% respectively)

How the results of consultation were used to develop the priorities

The Commissioner held a seminar for 150 senior MPS staff, together with MPA members and officers, to debate these consultation results together with performance data. This produced a set of proposed priorities.

The MPA held a workshop with pan London organisations to consult on these proposed priorities. The organisations were Victim Support, Clockhouse Community Centre, Board of Deputies of British Jews, Chinese Community Centre, Muslim Womens' Helpline, London Underground, London Civic Forum, Transport for London, London First, East London Partnership, Refugee Council, Revolving Doors, Roadpeace, London Chambers, Cross River Partnership, TUC, East London Race Relations Committee, National Association for the Care and Resettlement of Offenders and the London Cycling Campaign.

The groups broadly supported the proposed priorities but highlighted concerns about road casualties not being included. 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.

2003/04 PRIORITIES, OBJECTIVES AND TARGETS IN FULL

In this section is a summary of the objectives, targets and measures for 2003/04, followed by templates for the objectives which detail the measures and targets set to achieve each one. Current and past performance data is included, where appropriate, to place the targets into context.

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 key activities included represent only a small part of the actions that will be carried out by the MPS in support of the priorities and objectives.

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OBJECTIVE	MEASURE	TARGET
To increase visible police presence	1. The number of police officers, Police Community Support Officers (PCSOs) and civil staff in visible posts 2. Public satisfaction levels with the number of foot patrols (as recorded in the Public Attitude Survey (PAS))	1. An increase of 4% of officers in visible posts by March 2004 compared with March 2003 2. To achieve a satisfaction rating of 20% for foot patrols
To reduce the incidence of street crime	The number of recorded street crime offences	To reduce street crime in 2003/04 to 10% below the level in 2002/03
To reduce the incidence of burglary	The number of recorded burglary offences	To reduce burglary in 2003/04 to 4% below the level in 2002/03
To reduce the incidence of autocrime	The number of recorded autocrime offences	To reduce autocrime in 2003/04 to 7% below the level in 2002/03
To improve the investigation and prevention of murder offences	The percentage of homicide cleared up	To achieve a clear-up rate of 83%
To disrupt the trafficking of humans, class A drugs and firearms	The number of operations aimed at disrupting organised trafficking offences	To increase the number of operations aimed at disrupting organised trafficking offences
To disrupt the criminal use of firearms	The number of recorded violent firearms offences	To reduce violent firearms offences in 2003/04 to 4% below the level in 2002/03
To reduce the number of road casualties	The number of serious/fatal road casualties within the Metropolitan Police District (MPD)	A 4% reduction in serious/fatal casualty figures compared with 2002/03
To prevent and disrupt terrorist activity	Number of quality intelligence reports submitted	To increase the number of quality intelligence reports submitted
To maintain an effective response to suspected and actual terrorist incidents	The number of scenes managed to a 'good' or 'very good' standard	90% of scenes managed to a 'good' or 'very good' standard

MPA POLICING AND PERFORMANCE PLAN 2003/04

OBJECTIVE	MEASURE	TARGET
To improve victim care and investigation in cases of rape	The judicial disposal rate for rape	To achieve a judicial disposal rate of 25%
To improve victim care and investigation in cases of domestic violence	1. The judicial disposal rate for domestic violence 2. The implementation of a partnership with local domestic violence agencies whereby non-police staff work within the Community Safety Units (CSUs) to deliver enhanced victim care	1. To achieve a judicial disposal rate of 17% 2. By 31 March 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
To improve victim care and investigation in cases of hate crime	1. The judicial disposal rate for racist crime 2. The percentage of victims of racist crime who are satisfied or very satisfied with police performance 3. The judicial disposal rate for homophobic crime	1. To achieve a judicial disposal rate of 18% 2. 70% of victims of racist crime satisfied/very satisfied with police performance 3. To achieve a judicial disposal rate of 17%
To improve the protection and safety of children including victim care, investigation and partnership working	1. 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 a possible injury or harm to a child (recommendation 93 of Victoria Climbié Inquiry) 2. The number of cases where a supervisory officer manages from the outset the investigation of serious crimes against children (recommendation 94 Victoria Climbié Inquiry)	1. 100% of cases 2. 100% of cases
To bring more offences to justice	1. The number of offences brought to justice (ie conviction/caution/taken into consideration [TIC]) 2. The number of sites where Crown Prosecution Service (CPS) lawyers are available at point of charge	1. An increase of 5% (6,183) for 2003/04 compared with 2001/02 2. 20 sites by the end of March 2004
To improve the service to victims and witnesses	1. Victim satisfaction with police initial response to a burglary 2. Victim satisfaction with police initial response to a violent crime 3. To develop agreed standards for information and communication to witnesses and victims through the introduction of victim focus desks on boroughs	1. To achieve a satisfaction rate of 85% 2. To achieve a satisfaction rate of 75% 3. To pilot a victim focus desk, evaluate and begin roll-out

MPA POLICING AND PERFORMANCE PLAN 2003/04

OBJECTIVE	MEASURE	TARGET
To achieve an increased representation of the diverse groups of London within the extended police family of the MPS	1. Minority ethnic recruits as a percentage of all police recruits 2. Minority ethnic officers as a percentage of total police strength 3. Minority ethnic recruits as a percentage of all PCSO recruits 4. Minority ethnic PCSOs as a percentage of total PCSO strength 5. Minority ethnic civil staff as a percentage of total civil staff strength 6. Women recruits as a percentage of all police recruits 7. Women officers as a percentage of total police strength 8. Women recruits as a percentage of all PCSO recruits 9. Woman as a percentage of the total PCSO strength	1. 15% 2. 6.6% 3. 25% 4. 25% 5. 21% 6. 25% 7. 18% 8. 29% 9. 26%
To enhance community reassurance programmes to vulnerable communities	Develop, in partnership, an approach to community reassurance involving local identification of vulnerable groups	Establish four pilot sites and evaluate during 2003/04
To improve accessibility through enabling the public to obtain the service they need	An action plan to deliver improved accessibility	To deliver the agreed action plan by October 2003 and subsequently to attain the agreed milestones
To improve the quality of response to public requests for assistance	1. Percentage of the public satisfied with the time taken to answer a 999 call 2. Percentage of the public satisfied with police action in response to 999 calls	1. 85% of the public satisfied with the time taken to answer a 999 call 2. 85% of the public satisfied with police action in response to 999 calls
To develop a professional and effective workforce with the appropriate numbers and skills to deliver the priorities of the MPS	1. Police strength 2. Police Community Support Officer strength	1. 29,856 by 31 March 2004 2. 1,506 by 31 March 2004

MPA POLICING AND PERFORMANCE PLAN 2003/04

OBJECTIVE	MEASURE	TARGET
To establish a strategy to manage all issues relating to increased numbers of police staff	The establishment of the MPS Corporate Growth Programme to an agreed strategy	<ol style="list-style-type: none"> 1. Development of outline strategy by May 2003 2. Development of outline programme plan by end of July 2003
To extend the programme of devolution of resources thereby enabling local managers to improve service delivery	To deliver key milestones of programme of devolution according to agreed timescales within project plan	<ol style="list-style-type: none"> 1. In-depth devolution to be rolled out to a further 8 pathfinder sites (5 BOCUs and 3 OCUs) with effect from April 2003 2. Broad devolution to all remaining OCUs and BOCUs with effect from April 2003
To maximise MPS resources and their most effective use	To carry out the activities described below in relation to five areas of activity by 31 March 2004	<ol style="list-style-type: none"> 1. To increase the value of income generated from £1.2m to £2m by 31 March 2004 2. To publish 'Building Towards the Safest City' by 30 April 2003 3. Establish a database of 2003/04 partnership schemes by June 2003 4. Deliver the accommodation requirements for C3i at Hendon by 28/2/04, Lambeth by 31/3/04 and Bow by 30/4/04 5. Increase the number of MPS marked vehicles from 1,868 to 1,961 by 31/3/04
To protect and enhance the integrity of the MPS	The recorded number of complaints (as recorded under Section 69 Police Act 1996) per 1,000 officers	To reduce the number of complaints per 1,000 officers by 5%
To communicate more effectively with our staff	<ol style="list-style-type: none"> 1. Boroughs, Operational Command Units (OCUs) and business groups to have in place and operating a local (internal) communication action plan 2. Re-inspection of internal communications to be undertaken to assess improvements 	<ol style="list-style-type: none"> 1. All boroughs, OCUs and business groups to have a communication action plan in place by 31 May 2003 2. Re-inspection by 30 September 2003
To implement the National Intelligence Model in accordance with the National Policing Plan	Achievement of the minimum standards set for the police service nationally for the implementation of NIM	Implement 100% of standards to national timescales

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: A		IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS									
Objective	1. To increase visible police presence										
Measure	1. The number of police officers, Police Community Support Officers (PCSOs) and civil staff in visible posts 2. Public satisfaction levels with the number of foot patrols (as recorded in the Public Attitude Survey (PAS))										
Targets	1. An increase of 4% of officers in visible posts by March 2004 compared with March 2003 2. To achieve a satisfaction rating of 20% for foot patrols										
Current performance	There are currently approximately 15,000 officers in visible posts. <table border="1"> <thead> <tr> <th></th> <th>2000/01</th> <th>2001/02</th> <th>2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td>Public satisfaction levels with the number of foot patrols recorded as 'satisfied' or 'very satisfied'</td> <td align="center">15%</td> <td align="center">15%</td> <td align="center">14%</td> </tr> </tbody> </table> * Apr – Dec 2002				2000/01	2001/02	2002/03 (YTD*)	Public satisfaction levels with the number of foot patrols recorded as 'satisfied' or 'very satisfied'	15%	15%	14%
	2000/01	2001/02	2002/03 (YTD*)								
Public satisfaction levels with the number of foot patrols recorded as 'satisfied' or 'very satisfied'	15%	15%	14%								
MPS lead	Assistant Commissioner Territorial Policing	Business Group lead	Commander Operational Performance Improvement & Co-ordination								
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Allocate additional 600 police officers to BOCUs in line with the Resource Allocation Formula • Recruit additional PCSOs for BOCUs • Develop the recruitment of PCSOs in conjunction with community partnerships • Continuing development of the Operational Policing Measure (OPM)¹ which it is anticipated will be suitable for the purposes of setting corporate visibility targets with tested data for 2004/05 										
Examples of supporting activities from other business groups	A project is underway to consider the introduction of corporate clothing to staff such as crime scene examiners, photographers and other staff dealing with the public, aimed at making this contribution more visible but meeting the practical needs of the job. Specialist Operations will increase their high visibility patrols to include the south bank of the Thames.										
Further information (background or context)	Visible police posts are those where officers work in uniform and are principally visible to the public, for example foot patrols, police drivers, building security, school and sector officers.										

¹ The Operational Policing Measure is management information about the location and duties of staff, extracted from the corporate duty planning system. It will enable comparisons of staff deployment across the Service

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: A		IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS													
Objective	2. To reduce the incidence of street crime														
Measure	The number of recorded street crime offences ¹														
Targets	To reduce street crime in 2003/04 to 10% below the level in 2002/03														
Current performance	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;"></th> <th style="width: 25%;">2000/01</th> <th style="width: 25%;">2001/02</th> <th style="width: 25%;">2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td>Offences</td> <td style="text-align: center;">50,607</td> <td style="text-align: center;">69,987</td> <td style="text-align: center;">43,377</td> </tr> <tr> <td>% change on previous year</td> <td style="text-align: center;">+18.0%</td> <td style="text-align: center;">+38.3%</td> <td style="text-align: center;">-17.6%</td> </tr> </tbody> </table> <p>*Apr – Dec 2002 (compared with Apr – Dec 2001)</p>				2000/01	2001/02	2002/03 (YTD*)	Offences	50,607	69,987	43,377	% change on previous year	+18.0%	+38.3%	-17.6%
	2000/01	2001/02	2002/03 (YTD*)												
Offences	50,607	69,987	43,377												
% change on previous year	+18.0%	+38.3%	-17.6%												
MPS lead	Assistant Commissioner Territorial Policing	Business Group lead	Commander Crime Operations												
Examples of key activities in support of objective	<ul style="list-style-type: none"> To increase the use of dedicated mobile video identification capability Provide additional early support to victims and witnesses through use of dedicated witness vehicles To continue with 'Operation Safer Streets' focusing on those boroughs identified by the Territorial Policing Co-ordinating and Tasking Group 														
Examples of supporting activities from other business groups	<p>Resources Directorate will introduce a combined operational support unit and expand to form a logistics unit.</p> <p>Forensic Services, Specialist Crime, have secured funding from the Home Office to introduce suitably equipped mini laboratories to support rapid and effective recovery of evidence with quick time identification of offenders.</p> <p>Specialist Operations will offer tailored basic search awareness courses to borough personnel dealing with robbery on priority boroughs.</p>														
Further information (background or context)	<p>Each Borough Operational Command Unit provided local targets for burglary, street crime and autocrime through a bespoke target setting process. These figures were consolidated to produce a corporate target for each of the three offences.</p> <p>In partnership, there are numerous diversion activities on boroughs, focusing on vulnerable juveniles, which will contribute to this objective.</p>														

¹ Street crime includes robbery of personal property and snatch theft

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: A		IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS		
Objective	3. To reduce the incidence of burglary			
Measure	The number of recorded burglary offences			
Targets	To reduce burglary in 2003/04 to 4% below the level in 2002/03.			
Current performance		2000/01	2001/02	2002/03 (YTD*)
	Offences	112,376	116,027	86,153
	% change on previous year	-9.5%	+3.2%	+0.1%
	*Apr – Dec 2002 (compared with Apr – Dec 2001)			
MPS lead	Assistant Commissioner Territorial Policing	Business Group lead	Commander Crime Operations	
Examples of key activities in support of objective	<ul style="list-style-type: none"> • To continue with 'Operation Safer Homes', focusing on those boroughs identified by the Territorial Policing Co-ordinating and Tasking Group • To continue to capitalise on early opportunity forensic examination at scenes with follow up 'fast track' analysis and subsequent actioning of results • Continued development of the Territorial Policing Forensic Intelligence Unit 			
Examples of supporting activities from other business groups	<p>Specialist Operations will prioritise aggravated burglary searches on the Method Index (a database that allows a suspect to be identified from an unusual Modus Operandi (MO)) .</p> <p>Specialist Crime Directorate will provide an additional contribution for scene linking and provision of forensic evidence to secure convictions.</p>			
Further information (background or context)	<p>Each Borough Operational Command Unit provided local targets for burglary, street crime and autocrime through a bespoke target setting process. These figures were consolidated to produce a corporate target for each of the three offences.</p> <p>In partnership, there are numerous diversion activities on boroughs focusing on vulnerable juveniles, which will contribute to this objective.</p>			

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: A		IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS		
Objective	4. To reduce the incidence of autocrime¹			
Measure	The number of recorded autocrime offences			
Targets	To reduce autocrime in 2003/04 to 7% below the level in 2002/03			
Current performance		2000/01	2001/02	2002/03 (YTD*)
	Offences	238,492	245,688	184,538
	% change on previous year	-0.2%	+3.0%	-0.2%
	*Apr – Dec 2002 (compared with Apr – Dec 2001)			
MPS lead	Assistant Commissioner Territorial Policing	Business Group lead	Commander Crime Operations	
Examples of key activities in support of objective	<p>To develop 'Operation Safer Cars' focusing on those boroughs identified by the Territorial Policing Co-ordinating and Tasking Group. This will:</p> <ul style="list-style-type: none"> • Combine prevention and detection methods such as secure car parks and operations targeting prolific car criminals • Introduce tactical advisers for pro-active tasking and funding • Be focused for greatest impact to reduce offences and increase the detection and prosecution of offenders 			
Examples of supporting activities from other business groups				
Further information (background or context)	<p>Each BOCU provided local targets for burglary, street crime and autocrime through a bespoke target setting process. These figures were consolidated to produce a corporate target for each of the three offences.</p> <p>In partnership, there are numerous diversion activities on boroughs focusing on vulnerable juveniles.</p>			

¹ Autocrime includes theft of motor vehicles, theft from motor vehicles, criminal damage to motor vehicles and vehicle interference and tampering

