



# Summary of the Policing and Performance Plan 2004/05



**METROPOLITAN  
POLICE**

*Working for a safer London*

**MPA**

Metropolitan Police Authority

## Joint foreword by the Chair of the Metropolitan Police Authority and the Commissioner of the Metropolitan Police Service

In 2004 the Metropolitan Police celebrates 175 years distinguished service to the people of London. A further significant milestone is the unprecedented growth in police numbers, reaching 30,000 police officers, representing the greatest number in its history.

This rapid expansion has brought with it huge benefits for the capital but also greater expectations of the Metropolitan Police Service from the people of London.

The Metropolitan Police Authority has once again set exacting priorities and objectives for the Metropolitan Police Service over the coming year, linked into the National Policing Plan and the MPS's strategy plan, 'Towards the Safest City', which reflects Londoners' views on the type of police service they want to receive.

We are both resolute in providing the best policing service we can to the people of London. We believe that the objectives, targets and performance measures in this plan will deliver nothing less and help lead us towards our stated aim of making London the safest major city in the world.



A handwritten signature in black ink, appearing to read 'Tony Harris'.



A handwritten signature in black ink, appearing to read 'Adrian Brookes'.

This booklet is a summary of the Metropolitan Police Authority's (MPA) April 2004 to March 2005 Policing and Performance Plan for the Metropolitan Police Service (MPS). It builds on previous successes and describes the arrangements for policing London over the year by providing details of the priorities and objectives that meet the needs of London's communities.

## A successful year for the Metropolitan Police

This past year has seen a number of achievements for the MPS against objectives set by the MPA:

- Overall crime fell in London by 2% in 2003 compared with 2002
- Burglary is at its lowest level since 1976
- There was a 98% clear-up rate for homicides in the period April 2003 – Dec 2003 and gun crime fell 6% in the same period
- Firearms offences were down across London by more than 10% in 2003 compared with 2002
- Police officer numbers reached 30,000
- By the end of the year, the MPS succeeded in meeting the challenging targets of recruiting 3,322 police officers – 15% were from visible ethnic minorities and 25% were women
- In addition to these achievements we have successfully policed major events such as the 750,000 people attending the rugby world champions' victory parade as well as maintaining our vigilance in combating terrorism.



## Setting the policing priorities for London

The MPA has a responsibility to ensure that London's police service is efficient and effective and that the delivery of police services improves all the time. To achieve this goal, the MPA sets annual corporate priorities, objectives and targets for the MPS to perform and be measured against. These priorities are set following a complex consultation and planning process, which takes place throughout the year.



## Consultation

Key areas for consideration during the planning process are the results of consultation. Those consulted broadly fell into three main groups:

1. The general public
2. Statutory partners and other groups who are regularly involved with the police
3. Police officers and police staff

The collective analysis of those combined responses revealed the following as priority areas:

External Consultation	Internal Consultation
1. Anti Social behaviour & low-level crime	1. Anti social behaviour & low-level crime
2. Drugs & drug related crime	2. Violent gun crime
3. Working with community & key agencies	3. Street crime
4. Access to police & response times	4. Drugs and drug related crime
5. Visibility & numbers of police	5. Burglary
6. Violent gun crime	6. Visibility & numbers of police
7. Improving victim support	7. Youth crime & youth issues
8. Youth crime & youth issues	8. Access to police & response times

Although not identified in the consultation exercise, other areas of serious crime, in particular terrorism, were highlighted as significant priorities for London following a range of other considerations e.g. police intelligence, government and mayoral priorities.

Illustrated at Fig 1 is the broad range of consultation and other factors that were debated, considered and prioritised by the MPA and MPS.

Figure 1



## So what will the Met focus on in its 175th year?

Following months of consultation, consideration, debate and negotiation the MPA has set the MPS the following priority areas for the year April 2004 to March 2005:

- **PROTECTING THE CAPITAL AGAINST TERRORISM**
- **REDUCING SERIOUS CRIME**
- **PROMOTING REASSURANCE**

Some areas are considered more appropriate as local or business group objectives. Territorial Policing Business Group, for example, has objectives for 2004/05 around burglary, vehicle crime and reducing numbers of people killed or seriously injured on London's roads.

