

Towards the Safest City

The strategy

**Delivering policing for Londoners
2003-2005**

Strategic Goals

The five goals which guide our medium term direction are:

Developing safer communities

We will make London a safer place for those who live in, work in and visit the capital.

Securing the capital against terrorism

We will prevent and disrupt terrorist activity, providing residents, workers and visitors with the reassurance that London is safe.

Revitalising the criminal justice system

We will lead the drive to make the criminal justice system trusted and respected by victims, witnesses and offenders.

Developing a professional and effective workforce

We will seek to enhance the total number of police officers available for deployment, maximising the visible operational uniformed police family. We will provide effective leadership, train and deploy our inclusive workforce to meet the challenges and priorities facing us, and manage both the growth in numbers and the specialist requirements for employees with different skills and backgrounds.

Reforming the delivery of policing services

We will deliver a programme of change in the way we deliver policing to London that reflects the principles of public sector reform - identifying and implementing first those elements we consider to be of greatest value to Londoners.

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Foreword by the Chair of the Metropolitan Police Authority

I am pleased to present this joint strategy, which gives details of how we will work together with the Metropolitan Police Service to make London the safest major city in the world. Last year, we set out five goals towards achieving our vision of making our streets safer for Londoners. This plan builds on those goals and gives us a clear framework for their implementation.

We have also had the recent development of the first National Policing Plan launched in November 2002 setting out government expectations from police. The priorities set within the national policing plan compliment the goals we have set and provide basis for our strategy. As well as setting out how the MPS will help achieve the national plan, we have also listened to local communities and taken into account the unique challenges that come from policing a capital city such as London.

The MPA and MPS have been committed to ensuring that there are enough police officers, community officers and support staff to police London effectively. We also need to ensure our staff are reflective of London's communities, have their confidence and provide the service they need. We aim to ensure community safety in London and protect the vulnerable, such as children and those subject to crimes of hate as well as continuing to prevent and disrupt terrorism activity in London.

Working with our partners will be vital in order to achieve our goals, in particular working with other agencies in the Criminal Justice System to bring offenders to justice and support victims in London, and working with our local partnerships to reduce crime and disorder.

I look forward to building on the good work of the MPA and MPS over recent years and seeing this strategy implemented to ensure that we have a capital city in which people feel safe and receive a first class service from the police.

(Signature)

Toby Harris

Foreword by Commissioner of Police of the Metropolis

These are unprecedented times for policing. Demands are growing almost exponentially and public expectations of a high quality service are increasing at a similar rate. Against this backdrop the Metropolitan Police Service needs a clear sense of direction and purpose that will guide our activity and enable us to make informed decisions about priorities and resources.

'Towards the Safest City 2003-2005' is our corporate strategy that will signpost the key areas of work that we will focus on during the next two years. It builds on all of our achievements to date and incorporates the requirements of the inaugural National Policing Plan.

We continue to face probably the most challenging times in the history of the Metropolitan Police. The strategic goals that we have selected are a reflection of those areas that are of critical importance to all Londoners. We will continue in our efforts to meet and overcome the threat presented by terrorism, develop safer communities free from the threat of crime and the fear of crime and deliver an efficient criminal justice system that ensures offenders are brought to justice. We will also maintain the progress we have made by developing a professional workforce to meet the demands of 21st century policing.

Although the challenges we face are significant, I remain optimistic for the future of policing in London. We are now seeing real benefit from the large increase in police numbers and together with members of our extended police family we are providing reassurance to Londoners at a time when it is most needed.

Together with our Police Authority we will continue to work hard to deliver a police service that meets the needs of all of London's diverse communities. 'Towards the Safest City' will guide our work, ensuring we develop a professional and productive response focused on meeting the needs of Londoners.

(Signature)

Sir John Stevens

Introduction

'Towards the Safest City', the MPA/MPS strategic framework, was launched in 2002. It was recognised during its preparation that it would need to be the foundation on which a strategy plan would be based, once the National Policing Plan (NPP) had been developed. The NPP was released by government in November 2002 and provides the strategic national overview against which chief officers and police authorities prepare their own local strategy plans and annual policing plans. Having made slight modifications to the aims of the strategic framework, 'Towards the Safest City' is now consistent with the aspirations of the NPP. The government's priorities are:

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

These priorities have provided the foundation for further development of our aims. 'Towards the Safest City – the Strategy' now incorporates the performance indicators that will be used to track our progress. (For details, see the 'Performance' chapter). Our annual policing and performance plan is the detailed implementation plan for each year of this strategy. The annual plan specifies the objectives, performance indicators and annual targets that contribute to this strategy's overall goals and aims.

'Towards the Safest City' will be reviewed annually to ensure it remains compatible with the government's NPP. In order to bring it into the same cycle as local crime and disorder reduction strategies, this first strategy covers only a two-year period (1 April 2003 to 31 March 2005). Subsequent strategies will cover a three-year period.

Purpose

This strategy will help co-ordinate planning and decision-making across the whole of the Service. The goals and aims form the basis for selection of the priorities and objectives that are published in our annual policing and best value performance plan. In addition, the longer-term direction set by the strategy helps to prioritise the allocation of resources – both people and capital expenditure.

Goal overview

Since taking up his command, the Commissioner and his management board have developed and refined their expectations for the way in which the Service must go. These messages, endorsed by the MPA, have been reinforced through regular seminars, workshops and conferences under the banner of 'new challenges, new thinking': The messages form the basis for the goals identified in this document. The NPP has influenced the supporting aims for the goals. The strategic goals for the MPA/MPS are:

1. Developing safer communities

We will make London a safer place for those who live in, work in and visit the capital.

2. Securing the capital against terrorism

We will prevent and disrupt terrorist activity, providing residents, workers and visitors with the reassurance that London is safe.

3. Revitalising the criminal justice system

We will lead the drive to make the criminal justice system trusted and respected by victims, witnesses and offenders.

4. Developing a professional and effective workforce

We will seek to enhance the total number of police officers available for deployment, maximising the visible operational uniformed police family. We will provide effective leadership, train and deploy our inclusive workforce to meet the challenges and priorities facing us, and manage both the growth in numbers and the specialist requirements for employees with different skills and backgrounds.

5. Reforming the delivery of policing services

We will deliver a programme of change in the way we deliver policing to London that reflects the principles of public sector reform - identifying and implementing first those elements we consider to be of greatest value to Londoners.

The aims and key initiatives to achieve these goals are shown in the following chapters.

1. Developing Safer Communities

"We will make London a safer place for those who live in, work in and visit the capital."

To achieve this we will:

- Focus on local crime and disorder priorities within a common policing model.
- Disrupt organised crime and criminal activity on a London-wide and inter-force basis, particularly murder, gun-crime and crime related to hard drugs.
- Improve our partnerships with other voluntary, public and private organisations to help fight crime and improve the quality of life.
- Improve how we consult communities (particularly those that are vulnerable or hard to reach).
- Introduce the extended 'policing family' to provide reassurance and reduce the incidence of anti-social behaviour by sustaining high visibility policing.
- Protect vulnerable victims, including children and victims of rape, domestic violence and hate crimes (such as racist and homophobic crime).
- Contribute to the achievement of a safe environment for all road users.

These high level aims support attainment of the government's Key Priority 1 (Tackling anti-social behaviour and disorder), Key Priority 2 (Reducing volume, street, drugs related, violent and gun crime in line with local and national targets) and Key Priority 3 (Combating serious and organized crime operating across force boundaries).

Key initiatives to drive forward our aims

All 32 Borough Operational Command Units (BOCUs) have, together with local partners and following consultation with local communities, developed strategies for reducing crime and disorder in their area.

A significant number of contributing initiatives will be (or have already been) undertaken at the corporate level. These are guided by the direction set by the NPP and include:

- Making full use of officers, special constables, Police Community Support Officers (PCSOs) and other members of the extended police family as part of the MPS's response to anti-social behaviour. (The MPS's youth strategy - which aims to reduce the risk of young people becoming involved in anti-social behaviour - is outlined in Annex C).
- Considering how the introduction of PCSOs and Accredited Community Safety Officers could contribute to public reassurance. For example, we are working with Portsmouth University to evaluate the contribution PCSOs make to reassurance.

- Developing the MPS policing model to tackle and reduce crime. The model is based around six key processes (intelligence, investigation, diversion, problem solving, targeting and forensics).
- Carrying out a pilot project which aims to reduce the fear of crime for individuals and communities. It will tackle incivilities, disorder, anti-social behaviour and environmental streetscape issues through a partnership solving approach in various localities throughout London. The MPS and Surrey Police are leading a national project funded by the Police Standards Unit. (The arrangements for implementation of this reassurance programme are summarised in Annex K(i)).
- Examining the opportunities for making increased use of local volunteers in our crime reduction initiatives.
- Taking part in initiatives to empower communities to contribute directly to crime reduction.
- Developing a domestic violence strategy ('Enough is Enough') to respond quickly and effectively to domestic violence incidents.
- Issuing revised minimum standards for the investigation of hate crime.
- Piloting the implementation of recommendation 61 from the Stephen Lawrence inquiry concerning recording the details of all persons stopped and searched by police officers.
- Implementing all relevant points from the government's July 2002 action plan on rape. (The MPS is leading the way nationally for the Association of Chief Police Officers (ACPO) on this recommendation).
- Developing accurate information and intelligence systems to identify trends in relation to illegally held firearms and running specific initiatives in partnership with community leaders and local service providers to tackle firearms-related crime.
- Implementing the National Intelligence Model (NIM) within the MPS. (The arrangements for implementation are summarised in Annex K(viii)).
- Contributing to the national target of having the profiles of the whole of the active criminal population on the national DNA database by 2004 (currently projected to be 2.6m offenders by 2004). (The MPS arrangements for implementation are summarised in Annex K(iii)).
- Developing effective programmes to identify and manage drug involved offenders (for example through arrest referral or drug testing at charge) and to tackle drug related crime, including the supply of drugs and in particular Class A drugs. (The management of drug involved offenders is a key element of the MPS's drugs strategy 2003-2006, an overview of which is given in Annex D).
- Developing a clear strategy for combating drug misuse (See overview in Annex D). Local public service agreements will support and enhance this process through links with local authorities and their partnerships with other agencies.
- Making maximum use of the new powers available in the Proceeds of Crime Act to attack the assets of local criminals – including those involved in drug dealing and supply. (Our approach to this is outlined in Annex J).
- Developing a comprehensive approach to disrupting organised crime and criminal groups. The MPS has a number of units within its Specialist Crime

Directorate which come together to tackle cross border and organised crime. Their many activities include:

- ⇒ creating and maintaining an effective relationship with national law enforcement agencies and the security service to operationalise intelligence emanating from national organised crime initiatives e.g. CIDA (Concerted Inter-agency Drugs Action group) and REFLEX (a multi-agency task force combating organised immigration crime)
- ⇒ combating organised crime from intelligence that comes from community sources. These operations are conducted in full co-operation with Territorial Policing (TP) - Operation AIKO is an example.
- Reviewing our child protection strategy (as summarised in Annex H) in the light of Lord Laming's report on the Victoria Climbié inquiry.
- Developing policies to deal with repeat victimisation, in conjunction with local partners. (The MPS originally published a repeat victimisation policy in December 2001. It is in the process of being reviewed to establish how the policing model concept of 'problem solving' can be incorporated into the policy).
- Building on progress already made to reduce deaths and injuries on the roads and achieve a safe environment for all road users. Our targeted and intelligence led road safety strategy is summarised in Annex G.
- Embedding good practice for promoting community cohesion into all aspects of our work.
- Working closely with local partners to tackle alcohol-related crime effectively. (The MPS is assessing the impact of the licensing bill. It will be working with partners and providing guidance to BOCUs on how to deal effectively with crime around pubs and clubs. TP is reviewing how the whole issue of alcohol-related crime could be addressed most effectively).
- Working with other agencies to make Crime and Disorder Reduction Partnerships (CDRPs) more effective.

We will know we have succeeded if:

Crime and the fear of crime have reduced and quality of life has increased; we respond quickly to changing crime trends and inter-agency partnerships share intelligence to solve major problems that cut across traditional boundaries; the extended policing family has helped build up community trust and confidence in the Service; consultation led by the MPA with all sections of the community has improved how London is policed.

Contributing 2003/04 Authority objectives

One of the main ways to work towards achieving our goal is setting priorities and objectives in our annual plan. For 2003/04 we have set a number of objectives that will help achieve safer communities:

- ❖ 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
- ❖ To disrupt the trafficking of Class A drugs, firearms and humans
- ❖ To disrupt the criminal use of firearms
- ❖ To reduce the number of road casualties
- ❖ 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
- ❖ To enhance community reassurance programmes to all vulnerable communities
- ❖ To implement the National Intelligence Model (NIM) in accordance with the National Policing Plan

Each annual objective has associated performance indicators and targets, as detailed in the 'Performance' chapter.

Public service agreements

By achieving our goals in developing safer communities the MPA/MPS will also be contributing towards the achievement of Home Office public service agreements (PSAs). In particular, PSA 1 (in full), PSA 2 and PSA 6. The indicators associated with these PSAs and the targets set are shown in the 'Performance' chapter. The full list of PSAs is shown in Annex A.

2. Securing the Capital against Terrorism

"We will prevent and disrupt terrorist activity, providing residents, workers and visitors with the reassurance that London is safe."

To achieve this we will:

- Enhance the collection of intelligence to inform our counter terrorist activities.
- Deliver an effective response to terrorist threats.
- Provide high visibility policing to provide reassurance to the public against terrorist threats.
- Work with national and international agencies (including other police forces), communities and businesses to prevent and disrupt terrorist activity.
- Work in partnership with local and national government to enhance prevention and disruption.
- Improve the training and briefing provided to the extended policing family in London.

Key initiatives to drive forward our aims

We have developed and implemented 'Rainbow' - a detailed anti-terrorist strategy that is reviewed regularly to adapt to the changing threat levels in London. It prevents and disrupts terrorist activity through pro-active initiatives. Its supporting projects include:

- Examining how the use of CCTV and other technologies can underpin counter terrorism activity.
- Briefing police officers, traffic wardens and PCSOs to detect, prevent and disrupt terrorism.
- Co-ordinating specific counter terrorist patrols.
- Ensuring a consistency of approach to community reassurance, including the delivery of counter-terrorist advice to business and other groups.

Other initiatives that will help achieve our aims include:

- Holding pro-active operations targeted at criminal activity which supports terrorism involving selected police forces, the Security Service and Special Branch.
- Providing training to multi-agency commanders in dealing with Chemical, Biological, Radioactive and Nuclear incidents. This training has improved the level of knowledge amongst specialist responders and led to the ongoing improvement of the emergency services' operational response.
- Devising, co-ordinating and delivering counter-terrorist exercises and contingency planning to meet the expanding range of threats posed by international terrorism.

We will know we have succeeded if:

Terrorism in London has been disrupted and there is reduced terrorist activity; London is viewed as a safe global destination for tourism and trade; residents, workers and visitors feel safe from terrorist attack and disorder.

Contributing 2003/04 Authority objectives

For 2003/04 we have set two objectives that will help secure the capital against terrorism:

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

The performance indicators and targets associated with these annual objectives are detailed in the 'Performance' chapter.

3. Revitalising the Criminal Justice System

"We will lead the drive to make the criminal justice system trusted and respected by victims, witnesses and offenders."

To achieve this we will:

- Change our working practices to improve the services given to victims and witnesses.
- Enhance our ability to work with other agencies within the criminal justice system.
- Improve the accuracy and timeliness of papers, documents and evidence.
- Actively support reform of the criminal justice system.

These high level aims support attainment of the government's Key Priority 4 (Increasing the number of offences brought to justice).