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: A		IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS													
Objective	5.To improve the investigation and prevention of murder offences														
Measure	The percentage of homicides cleared up ¹														
Targets	To achieve a clear-up rate of 83%														
Current performance	<table border="1"> <thead> <tr> <th></th> <th>2000/01</th> <th>2001/02</th> <th>2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td>Homicides</td> <td align="center">189</td> <td align="center">202</td> <td align="center">139</td> </tr> <tr> <td>% cleared up</td> <td align="center">89.9</td> <td align="center">72.8</td> <td align="center">79.1</td> </tr> </tbody> </table>				2000/01	2001/02	2002/03 (YTD*)	Homicides	189	202	139	% cleared up	89.9	72.8	79.1
		2000/01	2001/02	2002/03 (YTD*)											
	Homicides	189	202	139											
	% cleared up	89.9	72.8	79.1											
* Apr – Dec 2002															
MPS lead	Assistant Commissioner Specialist Crime	Business Group lead	Commander Homicide												
Examples of key activities in support of objective	<ul style="list-style-type: none"> • The establishment of multi-disciplinary Murder Investigation Teams to provide a more flexible response to murder investigations scaled to the appropriate seriousness and /or complexity • In conjunction with the establishment of the Crime Academy, improve the training within the Major Investigation Teams • Implement the recommendations of the Damilola Taylor Murder Investigation Review • Conducting audits of missing persons in support of the Merlin Project², in order to ensure the identification of those missing person cases worthy of Serious Crime Group investigation 														
Examples of supporting activities from other business groups	Forensic Services, Specialist Crime, will provide Crime Scene Managers and photographers at the crime scene within 1.5 hours of the request 95% of the time and ensure that urgent marks are searched within 8 hours of receipt within Fingerprint Bureau.														
Further information (background or context)															

¹ Homicide comprises murder, manslaughter and infanticide. All clear ups are included rather than simply judicial disposals as there are occasional uses of other clear ups when, for example, the attacker also died

² The Merlin project (Missing Persons and Related Linked Indices) is an information technology application, currently under development, which will bring together missing and found person investigations, non-recordable youth offences, child protection, children and young persons coming to the notice of police and prostitute cautions

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: A		IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS	
Objective	6. To disrupt the trafficking of humans, class A drugs and firearms		
Measure	The number of operations aimed at disrupting organised trafficking offences		
Targets	To increase the number of operations aimed at disrupting organised trafficking offences		
MPS lead	Assistant Commissioner Specialist Crime	Business Group lead	Commander Covert Policing
Examples of key activities in support of objective	<ul style="list-style-type: none"> • In partnership with others, improve and enhance the intelligence gathering capability in relation to targeting of organised crime groups involved in trafficking of humans, class A drugs and firearms in London • The deployment of a wide range of sensitive covert policing methods to enhance and improve the intelligence gathering capability relating to the trafficking of humans, firearms and class A drugs, in order to detect and reduce these offences • Improvement in co-ordinated corporate intelligence services to assist in the detection and reduction of these offences 		
Examples of supporting activities from other business groups	<p>Clubs and Vice Unit will act as the key police contact point in a Home Office pilot project focusing on victims of human trafficking who have been exploited in the sex industry. The project aims to help victims out of bad situations, offer support and protection and, in turn, encourage victims to help police with prosecutions against organised criminals.</p> <p>Resources Directorate will provide enhanced property services support to operational demand including new equipment for the Method of Entry Team.</p> <p>Specialist Operations (Heathrow) will introduce a dedicated Financial Investigation Unit to enhance the capability of the Division to target, disrupt, deter and detect organised crime.</p> <p>Forensic Services, Specialist Crime, will identify and develop a forensic intelligence model for drugs and support the MPS Drugs Strategy through more effective scene management including supporting the presumptive drug testing.</p> <p>Specialist Crime will train all staff involved in kidnap duties in Family Liaison familiarisation and victim support.</p>		
Further information (Background or context)	<p>This is a new area of business and there is no management information available that would enable meaningful measurement. It is an objective to devise a system that will enable the collation of meaningful measures and targets for this priority for 2004/05.</p> <p>The work of Specialist Crime Group is necessarily covert by nature which means that they do not deal with victims and witnesses directly. It is essential that victims and witnesses are therefore dealt with by the evidential/investigative arm of an operation and not the covert arm, which is the role of Specialist Crime Group. To do otherwise may jeopardise an operation and expose covert techniques.</p>		

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: A		IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS														
Objective	7. To disrupt the criminal use of firearms															
Measure	The number of recorded violent firearms offences ¹															
Targets	To reduce violent firearms offences in 2003/04 to 4% below the level in 2002/03															
Current performance	<table border="1"> <thead> <tr> <th></th> <th>2000/01</th> <th>2001/02</th> <th>2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td>Violent firearms offences</td> <td align="center">2,790</td> <td align="center">3,744</td> <td align="center">2,951</td> </tr> <tr> <td>Percent change</td> <td></td> <td align="center">+34.2%</td> <td align="center">+9.3%</td> </tr> </tbody> </table> <p>* Apr – Dec 2002</p>					2000/01	2001/02	2002/03 (YTD*)	Violent firearms offences	2,790	3,744	2,951	Percent change		+34.2%	+9.3%
	2000/01	2001/02	2002/03 (YTD*)													
Violent firearms offences	2,790	3,744	2,951													
Percent change		+34.2%	+9.3%													
MPS lead	Assistant Commissioner Specialist Crime	Business Group lead	Commander Cross Border & Organised Crime													
Examples of key activities in support of objective	<ul style="list-style-type: none"> • To review crime recording markers to ensure accurate data collection, thereby informing operational response • In conjunction with the Directorate of Intelligence compile a template to assist analysis of firearms incidents, thereby ensuring appropriate operational response • To provide Borough Operational Command Units with crime reduction information to enable local reduction strategies to be put in place • To work in partnership with other social agencies and volunteer groups to put in place reduction strategies • Conduct targeted operations against specific problems such as gun dealers and problematic licensed premises 															
Examples of supporting activities from other business groups	<p>Forensic Services, Specialist Crime, will establish a clearing house to ensure rapid examination of firearms and ammunition to gather forensic intelligence.</p> <p>Specialist Operations (Firearms Branch) will be leading intelligence led Armed Response Vehicle deployments targeted at boroughs' gun crime 'hot spots' ensuring the activity dovetails into BOCU crime reduction strategies. Also Diplomatic Protection Branch will support the Firearms Unit by providing contingency armed response vehicles.</p>															
Further information (background or context)	A gun amnesty commenced on 31 March 2003 and will continue for one month.															

¹ The definition of violent firearm offences is 'all violent crime, burglary and theft except possession of weapons where a firearm (including air weapons) is involved'

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: A: IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS									
Objective	8. To reduce the number of road casualties								
Measure	The number of serious/fatal road casualties within the Metropolitan Police District								
Targets	A 4% reduction in serious/fatal casualty figures compared with 2002/03.								
Current performance	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 15%;">2000/01</th> <th style="width: 15%;">2001/02</th> <th style="width: 15%;">2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Casualties**</td> <td style="text-align: center;">5,568</td> <td style="text-align: center;">5,428</td> <td style="text-align: center;">2,992</td> </tr> </tbody> </table> <p>*Apr – Oct 2002 ** involving death or serious injury ¹</p>		2000/01	2001/02	2002/03 (YTD*)	Casualties**	5,568	5,428	2,992
	2000/01	2001/02	2002/03 (YTD*)						
Casualties**	5,568	5,428	2,992						
MPS lead	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Assistant Commissioner Territorial Policing</td> <td style="width: 15%; text-align: center;">Business Group lead</td> <td style="width: 55%;">Commander Traffic & Transport</td> </tr> </table>	Assistant Commissioner Territorial Policing	Business Group lead	Commander Traffic & Transport					
Assistant Commissioner Territorial Policing	Business Group lead	Commander Traffic & Transport							
Examples of key activities in support of objective	<ul style="list-style-type: none"> To support the 'THINK' campaign by carrying out specified road safety initiatives in line with the 'THINK' campaign calendar. This is a twelve-month themed, linked enforcement plan To provide high visibility, tactical policing on the Strategic Road Network To work with our partners and significant stakeholders to provide education to all road users when appropriate Co-ordination between collision investigation, traffic management and our partners to look at engineering out road problems Pro-actively identifying intelligence led casualty hot spots Specific targeted operations 								
Examples of supporting activities from other business groups	Specialist Crime Directorate will provide forensic services to support the investigation of road traffic accidents involving casualties.								
Further information (background or context)	The reduction target is in line with the government's 10 year target to reduce serious/fatal road casualties by 40% by 2010, based on a 1994/98 baseline. It represents a straight line reduction.								

¹ Dept of Transport definition of 'serious'

Detention in hospital as inpatient (either immediately or later)
Fracture
Internal injury
Burns (excluding friction burns)
Severe cuts
Crushing
Concussion
Severe general shock requiring hospital treatment
Death occurring 30 or more days after accident

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: B SECURING THE CAPITAL AGAINST TERRORISM							
Objective	9. To prevent and disrupt terrorist activity						
Measure	Number of quality intelligence reports submitted						
Targets	To increase the number of quality intelligence reports submitted						
Current performance	<table border="1"> <thead> <tr> <th></th> <th align="center">April - December 2002*</th> </tr> </thead> <tbody> <tr> <td>Total quality intelligence reports</td> <td align="center">5,305</td> </tr> </tbody> </table>				April - December 2002*	Total quality intelligence reports	5,305
		April - December 2002*					
Total quality intelligence reports	5,305						
* Data was not collected prior to April 2002							
MPS lead	Assistant Commissioner Specialist Operations	Business Group lead	Assistant Commissioner Specialist Operations				
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Enhance the prevention of terrorist activity through internal and external communication by implementing a structured communication system for staff and key partners in the wider community • Enhance prevention and opportunities for disruption through a revised corporate counter terrorism strategy engaging partners, communities and staff • Every Operational Command Unit will adopt and implement a revised corporate counter terrorism strategy from 1 April 2003 • A review of the Operation Rainbow¹ menu of options and related database entries will be undertaken • Ensuring a high level of preparedness through a BOCU review of contingency plans relating to priority sites in London using a corporate template • Maintaining and developing the MPS response to the potential disruption of time critical business processes • Enhance the integration of intelligence, enforcement and prevention priorities consistent with the National Intelligence Model 						
Examples of supporting activities from other business groups							
Further information (background or context)							

¹ Operation Rainbow is a terrorism contingency plan

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: B SECURING THE CAPITAL AGAINST TERRORISM			
Objective	10. To maintain an effective response to suspected and actual terrorist incidents		
Measure	The number of scenes managed to a 'good' or 'very good' standard		
Targets	90% of scenes managed to a 'good' or 'very good' standard		
Current performance		2000/01	2001/02
		2002/03 (YTD*)	
	Suspected and actual incidents	491	546
	% managed to good or very good standard	94.7%	94.3%
	*Apr – Dec 2002		
MPS lead	Assistant Commissioner Specialist Operations	Business Group lead	Deputy Assistant Commissioner National Co-ordinator Anti Terrorist Branch
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Reinforce understanding of effective scene management amongst BOCU officers through briefing, training and the provision of briefing material • Following a terrorist incident, to assign Family Liaison Officer support to the victims and families of victims in all appropriate cases • Enhance internal and external communication following a terrorist incident by implementing a structured communication system for staff and key partners in the wider community 		
Examples of supporting activities from other business groups	<p>Resources Directorate will improve the capability to respond to terrorist incidents by procuring, storing and issuing appropriate protective clothing and equipment.</p> <p>They will also support all business groups in respect of their business continuity plans with an emphasis on accommodation.</p> <p>Specialist Crime Directorate will provide additional resources in photographic and fingerprint services and respond to requests to attend crime scenes within 1.5 hrs 100% of the time.</p>		
Further information (background or context)			

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: C TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS													
Objective	11. To improve victim care and investigation in cases of rape												
Measure	The judicial disposal rate for rape												
Targets	25% judicial disposal rate												
Current performance	<table border="1"> <thead> <tr> <th></th> <th>2000/01</th> <th>2001/02</th> <th>2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td>Offences</td> <td align="center">2,189</td> <td align="center">2,498</td> <td align="center">2,153</td> </tr> <tr> <td>Judicial disposal rate</td> <td align="center">18.6%</td> <td align="center">22.5%</td> <td align="center">22.9%</td> </tr> </tbody> </table> <p>*Apr - Dec 2002</p>		2000/01	2001/02	2002/03 (YTD*)	Offences	2,189	2,498	2,153	Judicial disposal rate	18.6%	22.5%	22.9%
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Assistant Commissioner Territorial Policing	Business Group lead	Commander Crime Operations											
Examples of key activities in support of objective	<ul style="list-style-type: none"> • The opening of two new Sexual Offence Referral Centres, one each in east and west London • Establish a team of officers to undertake forensically led cold case reviews of historical stranger rape cases • Conduct an external publicity campaign to encourage victims from minority groups across London to report rape • The development of questionnaires to enable the MPS to further understand victims' needs and hence improve the response 												
Examples of supporting activities from other business groups	<p>Specialist Crime will:</p> <ul style="list-style-type: none"> - Develop forensic training in rape and sexual offence investigation across the MPS - Develop intelligence databases for sexual offences - Support 'cold case' reviews - Review all rape submissions to external suppliers of forensic services. <p>Specialist Crime (Forensic Services) will increase forensic support in the investigation of rape, with DNA profiling continuing to play a significant role in the investigation of these offences.</p>												
Further information (background or context)	Project Sapphire is also working on implementing the remaining recommendations contained within the Metropolitan Police Authority scrutiny on rape investigation and victim care, alongside the Home Office action plan to implement the recommendations of the HMIC/Crown Prosecution Service Inspectorate joint investigation into the investigation and prosecution of cases involving allegations of rape.												

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: C TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS													
Objective	12: To improve victim care and investigation in cases of domestic violence												
Measure	<ol style="list-style-type: none"> 1. The judicial disposal rate for domestic violence 2. The implementation of a partnership with local domestic violence agencies whereby non-police staff work within the Community Safety Units to deliver enhanced victim care 												
Targets	<ol style="list-style-type: none"> 1. 17% judicial disposal rate 2. By 31 March 2004, all Community Safety Units 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 												
Current performance	<table border="1"> <thead> <tr> <th></th> <th>2000/01</th> <th>2001/02</th> <th>2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td>Offences</td> <td align="center">57,981</td> <td align="center">56,253</td> <td align="center">46,784</td> </tr> <tr> <td>Judicial disposal rate</td> <td align="center">13.7%</td> <td align="center">15.0%</td> <td align="center">16.4%</td> </tr> </tbody> </table> <p>* Apr – Dec 2002</p>		2000/01	2001/02	2002/03 (YTD*)	Offences	57,981	56,253	46,784	Judicial disposal rate	13.7%	15.0%	16.4%
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Deputy Commissioner	Business Group lead	Commander Diversity Directorate											
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Service level agreements with the Crown Prosecution Service for the prosecution of domestic violence cases • Enhanced victim care through multi-agency partnerships • Establishment of borough multi-agency Domestic Violence Forums • Implementation of a positive action policy (ie where a power of arrest exists, officers will need to justify why they have not exercised that power) • Production of guidelines on good practice in partnership working in cases of hate crime and domestic violence 												
Examples of supporting activities from other business groups	Specialist Crime (Forensic Science) will continue to explore forensic opportunities in domestic violence, especially photography of victims, to secure evidence to demonstrate patterns of offending.												
Further information (background or context)	<p>Current and previous judicial disposal targets for domestic violence are: 2002/03 16% 2001/02 14%</p> <p>In order to reduce the high level of repeat victimisation in domestic violence cases and to ensure the needs of the victim are met, long term support must be provided by other agencies.</p> <p>The partnership workers will need to operate from the Community Safety Unit on a full or part time basis, either voluntarily, through joint funding or through funding from the many government initiatives.</p>												

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: C TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS																													
Objective	13. To improve victim care and investigation in cases of hate crime																												
Measure	1. The judicial disposal rate for racist crime 2. The percentage of victims of racist crime who are satisfied or very satisfied with police performance 3. The judicial disposal rate for homophobic crime																												
Targets	1. 18% judicial disposal rate for racist crime 2. 70% of victims of racist crime satisfied / very satisfied with police performance 3. 17% judicial disposal rate																												
Current performance	<table border="1"> <thead> <tr> <th>Racially motivated crime</th> <th>2000/01</th> <th>2001/02</th> <th>2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td>Offences</td> <td align="center">16,981</td> <td align="center">15,610</td> <td align="center">10,609</td> </tr> <tr> <td>Judicial disposal rate</td> <td align="center">16.8%</td> <td align="center">17.0%</td> <td align="center">18.1%</td> </tr> <tr> <td>% satisfied</td> <td align="center">73.0%</td> <td align="center">69.7%</td> <td align="center">66.9%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Homophobic crime</th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>Offences</td> <td align="center">1,344</td> <td align="center">1,239</td> <td align="center">852</td> </tr> <tr> <td>JD rate</td> <td align="center">11.2%</td> <td align="center">15.3%</td> <td align="center">18.7%</td> </tr> </tbody> </table> <p>* Apr – Dec 2002</p>	Racially motivated crime	2000/01	2001/02	2002/03 (YTD*)	Offences	16,981	15,610	10,609	Judicial disposal rate	16.8%	17.0%	18.1%	% satisfied	73.0%	69.7%	66.9%	Homophobic crime				Offences	1,344	1,239	852	JD rate	11.2%	15.3%	18.7%
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Examples of key activities in support of objective	<ul style="list-style-type: none"> • Introduction of a self-reporting form for victims of homophobic crime • Revised minimum standards for the investigation of hate crime • Development of Hate Crime (including domestic violence) Focus Desks within borough Intelligence Offices • Revised guidance on enhanced evidence gathering and victimless prosecutions in cases of hate crime and domestic violence • On-going training for Station Reception Officers and Computer Aided Despatch staff on initial contact with victims of hate crime and domestic violence 																												
Example of supporting activities from other business groups	Specialist Operations joint working group (which includes Special Branch, Anti-Terrorist Branch, Public Order and Fraud Squad) to consider and implement the National Intelligence Model (see p. 49) in relation to counter-terrorism and extremist (including hate crime) policing.																												
Further information (background or context)																													