In addition, Borough Operational Command Units (BOCUs) identified their local priorities for 2004/05 (having paid due regard to Crime and Disorder Strategies which were produced in conjunction with local partnerships and local crime assessments). The resulting borough objectives include:

- Youth Disorder
- Violent Disorder
- Drugs supply/Crack Houses
- Graffiti
- Abandoned Vehicles
- Youth Offending



Furthermore, the Home Office sets the following Public Service Agreement (PSA) targets:

- To reduce the level of vehicle crime compared to 2003/04 by 8%
- To reduce the level of residential burglary compared to 2003/04 by 7%
- To reduce the level of robbery (an MPS corporate priority) compared to 2003/04 by 11%

The following pages give more details of the objectives, measures and targets designed to support the agreed corporate priorities

# Objectives, Measures and Targets for 2004/05

## PROTECTING THE CAPITAL AGAINST TERRORISM

<b>Objective</b>	To minimise the risk to life and property from terrorist activity in London
<b>Measure</b>	Maximise number of quality intelligence reports submitted
<b>Target</b>	Target not set <sup>1</sup>
<b>Measure</b>	Appropriate number of Counter Terrorism deployments
<b>Target</b>	Target not set <sup>1</sup>
<b>Objective</b>	To maintain an effective response to suspected and actual terrorist incidents
<b>Measure</b>	To provide good quality response
<b>Target</b>	90%
<b>Measure</b>	Once tasked, attend suspected or actual terrorist scene within set target
<b>Target</b>	100%

## REDUCING SERIOUS CRIME

<b>Objective</b>	To reduce the level of gun enabled crime
<b>Measure</b>	Gun enabled crime level
<b>Target</b>	Reduction of 4%
<b>Measure</b>	Detection <sup>2</sup> rate for gun enabled crime
<b>Target</b>	20%
<b>Objective</b>	To disrupt organised criminal activity of persons identified as Class A drugs suppliers
<b>Measure</b>	Number of drug trafficking organisations disrupted <sup>3</sup>
<b>Target</b>	12 per annum
<b>Measure</b>	The number of proactive operations against open drugs markets
<b>Target</b>	To be set in year following the sufficient accumulation of baseline data
<b>Measure</b>	The number of proactive operations against crack houses
<b>Target</b>	10% increase on 2003
<b>Objective</b>	To dismantle organised criminal networks and seize their assets
<b>Measure</b>	Value of assets recovered
<b>Target</b>	More than £8m
<b>Measure</b>	Number of organised criminal networks disrupted <sup>3</sup>
<b>Target</b>	24 per annum
<b>Objective</b>	To safeguard children and young persons from physical and sexual abuse
<b>Measure</b>	Detection <sup>2</sup> rate in allegations of intra-familial <sup>4</sup> abuse
<b>Target</b>	35%
<b>Measure</b>	Number of arrests of subjects identified by the Child Protection Intelligence Unit as a danger to children
<b>Target</b>	40 arrests
<b>Measure</b>	Detection <sup>2</sup> rate for murders investigated by Child Protection Murder Investigation Teams
<b>Target</b>	85%

- 1 It is not appropriate to set a target for this measure, however, MPA to be continually appraised of performance in this area of work.
- 2 All detection targets will use the current definition (see annex D for details) which will include all methods of detection.
- 3 A disruption has been achieved when an organised criminal enterprise has been disrupted and is unable to operate at its normal level of activities. A disruption may be achieved by various means and does not have to be within the context of an operation
- 4 defined as abuse within the family and extended family including professional carers



## PROMOTING REASSURANCE

<b>Objective</b>	<b>To improve neighbourhood safety</b>
Measure	Public satisfaction with the way neighbourhoods are policed in London
Target	55% satisfaction rate
Measure	The average number of hours uniformed operational police officers and police staff are visible
Target	5% increase
Measure	Proportion of police officer time available for front line policing
Target	Target to be set in the year
Measure	Percentage of people who think police are doing a good job
Target	Target to be set in the year
Measure	Percentage who think crime has decreased in neighbourhood where they live
Target	Target to be set in the year
Measure	Percentage who think anti-social behaviour has increased/decreased
Target	Target to be set in the year
<b>Objective</b>	<b>To reduce the level of robbery compared to 2003/04</b>
Measure	The number of robberies
Target	11% reduction
Measure	Robberies per 1,000 population
Target	5 per 1,000
Measure	Percentage of robberies detected <sup>2</sup>
Target	15%
<b>Objective</b>	<b>To improve our contribution to the effectiveness of the criminal justice system</b>
Measure	Percentage of Total Notifiable Offences (TNOs) detected <sup>2</sup>
Target	20%
Measure	Number of arrest warrants outstanding
Target	15% reduction
Measure	Victim satisfaction
Target	Target to be set in year
<b>Objective</b>	<b>To recognise and respond appropriately to the differential impact of crime on people taking into account their race, gender, sexual orientation, faith, age or disability</b>
Measure	Detection <sup>2</sup> rate for rape
Target	28%
Measure	Detection <sup>2</sup> rate for homophobic crime
Target	23%
Measure	Detection <sup>2</sup> rate for racist crime
Target	20%
Measure	Detection <sup>2</sup> rate for domestic violence
Target	19%
Measure	Percentage of victims of racist incidents satisfied
Target	70%