Key initiatives to drive forward our aims

Examples of the many projects set up to deliver these aims (which include those in support of the NPP) include:

- Addressing the needs of victims particularly, but not exclusively, in their capacity as witnesses. One of the ways this is being achieved this is through setting up victim and witness focus desks on boroughs. The 'Premium Service' - a cross agency protocol being developed around the prosecution of persistent offenders - is another contributing project being progressed. Annex F provides further details.
- Enabling victims to track progress of their case on line. (The MPS has an agreed e-strategy that includes giving the citizen access to MPS data where it is reasonable and appropriate to do so. That strategy will be implemented over the next 3-5 years and will include a citizens' "portal" into this type of service. Our implementation arrangements are summarised in Annex K(v)).
- Full involvement in the Persistent Offender Scheme (The MPS's strategy for combating persistent offenders is summarised in Annex E). This strategy was developed in consultation with relevant partners, including Victim Support. It will be implemented at a borough level in consultation with CDRPs.
- Implementing the inter-agency "Narrowing the Justice Gap" plan (developed in January 2003), which identifies a limited number of priority areas for action to improve the number of offences brought to justice. One of these areas is implementation of the Persistent Offender Scheme. The other two priority areas are (a) Victims and Witnesses (which is concerned with a lack of public confidence in the criminal justice system and reluctance to engage with the trial process) and (b) Increasing the percentage of effective trials.
- Speeding up the youth justice process to reinforce to young offenders the seriousness of their behaviour.

- Developing a closer working relationship with the CPS and the courts to improve case preparation and case management. We have already begun to 'roll out' secure e-mail facilities across the Criminal Justice System to all MPS boroughs. Further implementation arrangements are summarised in Annex K(ii).
- Ensuring that the Case and Custody system is implemented (with links to the courts and Crown Prosecution Service). The MPS will begin the implementation of the NSPIS products in May of 2003 and will complete the roll-out during 2004. Links to the courts and CPS form part of this project - implementation arrangements are summarised in Annex K(vi). This initiative forms part of our strategy to modernise criminal justice (as summarised in Annex F).
- Sharing facilities and co-working with the Crown Prosecution Service to improve quality, maximise efficiency and eliminate duplication within the prosecution process (the Glidewell initiative).
- Setting up a joint performance management regime between agencies in the criminal justice system.
- Implementing the recommendations of a best value review of bringing offenders to justice.
- Implementing the recommendations of an end-to-end review by external consultants (KPMG) into criminal justice processes. This review covered pre-arrest investigation through to prosecution. It provided the basis for the MPS's strategy to modernise criminal justice, as summarised in Annex F.

We will know we have succeeded if:

Managers and staff see the criminal justice system as an integral component of delivering a safer London; proactive operations have enabled persistent offenders to be brought to justice and all offenders proceed quickly through a more effective and efficient criminal justice system; victims and witnesses are satisfied with the service they receive and our partners are satisfied with the role the MPS plays; more trials are taking place as more witnesses come forward to take their part, confident that their experience will be as non-intimidating as possible and that the service received will be sensitive to their personal needs.

Contributing 2003/04 Authority objectives

For 2003/04 we have set two objectives that will help revitalise the Criminal Justice System:

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

The performance indicators and targets associated with these annual objectives are detailed in the 'Performance' chapter.

Public service agreements

By achieving our goals in revitalising the criminal justice system the MPA/MPS will also be contributing towards the achievement of public service agreements PSA 3, PSA 4 and PSA 5.

4. Developing a Professional and Effective Workforce

"We will seek to enhance the total number of police officers available for deployment, maximising the visible operational uniformed police family. We will provide effective leadership, train and deploy our inclusive workforce to meet the challenges and priorities facing us, and manage both the growth in numbers and the specialist requirements for employees with different skills and backgrounds."

To achieve this we will:

- In line with the aims and objectives of the MPS Diversity strategy we will recruit, train and retain an extended policing family of employees reflecting the diversity of London.
- Maximise the number of staff in the policing family and deploy them to increase the proportion of 'Visible Operational Uniformed Personnel'.
- Create an environment in which the talents, skills and experiences of our diverse workforce are able to enhance and support operational demands.
- Actively manage the growth in staff numbers and ensure officers receive proper support.
- Ensure our leaders listen and are visible to London's communities plus all our staff.
- Introduce new approaches to work, with particular regard to shift patterns, part-time working, home working and family-friendly policies.

Key initiatives to drive forward our aims

Initiatives taken from the NPP – which we have fully embraced – include:

- Developing existing officers and new recruits to achieve the necessary competencies, and employing support staff with appropriate skills and experience to ensure that they have the capacity to tackle all crimes effectively.
- Taking full account of the aims of the Gender Agenda in our HR plans and then implementing them. The MPS initiative 'Engender' was launched on 19 Sept. 2002.
- Fully integrating measures to improve leadership within our HR and Diversity strategies. The measures include:
 - ⇒ implementing the High Potential Development Scheme for all ranks to ensure advancement of the most able through a career development programme
 - ⇒ promulgating leadership principles to all staff
 - ⇒ delivering advanced leadership training to Borough Commanders and Command teams

The measures described above will help senior officers to show the necessary leadership to drive forward the reforms of police pay and conditions.

- Reviewing our procedures to ensure that staff are properly trained to prepare for the Independent Police Complaints Commission's introduction in 2004.
- Recognizing and implementing the requirements of employment legislation designed to support the rights and responsibilities of staff.
- Capitalizing on data received to ensure continuous learning from and improvement to all of our procedures, systems and practices
- Continuing our efforts to achieve a workforce that is representative of the wider population. Thus, we have progressed some groundbreaking initiatives to achieve the recruitment targets for ethnic minorities and female staff, and improve the retention and progression of all under represented groups, including gay, lesbian, bi-sexual and transgender staff. Additionally, the Commissioner holds a regular focus group for staff with disabilities and a Strategic Disabilities Team has been set up to progress further disability matters.

We will know we have succeeded if:

We have achieved significant growth in numbers whilst anticipating and overcoming any problems inherent in such a large workforce increase; staff feel valued and supported and treat each other with dignity and respect; our staff stay longer and the diversity of London's communities is reflected across the whole of the organisation; we have enlightened and inspirational leaders who are highly visible, accessible and who energise people to achieve excellent results; they actively embrace team working, motivating and developing staff to improve performance continuously and implement cost effective change.

Contributing 2003/04 Authority objectives

For 2003/04 we have set four objectives that will help develop a professional and effective workforce:

- | | |
|--|--|
| ❖ To achieve an increased representation of all the diverse groups of London within the extended police family of the MPS i.e. police officers, civil staff, Police Community Support Officers, Traffic Wardens and the Metropolitan Police Special Constabulary | ❖ To establish a strategy to manage all issues relating to the increased numbers of police staff |
| ❖ To develop a professional and effective workforce with the appropriate numbers and skills to deliver the priorities of the MPS | ❖ To protect and enhance the integrity of the MPS |

The performance indicators and targets associated with these annual objectives are detailed in the 'Performance' chapter.

Statutory medium-term performance measures

The statutory medium term performance measures that are particularly relevant to our goal 'Developing a professional and effective workforce' are shown in the 'Performance' chapter.

5. Reforming the Delivery of Policing Services

"We will deliver a programme of change in the way we deliver policing to London that reflects the principles of public sector reform - identifying and implementing first those elements we consider to be of greatest value to Londoners."

To achieve this we will:

- Focus on meeting the needs of citizens, delivering services locally where beneficial and ensuring clear lines of accountability for the results.
- Devolve additional responsibility and decision-making to Borough Operational Command Units.
- Realign the organisation to support fully BOCUs as the primary unit of policing (including the development of a 'bottom-up' planning regime).
- Become more responsive to people's needs regarding the services they receive and how those services are provided.
- Deliver more services electronically to the public and our partners.
- Actively support the introduction of policing reforms, engaging with Londoners and staff to achieve this.
- Ensure that the maximum efficiency gains are being derived from the implementation of the Bureaucracy Taskforce's recommendations.

Through this focus on Londoners - and the delivery of the other goals outlined in this 3-year strategy plan - we will embrace the principles of citizen focus, which are at the heart of Public Service Reform. These principles are:

- A national framework for standards and accountability
- Devolution to the front line to allow greater freedom and room for innovation
- Flexibility so that organisations are able to provide a modern service
- More choice for the public and the ability, if provision is poor, to have an alternative provider.

Key initiatives to drive forward our aims

The Home Office has initiated approximately 40 projects to deliver the national police reform programme. Examples of such projects include 'Citizen Focus' (which focuses on improving the treatment of victims, witnesses and other customers), 'Forensic Project' (which predicts what assistances individual forces may need to maximise current resources regarding forensics) and 'Ill Health Retirement' (which is concerned with reducing the number of ill health retirements in the police service). We will ensure that all reform projects have an appropriate Service lead - from purely monitoring progress to shaping and/or leading them, depending on their ultimate impact on delivering an improved service to Londoners.

Additionally, we will develop and deliver improvements in operational policing through our 'Modernising Operations' programme of work. This embraces the changing environment in which TP operates, including the introduction of the MPS policing model, the C3i/Airwave programme and implementing the recommendations from the best value reviews of Crime Management and Demand Management. (The arrangements for implementation are summarised in Annex K(ix))

We will know we have succeeded if:

We have a robust structure to deliver and support operational policing locally; headquarters provides the right structures, working practices and funding to make devolution work efficiently and cost-effectively; we are able to offer many more services electronically where this is seen as a benefit by service users.

We have demonstrated our willingness to change to improve; we work flexibly across geographical borders and in partnership with other agencies to increase safety and the quality of life across London.

Contributing 2003/04 Authority objectives

For 2003/04 we have set three objectives that will help reform the delivery of policing services:

- ❖ To extend the programme of devolution of resources, thereby enabling local managers to improve service delivery
- ❖ To improve accessibility through enabling the public to obtain the service they need
- ❖ To improve the quality of response to public requests for assistance

The performance indicators and targets associated with these annual objectives are detailed in the 'Performance' chapter.

Key Strategic Initiatives

There are a number of programmes and projects, at various stages of delivery, that will have a significant impact on the way London is policed. They already have a wide-ranging effect on the Service, and will continue to do so for a number of years. As plans are developed to deliver the strategic framework, close attention will need to be paid to the impact and interrelationships of key cross cutting initiatives:

(i) Diversity

The revised diversity strategy 'Protect and Respect – everybody benefits' maintains a focus on race whilst advocating a wider, inclusive approach to all aspects of diversity (e.g. faith, age, gender, sexual orientation and disability). Key aims include:

- Working with partners and communities to address hate crime;
- Appreciating and responding to the needs of London's diverse communities;
- Increasing the diversity of our workforce to reflect that of London;
- Creating an organisation that people want to work for.

The strategy is summarised in more detail in Annex I.

(ii) Effective use of Science and Technology

Optimal use of information, communication and other scientific tools is crucial to the delivery of an effective policing service. The MPS embraces this philosophy, e.g. by having 'forensics' as a strand in the MPS policing model. It is implementing a forensic strategy that will improve the effectiveness of forensics in supporting the achievement of objectives and the understanding of criminality in London. The MPS has also invested considerable resources in the development of key technologies, such as:

Call handling – C3i (Command, Control, Communications and Information)

C3i is the largest and most radical project we have undertaken. It aims to maximise the effective use of police and essential support staff time and resources. It affects the way in which the MPS deals with the public's demand for its services and will:

- Provide an efficient and effective telephone handling service;
- Ensure that deployments are appropriate and effectively prioritised;
- Free police resources to concentrate on policing priorities by the provision of an effective public advisory service.

We will be ready to implement the new national standards for responding to non-emergency calls as they are developed. Annex K(vii) outlines our implementation plan.

Airwave

Airwave is a national project to replace the police radio system with one using digital technology. It will be completed by 2005 – the implementation plan is outlined in Annex K(iv). Two key features will have a wide-ranging impact on policing:

- A single handset that combines radio and mobile telephony and which can be used as a basic mobile data terminal. This leads to quicker and more accurate responses by police units, and makes more efficient use of resources;
- Control rooms will have real time location data for all equipped units, making resource management and deployment more efficient, and improving officer safety.

Note that whilst the introduction of C3i and Airwave to the MPS clearly have significant technology elements, they are an integral part of a much wider programme to deliver improvements in operational policing. Annex K(ix) outlines the overall programme of work.

(iii) Resource management

This encompasses a range of initiatives that will improve the finance and resource management and control within the MPS. Such initiatives include:

- Devolved financial management of resources to Operational Command Units, currently being trialled on seven sites;
- Better integration of financial management with the planning process;
- Activity based costing, which will provide improved information about costs and resources, thereby helping managers plan and manage their resources and account for performance;
- Development of an 'operational policing' measure. When the relevant data has been collated and analysed, we will be able to target resources to where they will have the maximum impact on delivery of our long-term operational policing goals and annual objectives.

Contributing 2003/04 Authority objective

To maximise MPS resources and their most effective use.

To extend the programme of devolution of resources, thereby enabling local managers to improve service delivery.

(For relevant performance indicator and target, see 'Performance' chapter).

(iv) Managing growth in staff numbers

We need to anticipate the impact that further growth in police numbers will have. There are significant implications, both in accommodating, equipping and training a larger number of officers, and also in managing the functions and services which will benefit from such a growth. We have set up a dedicated unit to co-ordinate the work necessary to address the many issues involved.

Contributing 2003/04 Authority objective

To establish a strategy to manage all issues relating to the increased numbers of police staff.

(For relevant performance indicator and target, see 'Performance' chapter).

(v) Communication

The challenges of policing a major capital city and the MPS plans and actions to tackle them need to be understood and supported by Londoners and our staff. By raising awareness of issues and building a two-way flow of information and intelligence the MPS can be more successful in its operational activities. This will encompass a range of internal and external communication methods and techniques including face-to-face contact, targeted marketing and proactive media relations.

Contributing 2003/04 Authority objective

To communicate more effectively with Londoners and our staff.

(For relevant performance indicator and target, see 'Performance' chapter).

Performance

Introduction

This chapter shows the key ways in which the MPA and MPS will measure how we are achieving our strategy in terms of performance over the 2003/04 financial year and the medium term.

Firstly, detailed are all of the 2003/04 annual objectives we have set in the context of this strategy, together with the targets we aim to achieve.

Secondly, we show how the MPA/MPS will contribute towards the Home Office's public service agreements (PSAs), showing targets and comparative performance against key crime reduction areas.

Lastly, we have included a section detailing other statutory indicators (outside of the PSAs), the targets we have set and our progress towards achieving them.

There is also a set of Best Value Performance Indicators (BVPIs) for policing. We have not included these in this strategy (unless they coincide with other performance measures), but the annual targets can be found in our annual policing and performance plan. The Home Office is developing a Policing Performance Assessment Framework (PPAF), which aims to provide a complete set of police performance. This is due to be introduced in April 2004, hence we have not set any medium term targets over the life time of this two year strategy (other than those for selected PSAs), pending the development of PPAF measures.

2003/04 objectives, performance indicators and targets

In the context of this strategy, we have set annual objectives for 2003/04 to help achieve our strategic aims. These objectives are highlighted under each goal. The table below shows the objectives and targets set in more detail. We have set 14 objectives for improving safety for Londoners and 11 objectives aimed at internal excellence.

Note: These objectives, performance indicators and targets have yet to be ratified. The list below is that submitted to the extra ordinary MPA Coordination and Policing meeting on 21 February.