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: C		TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS	
Objective	14. To improve the protection and safety of children including victim care, investigation and partnership working		
Measure	1. 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 of the Victoria Climbié Inquiry) 2. The number of cases where a supervisory officer manages from the outset the investigation of serious crimes against children (recommendation 94 of the Victoria Climbié Inquiry)		
Targets	1. 100% of cases 2. 100% of cases		
MPS lead	Assistant Commissioner Specialist Crime	Business Group lead	Commander Child Protection
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Implementing a 24-hour Operations Command to improve the quality and speed of the response to child protection incidents across London • Improving the quality, integrity and management of child protection crime reports through the creation of a Crime Management Unit for the Child Protection Command • Enhancing the use of intelligence and information sharing with the creation and development of two new databases for internal and external partners • Creating a Child Protection High Tec Crime Unit to enhance our response to the investigation of paedophilia on the Internet • Referral Managers are employed on each Child Protection Unit to reduce the workloads to the investigation teams • The Child Abuse Prevention Team continue to form partnerships within London's boroughs and promulgate best prevention practice with our partners • To deliver Lord Laming's recommendations within the agreed timescales of his report 		
Examples of supporting activities from other business groups	Specialist Crime, through Home Office Forensic Sciences, will make a significant contribution through the forensic examination of digital media and internet records. Specialist Operations to conduct background checks on people who have applied to Criminal Records Bureau for Enhanced Disclosure. (90% within 10 working days).		
Further information (background or context)			

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: D		IN PARTNERSHIP, TO REVITALISE THE CRIMINAL JUSTICE SYSTEM	
Objective	15. To bring more offences to justice		
Measure	1. Number of offences brought to justice (ie conviction/caution/taken into consideration (TIC)) 2. Number of sites where Crown Prosecution Service (CPS) lawyers are available at point of charge		
Targets	1. An increase of 5% (6,183) for 2003/04 compared with 2001/02 2. 20 sites by the end of March 2004		
MPS lead	Assistant Commissioner Territorial Policing	Business Group lead	Commander Investigation & Criminal Justice
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Introduction of National Strategy for Police Information Systems (NSPIS) Case and Custody • Development of Prisoner Processing Teams • MPS/CPS joint performance meetings at BOCU level • Implementation of secure e-mail systems and audit procedures between the CPS and the MPS 		
Examples of supporting activities from other business groups	<p>Resources Directorate will provide suitable accommodation at the point of charge and establish accommodation protocols with all partners.</p> <p>Forensic Services, Specialist Crime, will continue to move from measuring forensic identifications (outputs) to forensic judicial disposals (outcomes), recognising that forensics play a significant role in the conviction of offenders.</p>		
Further information (background or context)	<p>The target increase of 6,183 is a London Criminal Justice Area target ie joint with the City of London and in partnership with the CPS. Offences brought to justice data is not sufficiently timely to use for internal performance monitoring, however it remains the 'highest level' target. In order to reach this target the following supporting targets are proposed:</p> <ul style="list-style-type: none"> • 15% reduction in discontinuances (current figures are 31,975 at Crown and Magistrates' Courts for April – December 2002) • 35% reduction in discharged committals (based on an approximate figure of 2,100 for 2002; this baseline may be revised) <p>The MPS will monitor the number of judicial disposals to ensure that sufficient cases are entering the system.</p> <p>In addition to these targets, the London Criminal Justice Action Plan sets out targets to reduce the number of ineffective trials due to witness non-attendance/no evidence offered, and to increase the proportion of effective trials, both of which will also contribute to the headline increase.</p> <p>It is proposed that these supporting targets will be revised over the course of the year in line with the most recent available data to ensure that the high level target is reached.</p> <p>Discontinuance and discharged committal data is supplied by the CPS.</p>		

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: D		IN PARTNERSHIP, TO REVITALISE THE CRIMINAL JUSTICE SYSTEM																									
Objective	16. To improve the service to victims and witnesses																										
Measure	1. Victim satisfaction with police initial response to a burglary 2. Victim satisfaction with police initial response to a violent crime 3. To develop agreed standards for information and communication to witnesses and victims through the introduction of victim focus desks on boroughs																										
Targets	1. Victim satisfaction with police initial response to burglary of 85% 2. Victim satisfaction with police initial response to violent crime of 75% 3. To pilot a victim focus desk, evaluate and begin roll-out																										
Current performance	% of victims satisfied with police initial response to a report of a burglary of a dwelling <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th>2000/01</th> <th>2001/02</th> <th>2002/03(YTD*)</th> </tr> </thead> <tbody> <tr> <td>Base</td> <td>2,287</td> <td>1,075</td> <td>905</td> </tr> <tr> <td>% satisfied</td> <td>84%</td> <td>83%</td> <td>83%</td> </tr> </tbody> </table> % of victims satisfied with police initial response to a report of violent crime <table border="1" style="margin-left: 20px;"> <thead> <tr> <th></th> <th>2000/01</th> <th>2001/02</th> <th>2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td>Base</td> <td>1,607</td> <td>556</td> <td>360</td> </tr> <tr> <td>% satisfied</td> <td>74%</td> <td>74%</td> <td>70%</td> </tr> </tbody> </table> * Apr – Dec 2002				2000/01	2001/02	2002/03(YTD*)	Base	2,287	1,075	905	% satisfied	84%	83%	83%		2000/01	2001/02	2002/03 (YTD*)	Base	1,607	556	360	% satisfied	74%	74%	70%
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MPS lead	Assistant Commissioner Territorial Policing	Business Group lead	Commander Investigation & Criminal Justice Commander Crime Operations																								
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Further development and roll out of the sole burglary response pilots on the boroughs of Enfield and Southwark • Development of victim/witness satisfaction information through the London Criminal Justice Board reflecting experiences throughout the criminal justice system • Development of victim/witness focus desks on boroughs • Recruitment of five volunteer co-ordinators who will develop the use of volunteers in the MPS, including the support of victims and witnesses 																										
Examples of supporting activities from other business groups	As part of the MPS Policing Model Forensic Services, Specialist Crime, will attend the majority of burglaries in London within 4 hours of reporting by a scene examiner, thus improving the service to victims of crime.																										
Further information (background or context)	The victim satisfaction survey information is the only baseline data available regarding victim or witness satisfaction with the Criminal Justice Service; the performance measures are also best value performance indicators. It is recognised that this does not fully reflect the priority and objective.																										

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR EXCELLENCE: 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 MPS¹																											
Measure	1. Minority ethnic recruits as a percentage of all police recruits 2. Minority ethnic officers as a percentage of total police strength 3. Minority ethnic recruits as a percentage of all PCSO recruits 4. Minority ethnic PCSOs as a percentage of total PCSO strength 5. Minority ethnic civil staff as a percentage of total civil staff strength 6. Women recruits as a percentage of all police recruits 7. Women officers as a percentage of total police strength 8. Women recruits as a percentage of all PCSO recruits 9. Women as a percentage of the total PCSO strength																											
Targets	1. 15% 2. 6.6% 3. 25%	4. 25% 5. 21% 6. 25%	7. 18% 8. 29% 9. 26%																									
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MPS lead:	Assistant Commissioner Human Resources	Business Group lead	Director, Human Resources 'Services' Director, Human Resources 'Selection'																									

¹ ie police officers, civil staff, Police Community Support Officers (PCSOs), traffic wardens and the Metropolitan Police Special Constabulary

MPA POLICING AND PERFORMANCE PLAN 2003/04

Examples of key activities in support of objective	<ul style="list-style-type: none"> • Support the Diversity Directorate in working towards making the MPS responsive to the needs of people with disabilities, both those we employ and those for whom we provide a service • Endeavour to retain experienced members of staff by actively promoting the benefits of working for the MPS, including flexible working and work/life balance • Explore the opportunities for recruiting PCSOs in conjunction with local partnerships, with a view to appointing more PCSOs from the various minority groups in the community they will serve • Introduce a Career Development Unit to encourage good practice and advise police officers and civil staff on career development issues, and helping to address the particular needs of women and individuals from minority ethnic groups • Ensure that the policies and processes we develop meet the needs of all minority groups within the workforce, including issues of gender, age, disability, ethnicity, sexual orientation and religion • Promote the principles of fair treatment in the workplace for all employees, through the work of the new Fairness at Work Co-ordinator and implementation of the new grievance procedure
Examples of supporting activities from other business groups	
Further information (background or context)	The MPS's diversity strategy is summarised in Annex I of 'Towards the Safest City'.

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR EXCELLENCE A: TO EXPAND OUR APPROACH TO INCLUDE ALL ASPECTS OF DIVERSITY	
Objective	18. To enhance community reassurance programmes to vulnerable communities
Measure	Develop, in partnership, an approach to community reassurance involving local identification of vulnerable groups
Targets	Establish four pilot sites and evaluate during 2003/04
MPS lead	Deputy Commissioner Business Group lead Commander, Diversity Directorate
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Diversity Directorate will quality assure local reassurance plans to ensure that they include a focus on local vulnerable communities • Vigorous evaluation six months after commencement of pilot including independent evaluation, boroughs concerned, communities, Territorial Policing and Diversity Directorate • Incorporation of lessons from evaluation process (and revise model, if necessary) <p>In addition, Diversity Directorate will identify a small number of pan-London priority vulnerable groups to be addressed by central reassurance programmes, based on the processes employed at the four pilot sites</p>
Examples of supporting activities from other business groups	
Further information (background or context)	<p>Reassurance will form part of the 'Policing Performance Assessment Framework' (PPAF) being developed by the Policing Standards Unit of the Home Office.</p> <p>Because of the complexity of reassurance and the issues that can affect it, a simple question in the Public Attitude Survey will not address the issue adequately.</p> <p>The term 'reassurance' has been interpreted as 'making people feel safer'. The Territorial Policing Reassurance Project is working with Surrey Police to develop a reassurance model.</p> <p>The Territorial Policing reassurance model is based on a template that is to be piloted on three wards on each of four boroughs (Merton, Kensington and Chelsea, Bexley and Enfield). After evaluation, the project is intended to be rolled out to 10 boroughs and then to all boroughs.</p> <p>The above-mentioned pilots are being conducted in collaboration with the Home Office Police Standards Units as part of a national project for which £500k funding has been set aside. Evaluation is being conducted by the Police Foundation.</p>

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PRIORITY FOR EXCELLENCE: 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		
Measure	An action plan to deliver improved accessibility		
Targets	To deliver the agreed action plan by October 2003 and subsequently to attain the agreed milestones		
MPS lead	Assistant Commissioner Territorial Policing	Business Group lead	Commander Patrol & C3i
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Develop an action plan for the implementation of the recommendations of the best value review of Managing Demand • Develop a performance management framework for public satisfaction with front counter services • Develop a strategy for increasing the use of volunteers to assist in reducing delays at police station front counters • Evaluate the use of existing mobile police stations to assess usage, effectiveness and impact on accessibility 		
Examples of supporting activities from other business groups	Examples of activities being undertaken in support of this objective can be found at annex K of the Plan.		
Further information (background or context)	The Managing Demand best value review will report to the Metropolitan Police Authority in May 2003. Improving accessibility will form a key part of the review's proposals and will set out recommendations for delivering improved accessibility.		

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR EXCELLENCE: B		TO MANAGE THE DEMANDS ON THE MPS MORE EFFECTIVELY																									
Objective	20. To improve the quality of response to public requests for assistance																										
Measure	1. Percentage of the public satisfied with the time taken to answer a 999 call 2. Percentage of the public satisfied with police action in response to 999 calls																										
Targets	1. 85% of the public satisfied with the time taken to answer a 999 call 2. 85% of the public satisfied with the police action in response to 999 calls																										
Current performance	<table border="1"> <thead> <tr> <th>Time taken</th> <th>Base</th> <th>Frequency satisfied</th> <th>% satisfied</th> </tr> </thead> <tbody> <tr> <td>YTD* 2002/03</td> <td>1,431</td> <td>1,170</td> <td>81.8%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Police action</th> <th>2000/01</th> <th>2001/02</th> <th>2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td>Base</td> <td>4,597</td> <td>3,053</td> <td>1,657</td> </tr> <tr> <td>Frequency satisfied</td> <td>3,626</td> <td>2,469</td> <td>1,302</td> </tr> <tr> <td>% satisfied</td> <td>79%</td> <td>81%</td> <td>79%</td> </tr> </tbody> </table> <p>* Apr – Dec 2002</p>			Time taken	Base	Frequency satisfied	% satisfied	YTD* 2002/03	1,431	1,170	81.8%	Police action	2000/01	2001/02	2002/03 (YTD*)	Base	4,597	3,053	1,657	Frequency satisfied	3,626	2,469	1,302	% satisfied	79%	81%	79%
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MPS lead	Assistant Commissioner Territorial Policing	Business Group lead	1) Communications Programme Group Director 2) Commander Patrol & C3i																								
Examples key activities in support of objective	<ul style="list-style-type: none"> • Revise the definition for I and S grades¹ • Implement new call grading standards • Develop a time based measure based on average response time • Develop and promulgate guidance on the use of incident pattern analysis to define patrol areas 																										
Examples of supporting activities from other business groups																											
Further information (background or context)	<p>This survey data is based on crime victims and road traffic accident (RTA) victims who contact the police via 999.</p> <p>The data for the proportion of members of the public satisfied with the time taken to answer a 999 call is based on a survey question to crime victims who are asked whether they were satisfied with the transfer time between the BT (or other service operator) and the police call-handler. It should be noted that measure does not measure public satisfaction with the whole process, just the part that is within the control of police</p>																										

¹ 'Immediate' and 'soon' are call action classifications used in control rooms

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PRIORITY FOR EXCELLENCE: 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	1. Police strength 2. Police Community Support Officer (PCSO) strength		
Targets	1. 29, 856 by March 2004 2. 1,506 by March 2004 ¹		
MPS lead:	Assistant Commissioner Human Resources	Business Group lead	Director of Human Resources
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Agree with Territorial Policing a plan to maintain police skills and experience at Boroughs (People Strategy) • Develop a Skills Management and Deployment Policy to maximise the return on training investment • Develop a process to select and train enough detectives to meet operational needs • Create a Civil Staff Development Unit to co-ordinate training and developmental opportunities • Explore alternative methods of training delivery through external partnerships and service providers • Develop the application of MetPeople² competencies across the range of HR activities • Develop a healthy workforce and safe working practices to enable police officers and civil staff to contribute effectively to operational priorities 		
Examples of supporting activities from other business groups			
Further information (background or context)	An additional target and measure on the completion of staff performance development reviews has been set by the Human Resources Directorate and this will be monitored by the Human Resources Committee		

¹ The provisional PCSO figure remains subject to funding arrangements yet to be finalised

² 'Metpeople' is the National Competency Framework, renamed for MPS purposes

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PRIORITY FOR EXCELLENCE: C TO MAKE BEST USE OF OUR STAFF AND RESOURCES			
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		
Targets	<ul style="list-style-type: none"> • Development of outline strategy by May 2003 • Development of outline programme plan by end of July 2003 		
MPS lead	Deputy Commissioner	Business Group lead	Commander Reform & Growth
Key activities in support of objective	<ul style="list-style-type: none"> • Creation of Corporate Growth Programme with appropriate governance, management and meeting structure • Development of MPS Corporate Growth Strategy with a supporting programme plan • Initiation of workstrands/projects specified in Programme Plan which will include:- <ul style="list-style-type: none"> • Policing style • Funding • Infrastructure • Civil support staff • Performance • Recruitment and retention • Accommodation • Provision of uniform and equipment 		
Examples of supporting activities from other business groups			
Further information (background or context)	This objective is set out in the context of recent year-on-year growth in police officer numbers, through both GLA and Home Office funding. It relates to the Commissioner's aspiration, supported by the MPA, that the MPS will grow significantly.		

