

DRAFT

POLICING AND PERFORMANCE

PLAN 2001/02

Version 4A.3

An executive summary of the plan in the following foreign languages is also available:

Number of languages to be determined in consultation with the GLA family

This is an Internet published document

MPS Mission, Vision And Values

MPS Mission

Making London safe for all the people we serve

We:

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

MPS Vision

To make London the safest major city in the world

MPS Values

Values underpin and run through everything the MPS does. They are to:

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

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Foreword

by the Chair of the Metropolitan Police Authority

[INSERT]

Foreword by the Commissioner of the Metropolitan Police Service

[INSERT]

How to Contact Us

If you have any comments to make about the plan they should be directed, in writing, to the Metropolitan Police Authority at the following address:

The Clerk
Metropolitan Police Authority
Romney House
London
SW1P 3PY
London

[e-mail contact may also be possible - being investigated]

Copies of the detailed Annexes to this plan can be obtained from the MPS' Internet site - www.met.police.uk - or by calling ???

2001/02 Policing Priorities

The MPA has set a number of priorities for the MPS for the coming financial year. Many factors were taken into account when setting these priorities, including:

- the Ministerial Priorities set by the Home Secretary for all forces in England and Wales. These are:
 - to reduce local problems of crime and disorder in partnership with local authorities, other local agencies and the public; and
 - to increase trust and confidence in policing amongst minority ethnic communities.
- the results of consultation - those areas you said you wanted the MPS to concentrate on. Your top priorities were the reduction of:
 - Street crime
 - Drug dealing
 - Burglaries
 - Vehicle crime
- Performance information - how well the MPS performed against its 2000/01 priorities and the Best Value Performance Indicators set for all forces.

In 2001/02 the MPS will focus on:

- Improving the MPS' service to the public (its external priorities)
- Improving the MPS as an organisation (its internal priorities) and
- Sustained activities - a range of external and internal activities which remain important but are not top priorities for resourcing.

External priorities and sustained activities

<u>Overarching priority</u>	<u>Key MPS' services</u>	<u>External Sustained activities</u>
<u>Making</u> London's streets safer	Street crime Criminal use of firearms and knives Anti – social behaviour Diverting young people from crime	Emergency Response Homicide Reducing road casualties Terrorism
<u>Keeping</u> burglars out of	Burglary	Vehicle crime

Londoners' homes and businesses

Reducing damage to London's communities caused by drug dealing

Protecting Londoners from hate crimes

Class A drug supply

Race crime

Homophobic crime

Domestic violence

Rape

Child abuse

Internal priorities and sustained activities

<u>Overarching priority</u>	<u>Key MPS' services</u>	<u>Internal Sustained activity</u>
<u>Communicating</u> and consulting better with Londoners and each other	External and internal communication and consultation	Dealing with corruption and dishonesty
<u>Making</u> the Met great to work for	People strategy	Modernising Information Management
	Recruitment and retention	Modernising Personnel
	Diversity	Modernising Finance
	Responding to staff survey	Best Value
	Combating bureaucracy	