Priorities for Londoners

Objective title	
To increase visible police presence – Objective 1	
Performance Indicator	Target
The number of police officers and PCSOs in visible posts on borough's	To be confirmed
To reduce the incidence of street crime – Objective 2	
The number of recorded street crime offences (street crime includes robbery of personal property & snatch theft)	To reduce street crime in 2003/04 to 10% below the level in 2002/03

To reduce the incidence of burglary – Objective 3	
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 – Objective 4	
The number of recorded autocrime offences (autocrime includes theft of motor vehicles, theft from motor vehicles, criminal damage to motor vehicles and vehicle interference and tampering)	To reduce autocrime in 2003/04 to 7% below the level in 2002/03
To improve the investigation and prevention of murder – Objective 5	
The percentage of homicides cleared up	To achieve a clear-up rate of 83%
To disrupt the trafficking of Class A drugs, firearms and humans – Objective 6	
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 – Objective 7	
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 – Objective 8	
The number of serious/fatal road casualties within the MPS	A 4% reduction in serious/fatal casualty figures compared with 2002/03. This equates to a reduction of 243 casualties
To prevent and disrupt terrorist activity – Objective 9	
The 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 – Objective 10	
The number of scenes managed to a 'good' or 'very good' standard	90%
To improve victim care and investigation in cases of rape – Objective 11	
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 – Objective 12	
The judicial disposal rate for domestic violence	17% judicial disposal rate
The implementation of a partnership agreement with local domestic violence agencies whereby non-police staff work within the CSU to deliver enhanced victim care	All CSUs to have an identified person working within the unit who is able to provide victims with support & appropriate referrals to other domestic violence agencies by 31/3/04
To improve victim care and investigation in cases of hate crime – Objective 13	
The judicial disposal rate for racist crime	18% judicial disposal rate
The percentage of victims of racist crime who are satisfied or very satisfied with police performance	70% of victims of racist crime satisfied/very satisfied
The judicial disposal rate for homophobic crime	17% judicial disposal rate
The percentage of victims of homophobic crime who are satisfied with police performance (currently awaits costing from PIB prior to implementation)	70% of victims of homophobic crime satisfied
To improve the protection and safety of children including victim care, investigation and partnership working – Objective 14	
The number of cases where a supervisory officer is involved at the referral stage and subsequent strategy discussions during a joint investigation with social services into possible injury or harm to a child (recommendation 93 Victoria Climbié Inquiry)	100% of cases
The number of cases where a supervisory officer manages from the outset the investigation of serious crimes against children (recommendation 94 Victoria Climbié Inquiry)	100% of cases
To bring more offences to justice – Objective 15	
To reduce the number of case discontinuances	15% reduction on current figures of 19,299 at Crown and Magistrates Courts for 2002
To reduce the number of 'discharged committals'	35% reduction on an average figure of 2,100 for 2002
To increase the judicial disposal rate for total notifiable offences	To increase the judicial disposal rate for total notifiable offences to 13%

To improve the service to victims and witnesses – Objective 16

To develop an understanding of victim/witness satisfaction in partnership with the London Criminal Justice Board	Baseline victim/witness satisfaction data available by March 2003. Targets yet to be agreed
To develop agreed standards for information and communication to witnesses and victims through the introduction of victim focus desks on boroughs	To pilot a victim focus desk, evaluate and begin roll-out
To establish a 'volunteer witness and victim co-ordinator' on each borough	20 borough co-ordinators in place by 31.03.04

Priorities for Excellence 2003/04**Objective title**

To achieve an increased representation of all diverse groups of London within the extended police family of the MPS, i.e. police officers, civil staff, police community support officers (PCSOs), traffic wardens and the Metropolitan Police Special Constabulary – 'Excellence' objective 1

Performance indicator	Target
The number of minority ethnic officers as a percentage of total police strength	6.6%
Minority ethnic PCSOs as a percentage of total PCSO strength	25%
Minority ethnic civil staff as a percentage of total civil staff strength	21%
Women officers as a percentage of total police strength	18%
Women PCSOs as a percentage of total PCSO strength	26%

To enhance community reassurance programmes to all vulnerable communities - 'Excellence' objective 2

Develop in partnership an approach to community reassurance involving local identification of vulnerable groups	Pilot on four sites and evaluate during 2003/04 (will include DCC4 activity)
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To improve accessibility through enabling the public to obtain the service they need - 'Excellence' objective 3

An action plan to deliver improved accessibility	To deliver the agreed action plan by October 2003 and subsequently to attain the agreed milestones
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To improve the quality of response to public requests for assistance - 'Excellence' objective 4	
Percentage of the public satisfied with the time taken to answer a 999 call	Target to be finalised
Percentage of the public satisfied with the police action in response to 999 calls	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 - 'Excellence' objective 5	
Police strength	[Target awaits]
Police Community Support Officer (PCSO) strength	[Target awaits]
To establish a strategy to manage all issues relating to the increased numbers of police staff - 'Excellence' objective 6	
The establishment of MPS Corporate Growth Programme to an agreed strategy	<p>Development of MPS Corporate Growth Programme Project Initiation document – end of May 2003</p> <p>Development of outline strategy – May 2003</p> <p>Development of outline programme plan – end of July 2003</p> <p>Thereafter delivery of key activities and projects to milestones set out in programme plan</p>
To extend the programme of devolution of resources thereby enabling local managers to improve service delivery - 'Excellence' objective 7	
To deliver key milestones of programme of devolution according to agreed timescales within project plan	<p>Police pay budgets devolution to be extended to a further 8 to 10 pathfinder sites by end of March 2004</p> <p>Property maintenance budgets to be devolved by the end of March 2004</p> <p>FME budgets to be devolved by the end of March 2004</p> <p>Interpreter/translator budgets to be devolved by the end of March 2004</p>
To maximise MPS resources and their most effective use - 'Excellence' objective 8	
The level of income generation	To increase the value of income generation by 20%

To protect and enhance the integrity of the MPS - 'Excellence' objective 9

The recorded number of complaints (as recorded under Section 69 Police Act 1996) per 1000 officers

To reduce the number of complaints per 1000 officers by 5%

To communicate more effectively with our staff - 'Excellence' objective 10

Boroughs, OCUs and business groups to have in place and operating a local (internal) communication action plan

All boroughs, OCUs and business groups to have Communication Action Plan in place by 31 March 2003

Re-inspection of internal communications to be undertaken to assess improvements

Re-inspection by 30 September 2003

To implement the National intelligence Model in accordance with the National Policing Plan - 'Excellence' objective 11

Achievement of the minimum standards set out for the police service nationally for the implementation of NIM

Implement 100% of standards to national timescales

Public Service Agreements

The Home Office has public service agreements (PSAs), announced by the Treasury as part of the Spending Review 2002. All of these ten PSAs are shown in Annex A.

The police service will be the main contributor towards delivery of PSAs 1 and 2, with their focus on reducing crime and the fear of crime and on improving performance, but the service will also make a significant contribution to the delivery of many of the other Home Office PSAs. For this reason, the section below details the key performance indicators set for PSAs 1 and 2. We also highlight what actions we are taking to contribute to delivery of the other PSAs appropriate to the MPS's strategic goals.

We have included graphs in the text to show how the MPS's performance compares with the five other UK Metropolitan forces (Greater Manchester Police, West Midlands, West Yorkshire, Merseyside, Northumbria and South Yorkshire). However, we are conscious that there are 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.

Public Service Agreement (PSA) 1: Reduce crime and the fear of crime; improve performance overall, including by reducing the gap between the highest crime Crime and Disorder Reduction Partnership (CDRP) areas and the best comparable areas; and reduce:

- vehicle crime by 30% from 1998-99 to 2004.
- domestic burglary by 25 % from 1998-99 to 2005.

- robbery in the ten Street Crime Initiative areas by 14% from 1999-2000 to 2005.

And maintain that level.

To contribute to these national government targets, current MPS performance and target levels for the next two years is shown in the table below. MPS performance over the last five years is shown in the graphs that follow.

	<i>MPS base level (year)</i>	<i>Estimated MPS 2002/03 performance*</i>	<i>MPS target 2003/04</i>	<i>MPS medium term target</i>
Number of auto crimes ¹ per 1,000 resident population	30.8 (1998-99)	34.2	28.6 (- 7%)	(Negotiations with the HO continue re: interpretation of 5-year targets)
Number of total burglaries ² per 1,000 households	38.9 (1998-99)	36.8	35.3 (- 4%)	(Negotiations with the HO continue re: interpretation of 5-year targets)
Number of street crimes ³ per 1,000 resident population	5.9 (1999-2000)	8.0	5.3 (- 10%)	(Negotiations with the HO continue re: interpretation of 5-year targets)

*The estimated 2002/03 performances are based on data to December 2002 and use the following assumptions:

For auto crime - that the level stays at a 0.1% increase. The 2001 population estimate is used, as the figure for 2002 is not currently available.

For burglaries - that the 1% reduction target for 2002/03 is achieved. The 2001 estimate is used for the number of households, as the number for 2002 is not currently available.

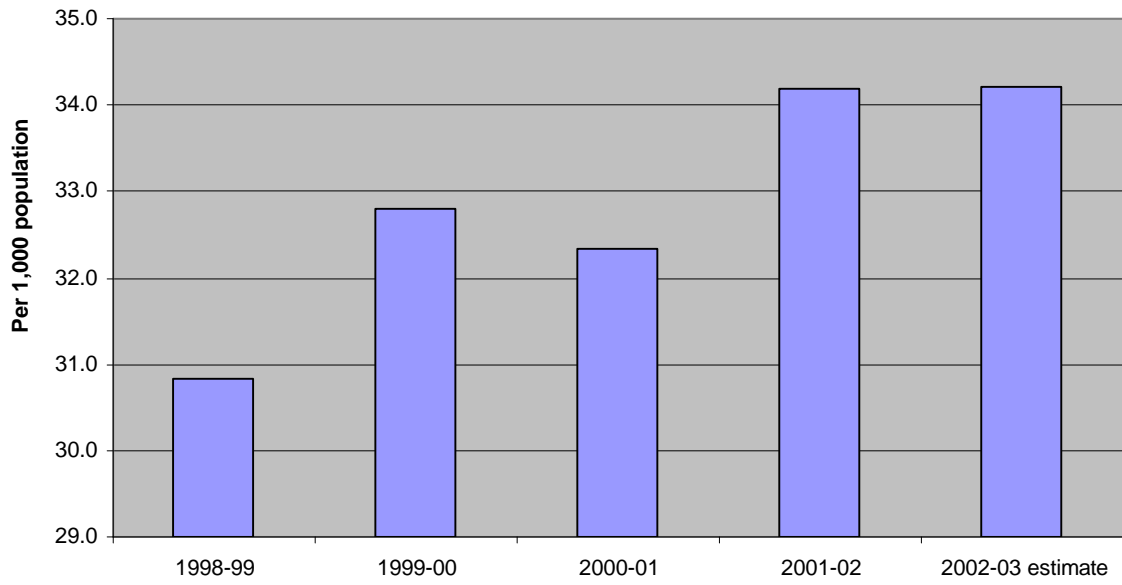
For street crime – that the levels remain stable (at approximately 4,800 per month). The 2001 population estimate is used, as the figure for 2002 is not currently available.

¹ Whilst the PSA specifies vehicle crime, the MPS sets auto crime targets. The rationale behind this difference in approach is given in Annex A.

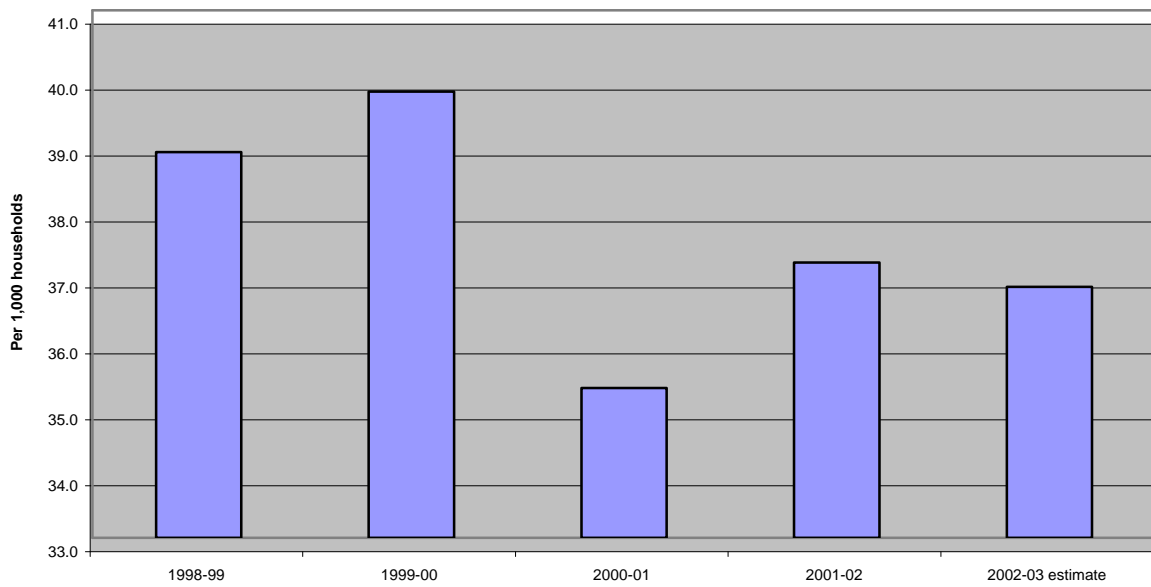
² Whilst the PSA specifies domestic burglaries, the MPS sets total burglary targets. The rationale behind this difference in approach is given in Annex A.

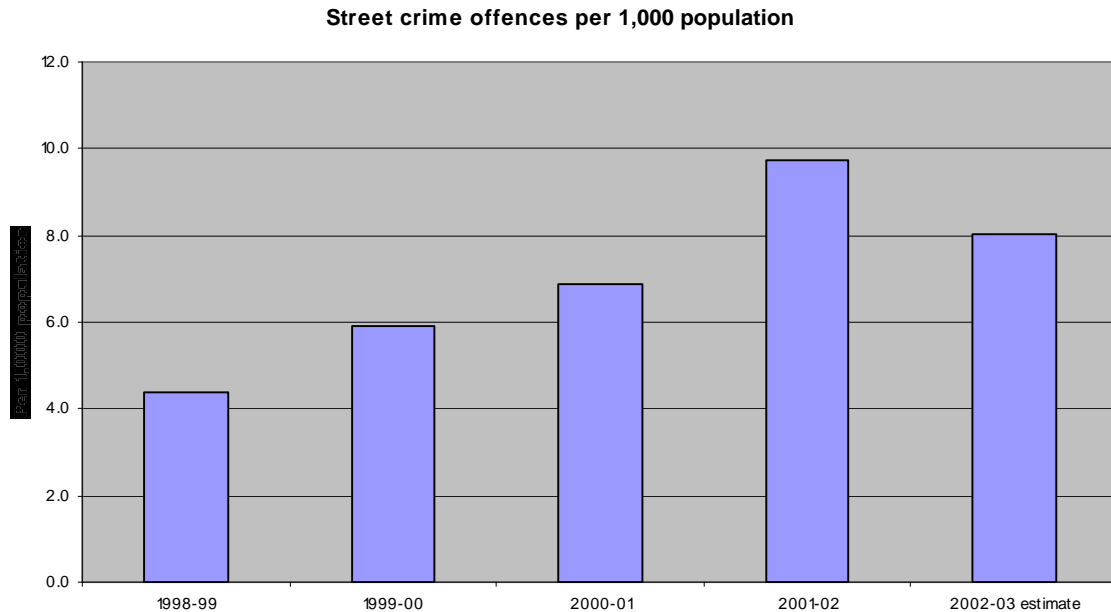
³ Whilst the PSA specifies robbery, the MPS sets street crime targets. The rationale behind this difference in approach is given in Annex A.