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PRIORITY FOR EXCELLENCE: C TO MAKE BEST USE OF OUR STAFF AND RESOURCES			
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 timescale within project plan		
Targets	<ul style="list-style-type: none"> • In-depth devolution¹ to be rolled-out to a further 8 pathfinder sites (5 BOCUs and 3 OCUs) with effect from April 2003, in addition to continuing with the existing 7 pathfinder sites • Broad devolution² to all remaining OCUs and BOCUs with effect from April 2003 		
MPS lead	Deputy Commissioner	Business Group lead	Deputy Assistant Commissioner Strategic Development
Key activities in support of objective	<ul style="list-style-type: none"> • Continuous evaluation of pathfinder sites to ensure that any lessons learned have been applied to the roll-out to other sites • The provision of a bespoke training and awareness programme on devolved budget management to all appropriate staff (with the option to roll-out faster, if appropriate) • MPS will undertake an evaluation report of the pathfinder scheme in July 2003 		
Examples of supporting activities from other business groups			
Further information (background or context)	<p>There are currently 7 pathfinder sites (6 BOCUs and 1 OCU) with 'in-depth' devolution that have been instrumental in the development of the devolved budget scheme during the course of 2002/03.</p> <p>As an early part of the current programme of financial devolution, IT support budgets will have been devolved to cost centre managers by the end of March 2003.</p> <p>Section 2 of the MPA Scheme of Devolved Financial Management gives details of a clear line of financial accountability in respect of devolved budgets and also explains the roles and responsibilities of Budget Holders and Budget Managers.</p>		

¹ Including police pay, linguistics, Forensic Medical Examiners, energy, forensics and minor property repairs and maintenance

² Including linguistics, Forensic Medical Examiners, energy and minor property repairs and maintenance but excluding forensics and police pay

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR EXCELLENCE: C				TO MAKE BEST USE OF OUR STAFF AND RESOURCES			
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					
Targets		<ol style="list-style-type: none"> 1. To increase the value of income generated from £1.2m to £2m by 31 March 2004¹ 2. To publish 'Building Towards the Safest City' by 30 April 2003 3. Establish a database of 2003/04 partnership schemes by June 2003 4. Deliver the accommodation requirements for C3i at Hendon by 28 February 2004, Lambeth by 31 March 2004 and Bow by 30 April 2004 5. Increase the number of MPS marked vehicles from 1,868 to 1,961 by 31 March 2004 					
MPS lead		Director of Resources	Business Group lead	1. Director of Procurement			2. & 4. Director of Property Services
				3. Director of Finance			5. Director of Transport
Examples of key activities in support of objective		<ol style="list-style-type: none"> 1. Increase the level of income generation through: <ul style="list-style-type: none"> • Recruiting staff and establishing a unit • Identifying and collating all income generation (including sponsorship) opportunities • Ensuring the delivery of a revised key holder database 2. Review the approach to estate management with a view to providing a co-ordinated, flexible and responsive service in respect of accommodation. To include: <ul style="list-style-type: none"> • Publishing 'Building towards the Safest City' • Agreeing proposals for flexible estate management 3. Promote funding through partnership including: <ul style="list-style-type: none"> • Establish a database of 2003/04 partnership schemes • Provide Operational Command Units with guidance on financial requirements for partnership funding opportunities when they are announced • Arrange training workshops in partnership funding for individual boroughs and other operational command units within two months of requests 					

¹ Income generation includes the commercial exploitation of MPA assets (intellectual, property, video pictures etc and all sponsorship activity)

MPA POLICING AND PERFORMANCE PLAN 2003/04

	<p>4. Support C3i¹ including:</p> <ul style="list-style-type: none"> • Preparing update reports (confirmed by the C3i programme manager) on the procurement of radio, telephone and CCTV requirements • Delivering accommodation requirements (eg call centres provided and partnering Directorate of Information in the provision of airwave aerials) • Providing ongoing financial support to ensure that C3i and related projects are developed and controlled from a financial perspective (regular monitoring reports on project expenditure and forecasts, financial advice and briefings to C3i related project teams and other groups) • Reviewing business case submissions <p>5. Optimise the MPS marked fleet including:</p> <ul style="list-style-type: none"> • Increasing the number of MPS marked vehicles • Increasing the number of silver base vehicles
<p>Examples of supporting activities from other business groups</p>	
<p>Further information (background or context)</p>	

¹ C3i is the Command, Control, Communications and Information programme which will replace the MPS Command and Control functions, in response to the ever increasing number of requests for police assistance

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PRIORITY FOR EXCELLENCE: C TO MAKE BEST USE OF OUR STAFF AND RESOURCES																			
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																		
Targets	To reduce the number of complaints per 1,000 officers by 5%																		
Current performance	<table border="1"> <thead> <tr> <th></th> <th>2000/01</th> <th>2001/02</th> <th>2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td>Number of Complaints</td> <td align="center">5,830</td> <td align="center">4,934</td> <td align="center">3,196</td> </tr> <tr> <td>Average Number of Police Officers</td> <td align="center">25,716</td> <td align="center">26,099</td> <td align="center">27,382</td> </tr> <tr> <td>Complaints per 1000 Officers</td> <td align="center">226.7</td> <td align="center">189.4</td> <td align="center">116.7</td> </tr> </tbody> </table> <p>* Apr – Dec 2002</p>				2000/01	2001/02	2002/03 (YTD*)	Number of Complaints	5,830	4,934	3,196	Average Number of Police Officers	25,716	26,099	27,382	Complaints per 1000 Officers	226.7	189.4	116.7
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MPS lead	Deputy Commissioner	Business Group lead	Director of Professional Standards																
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Developing and implementing risk reducing measures across the MPS • Developing and implementing Professional Standards and Risk Management Strategy • Developing, approving and monitoring professional standards policies across the MPS 																		
Examples of supporting activities from other business groups																			
Further information (background or context)	<p>There is a continuous process of reporting more detailed information and further development of reporting mechanisms which has been agreed with the MPA Professional Standards and Complaints Committee (PSCC) including:-</p> <p>An annual reporting programme for the measures;</p> <p>An annual reporting programme for the Professional Standards Strategy that involves focusing on a separate strand of the strategy at each meeting of the PSCC.</p> <p>There are no accepted or recognised performance measures for the Professional Standards function nationally but there is currently work in hand to develop such a set of measures.</p> <p><i>Context of the MPS Professional Standards Strategy</i> - This re-launched and re-focused Strategy is a high level statement of intention which supports the MPS Mission, Vision and Values and the MPS Corporate Framework - 'Towards the Safest City'¹-, with particular reference to the organisational improvement goals.</p>																		

¹ These documents are available on the MPA Internet site

MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR EXCELLENCE: C TO MAKE BEST USE OF OUR STAFF AND RESOURCES			
Objective	26. To communicate more effectively with our staff		
Measure	<ol style="list-style-type: none"> 1. Boroughs, OCUs and business groups to have in place and operating a local (internal) communication action plan 2. Re-inspection of internal communications to be undertaken to assess improvements 		
Targets	<ol style="list-style-type: none"> 1. All Boroughs, OCUs and business groups to have a Communication Action Plan in place by 31 May 2003 2. Re-inspection by 30 September 2003 		
MPS lead	Director of Public Affairs	Business Group lead	Head of Publicity & Internal Publications
Key activities in support of objective	<p>The Communications Action Plan (CAP) template suggests activities for developing a local plan. These include:</p> <ul style="list-style-type: none"> • identifying stakeholders • identifying existing methods of communication and establishing additional methods of communication where necessary • looking at use of intranet/internet, bulletin board and publications • establishing performance indicators • establishing inspection and review mechanisms 		
Examples of supporting activities from other business groups			
Further information (background or context)	<p>The CAP was developed as a result of the MPS inspection of internal communication and consultation in December, 2001. This inspection examined the MPS internal communication and consultation procedures, identified good practice and made recommendations to improve effectiveness. MPS Management Board agreed that each unit should produce a communication action plan and established a Communication Board to drive that work forward.</p>		

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PRIORITY FOR EXCELLENCE: 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		
Measure	Achievement of the minimum standards set for the police service nationally for the implementation of NIM		
Targets	Implement 100% of standards to national timescales		
Current performance	The minimum standards in this emerging area of policing have yet to be agreed nationally		
MPS lead	Assistant Commissioner Specialist Crime	Business Group lead	Deputy Assistant Commissioner, Directorate of Intelligence
Examples of key activities in support of objective	<ul style="list-style-type: none"> • Strategic planning and operational deployments through quarterly co-ordination forums • Weekly review of tactical deployments • Standardisation of intelligence reports • Review of all strands of intelligence training to ensure NIM compliance • Technology upgrading to enable the implementation of NIM to agreed timescales • MPS Inspectorate to incorporate NIM principles within the inspection framework 		
Examples of supporting activities from other business groups	Specialist Operations (Anti-Terrorist Branch) to review intelligence management processes and structures to ensure that Branch priorities are delivered in conjunction with partners, both within the MPS and externally, including National Intelligence Service and Immigration Service.		
Further information (background or context)	<p>NIM aims will apply across all law enforcement agencies eg Customs & Excise, Immigration Service.</p> <p>The longer term implementation of NIM is summarised in Annex K(viii) of 'Towards the Safest City'.</p>		

BEST VALUE AND POLICING & PERFORMANCE PLAN PERFORMANCE INDICATORS AND TARGETS

This annex sets out performance against the policing plan (PP) targets and police best value performance indicators (PBVs / BVPIs) set out in our Policing and Performance Plan for 2002/03. Where amendments to the national performance measures have been made the 2003/04 version is shown.

Unless noted otherwise, all 2002/03 information shown relates to April to December. The following notes are used in this annex:

Note 1: All population and household figures used are sourced from the 2001 census, hence some 2001/02 figures have changed slightly from those previously published.

Note 2: 2002/03 targets per 1,000 population and households are at present provisional and are based upon year to date information. These targets will be confirmed when year-end figures are available.

Note 3: National Crime Recording Standards were introduced on 1st April 2002, ensuring that a more victim focused and consistent approach to crime recording has been taken across England and Wales. As anticipated, this has led to increased levels of crime recorded in certain categories and direct comparisons with previous years are not possible. Of those crime figures included in this annex, NCRS has impacted significantly on levels of violence against the person; the NCRS-related increase is estimated as 19%±6%.

Note 4: The MPS has not set any judicial disposal / clear-up rate targets for 2003-04. Rather, a target has been set to increase the number of offences brought to justice by 5% whilst reducing volume crime levels. This is to ensure a focus on the outcome of arrests, in particular to focus on successful convictions rather than charges.

The position with regard to longer term targets for specific crime types, sickness and medical retirements, the development of a representative police service, and reductions in road traffic casualties are noted in 'Towards the Safest City', our 2003 – 2005 strategy plan.

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Ref	Indicator	2001/02 performance	2002/03 target	2002/03 performance (Apr - Dec 02)	2003/04 target	Comments
CITIZEN FOCUS						
PBV1a	Percentage of the public satisfied with the time taken to answer a 999 call from a member of the public		n/a	82.7%	85%	July to December 2002
PBV1b	Percentage of the public satisfied with the arrival time of an officer dealing with an immediate response incident		n/a		n/a	The MPS are unable to measure this PI
PBV1c	Percentage of the public satisfied with police action in response to 999 calls	80.9%	85%	78.3%	85%	
PBV1d	Percentage of victims satisfied with police initial response to a report of a violent crime	72.7%	80%	70.3%	75%	
PBV1e	Percentage of victims satisfied with police initial response to a report of a burglary of a dwelling	83.0%	90%	82.8%	85%	
PBV1f	Percentage of victims of road traffic collisions satisfied with the police service at the scene of the collision	90.9%	90%	90.7%	90%	
PBV1g	Percentage of victims of racist incidents satisfied with the police service when dealing with the incident	-	n/a	-	n/a	New PBV measure for 2003/04

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Ref	Indicator	2001/02 performance	2002/03 target	2002/03 performance (Apr - Dec 02)	2003/04 target	Comments
PP	The difference in level of satisfaction with the initial service received from the police expressed by victims of racist crime and victims of all crime	7.7%	No difference	9.0%	70% satisfaction target set	
PBV2a	% of residents who feel 'fairly or very safe' after dark whilst outside	-	n/a	51%	n/a	
PBV2b	% of residents who feel 'fairly or very safe' during the day whilst outside	-	n/a	90%	n/a	
PP	To increase satisfaction with foot patrols	15%	20%	14%	20%	Data from MPS Public Attitude Survey
PP	To increase satisfaction with mobile patrols	33%	35%	32%	n/a	Data from MPS Public Attitude Survey
REDUCING CRIME						
PBV3	Level of Crime (using British Crime Survey)	24.7 (household crime) & 10.0 (personal crime)	n/a	*24.0 (household crime) & *10.0 (personal crime)	n/a	*July 2001-June2002
PBV4a	% of reported domestic violence incidents leading to a related arrest	21.8%	n/a	21.5%	n/a	
PBV4b	% of reported domestic violence incidents leading to a related arrest, involving partner-on-partner violence	-	n/a	-	n/a	The MPS is unable to collate this data
BVPI 127	Violent crimes per 1,000 population	31.4	n/a	24.5	n/a	See notes 1 & 3

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Ref	Indicator	2001/02 performance	2002/03 target	2002/03 performance (Apr - Dec 02)	2003/04 target	Comments
BVPI 127a	Violent offences committed by a stranger per 1,000 population	18.0	n/a	13.3	n/a	See notes 1 & 3
BVPI 127b	Violent offences committed in a public place per 1,000 population	21.9	n/a	16.5	n/a	See notes 1 & 3
BVPI 127c	Violent offences committed in connection with licensed premises per 1,000 population	-	n/a	-	n/a	The MPS are unable to measure this PI
BVPI 127d	Violent offences committed under the influence per 1,000 population	-	n/a	-	n/a	The MPS are unable to measure this PI
BVPI 127e	Robberies per 1000 population	7.5	n/a	4.3	n/a	See note 1
PP	The number of recorded street crimes	38.3% increase	0% growth	-17.6%	10% reduction	
BVPI 126	Domestic burglaries per 1,000 households	24.5	1% reduction ie 24.3	-0.3% (18.1)	4% reduction ie 22.9	See notes 1 & 2
PP	The number of recorded burglaries	+3.2%	1% reduction	+0.1%	4% reduction	
BVPI 128	Vehicle crimes per 1,000 population	24.7	0% growth ie 24.7	18.7	7% reduction ie 23.2	See notes 1 & 2
PP	The number of recorded autocrimes	+3%	0% growth	-0.2%	7% reduction	
PP	The number of gun related violent crimes	+33.9%	10% growth (310 offences per month)	+8.8%	4% reduction*	*with slight changes to definition as noted in full plan
INVESTIGATING CRIME						
PBV5a	No. and % of stop/searches of white persons per 1,000 population	17.2	n/a	18.3	n/a	See note 1

MPA POLICING AND PERFORMANCE PLAN 2003/04

Ref	Indicator	2001/02 performance	2002/03 target	2002/03 performance (Apr - Dec 02)	2003/04 target	Comments
PBV5b	No. and % of stop/searches of minority ethnic persons per 1,000 population	63.0	n/a	44.1	n/a	See note 1
PBV6	Percentage of recorded racially aggravated crimes detected	22.6%	n/a	22.0%	n/a	
PP	The judicial disposal rate for racist crimes	17.0%	18%	18.1%	18%	
PP	The judicial disposal rate for homophobic crimes	15.3%	16%	18.7%	17%	
PP	The judicial disposal rate for domestic violence	15.0%	16%	16.4%	17%	
PP	The judicial disposal rate for rape offences	22.5%	25%	22.9%	25%	
PP	Implementation of the action plan following the outcome of the Climbié enquiry	-	-	-	-	Report published January 2003; not yet applicable
PBV7	Number of offenders charged, reported for summons or cautioned for supply offences in respect of class A drugs per 10,000 population.	-	n/a	-	n/a	Data not yet available from Home Office
BVPI 137a	Percentage of adults arrested referred to drug treatment programmes as a result of arrest referral schemes	2.2%	n/a	1.7%	n/a	BVPI deleted from suite for 2003-4
PP	Number of adults arrested referred to drug treatment programmes	4,739	3,000	3,068	n/a	