Key crime initiatives - Performance and plans

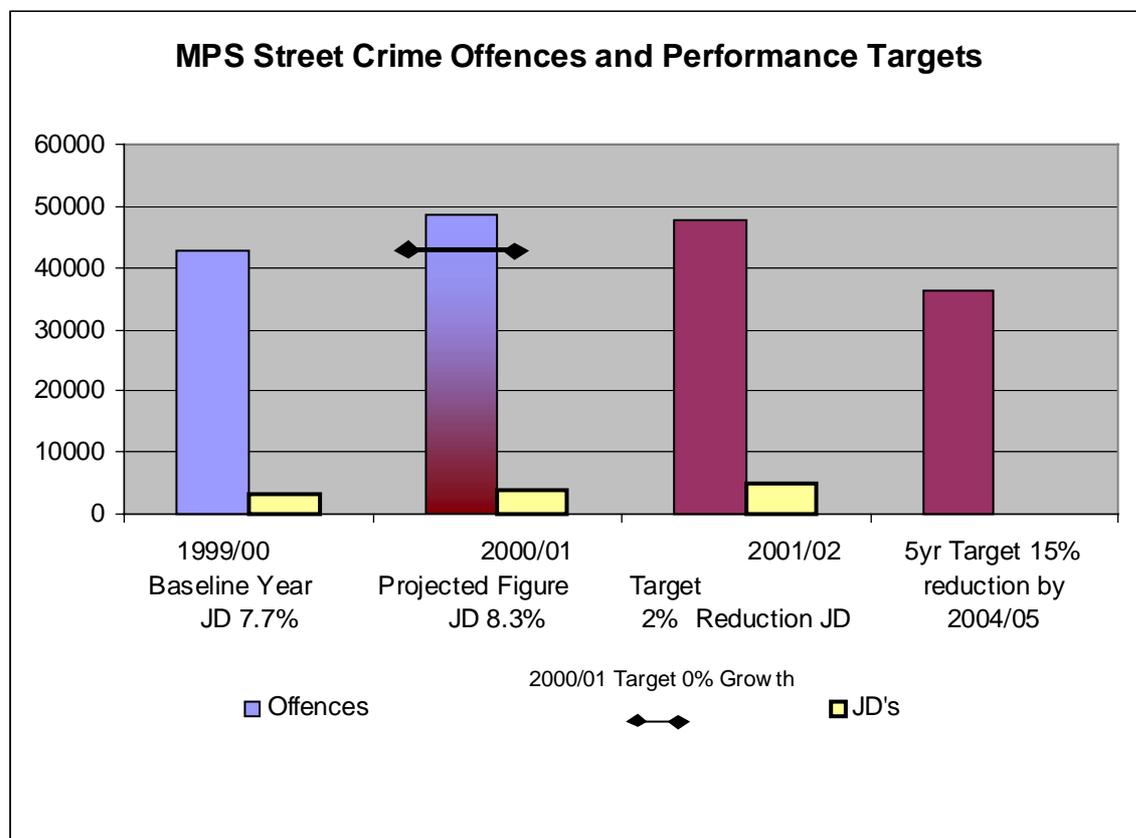
Details of the objectives, performance indicators and targets for all the priorities and sustained activities are in the appendix to this summary plan. This section describes how the MPS has performed on the key external crime priorities and the targets and plans for action for 2001/02.

Making London's Streets Safer

The MPS has set out a package of measures which, taken together, are designed to make London's streets safer. This recognises that action in one area, for example on drugs markets, will also impact on the level of street crime. Activities against street crime, knives and youth crime are all inter-related and will hence contribute to each other.

Street Crime

The MPS set itself a challenging target to stop the 36% rise in street crime in 1999/00. The graph below shows that street crime continued to rise during last year, although the rate of increase has slowed. This - and further improvements in street crime levels - can only be achieved through an intelligence led approach. A new and increasing element in the crime was the theft of mobile phones by and from young people.



JDs shown in the graph are Judicial Disposals. A judicial disposal is either a charge, summons, caution or an offence (previously recorded by police) taken into consideration when a separate offence is being investigated.

The MPS plans to achieve the 2% reduction by:

- continuing to roll out its successful operational campaign - Operation Strongbox - to high crime boroughs
- supporting local borough plans for tackling street crime with additional funding and specialist resources, particularly in crime analysis
- developing 'Intensive Supervision Schemes' for street crime offenders, in conjunction with Youth Offending Teams
- working with the Home Office and the mobile phone industry to make taking phones less attractive.