Autocrime offences per 1,000 population



Total burglary per 1,000 households

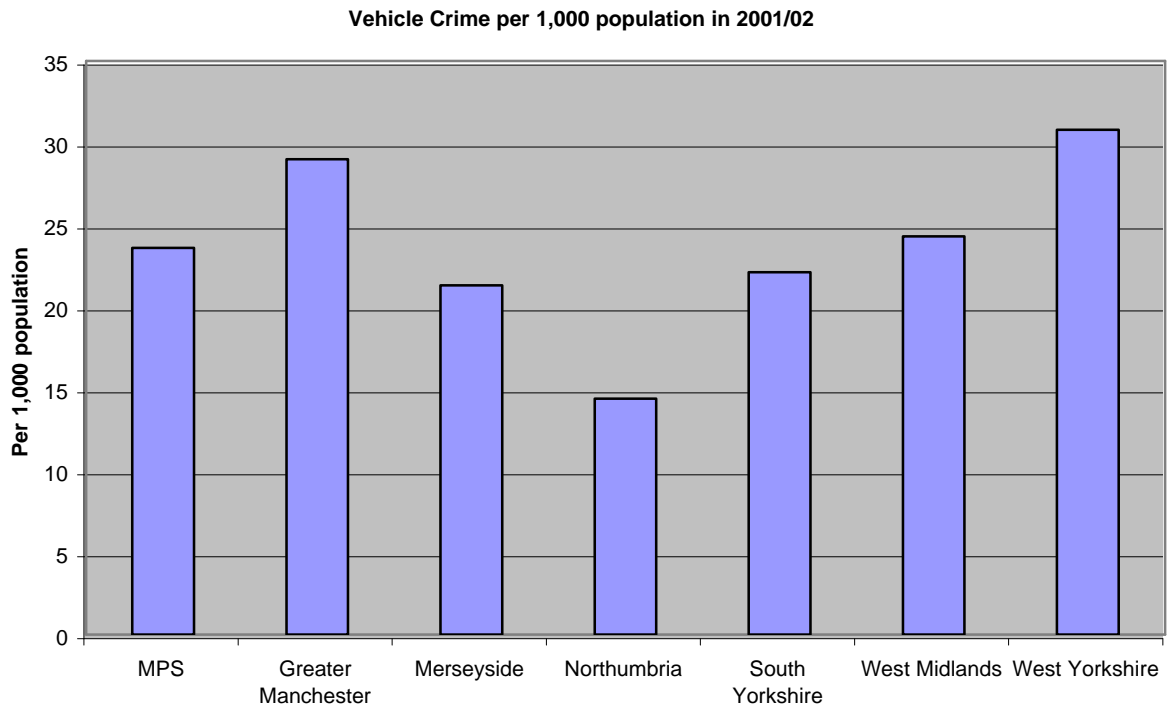




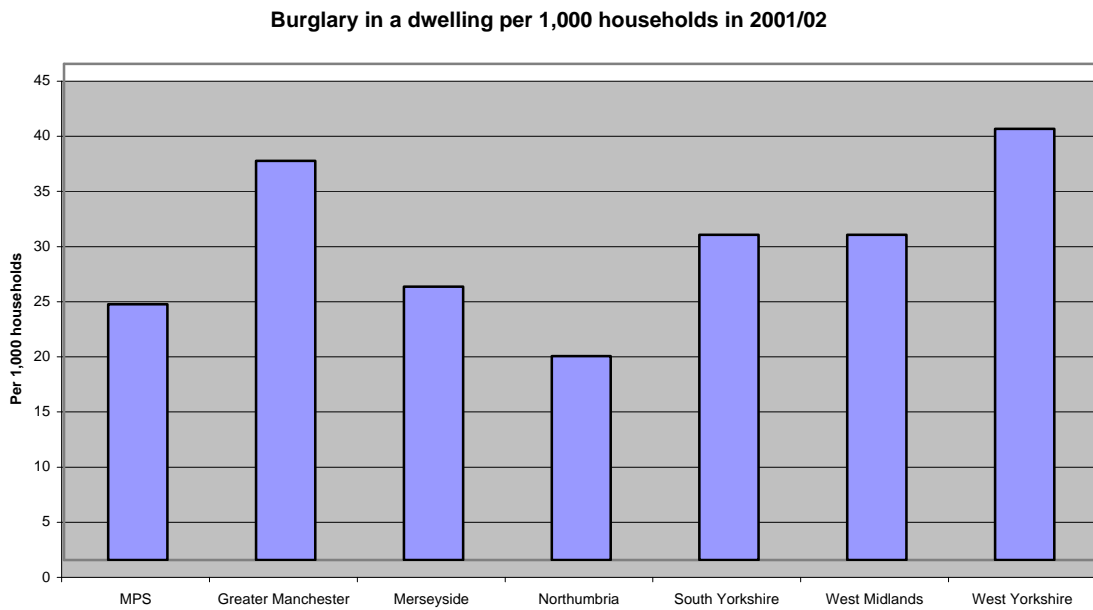
These graphs show that whilst the MPS 2002/03 performance is improving, increases in previous years mean that we are unlikely to meet the medium term targets set. However, the 2003/04 targets have been set at levels which are realistic and achievable. They have been agreed in full consultation with BOCUs (who will deliver them), via a 'bespoke' process. This process tailors targets for individual BOCUs according to their local circumstances, including the content of their local Crime and Disorder strategies.

The MPS performance compared with other UK Metropolitan police forces is shown below. Note that in order to compare ourselves with other forces, the graphs show figures for vehicle crime (instead of the MPS preferred auto crime), domestic burglary (instead of the MPS preferred total burglary) and robbery (instead of the MPS preferred street crime). Annex A explains why the MPS monitors and sets performance targets for different crime categories.

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

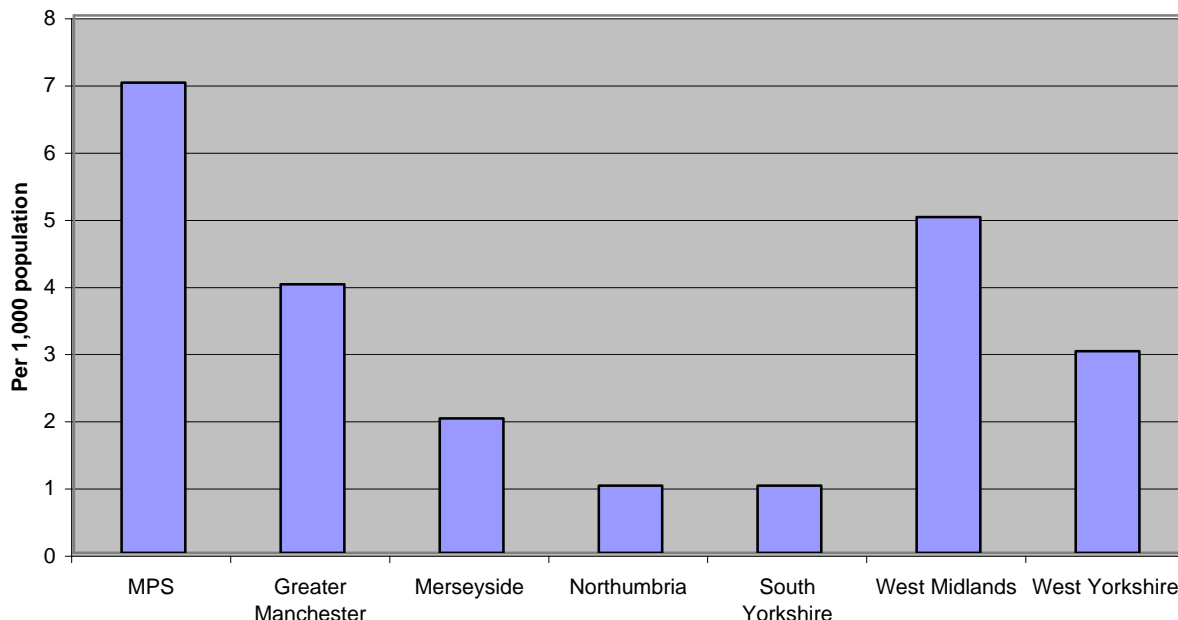


UK Metropolitan Police Force performance comparison for the number of burglaries per 1,000 households (BVPI 126)



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



PSA 2: Improve the performance of all police forces, and significantly reduce the performance gap between the best and worst performing forces; and significantly increase the proportion of time spent on frontline duties.

Additional interim PSA 2 performance indicators and medium term targets

(The targets concerning burglaries, street crime and auto crime are reported under PSA 1).

<i>Performance indicator</i>	<i>MPS baseline (year)</i>	<i>MPS 2002/03 performance (estimated)</i>	<i>MPS 2003/04 target</i>
Number of offenders brought to justice for the supply of Class A Drugs – as measured by recorded crime statistics but with a significant time lag as data is not published until court proceedings are completed. (BVPI 129)	1.95/10,000 population (2000)	[Relevant data are not available from the Home Office]	-
Number of domestic violence incidents as measured by BVPI	N/A	N/A	N/A

153			
Progress on detections and convictions as measured by BVPI 136a and b.	136a - N/A 136b - 11.8% (2001/02)	136a - N/A 136b - 12.4% (April – Dec. 2002)	136a - N/A 136b - 13%
Level of fear of crime as measured by the British Crime Survey (BCS)*. (BVPI 121)	Burglary - 18.0% Car crime - 19.2% Violent crime - 29.1% (2001/02)	N/A	-
Level of feeling of public safety as measured by the BCS*. (BVPI 122)	31.8% (2001/02)	N/A	-
Number of working days lost through sickness as measured by returns submitted by police forces to HMIC. (BVPI 26)	10.5 days/ police officer 11.4 days/ support staff (2001/02)	7.4 days/ police officer 8.5 days/ support staff (April – Dec. 2002)	To remain in the upper quartile of all forces and to be the best performing metropolitan force
Level of public satisfaction with the police as measured by the BCS.	[Relevant data are not available from the Home Office]	N/A	-
Level of recruitment as measured by the published Police Personnel Statistics.	2,554 officers recruited (2001/02)	2,329 officers recruited (April – Dec. 2002)	3,688 officers recruited**
Efficiency - as measured by a recycling of resources against net revenue spend.	N/A	N/A	N/A
Frontline policing measure (to be developed in consultation with Association of Chief Police Officers and the Association of Police Authorities)	N/A	N/A	N/A

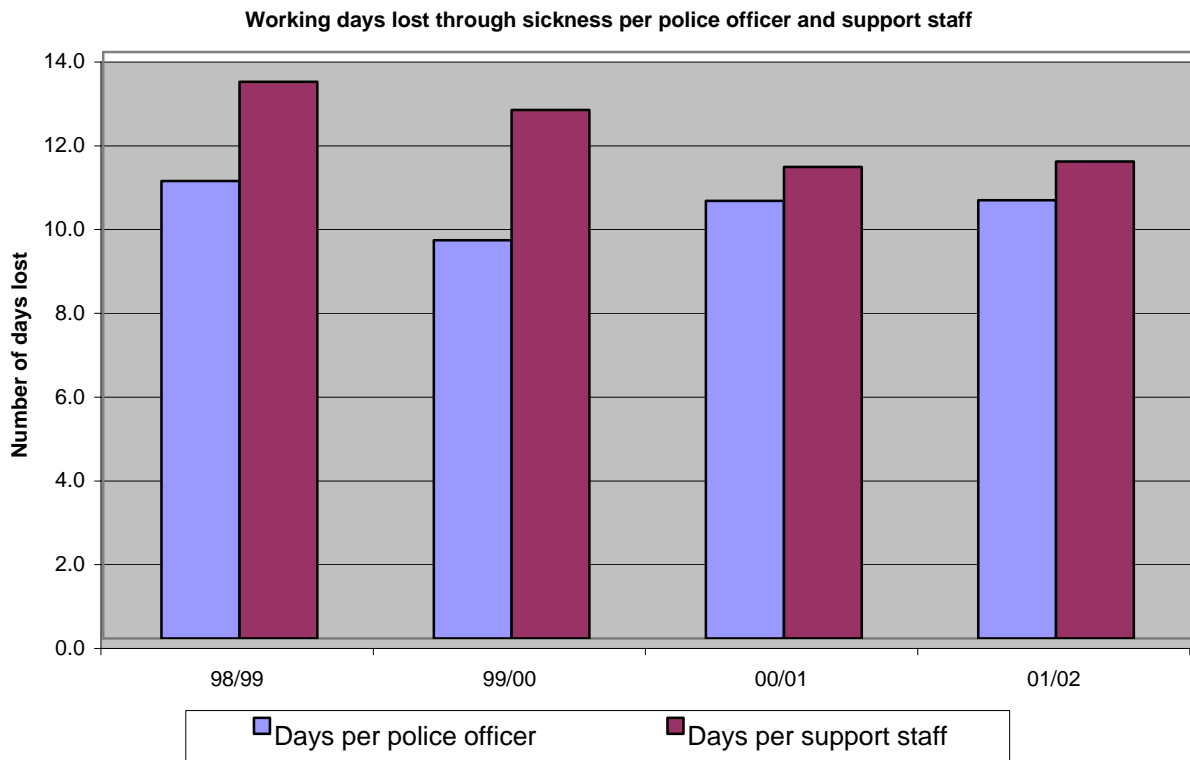
* The British Crime Survey (BCS) results are broken down by region only. They cannot, therefore, distinguish between those attributable to the work of the MPS

and those attributable to the City of London Police. The figures shown are hence the combined results of both forces.

** This recruitment target includes transfers from other forces and rejoiners. It is a provisional figure, which cannot be confirmed until the MPS budget has been agreed.

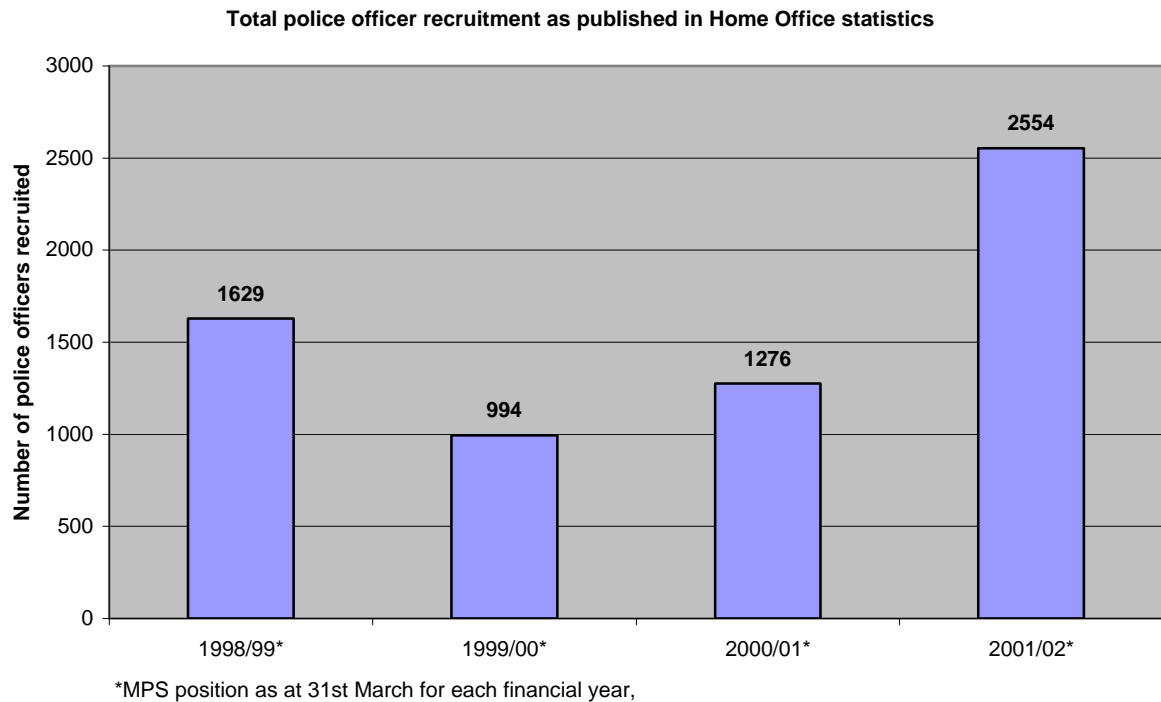
Sickness

The Government has set a target for the police service to reduce sickness absence in all forces to the current average of 11.5 days per year per officer and 12.0 days per year per support staff member by 2006. The MPS has already tackled sickness absence, and its current performance is hence below this figure (see graph).



Since we are already better than the national targets we are seeking to remain in the upper (lowest sickness rates) quartile of all forces and to be the best performing metropolitan force (as defined by HMIC).

Recruitment



PSAs 3, 4 and 5 are addressed by our goal to 'Revitalise the criminal justice system'

PSA 3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.2 million by 2005–06; with an improvement in all CJS areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials.

PSA 4: Improve the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants.

PSA 5: Protect the public and reduce re-offending by 5%:

- for young offenders;
- for both adults sentenced to imprisonment and adults sentenced to community sentences; and
- maintain the current low rate of prisoner escapes, including Category A escapes.

PSA 6: Reduce the harm caused by drugs by:

- reducing the use of Class A drugs and the frequent use of any illicit drug among all young people under the age of 25 especially by the most vulnerable young people;
- reduce drug related crime, including as measured by the proportion of offenders testing positive at arrest

The MPS drugs strategy (summarised in Annex D) outlines how the MPS will contribute to this national Treasury target.

PSA 10: Increase value for money from the Criminal Justice System, and the rest of the Home Office, by 3%; and ensure annual efficiency gains by the police of at least 2%.