MPA POLICING AND PERFORMANCE PLAN 2003/04

Ref	Indicator	2001/02 performance	2002/03 target	2002/03 performance (Apr - Dec 02)	2003/04 target	Comments
PBV8a	Working with the CPS and the courts to narrow the justice gap by increasing the number of notifiable/recorded offences that result in a caution/conviction or TIC	123,958	n/a	n/a	Increase of 6183 on 2001/02	New PBV for 2003-4; Home Office data published in arrears
PBV8b	Percentage of notifiable offences for which a person has been charged, reported for summons or cautioned, or the offence has been taken into consideration by a court	11.8%	n/a	12.4%	n/a	See note 4
BVPI 127	Percentage of violent crimes detected	22.5%	n/a	22.3%	n/a	
BVPI 127e	Percentage of robberies detected (judicial disposals)	11.3%	n/a	13.4%	n/a	See note 4
PP	The judicial disposal rate for street crime	8.0%	10%	8.8%	n/a	See note 4
BVPI 126	Domestic burglaries - percentage detected	9.3%	n/a	12.2%	n/a	See note 4
PP	The judicial disposal rate for burglary	10.0%	11%	12.4%	n/a	See note 4
BVPI 128	Percentage of vehicle crimes detected	4.6%	n/a	4.5%	n/a	See note 4
PP	Judicial disposal rate for autocrime	4.3%	5%	4.3%	n/a	See note 4
PP	The number of youths accused	-0.70%	3% reduction	-14.3%	n/a	
PP	The percentage of persistent young offenders (PYOs) dealt with within two days (arrest to charge).	67.20%	70%	68.9%	n/a	

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Ref	Indicator	2001/02 performance	2002/03 target	2002/03 performance (Apr - Dec 02)	2003/04 target	Comments
PP	The percentage of persistent young offenders (PYOs) dealt with within seven days (charge to first court listing)	71.40%	71%	74.0%	n/a	
PP	The average time for PYO charge to sentence	83 days (last qtr fy01-02)	75 days	85 days*	n/a	*October to December 2002
PROMOTING SAFETY AND SECURITY						
PBV9	Fear of crime: high levels of worry about...					*July 01-June 02 British Crime Survey (BCS)
	burglary	18.0%	n/a	*18.3%	n/a	
	car crime	19.2%	n/a	*19.8%	n/a	
	violent crime	29.1%	n/a	*29.4%	n/a	
PP	To reduce fear of crime	36%	35%	41%	n/a	MPS Public Attitude Survey
PBV10	Feelings of public safety: high levels of perceived disorder	31.8%	n/a	*32.3%	n/a	*July 01-June 02 BCS
PBV11	Number of road traffic collisions involving death or serious injury per 1,000 population	0.75	0.73	0.54	4% casualty reduction target set	
PP	Percentage of terrorist scenes managed to a very good standard	76.2%	80%	73.6%	90% of scenes managed to a 'good' or 'very good' standard	
PP	The number of police officers in schools	-	44	58	n/a	Initiative started 2002/03
HELPING THE PUBLIC						
PBV12	Percentage of occasions on which the police meet immigration service requests for assistance in the removal of immigration offenders.	-	n/a	-	n/a	Relevant data not yet available from the immigration service

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Ref	Indicator	2001/02 performance	2002/03 target	2002/03 performance (Apr - Dec 02)	2003/04 target	Comments
PBV13	Percentage of police officers in operational posts	87.3%	87%	87.7%*	88%	*estimate: annual data collection
PP	Percentage of responses to incidents requiring immediate response within local target response time (12 minutes)	72.2%	75%	72.6%	n/a	Satisfaction target set
PP	Percentage of 999 calls answered within local target response time (15 seconds)	73.6%	80%	79.7%	n/a	Satisfaction target set
RESOURCE USAGE						
PBV14	Percentage of minority ethnic police officers in the force compared to the percentage of minority ethnic population of working age	1:5.2	1:3.2	1:4.9	1:3.8	
PP	The number of VEM officers as a percentage of the police strength	4.8%	7.9%	5.3%	6.6%	
PBV15a	Average number of working days lost through sickness per police officer	10.5	9 days per year	7.4	9 days per year	
PBV15b	Average number of working days lost through sickness for civilian employees	11.4	10 days per year except traffic wardens: 16 days per year	8.5	10 days per year civil staff 10 days per year PCSOs 18.5 days per year traffic wardens	
PP	Average number of days lost through sickness for civil staff (excluding traffic wardens)	10.8	10 days per year	8.1	10 days per year	

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Ref	Indicator	2001/02 performance	2002/03 target	2002/03 performance (Apr - Dec 02)	2003/04 target	Comments
PP	Average number of days sickness for traffic wardens	19.3	16 days per year	14.9	18.5 days per year	
PBV16a	Number of medical retirements of police officers per 1,000 officers	8.3	8.5	4.3	6.5	
PBV16b	Number of medical retirements of civilian employees per 1,000 civilian employees	6.6	6.5	1.9	6.5	
PP	The number of police officers recruited compared to the target	2,748	3,439	2,329	3,240	
PP	Percentage of new appointments to the police strength who are female	19.7%	22.5%	20.5%	25%	

COMPARISON OF PERFORMANCE

The graphs and text on the following pages show how the MPS's performance compares with the six other UK Metropolitan forces (Greater Manchester Police, West Midlands, West Yorkshire, Merseyside, Northumbria and South Yorkshire). This includes the new format for presenting data under the Police Performance Assessment Framework (PPAF), which is outlined in the National Policing Plan. The performance 'radar' for the MPS for 2001/02 is shown against the set of 'most similar forces' (MSF).

When comparing the performance attained by the MPS against that of the average of most similar forces, it shows that the MPS is achieving strong results in reducing crime and under citizen focus, where residents think that the police are doing a good job. The MPS is currently performing less well in investigating crime. This is also illustrated in the tables showing percentage detection rates against the other Metropolitan forces.

However, there are always limitations with data comparability between all other forces in the UK. The reasons for this include:

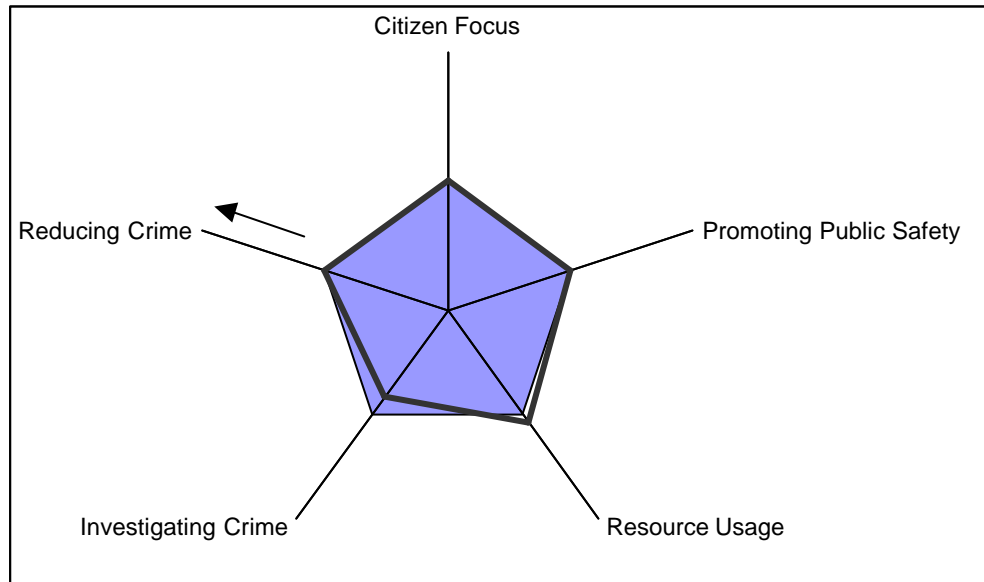
- The population covered by the MPS is nearly three times as big as the next largest UK force (West Midlands). This introduces service complexities, both in terms of scale and due to the very diverse nature of the area it polices. There are considerable differences in the working environments of inner and outer London boroughs.
- The MPS has significant national and international responsibilities (e.g. for terrorism), which are not found in any other UK force.
- Many of the Best Value Performance Indicators (BVPIs) measure incidence of events per 1,000 (resident) population. MPS figures are impacted by an underestimate of the population it polices, as the actual number of people in London is inflated by up to 50% owing to its large transient population (comprising tourists, other visitors, commuters and shoppers). This makes inter-force comparisons based on the number of crimes per resident population less meaningful.
- Our public order commitments, both those such as Notting Hill Carnival which are planned far in advance and those large marches and rallies which arise at very short notice, are considerable and have a significant impact on our resources.

For these reasons, we are progressing international benchmarking with other capital cities throughout the world, as we believe these cities will provide a more meaningful basis for performance comparison.

Further details on the five year targets and Public Service Agreements can be found in 'Towards the Safest City – The Strategy' which is published on both the MPA and MPS websites.

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The following is an extract from the Home Office publication Police Performance Monitoring 2001/02. The report compares the performance between similar forces (MSF), which in the case of the MPS are Greater Manchester, Merseyside, and West Midlands. The information below should be interpreted in conjunction with the guidelines contained in the Home Office report available on www.policereform.gov.uk/performance_monitors/wholeperformancemonitorsdoc.pdf



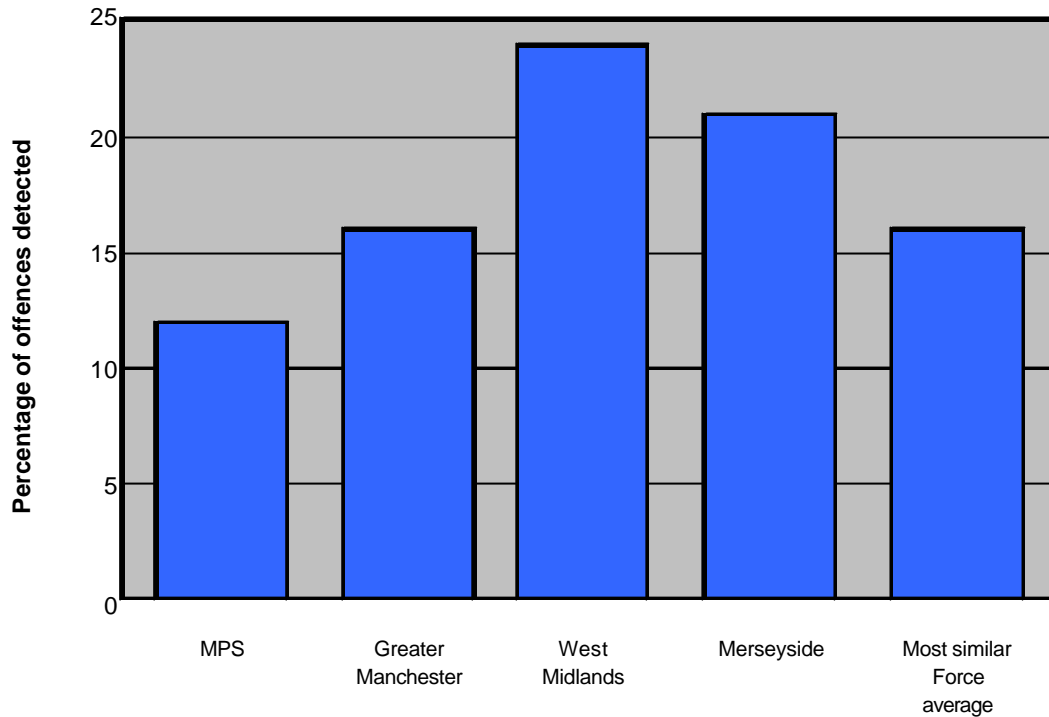
2001/02 for this force
 Average for similar forces
 ← Indicates where MPS is better than MSF

	MPS score	Average MSF score
Reducing Crime		
Burglaries for every 1,000 households	23.2	26.9
Vehicle crimes for every 1,000 residents	23.6	24.5
Robberies	7.3	5.8
Investigating Crime		
Percentage of offences detected	12%	16%
Percentage of offences brought to justice	11%	15%
Class A supply offenders brought to justice for every 10,000 residents	1.1	1.2
Promoting Public Safety		
Residents very worried about burglary	18% +/- 2%	19% +/- 2%
Residents highly worried about car crime	19% +/- 2%	23% +/- 2%
Residents highly worried about violence	29% +/- 2%	28% +/- 2%
Residents perceiving disorder as high	32% +/- 2%	23% +/- 2%
Citizen focus		
Residents thinking police do a good job	49% +/- 2%	45% +/- 2%
Resource Usage		
Days lost for each officer every year	10.4	12.2
Days lost for each civilian every year	11.1	13.0

MPA POLICING AND PERFORMANCE PLAN 2003/04

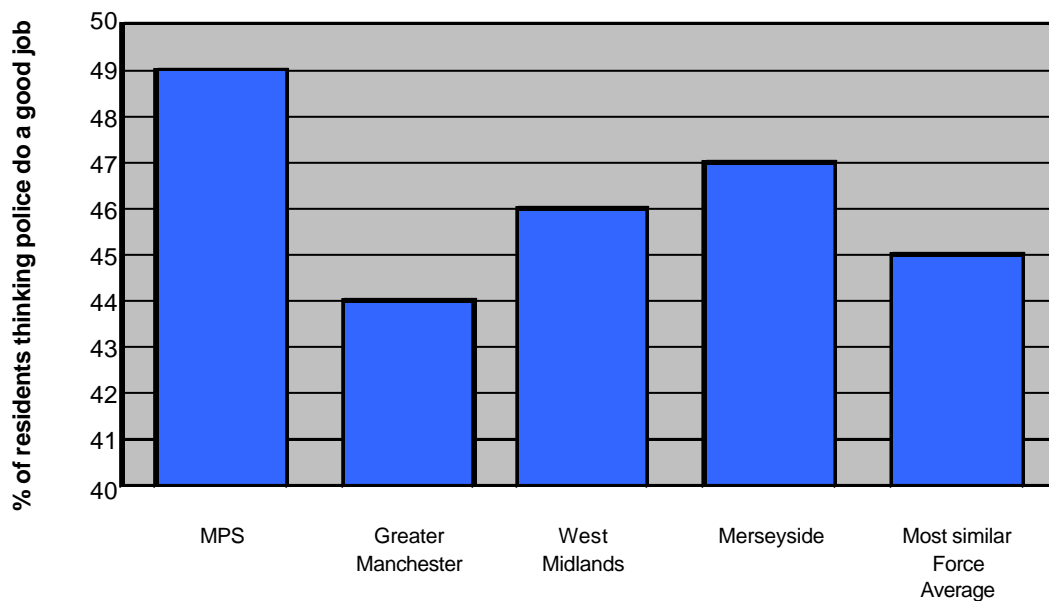
Comparison between the Metropolitan Police and most similar forces
for the percentage of offences detected

Investigating Crime



Comparison between the Metropolitan Police and most similar forces
for the percentage of residents who think the police do a good job