Criminal use of firearms and knives

These are new priorities reflecting Londoners' growing concern over violent crime involving dangerous weapons. The MPS will measure its success by:

The number of gun related violent crimes committed (target: 2% reduction)

The number of judicial disposals secured for possession of offensive weapons or bladed instruments (target: 10% increase)

Key actions will include:

- increasing the staffing levels associated with Operation Trident, so that all Trident related shootings can be dealt with
- developing a comprehensive intelligence picture to inform future activity in relation to countering armed criminality and the illegal possession of knives and sharp instruments
- subjecting all firearms found or used during a crime to a full forensic examination
- carrying out crime prevention activity against identified vulnerable targets
- fully involving Youth Offending Teams in diversion tactics for those most at risk of becoming involved in firearms crime
- developing multi-agency initiatives with Youth Offending Teams and Schools Involvement Officers to address the culture of knife possession among young people
- developing systems to refine data collection by the MPS to reflect more accurately the possession of knives in public places
- carrying out a broad spectrum of actions on knives, from positive street policing and seizure of weapons on the street to dealing with domestic violence

Stop and search

The MPS supports the use of the Stop and Search power as a key tactic and is committed to ensuring that it is used appropriately and effectively. It will measure success in achieving this by comparing the percentage arrest rates for white and ethnic minority populations arising from use of the Stop and Search power. It will also monitor the number of complaints arising from its use. No targets will be set for these Performance Indicators until a better understanding has been reached on the context of their operation.

Some of the Key Actions that will be undertaken during 2001/02 are:

- introduce, after due consultation, a 'Guide to the use of Stop and Search', setting standards for the use of the tactic. This guide will pay full regard to the requirements of the Human Rights Act.
- ensure that the community is consulted before introducing any specific campaigns involving Stop and Search
- monitor and inspect the exercise of police powers and discretions to identify disproportionality, including variances from the corporate norm across the Boroughs.
- consider use of the MPS's Integrity Testing Process to check samples of the use of the power
- provide a training package on stop and search incorporating issues around legislation, stereotyping, perceptions and intelligence led approaches.

Anti-social behaviour

Specific objectives and targets for addressing anti-social behaviour are being developed at Borough level, so that the MPS - together with their partners - can address the issues concerning local communities.

Diverting young people from crime

The MPS will continue to work on improving handling of cases involving young people, particularly persistent young offenders. There will also be a new focus on working in partnership with local partners and other agencies, in particular the Youth Offending Teams, to divert young people from becoming involved in crime. Youth Offending Teams have a key role to play in diverting all young people from crime. The MPS' specific objective will be to reduce the proportion of young people who offend for a second time.

Key actions will include:

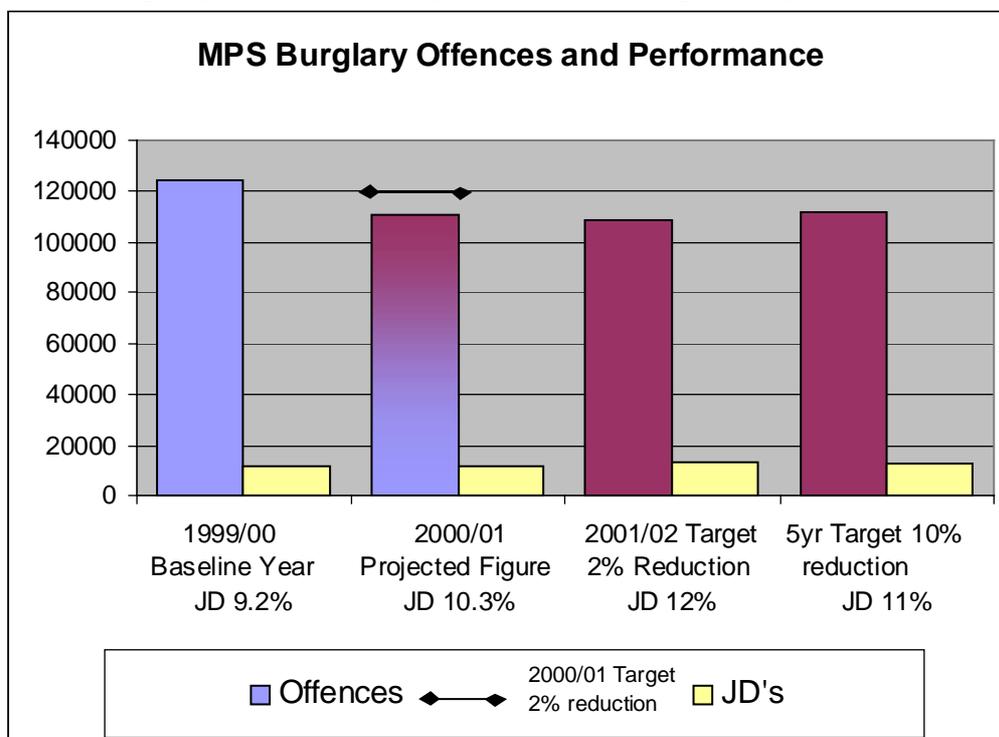
- taking a leading part in a London-wide partnership initiative to secure funding for programmes targeted at young offenders
- supporting the Youth Offending Teams (YOTs) through the provision of information and intelligence about priority crimes and youth coming to the attention of police. This will assist them in devising schemes of activity for young people at risk of becoming involved in crime