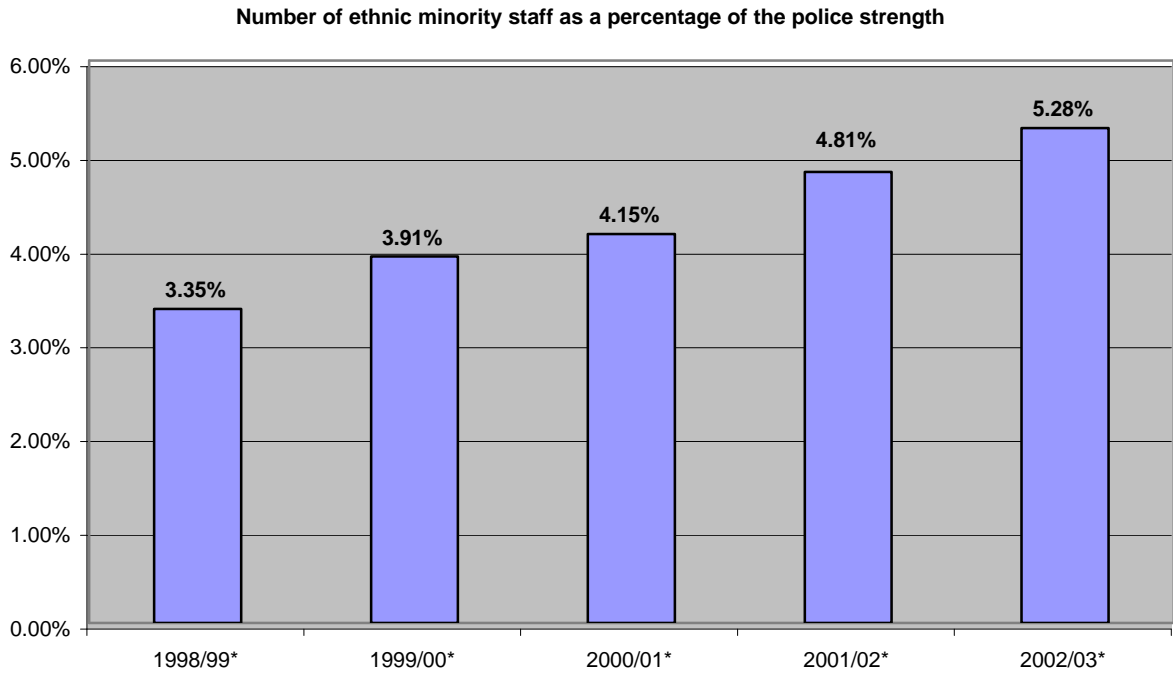
To contribute to this national Treasury target, the MPS have identified Cashable Efficiency Savings totalling £25.8m. No specific non- cashable efficiency savings have been identified but greater efficiency and effectiveness is expected from this year's reviews (inspection, civilianisation, IT, property, HR, shift patterns, sharing best practice, implementation processes and risk assessments). The measure of visible and operational policing which is being developed and is due to be introduced at the start of next year will also be a helpful tool in ensuring that police resources are deployed effectively.

[Note: It may be possible to update these figures, prior to submission of this draft to the Home Secretary on 28 February]

Other Statutory medium term measures

Representative police service

The national target is for minority ethnic representation in the police service of 7% by 2009. The MPS target is 25%. Our progress is shown in the graph below.

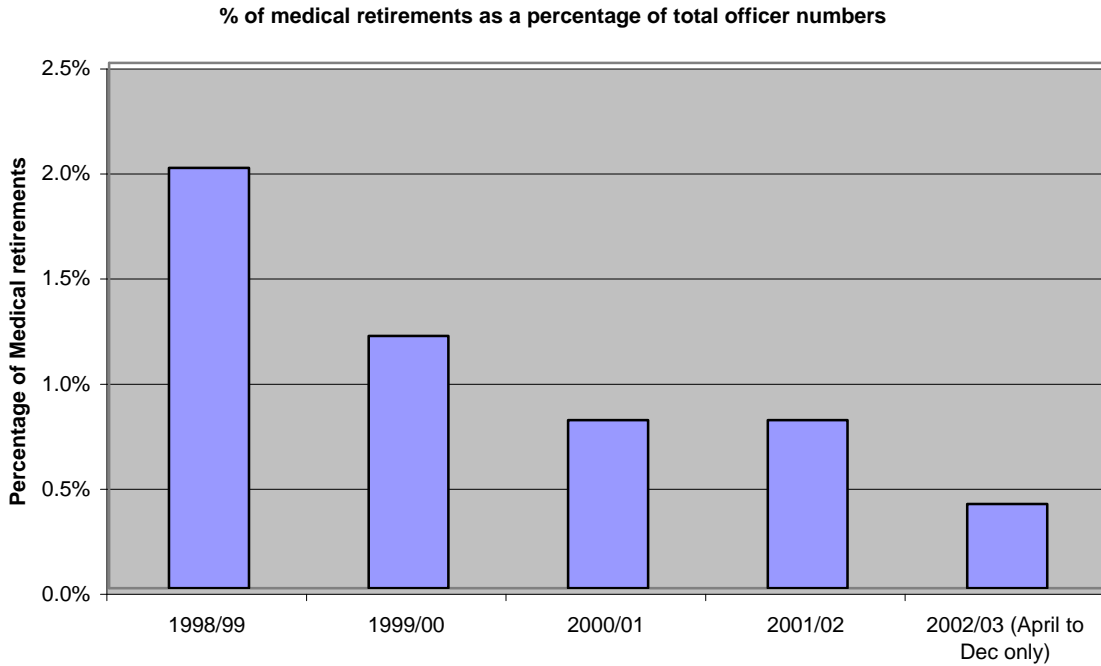


*Position as at 31 March each financial year, except 2002/3, which is the position as at 31st Dec 2002.

We continue to work towards the Home Secretary's target for the MPS of 25% by 2009. It should be acknowledged, however, that this might not be achievable, not least because the working population of London comprises only 15% minority ethnic people.

III – health retirements

A Government target is for all forces to reduce ill-health retirement to the best quartile of forces in 2000/01 by 2005/06. Using BVPI 29, this translates into a target of 6.5 ill-health retirements per 1,000 officers by 2005-06.



As the graph illustrates, 2002/03 is likely to see a very low number of ill health retirements (even allowing for the fact that figures are displayed only for the period of April - December). This is, in part, due to the robust attitude of those involved in the process and the fact that an alternative to ill health retirement (restricted and recuperative duty) is more widely available.

Part of the requirement for the future when considering ill health retirement will be to carry out an individual and organisational risk assessment in each case. Integral to that assessment will be an attempt to determine the maximum number of officers permanently restricted from performing fully operational duty each force can sustain before the operational effectiveness of the service is affected.

The MPS is hence seeking to maintain its performance in 2003/04 and then - once the new policy described above beds in - to consider the position again. This should enable a meaningful medium term target to be set.

Consultation

Throughout the developmental stages of 'Towards the Safest City,' internal and external consultation consisting of face-to-face meetings, focus groups and workshops was conducted. This process involved MPS staff in all Business Groups and at all levels throughout the Service, together with members of the Metropolitan Police Authority (MPA). The results from a number of organisational documents such as the Staff Attitude Survey and HMIC reports were considered. Externally, members of the Independent Advisory Group were invited to contribute, together with the outcome from publicly available reports such as the public attitude survey and the content of BOCU's Crime and Disorder strategies (which were themselves developed as the result of extensive public consultation).

Further consultation was performed to identify the 2003/04 annual objectives which will implement this strategy during its first year. The external consultation techniques employed included: holding focus groups with pan-London organisations (e.g. road peace and women against rape), conducting e-consultation on our web sites and sending targeted questionnaires to members of the Community Police and Consultative Groups and other opinion formers.

The significant amount of consultation already carried out was used to inform development of this current strategy plan. The time scales imposed on its development precluded extensive consultation from being undertaken specifically for the strategy.

Delivery

Our annual Policing and Performance Plan will be the detailed implementation plan for each year of this strategy. The annual plans specify the objectives, performance indicators and annual targets set for contributing to the strategy's overall goals and aims.

The programmes of work set up to deliver the goals and aims will be co-ordinated through Strategic Committees. These committees have been set up to direct, control and co-ordinate policy and strategy relating to specific areas of work. 'Towards the Safest City' will help guide the development of other functional strategies (shown in Annex B) and help prioritise key projects and programmes to be delivered through the Strategic Committees.

Business strategies (such as buildings, IT, people and transport) will thread through all the key messages. They will also contain a number of discrete projects. MPS Business groups will be required to review or develop strategies for their areas of responsibility that demonstrate commitment to the framework.

BOCUs, OCUs and support branches will set out, when planning and prioritising their work, how they are also contributing to the strategy's messages in the year ahead. The aims have deliberately been made sufficiently broad to allow departments to use innovation and initiative in deciding how they can contribute.

Delivery of the crime objectives at a local level will be through boroughs, Crime and Disorder strategies, in partnership with other organisations. In setting the aims of

'Towards the Safest City', an analysis of all 32 of the MPS's borough strategies was performed to identify common themes. When setting local bespoke annual targets, boroughs considered the content of their local Crime and Disorder strategies, and how these could then contribute to achievement of the corporate targets.

Resources

Our medium term financial plan is available on the MPA web site www.mpa.gov.uk. (See the Full Authority report considered on 25 July 2002). The direction set by 'Towards the Safest City' was used to prioritise the funding for new initiatives included in the 2003/04 budget submission. Annex L illustrates how the new initiatives included in the budget relate to the strategic goals. Each growth item was scrutinised for:

- How it supported the strategic goals (including via support for the 2003/04 policing objectives)
- How it supported the Mayoral priorities.

These factors were used to prioritise the various growth bids to determine which should receive funding.

The targets for managing overtime (as drawn up in consultation with HMIC) are shown below:

Target for 2003/04	Minimum of £2.5 million – to be confirmed with HMIC.
Target for 2004/05	To be agreed with HMIC

We will expand on the information provided, following guidance from the developing Policing Performance Assessment Framework.

Review

'Towards the Safest City' will be reviewed annually to ensure it remains compatible with the government's National Policing Plan. In order to bring it into the same cycle as local crime and disorder reduction strategies, this first strategy covers only a two-year period (1 April 2003 to 31 March 2005). Subsequent strategies will cover a three-year period.

'Towards the Safest City' highlights where our annual 2003/04 objectives contribute to delivery of this two-year plan. The two plans have been developed to complement each other – the annual plan details the 2003/04 objectives, performance indicators and targets that will be used to progress the MPS towards meeting its longer term commitments outlined in this strategy.

Both MPS management board and the MPA will assess delivery of this strategy plan. We will report on progress made against the annual and medium term targets set in our annual reports.

ANNEX A: The Home Office Public Service Agreements

PSA 1: Reduce crime and the fear of crime; improve performance overall, including by reducing the gap between the highest crime Crime and Disorder Reduction Partnership (CDRP) areas and the best comparable areas; and reduce:

- vehicle crime* by 30% from 1998–99 to 2004;
- domestic burglary** by 25% from 1998–99 to 2005;
- robbery*** in the 10 Street Crime Initiative areas by 14% from 1999–00 to 2005;

and maintain that level.

Notes:

*Whilst PSA1 specifies vehicle crime, the MPS – with the knowledge and agreement of the Home Office - measures and sets auto crime performance targets to focus future effort. (Vehicle crime is defined by the Home Office as ‘theft of and from vehicles’. Auto crime - as used by the MPS - includes the additional offences of criminal damage to motor vehicles and vehicle interference and tampering). The MPS adopts this approach to obtain a more meaningful picture of performance because:

- There is little distinction between the definitions of attempted vehicle thefts (of or from) and criminal damage / interference and tampering;
- The offender and investigative groups are predominantly the same for crimes in all categories (although a small number of high value vehicle thefts are investigated by specialist officers).
- There is a substantial risk of a change in the way in which offences are recorded internally if the narrower vehicle crime definition (instead of the MPS auto crime definition) is used for internal target-setting.

** Whilst PSA1 specifies domestic burglaries, the MPS - with the knowledge and agreement of the Home Office - measures and sets total burglary targets to focus future effort. (Total burglary includes the burglary of business premises such as retail shops). The MPS adopts this approach to obtain a more meaningful picture of performance to reflect the concerns of London’s businesses.

***Whilst PSA1 specifies robbery, the MPS – with the knowledge and agreement of the Home Office – measures and sets street crime performance targets to focus future effort. (Street crime is robbery of personal property and snatch theft offences. Robbery excludes the offence of snatch theft). The MPS adopts this approach to obtain a more meaningful picture of performance because:

- The distinction between robbery of personal property and snatch theft is weak both in law and in practice, frequently due to different victim responses to the same intent;
- The same offenders are responsible for robbery of personal property and snatch theft offences, therefore the same tactics tackle both types of crime. This is reflected in similar trends in both street crime categories;

- Conversely, robbery of business property and robbery of personal property are relatively divergent offences with different offending groups and tactics. Often divergent trends are seen in these crime types;
- Street crime is an approximate equivalent to ‘mugging’, a crime of great concern to Londoners. The public themselves are hence particularly interested in the MPS’s performance and targets against street crime;
- There is a substantial risk of a change in the way in which offences are recorded internally if the robbery definition (instead of the MPS street crime definition) is used for internal target-setting.

More recently the MPS’ street crime definition has been used by other forces and the Home Office Street Crime Action Team. However, only the MPS has five-year data to this definition.

Interim key performance indicators for the police for PSA 1 (prior to completion of the Policing Performance Assessment Framework)

- Level of violent crime (including alcohol related violent crime) as reported by British Crime Survey (BCS) 2006 to be lower than that reported in 2002. (Note: There is no force level data for this performance indicator).
- Level of youth crime as measured by the Crime and Criminal Justice Survey to be lower in 2006 than in 2002. (This performance indicator is under development).
- Level of anti-social behaviour (including alcohol-related behaviour) as reported by the BCS in 2006 to be lower than that reported in 2002. (Note: There is no force level data for this performance indicator).
- Assets seized from drug traffickers and other major criminals to be doubled by 2004-05, against 1999-2000 baseline, and to further increase thereafter. (Note: There is no force level data for this performance indicator).
- Disrupt more organised criminal enterprises by 2005-06 compared with 2003-04. (This performance indicator is under development).
- Level of the economic cost of crime (This performance indicator is under development).

PSA 2: Improve the performance of all police forces, and significantly reduce the performance gap between the best and worst performing forces; and significantly increase the proportion of time spent on frontline duties.

Interim key performance indicators for the police for PSA 2 (prior to completion of the Policing Performance Assessment Framework)

- Number of burglaries per 1,000 households as measured by recorded crime.
- Number of robberies per 1,000 resident population as measured by recorded crime
- Number of vehicle crimes per 1,000 resident population as measured by recorded crime

- Number of offenders brought to justice for the supply of Class A Drugs – as measured by recorded crime statistics but with a significant time lag as data is not published until court proceedings are completed.
- Progress on detections and convictions as measured by BVPI 136a and b¹. (BVPI 136a is under development. Its definition is: 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).
- Number of domestic violence incidents as measured by BVPI 153. (This performance indicator is under development).
- Level of fear of crime as measured by BCS.
- Level of feeling of public safety as measured by the BCS.
- Number of working days lost through sickness as measured by returns submitted by police forces to HMIC.
- Level of public satisfaction with the police as measured by the BCS.
- Level of recruitment as measured by the published Police Personnel Statistics.
- Efficiency – as measured by a re-cycling of resources against the net revenue spend. (This performance indicator is under development).
- Frontline policing measure – to be developed in consultation with ACPO and the APA.

PSA 3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.2 million by 2005–06; with an improvement in all CJS areas, a greater increase in the worst performing areas and a reduction in the proportion of ineffective trials.

PSA 4: Improve the level of public confidence in the Criminal Justice System, including increasing that of ethnic minority communities, and increasing year on year the satisfaction of victims and witnesses, whilst respecting the rights of defendants.

PSA 5: Protect the public and reduce re-offending by 5%:

- for young offenders;
- for both adults sentenced to imprisonment and adults sentenced to community sentences; and
- maintain the current low rate of prisoner escapes, including Category A escapes.

PSA 6: Reduce the harm caused by drugs by:

¹ Percentage of notifiable offences for which a person has been charged, reported for summons, cautioned or the offence has been taken into consideration by a court.

- reducing the use of Class A drugs and the frequent use of any illicit drug among all young people under the age of 25 especially by the most vulnerable young people;
- reduce drug related crime, including as measured by the proportion of offenders testing positive at arrest

PSA 7: Focus the asylum system on those genuinely fleeing persecution by taking speedy, high quality decisions and reducing significantly unfounded asylum claims, including by:

- fast turnaround of manifestly unfounded cases;
- ensuring by 2004 that 75% of substantive asylum applications are decided within 2 months; and that a proportion (to be determined) including final appeal, are decided within 6 months;
- enforcing the immigration laws more effectively by removing a greater proportion of failed asylum- seekers.