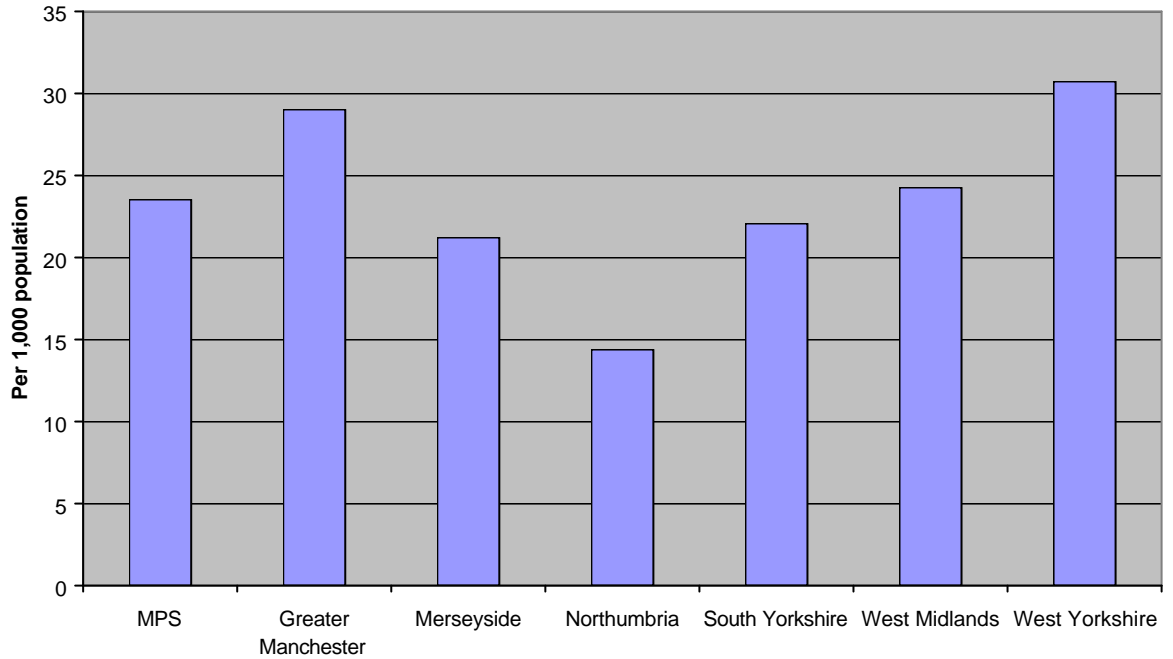
Citizen focus



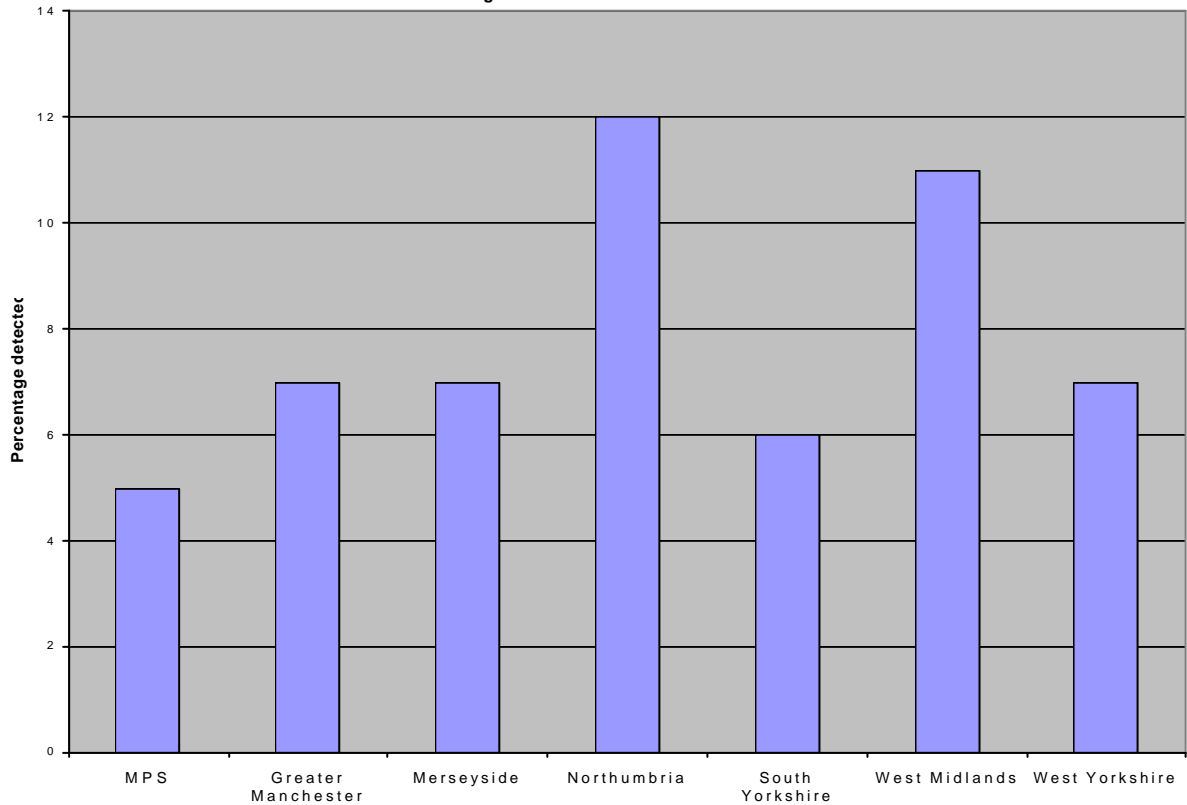
MPA POLICING AND PERFORMANCE PLAN 2003/04

UK Metropolitan Police Force performance comparison for the number of vehicle crimes per 1,000 resident population (BVPI 128)

Vehicle Crime per 1,000 population in 2001/02



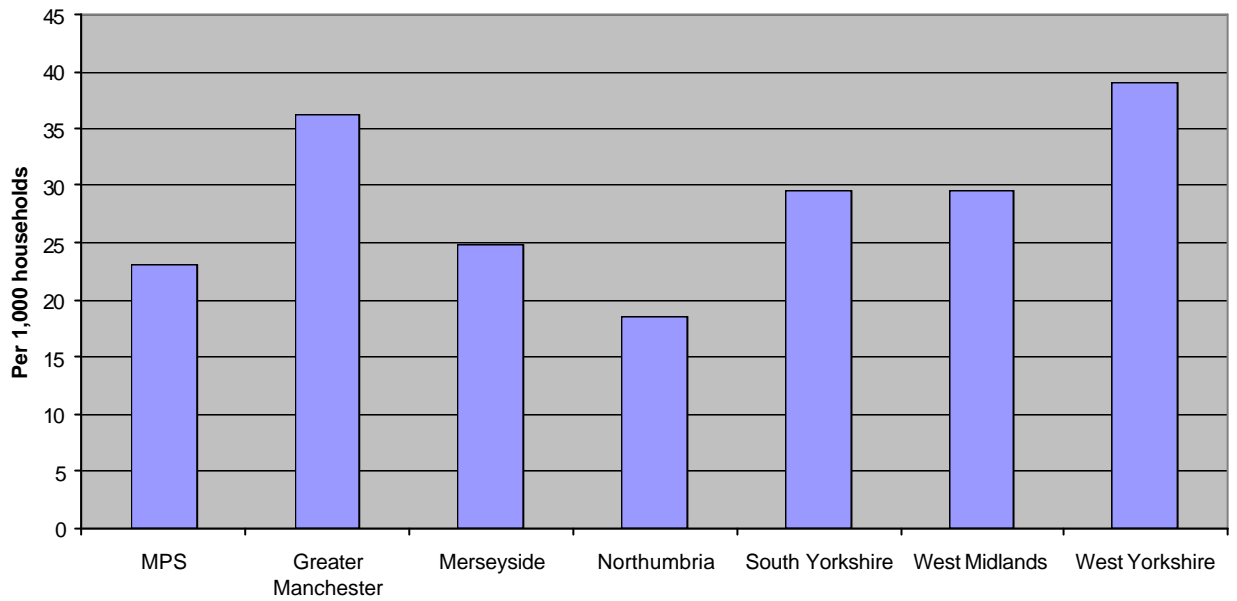
Percentage of Vehicle Crimes Detected



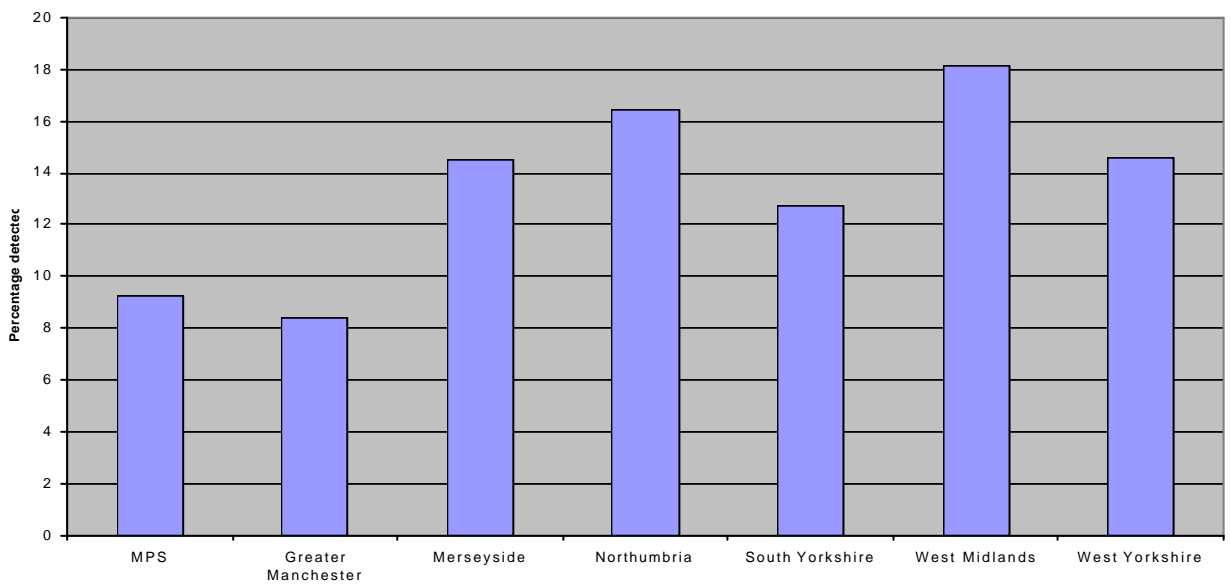
MPA POLICING AND PERFORMANCE PLAN 2003/04

UK Metropolitan Police Force performance comparison for the number of burglaries per 1,000 households (BVPI 126)

Burglary in a dwelling per 1,000 households in 2001/02



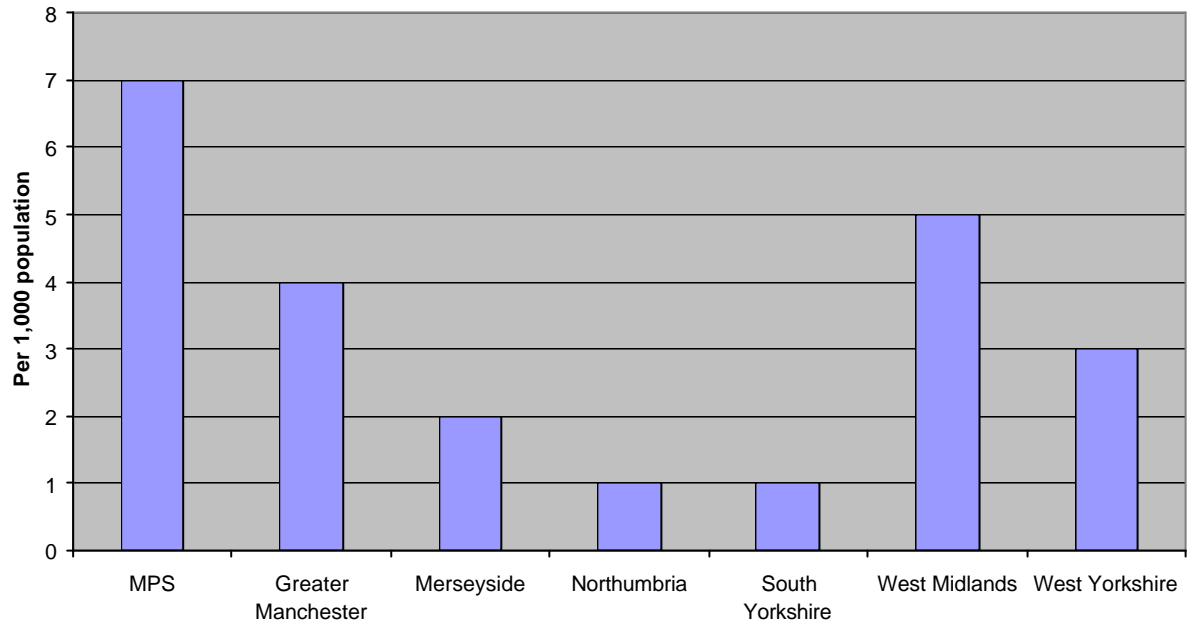
Percentage of domestic burglaries detected



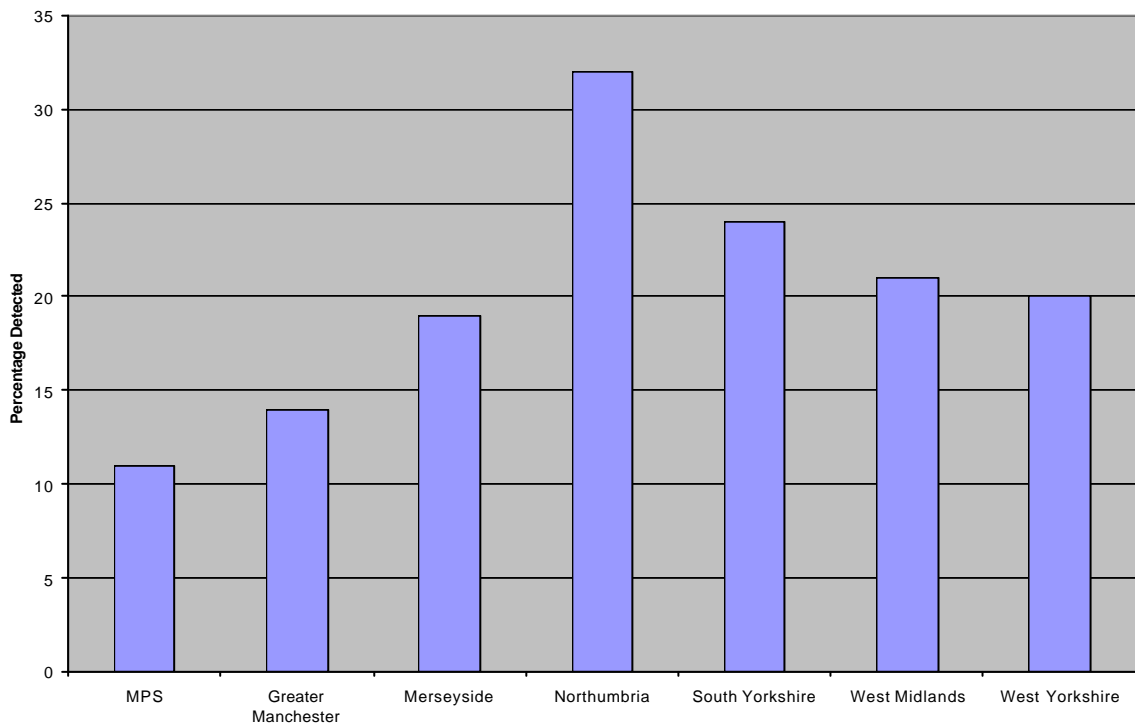
MPA POLICING AND PERFORMANCE PLAN 2003/04

UK Metropolitan Police Force performance comparison for the number of robberies per 1,000 resident population (BVPI 127)

Robbery per 1,000 population in 2001/02



Percentage of Robberies Detected



BEST VALUE

Programme of service improvement reviews

In March 2002 the government removed the requirement on best value authorities to review all their functions by 2005. We took this opportunity to reassess our programme of reviews and decided to keep as much flexibility in our programme as possible by selecting two areas for review on an annual basis. In this way we can respond to the changing nature of the police environment more quickly, delivering more relevant, more focused reviews in a shorter time.

Our programme of reviews is set out below:

Financial year	Reviews primarily related to service delivery	Reviews primarily related to support services
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)

The main changes from the programme we published last year are:

- The forward programme of reviews will now be set annually;
- The review of bringing offenders to justice completed later than expected in January 2003 primarily due to unforeseen staff changes;
- The review of training completed as anticipated in September 2002 and was approved in accordance with the national timetable in February 2003;
- The review of managing people confirmed in the 2002/03 plan began with a focus on retaining staff but was subsumed in work to implement a retention strategy and will be taken forward as part of that project.

Summary of completed reviews

Since we published the 2002/03 Policing and Performance Plan we have completed another five reviews. More information on each of these reviews can be found on our website at www.mpa.gov.uk.

Investigating and detecting crime

We have recently provided funding to ensure that one of the central recommendations from this review - a central telephone investigation bureau (CTIB) staffed by dedicated civilian operators – can go ahead. The review also proposed the introduction of a central victim focus desk within the CTIB, the establishment of a borough based crime management system incorporating standard operational procedures and employing civilian investigators. Progress on implementing all the recommendations is reported to the MPA at six monthly intervals.

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Equalities for all

This review was carried out jointly with the GLA group and concentrated on improving aspects of the group's activities. The review made recommendations in the areas of vision and leadership, improving services, exemplary employer status, consultation and culture change. The review also recommended that level five of the Commission for Racial Equality Equality Standard be achieved by 31 March 2005.

Bringing offenders to justice

This review proposed a new model to streamline the MPS criminal justice processes including introducing prisoner processing teams with responsibility for victim and witness care, minimum standards for case files and the introduction of the Crown Prosecution Service at the point of charge. This review is being implemented as part of significant MPS work to reduce the number of failed cases and improve the level of support for victims and witnesses.

Records management

This review uncovered issues around the retention and storage of information within the organisation and proposed improvements to comply with best practice and the forthcoming requirements of the Freedom of Information Act. The review aims to reduce the amount of paper kept by the MPS unnecessarily and proposed an investigation of new technology. The MPA will be asked to consider funding once the outcome of the pilot projects is clear.

Training

This review recommended improvements to the organisation and standards used by the MPS training unit. Significant changes to training delivery and a focus away from the Hendon training centre await the outcome of a feasibility study later this year.

Summary of ongoing reviews

This section outlines the progress we have made on the one review which is currently ongoing.

Managing demand

The review of managing demand is due to present a final report and improvement plan to the MPA in May. The review has focused on accessibility, effectively resolving demand, making best use of resources, shaping public expectations and assessment and review. A demand resolution and management strategy will be produced as a key product of the review.

AUDIT OF POLICING AND PERFORMANCE PLAN

Introduction

This section summarises the report from District Audit on our policing and performance plan 2002/03 and on our actions in response to their recommendations.