- processing youth offenders quickly
- preventing offending by returning truants to school, in partnership with local authorities
- preventing further offending by implementing restorative warnings.

Keeping Burglars out of London's Homes and Businesses

Burglary is a key priority for Londoners, featuring in over 85% of Borough Crime and Disorder strategies. The MPS has been particularly successful in reducing burglary and has already achieved its five-year crime reduction target, as the graph below shows. Burglary in the MPS is now at its lowest level for 25 years. This focus will be maintained in 2001/02 to achieve a further 2% reduction.

Burglary offences and performance targets (April 1999 - March 2005)

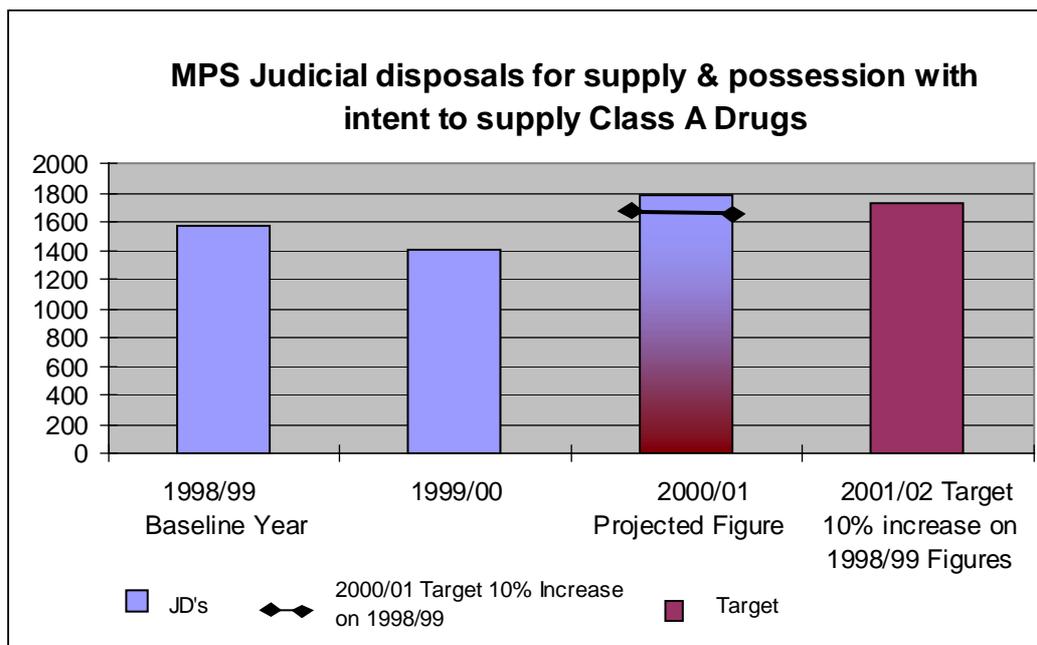


The MPS plans to achieve the targets by:

- maximising crime scene opportunities and forensic products through the introduction of 200 Crime Scene Examiners to Boroughs
- developing the strategic analysis of burglary and constructing links between the Forensic Intelligence Units and Borough Crime Analysts
- targeting prolific burglars and maximising the opportunities offered by the “three strikes and you are out” rule
- developing problem-solving responses in partnership with local agencies

Reducing damage to London's communities caused by drug dealing

The MPS' key objective will be to reduce the supply of drugs, in particular crack, heroin and cocaine. [These all belong to a certain class of drugs known as 'Class A']. This will be measured by the number of judicial disposals for supply and possession with intent to supply. Performance and targets are:

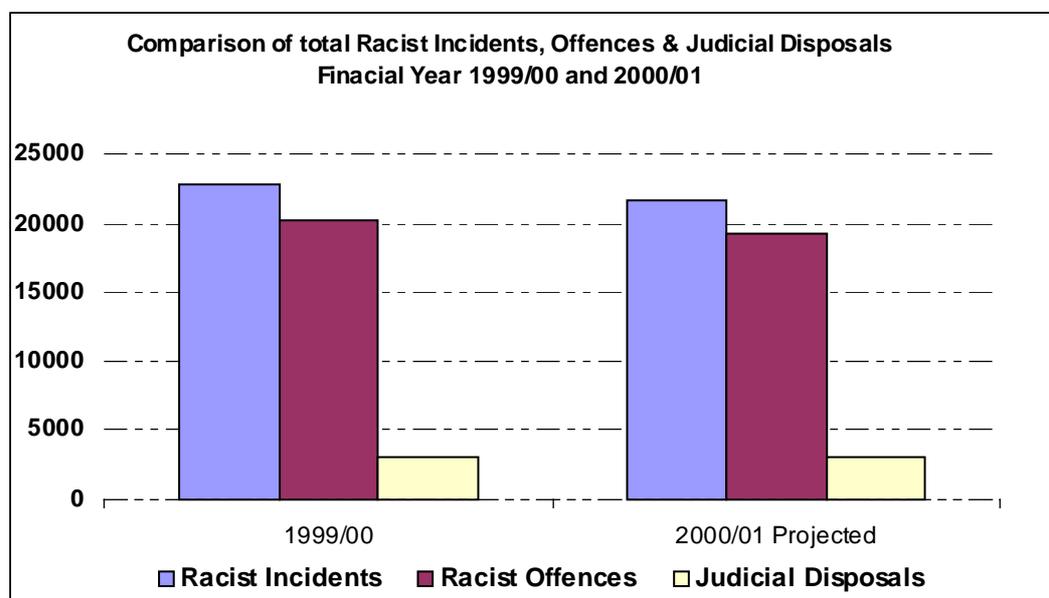


The MPS will achieve its plans by:

- targeting drugs sold in 'open' markets i.e. on the streets by continuing to run its 'Operation Crackdown' campaign.
- together with Crimestoppers, running a further *Rat on a Rat* campaign, encouraging members of the public to provide information and intelligence which can be used in the fight against drugs crime.
- developing further systems identifying strategic intelligence, which will help to establish the relationship between street-level prices, availability and demand. This will inform tactical decisions
- exploring mechanisms through which the arrest referral scheme can identify those persons most suitable for drug testing treatment orders. [Target for 2001/02 is to refer 3000 people arrested into treatment through arrest referral schemes]
- liaising with local Drug Action Teams to identify the prolific offenders who would be most suitable to benefit from the funds provided for treatment.
- piloting the MPS drug education strategy in five London Boroughs.

Protecting Londoners from Hate Crime

Tackling race crime remains a top priority and features in over half of the local Crime and Disorder strategies on Boroughs. Proactive initiatives aimed at the detection of offenders for hate crime will be performed by Boroughs - complete with local objectives and targets - in a similar approach to that being taken for anti-social behaviour. Past performance against racist crimes are shown below.