PSA 8: To increase Voluntary and Community Sector activity, including increasing community participation, by 5% by 2006.

PSA 9: Bring about measurable improvements in race equality and community cohesion across a range of performance indicators, as part of the government's objectives on equality and social inclusion.

PSA 10: Increase value for money from the Criminal Justice System, and the rest of the Home Office, by 3%; and ensure annual efficiency gains by the police of at least 2%.

ANNEX B: Overview of all MPA/MPS strategies

This annex provides an 'at a glance' summary of all MPS strategies and the way in which they contribute to Towards the Safest City and/or the government's key priorities. It includes both the existing strategies and those currently under development.

A tick ✓ in the box indicates that the strategy contributes directly to delivery of the indicated goal in Towards the Safest City and/or delivery of one of the government's Key Priorities (K. P.)

The strategies highlighted with an asterisk* are summarised in the annexes that follow. They have been included either to comply with the requirements of the National Policing Plan or because the MPA considers the strategy (e.g. Diversity) as fundamental to the future of policing in London.

Goal 1 - Developing Safer communities

Goal 4 - Developing a professional and effective workforce

Goal 2 - Securing the Capital against terrorism

Goal 5 - Reforming the delivery of policing services

Goal 3 - Revitalising the Criminal Justice System

K. P. 1 - Tackling anti-social behaviour and disorder

K. P. 3 - Combating serious and organised crime operating across force boundaries

K. P. 2 - Reducing volume, street, drug-related and violent and gun crime in line with local and national targets

K. P. 4 - Increasing the number of offences brought to justice

Note: An 'Awaits' in the strategy title column means that the strategy has not yet been made available for analysis.

Strategy Title	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	K.P. 1	K.P. 2	K.P. 3	K.P. 4
*Protect and Respect II - Everybody Benefits (Diversity Strategy)	0			0		0	0		0
Integrity is Non-Negotiable (Professional Standards Strategy)	0			0					
Enough is Enough (Domestic Violence Strategy)	0		0	0			0		
*Metropolitan Police Youth Strategy 2002-2008	0		0			0	0		0
Operation Rainbow (Counter Terrorism Strategy)		0							
Project Sapphire Strategy (Improving rape investigation and victim care)	0		0						
*MPS Drugs Strategy	0		0				0	0	0

2003-2006									
Schools Drug Education Strategy (Being Developed)									
Scientific Support Strategy for the MPS (Forensic science strategy)	ö			ö			ö	ö	
*Road Safety Strategy	ö								
The People Strategy.... three years on 2002 - 2004				ö		ö	ö		
Information Strategy			ö		ö		ö		
Information Strategy Programme Procurement Strategy Version 2				ö					
IT Infrastructure Strategy									
E Policing/E Government Strategy			ö	ö	ö				ö
Corporate Communication Strategy	ö						ö		
Corporate Internal Communications Strategy February 2001				ö					
Financial Management Strategy	ö	ö	ö	ö					
Environmental Strategy 2002/05 2002 Edition.				ö					
MPA Interim Estates Plan 2002 - 2003				ö					
Building Towards The Safest City, 2002 – 2005 A Property and Estates Strategy (Being developed)									
Land and Building Capital Programme Strategic Review (Being developed)									
MPS Health and Safety Strategy				ö					
Security at MPA Premises Strategy (Being Developed)									
Disaster Recovery Strategy (Accommodation) (Being Developed)									
MPS Sponsorship Strategy									
Demand Resolution and	ö	ö		ö	ö	ö	ö		

Management Strategy 2002 - 2006									
*Child Protection Strategy 2003 - 2005	ö								
*Modernising Criminal Justice Strategy 2003 - 2005			ö						ö
Procurement Strategy				ö	ö				
*Persistent Offenders Strategy	ö		ö			ö			
Police Patrol Strategy (Being developed)	ö	ö				ö			
Stress Management Strategy				ö					
Staff Retention Strategy				ö					
Licensing Strategy (Being developed)									
Growth Strategy (Being developed)									
Firearms Strategy	ö						ö		ö
Vehicle Crime Strategy (Being developed)									
Transport Services									
32 London Borough Crime and Disorder Reduction Strategies	ö					ö	ö		

ANNEX C: Youth strategy summary

<p>Timescale covered by the strategy:</p> <p>2003 - 2008</p>
<p>When was it last reviewed?</p> <p>January 2003</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring implementation of the strategy:</p> <ul style="list-style-type: none"> • Commander Roberts as portfolio lead. • TP Community Safety Unit – incorporating the Youth policy unit under Chief Inspector Ian Jenkins. • Advice to boroughs on dealing with Anti-Social Behaviour Orders is currently provided by Inspector McMillan within the Public Order Policy Unit of the MPS. • The development of locally driven diversionary activities is the responsibility of individual boroughs and the local authority through the Youth Offending Teams (YOTs). • The implementation of strategies to deal with Anti-Social Behaviour Orders (ASBOs) is the responsibility of individual boroughs in consultation with their local authorities.
<p>Vision – what is the strategy overall trying to achieve?</p> <p>To make young people safer, and to reduce the opportunities for young people to offend or re-offend, in partnership with other agencies.</p>
<p>Overall strategy aims:</p> <p>The overall aim of the MPS Youth Strategy for 2003-2008 is to reduce youth crime and victimisation of young people through a structured and holistic partnership approach.</p>
<p>Strategy objectives:</p> <ul style="list-style-type: none"> • To ensure that those young people at greatest risk of becoming involved in crime and anti social behaviour are provided with the best possible support to avoid involvement in crime through education, early interventions and partnership working. • To identify ‘persistent young offenders’ (PYOs) and those most at risk of becoming either victims or offenders by intelligence led policing and multi agency partnership. • To deal quickly and effectively with all children and young people within the Youth Justice System. • To build and maintain positive relationships between young people and the

<p>police.</p> <ul style="list-style-type: none"> • To focus partnership working within statutory and non-statutory organisations, to make an effective contribution to reducing youth crime and victimisation. • To maximise the forensic opportunities when dealing with persistent young offenders.
<p>Performance indicators set for the objectives:</p> <ol style="list-style-type: none"> 1. The percentage of PYOs charged within two days of arrest. 2. The percentage of PYOs first court listing within seven days. 3. The reduction in the number of youth victims of crime.
<p>Medium term targets set:</p> <ol style="list-style-type: none"> 1. 70% 2. 71% 3. (Targets on Acceptable Behaviour Contracts, Anti-Social Behaviour Orders and local youth diversionary activities – leading to a reduction in youth victims - are set locally by Crime and Disorder Partnerships).
<p>Key initiatives being undertaken to achieve the objectives:</p> <p>There are many initiatives being undertaken on a corporate and borough action plan for year 1. These include:</p> <ul style="list-style-type: none"> • Review of all high-risk policies involving youth. • Working to introduce minimum standards from the Safer Schools partnership for non- safer schools boroughs. • Producing co-corporate standards to reporting incidents in schools. • Introducing minimum standards for Police Officers working in Youth Offending Teams. • Introduction of the Identification, Referral and Tracking scheme across London – early identification of risk factors. • Promotion of Junior Crime Stoppers. • Introducing Youth Consultation mechanisms. • Co-ordinating the MPS Cadet scheme across London. • Other key interventions on Acceptable Behaviour Contracts will be managed locally through diversionary schemes. • Providing guidance to boroughs on how to make best use of all the available tools for tackling anti-social behaviour, including Anti-Social Behaviour Orders (ASBOs).
<p>Key external partners contributing to the strategy objectives:</p> <p>Youth Justice Board, Government Office for London (Youth Crime Unit), relevant Local Authorities</p>

Contact details to obtain a full copy of the strategy:

Inspector Robert Jones, Room 1009, New Scotland Yard, Broadway, London, SW1H
0BG

ANNEX D: Drugs strategy summary

<p>Timescale covered by the strategy:</p> <p>2003 to 2006</p>
<p>When was it last reviewed?</p> <p>Not yet reviewed, launched 20th November 2002, but will be subjected to quarterly reviews by the Drugs Strategic Committee in parallel with Drugs Action Plan, which has key milestones designed to implement the Drug Strategy.</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring implementation of the strategy:</p> <p>DAC Fuller, Director of Intelligence. Detective Superintendent Maybanks, Drugs Directorate.</p>
<p>Vision – what is the strategy overall trying to achieve?</p> <p>The vision of the Metropolitan Police Service's Drugs Strategy 2003 – 2006 is "<i>To make London Safer by working in partnership to tackle the supply and use of illegal drugs</i>". The Strategy 2003-2006 has two strands of equal importance - reducing supply and demand reduction.</p>
<p>Overall strategy aims:</p> <p>To reduce supply and the demand for the supply and use of illegal drugs</p> <p>1. Reducing supply</p> <p>Focusing on the enforcement of legislation aimed at tackling criminal activity associated with drug dealing and possession. Effort will be focused on the drugs causing most harm, specifically crack cocaine and heroin, particularly where there is a link to violence and gun crime.</p> <p>2. Demand reduction.</p> <p>Identifying and dealing with key issues in education, harm reduction, problem solving and diversion; these are areas where the MPS can make a significant contribution to making London a safer place.</p> <p>Both strands identify the importance of working with the people of London and with other organisations from the public, private and voluntary sector to share knowledge and intelligence to identify problems, responsibilities and work together in solving them.</p> <p>The importance of co-ordinating activity on drug issues between many and diverse agencies. Our partners include other law enforcement agencies, particularly the National Criminal intelligence Service, HM Customs and Excise, the Immigration Service and HM Prison Service and Crown Prosecution Service.</p>
<p>Strategy objectives:</p> <p>Aim 1. To carry out intelligence led operations against Class 'A' drug traffickers in neighbourhoods with high levels of drug-related crime and where the availability of Class A drugs impacts significantly upon communities.</p> <p>Aim 2. To ensure that identified drug traffickers and users are effectively delivered to justice and that the proceeds of drug trafficking are rigorously pursued in order to maximise the confiscation of assets.</p>

Aim 3. To develop a common understanding of drug related problems and thereby enhance the MPS contribution to drug awareness, education and prevention programmes.

Aim 4. To engage in intelligence led activity with local partners to ensure an effective problem solving approach to drug related problems, which affect communities.

To help the MPS to achieve our aims a number of key activities have been designed to deliver the themes - these will be implemented by way of the Drugs Action plan. There are 92 activities with 12 lead ACPO/OCU Commanders with responsibility in key areas, including Intelligence, Targeting, Forensic Science Support, Criminal Justice Process, Financial Investigation, Education, Reducing harm, Co-ordination, Intelligence, Problem solving, and Diversion.

Performance indicators set for the objectives:

None have been agreed yet, still in planning stage. However, there will be performance measurement against trafficking class 'A' drugs.

Medium term targets set:

None

Key initiatives being undertaken to achieve the objectives:

- Development of intelligence “end to end”. Use of intelligence to identify markets causing community concerns.
- Targeting Class 'A' drug dealers, particularly those using violence.
- Target “linked” Class ‘A’ drug users.
- Engage partners to support enforcement.
- Enhanced Forensic response at scenes
- Increase the forensic contribution to tackling drugs through better scene examination
- Increase the extent and effectiveness of in-house drugs testing in the MPS
 - Presumptive Drugs testing for cocaine
 - Trace drug analysis
- Maximising the use of forensic intelligence
- Increase understanding of this type of criminality, thus contributing to the effectiveness of targeting drugs offenders
- Focus on prosecution and disposal of those causing most harm
- Develop performance information to monitor progress and performance of MPS against Drugs activity
- Intensify financial investigation of identified drug traffickers to maximise confiscation of assets
- Ensure the MPS makes appropriate contribution in schools. Policy agreed enabling joint response to drug-related incidents in schools.
- Identify harm reduction methods to be facilitated through arrest referral. Support of arrest referral schemes
- Compulsory Drug Testing

- Facilitate intelligence sharing to support problem solving
- Participation with Drug Action Teams

Key external partners contributing to the strategy objectives:

The Metropolitan Police Authority will perform a key role to ensure performance and accountability.

The support of the Greater London Alliance against Drugs and Alcohol (GLADA), the London boroughs, particularly Drug Action Teams, and the many voluntary drug agencies is vital.

Engagement with the business and local community is fundamental to success.

Contact details to obtain a full copy of the strategy:

Detective Superintendent Maybanks, Drugs Directorate, Room 1316, New Scotland Yard, Broadway, London, SW1H 0BG

ANNEX E: Combating persistent offenders strategy summary

Timescale covered by the strategy:

1 April 2003 – 31 March 2006

When was it last reviewed?

The strategy to combat persistent offenders is currently under development. The strategy is being developed as one of three priority areas in a wider Narrowing the Justice Gap (NJG) Action Plan, which was finalised by 31 January 2003. The NJG action plan was developed as a cross agency initiative under the auspices of the London Criminal Justice Board (LCJB).

Person (and supporting MPS department) with overall responsibility for developing and ensuring implementation of the strategy:

Development and implementation of the strategy is being managed by the LCJB, and carried out by the LCJB's Executive Secretariat. Commander Given represents the MPS at the Board.

Within the governance structure established by the Executive Secretariat, A/Superintendent Moore from the Criminal Justice Office is the appointed cross-agency lead for the Persistent Offender strand of the NJG Plan.

Vision – what is the strategy overall trying to achieve?

The Persistent Offender scheme must be viewed as a component part of the wider Narrowing the Justice Gap initiative.

The NJG initiative aims to deliver the requirements of Home Office Public Service Agreement 3, namely to:

Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.2 million by 2005-06; and a reduction in the proportion of ineffective trials.

Overall strategy aims:

To more effectively catch, bring to justice and rehabilitate a core group of particularly prolific offenders who are responsible for a disproportionate amount of crime.

Strategy objectives:

- To increase the number of offences brought to justice that are committed by persistent offenders.
- To reduce the risk of such offenders offending again and - over time - reduce the overall number of persistent offenders.

It should be recognised that the influence of the MPS will be variable. The MPS will be key around the targeting, arrest and prosecution of offenders but may have less influence around rehabilitation which will be a primary role for the Prison and Probation services.

Performance indicators set for the objectives:

1. The number of offences brought to justice.
2. The number of offences brought to justice that are committed by persistent offenders.
3. Adherence to the timescales drawn up for implementation of the NJG plan and the Premium Service protocol.

Medium term targets set:

To deliver the Home office PSA 3 target will require a performance improvement of just under 6% each year for the next three years in the number of offences brought to justice. This equates to a requirement for the Criminal Justice System nationally to bring an additional 175,000 offences to justice. For 2003-04 the target for each Criminal Justice Board is 5%. For London, this equates to the figures shown below:

1. Bring an additional 6138 offences to justice in 2003/04 against a baseline of 123,665 offences in 2001/02.
2. Bring an additional 375 offences committed by persistent offenders to justice in 2003/04 against a baseline of 7,500 offences in 2001/02.
3. Implementation of the NJG plan by 1 April 2003 and a Premium Service protocol by 1 April 2003.

Key initiatives being undertaken to achieve the objectives:**Premium Service**

A cross-agency protocol is being developed around the prosecution of persistent offenders. The protocol sets out a higher (Premium) standard of service that will be applied to such offenders. It covers issues such as pre-charge activity, preparation for and conduct of hearings at court and post sentence activity. Specific standards are set around standards of initial and secondary investigation, case file preparation and supervision, provision of evidence and review of cases by the CPS. Additional provisions include prioritisation around listing cases for trial, production and execution of warrants for premium service cases and enhanced levels of victim and witness care.

Jtrack (a computer based case tracking system that allows the progress of cases to be monitored from arrest to final outcome at court).

The system can produce management information and will allow agencies to carry out active case progression and identify attrition in cases as they pass through the Criminal Justice system.

National Intelligence Model

The application of the National Intelligence Model to persistent offenders is being examined. It is envisaged that persistent offenders (particularly those who commit MPS priority offences) will be considered at Co-ordination and Tasking Group meetings and included in briefing processes.

MPS Policing Model

Guidelines concerning the intelligence, targeting and investigation of persistent offenders are being developed. These guidelines will be reviewed and further refined, following experience of implementing them on boroughs. Patrol activity around persistent offenders is also being considered.