District Audit's conclusion

District Audit considered that our 2002/03 plan was a well presented and useful document and that it provided users with a helpful perspective on performance. The audit report also concluded that the Authority's best value agenda now needs to be fully integrated across the whole organisation and moved forward with vigour, to ensure that tangible service improvements are secured.

The audit report included an opinion which was 'not qualified' and no recommendations requiring a formal response were made. However, the auditor made nine non-statutory recommendations.

Initial MPA response

District Audit published their findings in December 2002. 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 have not been required to provide a formal response as no formal recommendations were made. We will, however, be requiring the MPS to provide an action plan to address the other recommendations within the audit report.

The auditors' report and opinion, plus an MPA statement of response, have been considered by MPA Committee and will be published on both the MPA and MPS internet sites

Progress on statutory recommendations

No statutory recommendations have been made regarding the 2002/03 Policing and Performance Plan. However, three statutory recommendations were made regarding the 2001/02 plan and an update on these is provided below.

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

This was improved upon in 2002/03, resulting in an audit opinion which was not qualified. Improvements have continued for the 2003/04 policing and performance plan and all performance data related to policing plan indicators and all information available on best value performance indicators has been included.

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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.

As reported previously we believe this is an issue requiring long-term action across many parts of the MPA/MPS. Progress in 2002/03 has included:

- working with partners nationally to revise guidelines which emphasise the need for reviews to take a proportionate and flexible approach
- ensuring that initial research clarifies progress towards the 4Cs so that the rest of the review can concentrate on 'making good the difference'
- ensuring review teams are led and managed by a suitably qualified consultant / project manager to improve overall quality, to reduce costs and to reduce police abstractions from operational duty
- re-badging best value reviews as 'service improvement reviews' to help emphasise the above change in approach

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 continue to use a common template and guidelines for the preparation of improvement plans. An improvement plan is submitted with each final report at the end of a best value review. This plan is considered and approved by members and forms the basis of a subsequent more detailed implementation plan which we monitor every six months.

Other recommendations

Although no statutory recommendations were made, District Audit 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.

Other recommendations were made in four areas: four regarding the performance management framework; three regarding best value reviews, one on the management of review activity and one in relation to the improved reporting of performance indicators.

As previously stated, the MPA has requested that the MPS provides the Authority with an action plan to address these recommendations.

INSPECTIONS BY HER MAJESTY'S INSPECTORATE OF CONSTABULARY

Her Majesty's Inspectorate of Constabulary (HMIC) is an independent body whose main role is to inspect and report on the performance and efficiency of the police service in England, Wales and Northern Ireland. The police reform programme will strengthen and develop this role, to challenge the worse performers and recognise the best. The focus of all HMIC's inspection work is therefore on improving performance by encouraging forces to concentrate on delivery. HMIC also has a duty under the Local Government Act 1999 to inspect police authorities in relation to best value.

This annex will look at the inspection activity carried out in 2002/03 and also, as far as possible, the inspections anticipated in 2003/04.

Inspection activity

Borough Inspections

During 2002/03 HMIC published reports following inspections into MPS policing units in the London Boroughs of Greenwich and Tower Hamlets. The inspections were part of the '*Going Local*' programme which focuses on the local aspects of policing and is aimed at improving performance and identifying and spreading good practice. Concentrating on leadership and the quality of service delivery, the inspections seek to identify reasons for variations in performance between apparently similar BOCUs.

Work is in hand at both Tower Hamlets and Greenwich to action the various recommendations from within the reports. At Greenwich, a thorough review of the BOCU's quality assurance activity is being undertaken. A Borough Diversity Strategy has been produced and external issues are being addressed under the Crime & Disorder Reduction Plan (CDRP) with the Borough's partners in various agencies. At Tower Hamlets a Borough Restructuring Review, based on improving performance outcomes, is being undertaken and a strategic assessment of crime and disorder problems has also been conducted.

Further inspections as part of the '*Going Local*' programme have been carried out in the MPS BOCUs of Ealing, Havering, Southwark and Redbridge. Although the reports of these inspections have not yet been formally published, action plans have been drawn up, and implementation work has started, based upon the draft reports and HMI local debriefs to Borough commanders.

HMIC Inspection of the MPS 2002

A formal inspection of the MPS took place between 2 and 13 September 2002. This report lists seven recommendations, of which two are repeated from previous reports. Issues covered are performance monitoring and management, the structural review of the MPS, growth strategy, the corporate demand management strategy (repeated from 2001), intelligence led policing and murder investigation (repeat recommendation from 'Winning Consent Revisited'). Work is already in hand to implement the recommendations in the report and a formal MPS response will be submitted in June 2003.

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Progress towards implementing the recommendations made in the MPS Inspection Report for 2001 is included as an appendix to this new report. Where appropriate, comment is made regarding the need for additional work to be completed.

HMIC National Thematic Inspections

HMIC also carried out a number of national inspections throughout 2002/03 where the MPS has been one of a number of police services to be inspected. These covered a range of policing activities and may be summarised as follows:

- Police National Computer (PNC) Data Quality & Timeliness - the second phase of HMIC's review and inspection of forces' performance for timeliness and quality of data required for PNC was completed in April 2002. It is noted that the inspection assisted forces in achieving a satisfactory result with the performance levels for case results and major improvements in the performance levels for arrest/summons. To assist forces in maintaining this focus, HMIC has reviewed its internal processes for auditing forces' use of the PNC.
- Under the Microscope: refocused - this inspection report, published in June 2002, looked again at the investigative use of DNA and fingerprints, examining the extent to which the police service had responded to the earlier thematic inspection report of July 2000. HMIC concluded that there had been a mixed take-up of the recommendations from the earlier thematic inspection and that the issues should continue to be addressed throughout HMIC's programme of BCU and force inspections.
- Special Branch - this inspection examined the way in which forces seek to meet the demands placed on SB and Port Units and how they strike the balance between national security and local policing issues. The report was published in January 2003.
- Diversity Matters - this report, an in-depth examination of the training provided to the police service in support of race and diversity, was published in March 2003. Each of the 49 recommendations made within the inspection report is addressed, where possible, to a particular organisation or responsible body. An assessment of what benefits the Service will gain from adopting each of them, as well as the possible penalties of failing to do so, is also included.

The MPS takes every opportunity to comment on issues arising from these reports and to monitor the progress made on the implementation of the recommendations. The corporate responses submitted by the MPS are reviewed on a regular basis.

Working with other Inspectorates

The steady and welcome growth in partnership working within the Criminal Justice System, and in conjunction with other agencies adjacent to the CJS, is reflected in HMIC working alongside other inspectorates.

- Joint Inspection of the Investigation and Prosecution of Cases involving allegations of Rape (with HM Crown Prosecution Service Inspectorate) - the report, published in April 2002, acknowledges the difficulties faced by police when investigating allegations of rape. However, these problems support the need for a more professional approach at the outset if the criminal justice system is to secure more convictions and greater support for current and future victims. The report concludes that a more concerted approach in the areas of statement taking

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and interviewing of alleged offenders, together with a better application of the forensic disciplines, can help to achieve this.

- Joint Inspection of the Progress made in Reducing Delay in the Youth Justice System (with HM Magistrates' Courts Service Inspectorate & HMCPSI) - the inspection evaluated the progress made by the criminal justice agencies since the publication of the main report in February 2001. Although the target of halving the average time between arrest and sentence for youth offenders was met by September 2001, analysis showed that the performance across areas was variable. Recommendations for the police service include avoiding unnecessarily lengthy periods on police bail; the setting of realistic timetables for the processing of summons cases; and setting targets for holding identity parades and submitting forensic evidence.
- Joint Thematic Review of the Listing and Management of Criminal Cases. Phase 1: The Magistrates' Courts (with HMCPSI & HM MCSI Inspection of Court Services) - this interim report, published in October 2002, addresses the process of scheduling and managing business - in particular, criminal cases - through the magistrates' courts. A second phase of the study during 2003 will examine the related but significantly different issues in the Crown Court. 35 recommendations and 14 further suggestions are addressed to a range of government departments, public agencies, local agency staff and others. Recommendations 31 and 32 are specifically addressed to the police service.
- Joint Chief Inspectors' Report on Arrangements to Safeguard Children led by the Social Service Inspectorate: Safeguarding Children - the report draws on the findings of a wide range of inspection activity undertaken by individual inspectorates. In addition, a joint inspection was undertaken by eight inspectorates to assess inter-agency arrangements for safeguarding children. Although only 1 out of the 30 recommendations is specifically listed for the police service, many of the remaining recommendations will be addressed by inter-agency partnerships.

The MPS reacts accordingly to these reports and, where appropriate, will comment on the issues arising from the inspections.

2003/04 Inspection Activity

- HMIC, in conjunction with the MPS, have selected a further 7 borough command units for inspection as part of the '*Going Local*' Programme during 2003/04. This programme commences with the inspection of Harrow BOCU in May 2003.
- HMIC continues to lead a joint criminal justice inspection of the Street Crime Initiative and will be reporting on its findings in April 2003. Six Criminal Justice Areas, including London and the MPS, have been included in this inspection.
- Following the Climbié Enquiry and the report by Lord Laming, the Social Service Inspectorate in conjunction with HMIC, will be undertaking a joint inspection of Child Protection in selected MPS borough policing units.
- Other thematic inspections in the HMIC programme include ones on Prison Service Advisers, arson, homicide in Northern Ireland, domestic violence and civilianisation. Consideration is being given to further inspections on gun crime and officer recruitment and retention

FINANCIAL RESOURCES

Introduction

This annex provides an overview of:

- Our projected funding and expenditure for 2003/04 plus comparison figures for 2002/03
- Details of major projects and investments that will require significant capital funding
- The current position in developing medium term financial planning

Financial planning

Our 2003/04 budget, broken down in charts on the following pages, continues to reflect the changes in the Service that are influenced by external funding patterns and our priorities contained within this plan.

The process of linking financial planning and annual and strategic plans continues to develop to ensure that financial resources are aligned with MPA priorities and are an integral part of the policing and performance planning process.

Funding and Expenditure

- Chart 1: Funding for 2002/03
- Chart 2: Funding for 2003/04 (reflecting the shift from government to local funding, and the increased targeting of Home Office funds over general levels of financial support).
- Chart 3: Planned expenditure for 2002/03
- Chart 4: Planned expenditure for 2003/04 (reflecting the proposed increase in expenditure on additional police officers, together with additional investment in civilian staff, new technology and equipment to support more effective policing).

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Chart 1: 2002/03 Funding Net expenditure = £2,127.6m

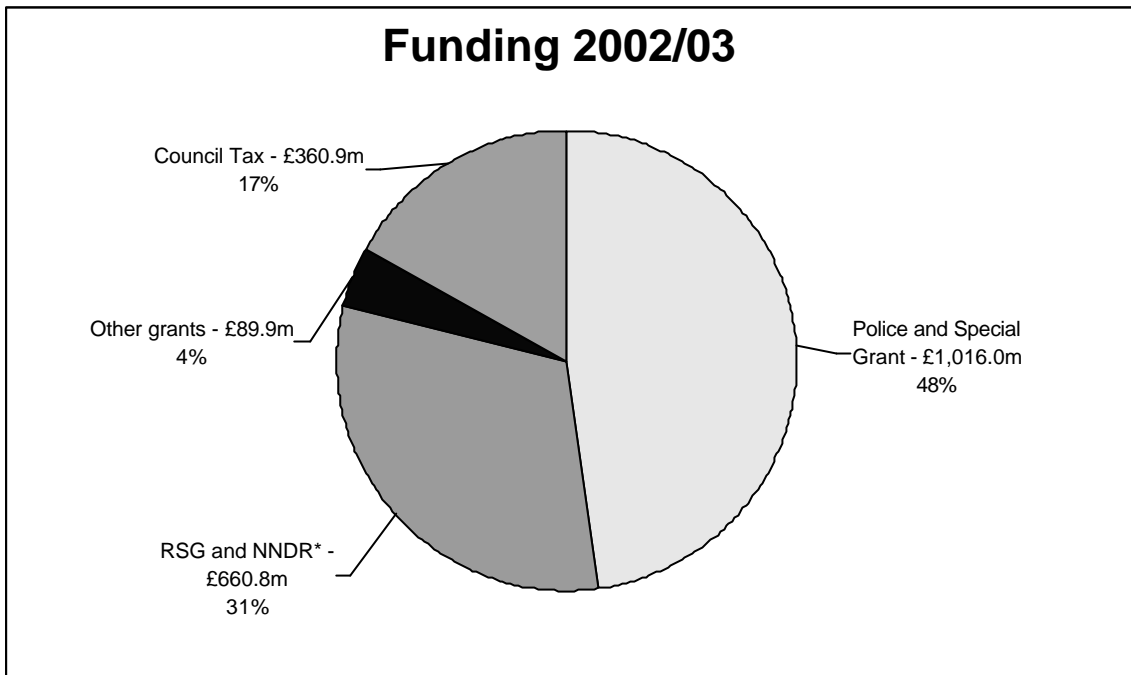
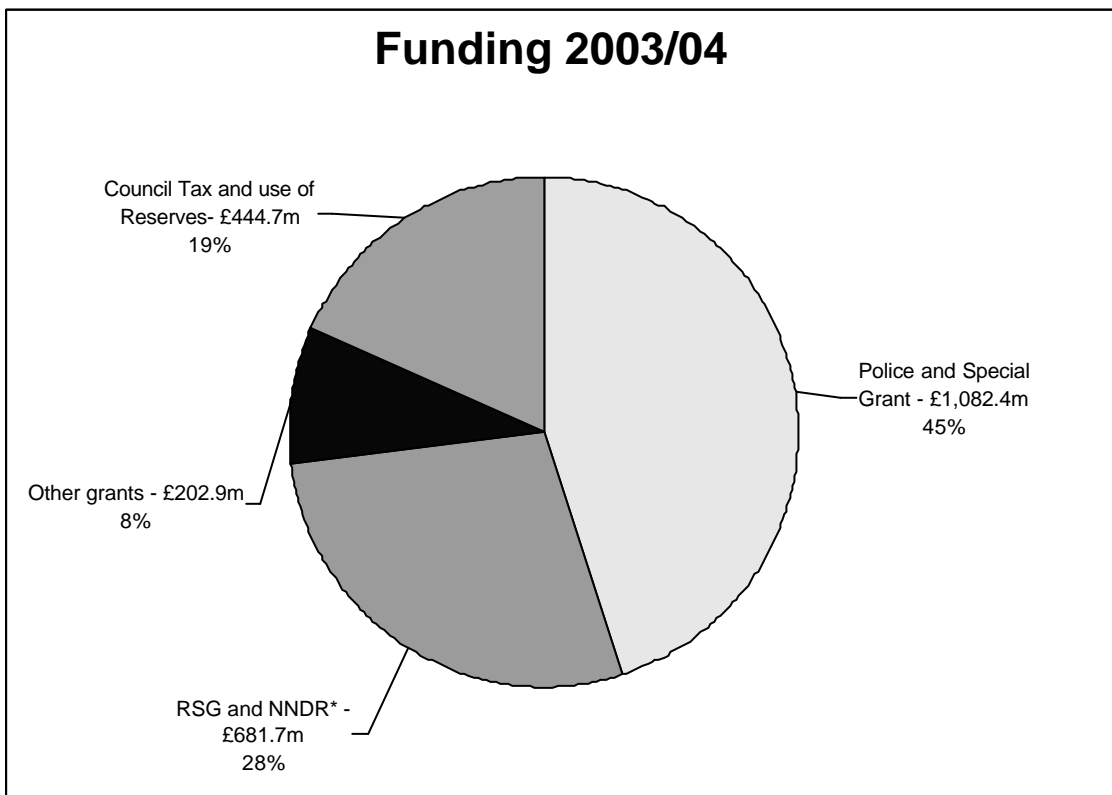


Chart 2: 2003/04 Funding Net expenditure = £2,411.7m



* 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.