A racist incident is any incident which is perceived to be racist by the victim or any other person. It is MPS policy that all racist incidents are investigated further, whether they are classified as a crime or not. A racist offence is any racist incident that has been classified as a crime.

This year for the first time the MPS is also setting objectives and targets across a wider range of hate crimes, including homophobic crime; domestic violence; rape and child abuse. For many of these crimes, and in particular domestic violence and rape, the main focus will be on improving victim's confidence in pursuing a case and satisfaction with the service they receive. To achieve its plans the MPS will:

- involve Independent advisors on workgroups to progress the various strands of the Diversity Strategy
- continue to work with independent advisors in developing support and care for victims of hate crimes
- monitor race and other hate crime intelligence to determine local and pan London trends and provide intelligence packages for local action
- work with local partners to provide the ability to report race and hate crimes at venues other than police stations
- ensure that cases where there is sufficient evidence to support a prosecution - and this course of action is supported by the victim - those cases are submitted to the Crown Prosecution Service.
- develop further victim examination and medical care facilities, based upon the learning from the rape 'Haven' project

- establish dedicated sexual offences investigation teams
- develop a formula for balancing workloads and resources to ensure child protection teams are properly resourced and working to optimum efficiency.
- set up an intelligence unit to target paedophiles and dangerous professionals.

Resources to address plan

The MPS has benefited from a significant budget growth this year to increase police and civil staff resources and tackle the external priorities and sustained activities. The overall final budget settlement for 2001/02 is £2,040 million (including specific grants). This includes a requirement to deliver efficiency savings of £18.5 million to support the budget, as well as £28 million re-direction of resources to support priorities in the plan. In 2000/01 the MPS delivered a total of £37.6 million savings against a target of £36.7 million.

Best Value Programme

Best Value aims to achieve continuous improvement in the services delivered to the public. In the MPS there is a wide spectrum of continuous improvement work including annual reviews under the Excellence Model throughout the organisation, individual management reviews and a 5-year programme of best value fundamental reviews. Although the MPS was not formally subject to Best Value in this planning year, fundamental review work has already started. The planned 5 year review programme has now been revised by the Metropolitan Police Authority and is shown below.

Financial year	Operational Best Value reviews	Support Best Value reviews
1999/00	Complaints & discipline Phase 1 complete March 2001	
2000/01	Investigating & detecting crime. Projected completion November 2001	Consultation complete Dec. 2000 Managing information [Date awaits decision from BV Sub group]
2001/02	Bringing offenders to justice. Projected start Sept. 2001. Projected completion Sept. 2002	Managing people [Date awaits decision from BV Sub group] Equalities & diversity. Projected start April 2001. Projected completion September 2001
2002/03	Managing demand Managing operational policing	Managing finance Training
2003/04	Community safety / engagement	Managing assets Managing performance MPA functions
2004/05	National/international functions Improving road safety	Managing communication Catering

Appendix: Summary Objectives, Performance Indicators and Targets for 2001/02

EXTERNAL PRIORITIES FOR 2001/02

External priority 1): Making London's Streets Safer

Focussing on:	Objective	Performance Indicator	2001/02 target	Performance in 2000/2001¹
Street Crime	To reduce street crime	The number of recorded street crimes	2% reduction	22.3% increase
		The judicial disposal rate secured for street crime offences	JD rate of 10%	8.1%
Criminal use of firearms and knives	To reduce gun related violent crime	The number of gun related violent crimes	2% reduction	
	To reduce violent crime in which offensive weapons or bladed instruments are involved	The number of judicial disposals secured for possession of offensive weapons or bladed instruments	Increase the number of JDs by 10%	
	To ensure Stop and Search power is exercised appropriately and effectively	% PACE stop/searches of white persons which lead to arrest	Target setting inappropriate	15.7%
		% PACE stop/searches of minority ethnic persons which lead to arrest	Target setting inappropriate	17.1%
		Number (and percentage) of complaints from white persons involved in Stop/Search	Target setting inappropriate	
		Number (and percentage) of complaints from ethnic minority persons involved in Stop/Search	Target setting inappropriate	
Anti-social behaviour	[Local objectives and targets will be set].			
Diverting young people from crime	To work with partners to reduce the proportion of youths who offend for a second time	Number of second time offenders as a % of first time offenders	To be set as soon as possible	
	To process young offenders quickly	% of persistent young offenders dealt with within 2 days (arrest to charge)	70%	53.7%
		% of persistent young offenders dealt with in 7 days (charge to first court listing)	70%	63.7%
		% young offenders dealt with within 28 days (arrest to case disposal)	80%	81.2%