Key external partners contributing to the strategy objectives:

- Crown Prosecution Service
- Greater London Magistrates Courts Authority
- London Group of Crown Courts
- National Probation Service
- HM Prison Service
- Victim Support

Contact details to obtain a full copy of the strategy:

A/Superintendent Bert Moore, Criminal Justice Office, Room 1016 New Scotland Yard, Broadway, London, SW1H 0BG

ANNEX F: Modernising Criminal Justice strategy summary

<p>Timescale covered by the strategy: 2003 - 2005</p>
<p>When was it last reviewed? Review of the Modernising Criminal Justice strategy is an ongoing process.</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring implementation of the strategy: Commander Alan Given, Department of Criminal Justice</p>
<p>Vision – what is the strategy overall trying to achieve? To bring more offenders to justice</p>
<p>Overall strategy aims:</p> <ul style="list-style-type: none"> • To join up working with Criminal Justice Partners • To improve the service given to victims and witnesses
<p>Strategy objectives:</p> <ol style="list-style-type: none"> 1. To have CPS lawyers at the point of charge, providing pre-charge advice, leading to 'right first time' outcomes. 2. To implement the 'Blueprint for Change' (a change programme proposed by the external consultants KPMG, and currently being considered by MPS Management Board). 3. To develop victim and witness focus desks on boroughs. 4. To introduce NSPIS Case and Custody (a new computer system for processing prisoners and case work from cradle to grave). 5. To develop case progression units. 6. To create a joint MPS/CPS Secretariat. 7. To reduce the number of outstanding warrants and impending prosecutions.
<p>Performance indicators set for the objectives:</p> <ol style="list-style-type: none"> 1. The number of CPS lawyers at the point of charge. 2. (The performance indicator set for this objective will be in line with recommendations currently being considered by MPS Management Board). 3. (The performance indicator set for this objective will be in line with recommendations currently being considered by MPS Management Board). 4. Adherence to the timescales drawn up for roll-out of the computer system. 5. The number of case progression units developed. 6. Adherence to the timescales drawn up for creation of the joint MPS/CPS secretariat. 7. The number of outstanding warrants.
<p>Medium term targets set:</p> <ol style="list-style-type: none"> 1. 20 BOCUs to have CPS lawyers located at the point of charge by the end of

2003. Creation of a joint performance monitoring regime by February 2003.
2. Pilot site on at least one BOCU for modernising the criminal justice process to be in place by the 2003/04 financial year.
 3. Pilot site for victim/witness focus desks to be in place by the 2003/04 financial year.
 4. NSPIS Case and Custody system to be piloted in the MPS from summer 2003. Annex K(vi) provides a more details of system development timescales.
 5. Pilot site for at least one case progression unit to be in place by the 2003/04 financial year.
 6. Joint working accommodation to be identified by the CPS by April 2003.
 7. For 2003/04, a 10% reduction in the number of outstanding warrants (using 2002/03 figures as the base line).

Key initiatives being undertaken to achieve the objectives:

1. Liaison with Property Services Department and the CPS to identify 20 BOCUs that can house CPS personnel at point of charge – this is being overseen by the MPS/CPS Joint Steering Group.
2. KPMG implementation team being formed to take forward recommendations/ pilot site to be developed.
3. KPMG implementation team being formed to take forward recommendations/ pilot site to be developed.
4. NCPIS Case and Custody implementation team being formed to take forward recommendations.
5. BOCU resources to be identified by the KPMG implementation team.
6. One member of CPS staff and one member of the Criminal Justice Office have been nominated to work together on legislative issues. In April, the CPS are looking to identify potential accommodation at the Flagship (the CPS HQ building in Holborn).

Key external partners contributing to the strategy objectives:

CPS, Home Office, Lord Chancellor's Department, Greater London Magistrates' Court Association, MPA.

Contact details to obtain a full copy of the strategy:

Commander Alan Given, Room O103, Cobalt Square, 1 South Lambeth Road, London, SW8 1SU

ANNEX G: Road safety strategy summary

<p>Timescale covered by the strategy: April 2003 – March 2004</p>
<p>When was it last reviewed? (Not applicable – to be reviewed every 3 months)</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring implementation of the strategy: Chief Superintendent Les Owen – Traffic OCU</p>
<p>Vision – what is the strategy overall trying to achieve? A reduction in the number of road casualties</p>
<p>Overall strategy aims:</p> <ul style="list-style-type: none"> • To enforce the law • To promote road safety • To investigate collisions and other road incidents • To undertake intelligence led patrolling
<p>Strategy objectives:</p> <ol style="list-style-type: none"> 1. To reduce inappropriate speed 2. To increase the use of seat belts 3. To target drink/drug driving offenders 4. To prevent criminal use of the roads
<p>Performance indicators set for the objectives: (Performance indicators are currently being developed)</p>
<p>Medium term target set: There is a (national) ten-year target to reduce the number of people killed or seriously injured by 40% by 2010.</p>
<p>Key initiatives being undertaken to achieve the objectives:</p> <ol style="list-style-type: none"> 1. Collision hotspot targeting – Co-ordination between collision investigations, traffic management and our partners to look at ‘engineering out’ road problems. 2. Themed enforcement (in line with the HM Government ‘THINK’ campaign) 3. ‘Bikesafe’- a long-term operation to reduce motorcycle collisions. 4. Promoting partnerships with Local and Highway Authorities.

Key external partners contributing to the strategy objectives:

City of London Police, Transport for London, Association of London Government, Integrated Policing Group, London boroughs, Department of Transport and numerous bodies as listed by HM Govt Road Transport & Road Safety Document (over 200 bodies)

Contact details to obtain a full copy of the strategy:

Chief Superintendent Owen, 200 Buckingham Palace Road, London, SW1

ANNEX H: Child Protection strategy summary

<p>Timescale covered by the strategy: April 2003 to March 2005</p>
<p>When was it last reviewed? (Not Applicable)</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring implementation of the strategy: Specialist Crime Directorate Commander David Armond, as supported by Detective Chief Superintendent Derrick Kelleher of the Child Protection Group</p>
<p>Vision – what is the strategy overall trying to achieve? Making London a safer place for children</p>
<p>Overall strategy aims: To work together with local authorities and other agencies to protect children against abuse</p>
<p>Strategy objectives: To improve the protection and safety of children including victim care, investigation and partnership working</p>
<p>Performance indicators set for the objectives: Implementation of the recommendations from Lord Laming's report on the Victoria Climbié inquiry.</p>
<p>Medium term targets set: (Awaits publication and analysis of Lord Laming's report)</p>
<p>Key initiatives being undertaken to achieve the objectives:</p> <ol style="list-style-type: none"> 1. Implementing a 24-hour Operations Centre to improve the quality and speed of the response to child protection incidents across London. 2. Improving the quality, integrity and management of child protection crime reports through the creation of a Crime Management Unit for the Child Protection Command. 3. Enhancing the use of intelligence and information sharing with the creation and development of two new databases (Merlin and Protect) for internal and external partners. (This will strengthen our arrangements for information sharing and partnership working with other agencies dealing with child protection, including the relationship between Multi-Agency Public Protection Panels and Area Child Protection Committees). 4. Implementing Project Amethyst - the transfer of responsibility for the investigation of stranger abuse of children under the age of 18 from BOCUs to the MPS Child Protection and Paedophile Unit. 5. Improving the quality of child protection investigations by ensuring adherence to the manual of professional operating standards. 6. Carefully selecting and training staff working in the area of child protection to deal with the very special problems posed by investigating crimes of this nature.

7. Creating a child protection high technology crime unit to enhance our response to the investigation of paedophilia on the Internet.

Key external partners contributing to the strategy objectives:

Local authorities, Health authorities and NSPCC

Contact details to obtain a full copy of the strategy:

Detective Superintendent Peter Spindler, Child Protection Group, Room 677V, New Scotland Yard, Broadway, London, SW1H 0BG

ANNEX I: Diversity strategy 'Everybody benefits' summary

<p>Timescale covered by the strategy: 2001 - 2003</p>
<p>When was it last reviewed? Reviewed quarterly by the Diversity Strategy Board, progress monitored monthly by Diversity Strategy Co-ordination Forum.</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring implementation of the strategy: Deputy Commissioner Ian Blair Commander Cressida Dick – Diversity Directorate</p>
<p>Vision – what is the strategy overall trying to achieve? Where everyone who works and lives in London has trust and confidence in the MPS.</p>
<p>Overall strategy aims: To treat everyone (internally and externally) according to their individual needs.</p> <p>Key strategic activities of the Diversity Strategy: Investigation and prevention of hate crime Appreciating London's diversity Creating an organisation people want to work for Interaction with the public</p>
<p>Strategy objectives: To take diversity forward through leadership To resolve problems, investigating and preventing crime through an inclusive approach To challenge process and procedures To increase the diversity of our workforce To be trained to deliver around policing diversity To implement a co-ordinated communications strategy</p> <p>The objectives have been sub divided into initiatives and separated between the Strategic Work Groups set up to progress the strategy. The groups progress not only the Diversity Strategy but also the incomplete Stephen Lawrence Inquiry recommendations and legislative requirements such as the Disability Discrimination Act and the Race Relations (Amendment) Act (RR(A)A). The MPS Race Equality Scheme sets out how the MPS will meet its requirements under the Act. The progress of the RES is included within the remit of the Diversity Strategy.</p> <p>(Examples of) Strategic Work Group Initiatives:</p> <p><u>Investigation</u> Ensure police comply with minimum standards for hate crime investigation. Ensure victims of hate crime report the same satisfaction levels with our service as victims of other crime. Encourage and support proactive intelligence led initiatives to combat hate crime. Develop third party reporting. Produce best practice guidance for involving local independent advisers in solving local problems and resolving critical incidents. Develop a pan London database of agencies that offer support to victims of hate crime. Develop Family Liaison policy and training for MPS.</p> <p><u>Prevention</u> Include hate crime in Crime and Disorder Act Community Safety Strategies and involve partners in combating hate crime. Develop best practice guidance for preventing/addressing hate crime.</p>

Training

Ensure diversity is integrated into all core training.

Deliver diversity training programme to all MPS staff (including 'follow up' training).

Ensure the community is involved in diversity training.

Assure quality, evaluate and review all training programmes.

Fair Practice Internal

Provide for the diverse cultural needs of our workforce, for religious observances and for disabled people. Improve family friendly policies.

Apply both traditional and innovative approaches to meet retention and progression targets for all under represented staff. Promote equality of opportunity.

Everyone in the Met to take responsibility for challenging inappropriate behaviour and discrimination. Promote need to recognise and appreciate the individuality of colleagues and treat with dignity and respect.

Ensure selection systems are fair.

Address internal issues around grievance handling, civil actions and employment tribunal actions.

Recruitment

Apply both traditional and innovative approaches to meet recruitment targets.

Implement the Borough Volunteer Network and train volunteers.

Identify and overcome barriers to recruitment.

Stop and Search

Produce Stop and Search Police Order.

Training package on stop and search in every borough.

Develop IT in relation to stop and search.

Fair Practice External

Use a database of 'Fairness Health Check' indicators to monitor for disproportionality in the exercise of police powers and discretions including Stop and Search.

To develop such indicators to provide monitoring mechanisms as may be required by the RR(A)A Codes of Practice.

Race Relations (Amendment) Act

Ensure all police policies and practices comply with the RR(A)A.

Disability Discrimination Act

Embrace the recommendations of the Disability Discrimination Act.

First Aid

Progress Stephen Lawrence inquiry recommendations 45, 46 and 47.

Performance indicators set for the objectives:

Performance indicators have been set for each individual initiative. A full list is available within the Diversity Strategy Action Plan, available as below.

Medium term targets set: - None**Key initiatives being undertaken to achieve the objectives:**Investigation

Development and implementation of Domestic Violence Risk Assessments

MPS wide hate crime analysis

Development, support and guidance in the use of Independent Advisors and mediators

Family Liaison recruitment and training

Prevention

Inclusion of hate crime in Crime and Disorder Strategies

Development and guidance of best practice for preventing/addressing hate crime

Hate crime prevention publicity campaigns

Training

Development and delivery of Community and Race Relations (CRR) training to all MPS staff

Integration of CRR issues into all core curriculum training.

Fair Practice Internal

Implementation of the Gender Agenda and leadership programmes.

Development and implementation of mentoring schemes

Development and implementation of the Active Career Development Scheme for visible ethnic minority staff of Inspector – Superintendents

Development and implementation of 'Career Break' empowerment days

Review of Grievance Procedure

Implementation of Leadership programmes

Implementation of a programme to increase recruitment and retention of female and visible ethnic minority staff into specialist detective roles

Recruitment

Consultation with external partners to increase recruitment from underrepresented groups

Targeted Pan London recruitment events based upon census data

Positive action support, advice and guidance provided to visible ethnic minority recruits

Marketing campaigns through national media and local minority media organisations

Encouragement of Specialist Operations departments at recruitment events

Redesign and implementation of the Borough Volunteer Network

Stop and Search

Development of Stop and Search training package

Development of IT software to accommodate Stop and Search requirements

Development and support of 'Recommendation 61' phased implementation

Fair practice External

Development and implementation of process to monitor for disproportionality in exercise of Stop and Search Met wide

Race Relations (Amendment) Act

Review of all existing policies for RR(A)A compliance

Identify and implement arrangements for assessing impact of proposed policies

Ethnically monitor and analyse grievances, staff in post profiles, applications, disciplinary action, performance appraisals, training and dismissals

Disability Work Group

Establishment of Strategic Team for disability issues

Development and publication of awareness training package

Development of care proposals for redeployment of civil staff who become unfit

First Aid

Redesign of First Aid Training including student competency monitoring'.

Key external partners contributing to the strategy objectives:

Metropolitan Police Authority, Home Office, Independent Advisory Group, Lesbian, Gay, Bisexual, Transgender Advisory Group, Commission for Racial Equality

Contact details to obtain a full copy of the strategy:

Inspector Mark Antill, Diversity Directorate, Room 910, New Scotland Yard, Broadway, London, SW1 OBG

ANNEX J: PROCEEDS OF CRIME ACT 2002: Maximising new powers to deprive London criminals of their assets

Introduction

The Proceeds of Crime Act (POCA) 2002 received Royal Assent on 24 July 2002 and will be introduced during the first quarter of 2003. This annex summarises how the MPS will make maximum use of the new powers available in the POCA to attack the assets of local criminals – including those involved in drug dealing and supply. The comprehensive programme set up to achieve this has already produced results. The MPS has used POCA cash seizures in addition to existing seizure powers. During January 2003, against an expectation of 3 seizures totalling £100,000, the MPS has achieved 15 seizures totalling £639,000.

Key provisions

The Act contains a number of provisions that can be summarised as:

- ◆ Creates the power to seize and forfeit criminal cash
- ◆ Enhances investigative powers
- ◆ Defines criminal lifestyle
- ◆ Replaces and strengthens restraint and confiscation legislation
- ◆ Facilitates the prosecution of money laundering
- ◆ Establishes an Assets Recovery Agency (ARA) with the function of investigating and recovering criminal assets. The ARA can recover the proceeds of unlawful conduct by civil action or by taxation.
- ◆ Standardises the training and accreditation of financial investigators nationally.

The Act is substantial, with more than 460 Sections and numerous Schedules. The MPS approach is one of robust application and enforcement. This approach is consistent with the government's national Asset Recovery Strategy, which aims to take the profit out of crime and recycle these funds back into society in the form of anti drug programmes, community regeneration initiatives and crime reduction partnerships.

Opportunities

The areas that present new opportunities for the MPS are:

- Cash Seizure
- Investigative Powers
- Early Restraint
- Definition of criminal lifestyle
- Easier Confiscation
- Easier Money Laundering prosecutions
- Referrals to Assets Recovery Agency (ARA)

Cash seizure - minimum amount £10,000

There are existing powers to seize cash as evidence under the Police and Criminal Evidence Act (PACE) and to present it to the court as part of a money laundering or drug trafficking case. The MPS intends to use the new POCA power in addition to PACE. The evidence that the cash was seized will still be presented to the criminal court, but if there is sufficient information the cash will be forfeited in Magistrates Court, irrespective of the outcome of criminal proceedings. In using POCA in this way the MPS wishes:

- to give maximum support to government policy
- to make use of the new statute
- to use the quickest and surest method of achieving objectives
- to maximise the early impact of this legislation.