## Supporting the Priorities

A number of organisational improvements are now being developed and will help support the identified priorities for 2004/5. These include the Step Change programme that aims to bring the MPS strength up to 35,000 police officers and also increase numbers of Police and Community Support Officers (PCSOs). It will also see a proportionate increase in the size of some specialist units and the MPS infrastructure. The additional resources provided by this growth programme will give the MPS the capability to tackle the crimes and issues that Londoners tell us makes them feel unsafe.



Safer Neighbourhoods is a policing style that will identify local priorities through consultation and deliver reassurance to Londoners. Teams of officers will be dedicated to specific neighbourhoods to provide this policing presence.

The teams will consist of a minimum of six uniformed officers – one sergeant, two police constables and three PCSOs. These officers will be dedicated to their local area and not abstracted to other duties.

Safer Neighbourhoods teams will be tackling the quality-of-life crimes and issues that affect the day-to-day lives of the public in each area.

An allocation of £26.6m for the first year is included in the MPS budget, approved by the MPA and Mayor in February. This will allow the MPS to put 96 Safer Neighbourhoods teams in place in 2004/05; three per borough.

It is hoped that the Mayor and the Greater London Authority will continue to invest in the MPS and provide the funds to allow us to roll this programme out across the whole of London over the next few years.

## Criminal Justice Improvements

Since the Commissioner made a speech at the University of Leicester last year, highlighting weaknesses in the Criminal Justice System, the MPS has played a pivotal role in driving change on this issue. The programme that we have developed involves our key partners including the Crown Prosecution Service



(CPS), courts, probation service and others. A joint MPS/CPS project already in place has the aim of bringing more offences to justice. We intend to further develop strong prosecution teams including elements such as deploying CPS lawyers at the point of charge, case progression units, case progression unit supervisors and victim and witness support units. These changes will improve the service given to victims and witnesses through the Criminal Justice process. This 'right first time

approach' ensures that cases are properly prepared, that the right charges are preferred and cases progressed in a timely and efficient manner.

## Review of the Resource Allocation Formula

The Resource Allocation Formula (RAF) is the process used to allocate resources between Borough Operational Command Units (BOCUs). The MPA has approved a comprehensive review of the formula this year, which will enable implementation in 2005/06. One of the outcomes of the review will be the extension of RAF to include not only the allocation of police officers but also a number of additional resources such as police staff. This will enable each BOCU to receive a budgetary allocation that will allow the BOCU commander to select the most appropriate mix of resources to suit local circumstances.



## C3i /Airwave Programme

The MPS is currently stretched by over 10.5m emergency and non-emergency telephone calls, plus email requests for help each year, and the figure are rising. As part of its commitment to modernising operations, the MPS is dramatically increasing provision of telephone and e-services for the public and it will also introduce a range of new communications technologies. These include the introduction of the national emergency service radio system, Airwave, and will support the intelligence-led policing model. Together, this programme of change, funded by the MPA and Home Office, is called Command, Control, Communication and Information: C3i. The changes will be introduced over the next two years and completed in early 2006. They will bring together all call handling and the despatch of police response across the metropolitan area into a new central communications command, able to cope with rising demand over the next decade and resulting in a number of significant benefits;



- releasing officers for front line duties as the communications service is civilianised
- providing more information and assistance to the public at the first point of contact
- enhancing public reassurance through focused deployment
- in-car computers (Mobile Data Terminals) and Airwave radios will show control room staff the location, skills and availability of officers and provide a range of information to officers

## The Estate



In the last twelve months three new stations have been opened, along with a new public order training base. Each has been delivered under Private Finance Initiatives (PFI). Changes have also been made to buildings throughout the estate to improve accessibility for those with disabilities.

The MPS in conjunction with the MPA has just launched the new property and estates strategy 'Building Towards the Safest City' developing building templates across London to provide a flexible estate. At borough level this will help to ensure that the accommodation is fit for purpose, easily accessible and is located in the correct areas.