¹ These performance figures relate to performance for Feb 2000 – Jan 2001. In the final version of the report these will be changed to reflect Year-to-Date figures, April 2000-January 2001.

Focussing on:	Objective	Performance Indicator	2001/02 target	Performance in 2000/2001¹
		% youth offenders case results notified to PNC within 10 days	80%	

External priority 2): Keeping Burglars out of London's Homes and Businesses

Focussing on:	Objective	Performance Indicator	2001/02 target	Performance in 2000/2001²
Burglary	To reduce burglary	Number recorded burglaries	2% reduction	7.6% decrease
		The judicial disposal rate secured for burglary offences	Increase JD rate to 12%	9.8%

External priority 3): Reducing Damage to London's Communities caused by drug dealing

Focussing on:	Objective	Performance Indicator	2001/02 target	Performance in 2000/2001 (see footnote)
Class A drug supply	To reduce Class A drugs supply	JDs secured for possession with intent to supply and supply of class A drugs, in particular Crack, Heroin and Cocaine	Increase the number of JDs by 10%	22.0% increase
	To increase the number of people referred to specialist drug treatment service from arrest referral schemes	The number of persons referred into treatment through arrest referral schemes	3000	1455 referrals (Apr-Nov)

External priority 4): Protecting Londoners from Hate Crime

Focussing on:	Objective	Performance Indicator	2001/02 target	Performance in 2000/2001 (see footnote)
Race Crime	To investigate racist incidents and racist crimes to the satisfaction of victims	The level of satisfaction expressed by victims of racist crime	Parity in level of satisfaction expressed by victims of racist crimes cf. Average for all victims of crime	6.7% difference
		The number of racist incidents and racist crimes recorded	Target setting inappropriate	
		The judicial disposal rate secured for racist crimes	Increase JD rate to 17%	15.9%

² These performance figures relate to performance for Feb 2000 – Jan 2001. In the final version of the report these will be changed to reflect Year-to-Date figures, April 2000-January 2001.

Focussing on:	Objective	Performance Indicator	2001/02 target	Performance in 2000/2001 (see footnote)
Homophobic Crime	To investigate homophobic crimes to the satisfaction of victims	The level of satisfaction expressed by victims of homophobic crime	Parity in level of satisfaction expressed by victims of homophobic crimes cf. Average for all victims of crime	
		The number of homophobic incidents and homophobic crimes recorded	Target setting inappropriate	
		The judicial disposal rate secured for homophobic crimes	Increase JD rate to 13%	
Domestic Violence	To investigate domestic violence to the satisfaction of victims	No. domestic violence cases recorded	Target setting inappropriate	
		The judicial disposal rate secured for Domestic Violence	Increase JD rate to 14%	
		% DV incidents that involved victims of a reported DV incident in previous 12 months	Target setting inappropriate at this time	
Rape	To improve victim care and investigation in cases of rape	The judicial disposal rate secured for rape offences	Increase to 25%	
Child abuse	To increase the JD rate for child sex abuse	The judicial disposal rate secured for child sex abuse offences	Increase to 35%	
	To run child abuse prevention initiatives in partnership with other agencies	% boroughs who have run initiatives	60%	