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Chart 3: Planned Expenditure 2002/03 Net expenditure = £2,127.6m

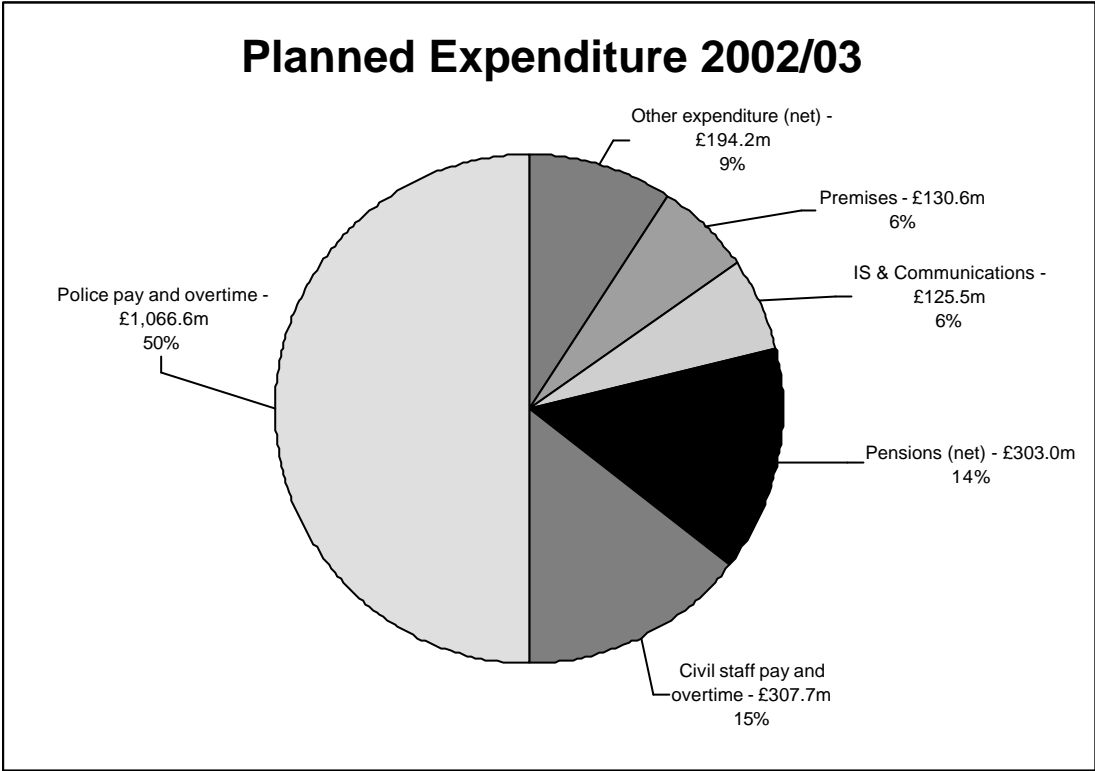
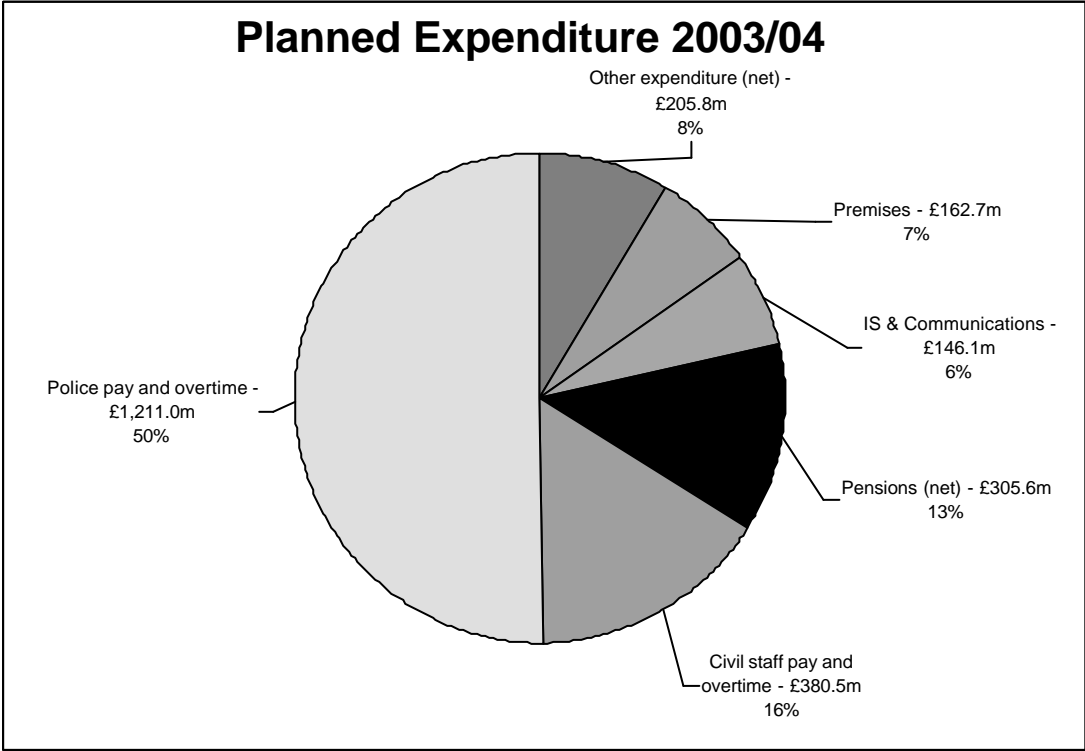


Chart 4: Planned Expenditure 2003/04 Net expenditure = £2,411.7m



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Capital expenditure programme

The 2003/04 capital expenditure programme was agreed by the MPA, Finance Committee in October 2002 as part of the five-year capital plan for the years 2003/04-2007/08. It was further agreed that, for planning purposes, the limited capital funds would be allocated across business groups using the following criteria:

- the vehicle replacement programme would be fully funded
- the remainder of the agreed sum would be allocated to business groups (excluding Transport) on a pro-rata basis

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

Summary of capital programme by business group	£ million
Directorate of Property Services	26.1
Directorate of Information	25.4
Directorate of Transport Services	15.9
Miscellaneous Projects	0.3
Total	67.7

To make best use of available funds each business group was required to give due consideration to the many proposed capital projects within its remit. Key criteria in this prioritisation process were projects which:

- the MPA is contractually committed to complete
- support operational objectives being developed within the 'Towards the Safest City' corporate planning framework
- are deemed essential to the delivery of significant efficiency gains and
- replace inadequate/dilapidated accommodation and/or equipment

Command, Control, Communications and Information (C3i)

Capital expenditure on implementation of the C3i Project is presently estimated at £156.1m. It is anticipated that in 2003/04 approximately £73.6m will be spent.

The project is expected to be funded by a specific grant from the Home Office of £136.6m with an MPS contribution of £11.7m from the capital programme and reserves. The specific grant payment from the Home Office consists of a set sum of £125m, plus a £11.6m contingency payable for accommodation work overspends. To obtain this contingency funding the MPS will need to match fund 2:1. This means the MPS will need to fund a further £5.81m.

The 2003/04 planned expenditure includes £2m for 'target hardening'; £0.5m will be funded from a Home Office grant provided in respect of counter terrorism initiatives, with the MPS required to contribute a further £1.5m from general funding.

Airwave Project

Capital expenditure on the implementation of the Airwave Project is presently estimated at £42.6m. It is anticipated that £37.9m will be spent in 2003/04. The project is funded by a Home Office specific grant of £40.7m. Unfunded capital costs

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therefore amount to £1.9m, and work continues to identify resources to close this funding gap.

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

This scheme involves the provision and running of a firearms and public order training facility at Gravesend in Kent. The sale of the current public order training facility at Hounslow Heath is expected to be concluded during 2003/04 when full use of the new facility will commence.

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. Occupation of the new stations is scheduled to commence during 2003/04.

Hayes Record Storage Facility

We are participating with the Ministry of Defence in its scheme to replace the present Hayes record storage facility where we currently store archived records.

Medium term financial plan

The Authority agreed a medium term financial projection in July 2002. This was used as a framework for setting the 2003/04 budget. The projections will be updated in the coming months to provide a similar range of information. This will provide a basis for setting the 2004/05 budget and identify future financial issues requiring appropriate strategies to be adopted by the Authority.

EFFICIENCY SAVINGS PLAN

Introduction

This annex summarises our efficiency plan for 2003/04. The plan is in two parts: cash releasing and non-cash releasing.

Cash Releasing

As part of the MPA's budget setting process £25.8 million of savings were required. Of this £25.8 million, £20.8 million has been found through cash releasing efficiencies enabling budget reductions to be made.

Non-Cash Releasing

A target of £22 million non-cash releasing efficiency savings has been set for 2003/04. These savings will be delivered through the implementation of the C3i service and various review processes, which include best value reviews and the Bureaucracy Action Plan. These savings will be re-invested into various frontline policing activities.

	£m	£m
<i>Cash Releasing Efficiency Savings</i>		
Savings identified as part of the budget build		
Personnel	2.90	
Compensation	2.80	
Supplies and Services	8.30	
IT	2.90	
Consultancy	0.90	
Catering	0.50	
Police Overtime reduction	2.50	
		20.80
Total cash releasing savings		20.80
<i>Non Cash Releasing Efficiency Savings</i>		
Civilianisation of existing police posts under C3i	14.00	
Best value reviews and other initiatives	8.00	
Total non cash releasing savings		22.00
Total Efficiency Savings		42.80
Government's 2% savings target		40.70
Surplus over savings target		2.10

HUMAN RESOURCES

In 2003/04, the Human Resources Directorate will aim to develop a dynamic HR function that supports the delivery of the policing priorities of the MPS. The primary focus will be on delivering the growth in police numbers and the recently introduced Police Community Support Officers up to funded levels, contributing to the aim of increasing the visible police presence on the streets of London. Building on the successes of recent years, 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, in partnership with local groups.

The People Strategy, which was updated towards the end of 2002 to reflect current developments in the MPS, will guide activities to develop a professional and effective workforce. It will also be necessary to ensure that suitable HR policies, processes and services are in place to support a significantly larger police workforce. In particular, this will include addressing diversity issues, including race, gender, age, disability, sexuality and religion, by developing policies and procedures that meet the needs of all minority groups. For example, we will work towards making the MPS responsive to the needs of people with disabilities, both those we employ and those for whom we provide a service.

The introduction of the new MetHR database will improve access to information about workforce skills and will add value to HR. A predictive model will be developed for forecasting requirements for effective recruitment, selection, deployment and training. The new HR Evaluation Team will measure the effectiveness of employment policies and focus on the benefits to operational policing, to identify good practice and areas for improvement.

The Human Resources Directorate will endeavour to support all members of staff by attending to their well being and promoting safe and healthy practices at work, to enable them to make an effective contribution to the objectives of the MPS.

Training and development

The Directorate of Training and Development will provide the training required to help the MPS deliver the priorities for Londoners, focusing on key operational skills. The Specialist Crime Directorate will establish a Crime Academy to achieve excellence and bring together the various aspects of crime related training, including the investigation of serious crime and forensic services.

A three-year plan will be prepared to develop the Hendon estate to enhance the ability to respond flexibly to operational training requirements. Some courses will be held at other locations to improve accessibility for staff from all parts of London. The quality and timeliness of performance development reviews will be improved for all staff and the use of MetPeople competencies will be extended across the range of HR activities, including recruitment, selection and promotion, training and development, and threshold payments for police officers.

A Career Development Unit will be formed to support managers and staff to encourage good practice in career development. It will also help to address the particular career needs of women and minority ethnic groups. In addition, a new unit will co-ordinate the delivery of training and development opportunities for civil staff.

MPA POLICING AND PERFORMANCE PLAN 2003/04

Planned numbers of staff

	Operational	Operational support	Organisational support	Total
Police officers	26,292 (88.1%)	2,549 (8.5%)	1,015 (3.4%)	29,856 (100%)
Civil staff	3,635 (26.7%)	4,288 (31.5%)	5,694 (41.8%)	13,617 (100%)

ACCESS TO POLICE SERVICES

Improved public access

The MPS continues to expand and adjust opening hours of front desks to meet with local demand including reopening stations staffed entirely by volunteers.

March 2003 saw the first police kiosk open in Haringey with a second to open in Tottenham. These kiosks will provide support for patrolling officers and can be used for different functions including open days, special events, interviews and dealing with witnesses. A touch screen system is incorporated enabling 24 hour access to a variety of information. The kiosk will be available for use by partner agencies such as the London Fire Brigade, British Transport Police, London Underground and community groups.

Upgraded front offices

During 2002/03 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.

Stations due to be incorporated in the 2003/04 work plan include Colindale, Islington, Kilburn, Edmonton, Limehouse, West End Central and Stoke Newington. 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.

New police stations

There is a scheme to 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 as part of a Private Finance Initiative (PFI). Occupation of the new stations is scheduled to commence during 2003/04.

Textphones

Textphones are now being installed in the 32 borough communication rooms, which enable callers who are hard of hearing or deaf to make confidential contact with the police.

Mobile police stations

A number of vehicles are now fitted out as mobile police stations, which provide increased visibility as well as improved access to police services. The Community Vehicles are designed to enable crime reporting and to promote community safety initiatives. The vehicles also incorporate a disabled access lift.

Accessibility and Visibility Report

The annual accessibility and visibility report, which can be accessed on the MPS website, provides details of what is being done to increase visibility and provide reassurance in every ward across London.

COMMUNITY SAFETY ACCREDITATION SCHEME

The Police Reform Act 2002 gives the Commissioner the power of accreditation – the ability to enter into arrangements with organisations so that their employees would have limited powers, as described in Schedule 5 of the Act¹ (e.g. measures to deal with anti-social behaviour and carry out vehicle testing and the escort of abandoned vehicles). Accreditation would be administered through a Community Safety Accreditation Scheme (CSAS).

The following information is published in this policing plan in accordance with the requirements of section 40(7) of the Police Reform Act 2002:

- a) No CSAS currently exists in the Metropolitan Police area.
- b) The MPS expects to establish a CSAS during the 2003/04 planning year.
- c) The MPS is unable to give details of the proposed scheme until further guidance is received from the Home Office and Association of Chief Police Officers. Consultation so far has favoured a five stage process which satisfies the need for an inclusive procedure that reflects the needs of communities as well as statutory partners:
 - **Publication of standards** (e.g. occupational/training, vetting, management expectations, fees)
 - **Initiation** by the applicant
 - **Local endorsement** (e.g. by the local crime and disorder reduction partnership)
 - **Central decision** (on behalf of the Commissioner)
 - **Review** (including review periods and appeals)
- d) The MPS has employed Police Community Support Officers (PCSOs) which are designated officers with powers under Schedule 4 of the Police Reform Act. The MPS Extended Policing Family Programme oversees work on both accreditation and PCSOs.
- e) Any proposed CSAS will be separate to, and will not supplement, MPS arrangements to employ PCSOs.

¹ HMSO (2002) Schedule 5, The Police Reform Act 2002, London, available at <http://www.hmsso.gov.uk/acts/acts2002/20030--t.htm#sch5> [online], accessed 25 February 2003.

RACE EQUALITY SCHEME

The following table summarises progress made on the Race Equality Scheme.

Specific duties mirroring the MPS Race Equality Scheme	MPS Progress 31/5/02 to 31/3/03
Identifying relevant policies	The Policy Clearing House (PCH) is co-ordinating the identification and review of relevant policies. All reviews by policy units on behalf of Strategic Policy Committees will have been completed by December 2004, with priority reviews identified in the Scheme being undertaken first.
Assessing and consulting on the likely impact of proposed policies	The PCH created workbook for policy developers, supported by Commission for Racial Equality guidance, (due April 2003) will ensure policy is developed with assessments and consultations.
Arrangements for monitoring policies for adverse impact	Monitoring is undertaken in the key area of stop and search. Fairness 'health checks' around key areas of service delivery are being introduced for Boroughs. The PCH workbook will ensure new policy has a monitoring capability.
Arrangements for publishing the assessment, consultation and monitoring	The PCH workbook provides guidance on publication and this will link into the MPS Publication Scheme under the Freedom of Information Act.
Public access to information and services	The Publication Scheme will support fair access to information. Under the auspices of the Diversity Strategy, the MPS is continuing to improve the delivery of appropriate services on an equitable basis.
<p>Employment</p> <ol style="list-style-type: none"> 1. Staff in post 2. Employment (recruits) 3. Applicant for jobs (internal) 4. Applicants for promotion 5. Applicants for training 6. Performance appraisal 	<p>Ethnicity of staff is captured on recruitment through self-assessment using 20 categories, which can be aggregated to mirror the Census categories for comparison with other organisations.</p> <ol style="list-style-type: none"> 1. Data collected 2. Data collected 3. Data collected 4. Data collected 5. Being progressed 6. Police – data collected, Support Staff – change in process of appraisal from April '03, data to be collected

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<p>7. Disciplinary and grievance procedures 8. Dismissals and reasons for leaving</p>	<p>7. Data collected 8. Data collected, MPS Retention Unit reviewing exit survey process to ensure greater return rates. Collected data analysed for disproportionality on a quarterly basis.</p>
<p>Complaints</p>	<p>System in place to deal with complaints regarding non-compliance with the Scheme. No complaints received during this period.</p>
<p>Communication Strategy</p>	<p>The Scheme is available on the internet and was distributed widely amongst key partners and to London libraries. Internal formal Notices and publications used to raise understanding of the Scheme. Roles within the MPS identified, including the wider policing family and briefed as to the Act, the Scheme and responsibilities.</p>