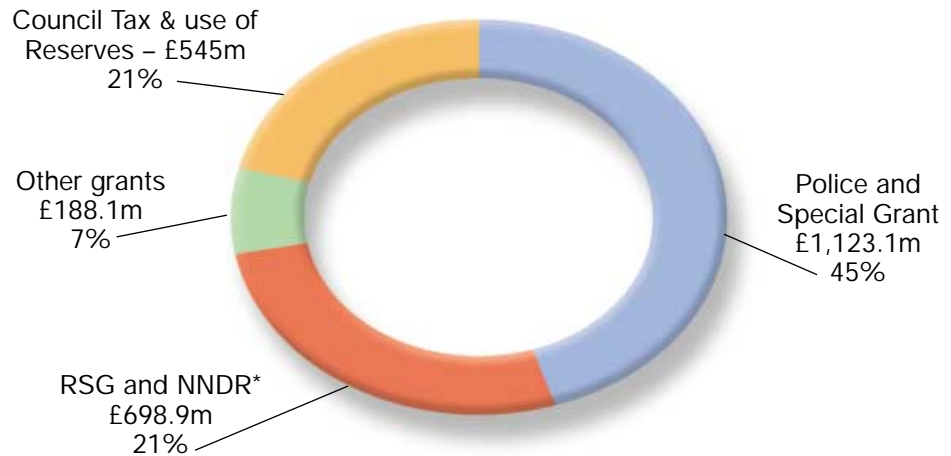
We are challenging the need to house the operations traditionally housed in Borough police stations. Splitting functions and providing front office facilities in shop units in retail areas will increase the accessibility of the 'Front Office' to those in the community.

## Finance

The following charts reflect the composition of our budgeted income and expenditure for 2004/05.

2004/05 Funding Net expenditure = £2,555.1m

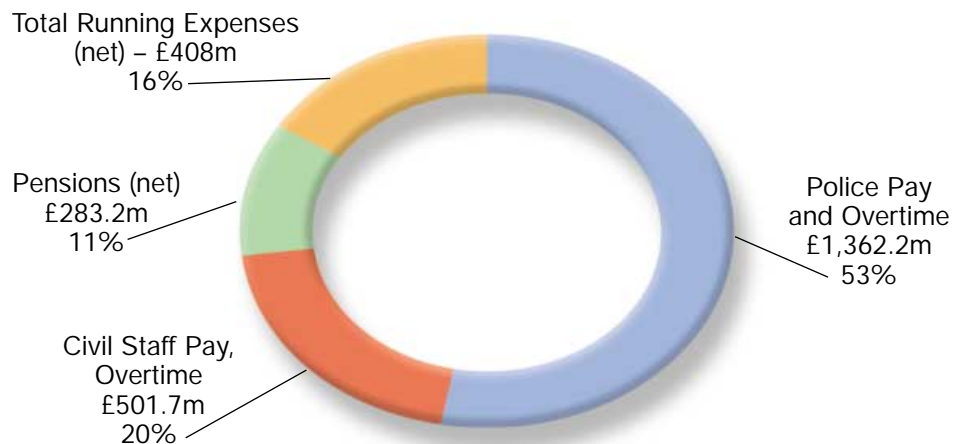
### Funding 2004/05



\* Redistributed 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.

Planned Expenditure 2004/05 Net expenditure = £2,555.1m

### Planned Expenditure 2004/05



## Human Resources

The year 2004/05 will offer the opportunity to focus on improving the quality of the Human Resources (HR) services provided and on preparing for further growth towards a uniformed strength in the region of 35,000. For example, this will be achieved by accelerating implementation of the Home Office probationer training modernisation programme a new model of modular, non-residential recruit training that is much better aligned to the needs of a diverse modern workforce

Planned numbers of staff				
	Operational support	Operational support	Organisational	Total
<b>Police officers</b>	26,620 (88%)	2,571 (8.5%)	1,060 (3.5%)	30,251
<b>PCSOs</b>	2,300 (100%)	0	0	2,300
<b>Other police staff (including traffic wardens)</b>	1,750 (14%)	4,800 (38%)	6,150 (48%)	12,700

**Note** All figures are planning assumptions at this stage.

Recent years have seen considerable achievements on managing diversity. Work on the retention and progression of all staff, especially those from under-represented groups will continue. Improvements to deployment, promotion and selection processes will prepare the MPS for the extension of the provisions of the Disability Discrimination Act to cover police officers.

## Where to view the full report

This has been a summary of the Metropolitan Police Policing and Performance Plan 2004/05. If you would like to view the full plan it can be found:

- On the Metropolitan Police Authority website; [www.mpa.gov.uk](http://www.mpa.gov.uk)
- On the Metropolitan Police Service website; [www.met.police.uk](http://www.met.police.uk)
- Any main library in the MPS area
- Any main Metropolitan Police station

Or write to:

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

This summary can be made available in Braille, audiotape, large print and the following languages: Arabic, Bengali, Chinese, Croatian, Greek, Gujarati, Hindi, Turkish and Urdu.

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