EXTERNAL SUSTAINED ACTIVITIES FOR 2001/2

Sustained activity	Objective	Performance Indicator	2001/02 target	Performance in 2000/2001 ³
Emergency Response	To respond promptly to emergencies	Percentage of public satisfied with police action in response to 999 calls	90%	78.2%
		Answer 999 calls within 15 seconds	80% of the time	81.3%
		Attend urgent incidents within 12 minutes	80% of the time	77.2%
Homicide	To investigate homicide effectively	Detection rate for homicide	90%	83.0%
Reducing Road Casualties	Work with other organisations to reduce the number of people killed or seriously injured in road collisions.	Number of road traffic collisions involving death or serious injury per 100,000 population	74	77
Terrorism	To prevent, deter, disrupt and detect terrorist offences	Assessment of response to suspect Improvised Explosives Devices (IEDs)	Management of 100% of scenes involving suspect IEDs scored as 100% effective	
Vehicle Crime	To reduce autocrime	Number of autocrimes	Reduce by 5%	1.4% increase
		JDs for autocrime offences	5%	4.4%

³ These performance figures relate to performance for Feb 2000 – Jan 2001. In the final version of the report these will be changed to reflect Year-to-Date figures, April 2000-January 2001.

INTERNAL PRIORITIES FOR 2001/02

Internal priority 1) Making the Met great to work for

Focussing on:	Objective	Performance Indicator	2001/02 target	Performance in 2000/2001 ⁴
People Strategy	To increase staff satisfaction	% staff satisfied	Target setting inappropriate	
	Reduce number of working days lost through sickness	Average days sick for police officers	9 days	10.1
		Average days sick for civilian staff (excluding traffic wardens)	10 days	10.9
		Average days sick for traffic wardens	20 days	21.7
Recruitment and retention	To achieve the planned establishment of the MPS	The number of police officers recruited compared to the target	2475 police recruits	25422 (strength in Jan 2001)
		The number of civil staff recruited compared to the target	[BWT under development]	
		% police turnover	6%	5.8%
		% police staff turnover in first 5 years of their career [final wording awaited]	[Under development]	
		% civil turnover (including traffic wardens)	13%	14.7%
Diversity	To increase the strength of visible ethnic minorities and females in the police	VEM officers as % of police strength	5% by end of March 2002	4.11% (strength in Jan 2001)
		Length of service of VEM officers [final text awaited]	Reduce difference in length of service by ? 50%	
		Length of service of female officers [final text awaited]	Reduce difference in length of service by ? 50%	
		% of VEM civil staff in each grade from 10 upwards	At least 10%	
	To deliver Community and Race Relations training to police and front line civil staff	% of police and front line civil staff trained	75% by 31/3/2002	26.2% (Jan 01)

⁴ These performance figures relate to performance for Feb 2000 – Jan 2001. In the final version of the report these will be changed to reflect Year-to-Date figures, April 2000-January 2001.

Internal priority 2) Communicating and consulting better with Londoners and each other

Focussing on:	Objective	Performance Indicator	2001/02 target	Performance in 2000/2001 ⁵
External and internal communication and consultation	To improve internal and external communication	[No formal Performance Indicators or targets have been set]		

INTERNAL SUSTAINED ACTIVITIES FOR 2001/2

Sustained activity	Objective	Performance Indicator	2001/02 target	Performance in 2000/2001 (see footnote)
Dealing with corruption and dishonesty	To improve professional standards across the MPS by continuing the development of proactive prevention and detection initiatives <i>*subject to agreement by Management Board and MPA</i>	Number of member of MPS staff charged or convicted on one or more corruption related offences *	No target will be set	
		Number of officers dealt with under service confidence procedures*	No target will be set	
		Number of complaints per 1000 officers	No target will be set	233.2
		Percentage of complaints substantiated	No target will be set	2.14%

The following internal sustained activities do not have formal objectives, Performance Indicators and targets set, but the full plan contains a text description of the programmes of work that will be undertaken:

- Best Value
- Modernising Information Management
- Modernising Finance
- Modernising Personnel

⁵ These performance figures relate to performance for Feb 2000 – Jan 2001. In the final version of the report these will be changed to reflect Year-to-Date figures, April 2000-January 2001.