Investigative powers

The two new investigative powers available to police under POCA are:

- Account Monitoring Orders
- Customer Information Orders

Account Monitoring Orders are forward-facing Production Orders. Monitoring orders enable investigators to receive evidential information without obtaining and serving a series of Production orders. A monitoring order could be used in conjunction with proactive covert techniques to monitor a target's movements, associations and activities. Monitoring orders may only be used in confiscation and money laundering offences, but, as 70% of all offences are acquisitive the definition of money-laundering is very far reaching.

Customer Information Orders enable an investigator to demand that a financial institution, or a number of institutions, search their records to see whether they have ever had a financial relationship with a specified person. This can be used where other sources of intelligence have failed to find a person's assets.

Early restraint

Previously, Restraint Orders could only be obtained at the High Court where a person had been, or was just about to be, charged. The Central Confiscation Bureau in London administered all such cases. Often criminal assets were irretrievably dissipated between arrest and charge.

Under the new legislation, it will be possible to obtain a Restraint Order at the Crown Court in all cases of acquisitive crime, at the outset of a criminal investigation. This process will be administered and managed locally by the CPS. A National Service Level Agreement has now been drawn up to facilitate the new working arrangements. This document makes provision for the development of local SLAs with forces to facilitate such issues as initial points of contact and out of hours working. The use of restraint against powerful local role models could be a useful weapon to tackle a crime hotspot.

Criminal lifestyle

Section 75 of the Act defines 'criminal lifestyle' for the first time. Having a statutory criminal lifestyle under POCA is a strong indicator of being a successful criminal. It should be an important factor in deciding which suspected prominent criminals boroughs might focus their attention on (exceptions to this general principle might include prominent violent/sex crime and hate crime offenders).

Easier confiscation

The Act simplifies the confiscation process by removing the distinction between the profits of crime as opposed to drug trafficking.

Having a criminal lifestyle (as defined by the Act) invokes the confiscation assumptions under POCA and means that all assets owned or controlled by such a person may be confiscated by the State.

Easier money laundering prosecutions

The offence of money laundering carries a maximum sentence of 14 years imprisonment. There is now no distinction between drug money-laundering and laundering of other criminal proceeds. A person can be convicted of laundering his or her own proceeds of crime.

Money laundering offences should not be seen as a particularly specialist area and it is anticipated that as all MPS officers become familiar with this legislation, it will be more commonly applied. Officers from the MPS Specialist Financial Investigation Units and Money Laundering Investigation Team will be available to offer advice as necessary.

The legislation presents an important opportunity for collaborative working with HM Customs to attack institutionally based money laundering activity in a proactive way, and thereby disrupt major crime.

Referrals to assets recovery agency

The criteria for referral to this new Agency are:

- Assets exist which are worth over £10,000 and are derived from criminality
- The holder of the assets has an up-to-date financial profile
- There is no prospect of a criminal prosecution against the holder in relation to the assets. This must be certified by a senior officer in consultation with the CPS

The assets do not have to be in the UK. The criminality from which the assets derive must be unlawful conduct under the criminal law within the UK, or conduct that occurs outside the UK and is unlawful both where it occurs and in the UK. The MPS will use these criteria to refer asset recovery to the ARA when appropriate (referrals must be made through the OCU Commander in the MPS Specialist Crime Unit).

Annex K: Implementation summaries for various systems

Implementation summary K(i) – Reassurance Programme

<p>Timescale for overall system development:</p> <p>The programme is to be implemented throughout the MPS by April 2006</p>
<p>Key milestones 2003/04</p> <p>Establishment of 4 pilot boroughs in the MPS each having dedicated reassurance wards supported by Permanent Beat Office and PCSOs.</p> <p>Continuing process of evaluation by the Police Foundation.</p> <p>Issue identification driven by an Environmental Audit and Public Perception Surveys.</p> <p>Effective analysis and incorporation of reassurance issues in a NIM compliant Tasking & Coordination process.</p> <p>Training in, and incorporation of, the MPS problem solving process as the tool for tackling reassurance issues.</p>
<p>Key milestones 2004/05</p> <p>Continuing process of evaluation by the Police Foundation.</p> <p>Establishment of an additional 6 pilot boroughs in London, increasing the total to 10 sites operating the reassurance programme.</p>
<p>Key milestones 2005/06</p> <p>Continuing process of evaluation by the Police Foundation.</p> <p>MPS-wide adoption of the programme.</p>
<p>Key initiatives being undertaken to achieve the milestones:</p> <p>Selection of boroughs as pilot sites.</p> <p>Gap analysis against the MPS 5-Stage Delivery Plan to ensure mandatory requirements are met prior to initiation of work.</p> <p>Partner identification.</p> <p>Ward identification.</p> <p>Training delivered in pilot sites.</p> <p>Formation of local reassurance steering groups.</p> <p>Reassurance focussed tasking and activity.</p>
<p>Capital resources allocated to implementing the system:</p> <p>Police Standards Unit has allocated funding of £5 million to the national project – MPS to receive part of this on a pro-rata basis.</p>
<p>External partners contributing to the implementation arrangements:</p> <p>Local Crime and Disorder partners match funding of activity</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring the system is implemented:</p> <p>AC Tim Godwin – Project Sponsor, Commander Steve Roberts – Project Lead</p> <p>Chief Inspector Matt Bell – Project Manager</p>

Contact details to obtain a full copy of the system implementation arrangements:

Chief Inspector Matt Bell – Room 4.28, Territorial Policing Headquarters, Victoria
Embankment, London SW1A 2JL

Implementation summary K(ii) - Having secure e-mail facilities across the Criminal Justice System by 2003

<p>Timescale for overall system development:</p> <p>A secure e-mail facility was implemented between the MPS and CPS in October of 2002. The roll-out of this facility is now being managed by the Criminal Justice Department who are also responsible for its on-going development (for example beyond just the CPS). A similar link to the Probation Service has been in place since 1999/2000.</p>
<p>Key milestones 2003/04</p> <p>None (but see link to National Strategy for Police Information Systems (NSPIS) implementation, as summarised in Annex K(vi))</p>
<p>Key milestones 2004/05</p> <p>(Not Applicable)</p>
<p>Key milestones 2005/06</p> <p>(Not Applicable)</p>
<p>Key initiatives being undertaken to achieve the milestones:</p> <p>(Not Applicable)</p>
<p>Capital resources allocated to implementing the system:</p> <p>(Not Applicable)</p>
<p>External partners contributing to the implementation arrangements:</p> <p>CPS London and, previously, the Probation Service for London.</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring the system is implemented:</p> <p>George Corral, Directorate of Information.</p>
<p>Contact details to obtain a full copy of the system implementation arrangements:</p> <p>Brenda Tomkins (CJ work-stream manager), 4th Floor Jubilee House, 230-232 Putney Bridge Road, Putney, London. SW15 2DP.</p>

Implementation summary K(iii) - MPS contribution to having the profiles of the whole of the active criminal population on the national DNA database by 2004

<p>Timescale for overall system development:</p> <p>Continuous (Since November 1999 it has been the MPS policy to take a DNA sample from all persons who have been charged or reported for a recordable offence in order to populate the database to the maximum).</p>
<p>Key milestones 2003/04</p> <p>Have all the active criminal population on the National DNA database by 2004.</p>
<p>Key milestones 2004/05</p> <p>(Not applicable)</p>
<p>Key milestones 2005/06</p> <p>(Not applicable)</p>
<p>Key initiatives being undertaken to achieve the milestones:</p> <p>All persons charged or reported for a recordable offence are DNA sampled, unless they have a DNA confirmed marker on PNC which indicates that the person already has a sample on the database.</p>
<p>Capital resources allocated to implementing the system:</p> <p>£3m/annum (approximately). Part of this has been funded by the Home Office under the DNA Expansion Programme which started on 1 April 2000 and will continue until at least 31 March 2004.</p>
<p>External partners contributing to the implementation arrangements:</p> <p>Home Office DNA Expansion Programme (This programme is also funding an initiative to sample serving prisoners who are not currently on the database).</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring the system is implemented:</p> <p>Gary Pugh, Directorate of Forensic Services</p>
<p>Contact details to obtain a full copy of the system implementation arrangements:</p> <p>Alan Chalkley, Directorate of Forensic Services DNA Unit, Mandella Way, London, SE1 5SS</p>

Implementation summary K(iv) - Completing the roll out of Airwave, the new police radio communications service by 2005

<p>Timescale for overall system development: Service available to MPS from 1 October 2003</p>
<p>Key milestones 2003/04 Systems integration and test commence 1 October 2003.</p>
<p>Key milestones 2004/05 Main migration to Airwave service commences October 2004</p>
<p>Key milestones 2005/06 Migration to be completed in line with migration to C3i. (October 2005)</p>
<p>Key initiatives being undertaken to achieve the milestones: Provision of Airwave equipment rooms. Procurement of Integrated Communication Platform (ICP). Procurement of hand held and vehicle radios.</p>
<p>Capital resources allocated to implementing the system: £40m</p>
<p>External partners contributing to the implementation arrangements: MmO2 Airwave Ltd, and Police Information Technology Organisation (PITO)</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring the system is implemented: Michael Aston, C3i Programme Director – Directorate of Information</p>
<p>Contact details to obtain a full copy of the system implementation arrangements: Paul Glaister Airwave Programme Manager Room 520 Tintagel House Albert Embankment London SE1 7TT</p>

Implementation summary K(v) - Enabling victims to track progress of their case on line by 2005

Timescale for overall system development:

The timescale remains challenging but achievable. The key deliverable is the implementation of National Strategy for Police Information Systems (NSPIS) Case during 2004 and the ongoing work in relation to "tracking". In conjunction with this we are developing and delivering our "e-strategy" that will include giving the citizen access to certain MPS data and processes.

Key milestones 2003/04

The pilot of NSPIS Case is due to commence in May of 2003 and the roll-out of the product thereafter.

The continued development of our "portal" services and tracking capabilities.

Key milestones 2004/05

The roll-out of NSPIS Case and the commencement of an "e-pilot" that will prove the concept of citizen access.

Key milestones 2005/06

The implementation of a suitable portal for victims.

Key initiatives being undertaken to achieve the milestones:

The implementation of NSPIS Case.

Development of the MPS e-strategy.

Continued enhancement of the underlying MPS infrastructure.

Capital resources allocated to implementing the system:

2003/04 - £1m, 2004/05 - £1.6m

External partners contributing to the implementation arrangements:

(Not known at present)

Person (and supporting MPS department) with overall responsibility for developing and ensuring the system is implemented:

George Corral, Directorate of Information

Contact details to obtain a full copy of the system implementation arrangements:

Room O.3.08 Cobalt Square, 1 South Lambeth Road, London, SW8 1SU

Implementation summary K(vi) - Ensuring that the Case and Custody system is implemented in every force, with links to courts and the CPS by 2005-06

Timescale for overall system development:

The MPS will pilot the "thin client" variant of both NSPIS Case and Custody during 2003 with a view to rolling out the integrated product during 2004/05. This will include links to the courts and the CPS. These timescales are subject to approval by ACPO of the development of the thin client solution and the availability of central funding to assist with the implementation costs.

Key milestones 2003/04

The pilot of NSPIS Case is due to commence in May of 2003 and Custody in August/September. Subject to the success of the pilot, the roll-out of the integrated product will commence at some point thereafter.

Key milestones 2004/05

The roll-out of NSPIS Case and Custody takes place, although more detailed plans cannot be set out at this time.

Key milestones 2005/06

The roll-out of NSPIS Case and Custody will complete.

Key initiatives being undertaken to achieve the milestones:

The pilot and implementation of "thin client" NSPIS Case and Custody.
Continued collaboration with the CPS and courts in the development of suitable protocols for information sharing.
On-going enhancements to the MPS infrastructure.

Capital resources allocated to implementing the system:

2003/04 - £700k, 2004/05 - £600k, 2005/06 - £300k.

External partners contributing to the implementation arrangements:

CPS London, Inner and Outer London Magistrates Courts.

Person (and supporting MPS department) with overall responsibility for developing and ensuring the system is implemented:

George Corral, Directorate of Information.

Contact details to obtain a full copy of the system implementation arrangements:

Brenda Tomkins (CJ work-stream manager), 4th Floor Jubilee House, 230-232 Putney Bridge Road, Putney, London. SW15 2DP.

Implementation summary K(vii) – C3i

<p>Timescale for overall system development:</p> <p>Service available by end of 2005</p>
<p>Key milestones 2003/04</p> <p>Airwave accommodation completed. Construction of 3 new centres commissioned and associated technical component procurement commenced. New business process developed.</p>
<p>Key milestones 2004/05</p> <p>Construction of 3 new centres complete. Technology fitout and testing in centres completed. Transition commenced. Staff training and recruitment complete.</p>
<p>Key milestones 2005/06</p> <p>C3i service fully transitional and operational.</p>
<p>Key initiatives being undertaken to achieve the milestones:</p> <p>Provision of 3 new buildings.</p> <p>Definition, design and procurement of appropriate technology.</p> <p>Recruitment and training of appropriate staff.</p> <p>Definition of new business processes.</p>
<p>Capital resources allocated to implementing the system:</p> <p>£167m</p>
<p>External partners contributing to the implementation arrangements:</p> <p>Lockheed Martin, Unisys, Balfour Beatty, Waites, O2</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring the system is implemented:</p> <p>Michael Aston, C3i Programme Director – Directorate of Information</p>
<p>Contact details to obtain a full copy of the system implementation arrangements:</p> <p>Terry Dwan, C3i Project Manager, Room O.G.03 Cobalt Square, 1 South Lambeth Road, London SW8 1SU</p>

Implementation summary K(viii) – National Intelligence Model (NIM)

<p>Timescale for overall system development: The model is to be implemented throughout the MPS by April 2004.</p>
<p>Key milestones 2003/04 In January 2003 a corporate NIM Implementation Team was formed under the management of DAC Michael Fuller. The programme strands were identified in January 2003 and design of MPS-specific components was begun. From April to October 2003 implementation of NIM-compatible structures and processes in all directorates and OCUs will take place. During November 2003 MPS Inspectorate will review implementation across the Service. From December 2003 to March 2004 there will be post-inspection work to ensure full NIM compliance by April 2004.</p>
<p>Key milestones 2004/05 The MPS will add value to the initial implementation by further developing and refining the model in line with ACPO, HMIC and Home Office requirements. Work will continue on the mid to long-term aspects of the programme, particularly in the area of IT systems' development.</p>
<p>Key milestones 2005/06 There will be further development of intelligence-led policing structures and development of an Integrated Intelligence System within the MPS Information Strategy.</p>
<p>Key initiatives being undertaken to achieve the milestones: Gap analysis of the MPS tasking process. Development and release of a manual of guidance. Implementation of a communication plan to ensure a common understanding of terminology and 'buy in' throughout the organisation. Design of corporate intelligence and analytical products. Design of standardised operating procedures for the management of intelligence at every level of the MPS – particularly with regard to the tasking and co-ordinating process. Design of a comprehensive inspection and review programme to assist implementation managers.</p>
<p>Capital resources allocated to implementing the system: An investment appraisal was commissioned in January 2003.</p>
<p>External partners contributing to the implementation arrangements: ACPO NIM Implementation Team.</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring the system is implemented: Tarique Ghaffur, Assistant Commissioner, Serious Crime Directorate SCD9 Branch, Intelligence Policy.</p>
<p>Contact details to obtain a full copy of the system implementation arrangements: Detective Chief Superintendent Bob Youldon, Programme Manager, Room 449, Victoria Block, New Scotland Yard, Broadway, SW1H 0BG.</p>

Implementation summary K(ix)- Modernising Operations – an integrated approach to improvements in operational policing

<p>Timescale for overall system development:</p> <p>Throughout 2003-2005, with key milestones determined by the C3i roll-out (see Annex K(ii)).</p> <p>Programme and emerging findings of best value reviews into Crime Management and Demand Management</p>
<p>Key milestones 2003/04</p> <p>Establish a Transition Timetable for roll out to boroughs of C3i programme.</p> <p>Implement communications and dispatch enhancements by 31 March 2004.</p>
<p>Key milestones 2004/05</p> <p>September 2004 - enable boroughs to operate without a local 'communications and dispatch' room and release staff to the three C3i centres, whilst maintaining suitable levels of local supervision.</p> <p>Introduction of a centralised telephone investigation capacity and helpdesk.</p> <p>Full integration of a 'Borough Operations' facility.</p> <p>Facilitate boroughs working within a new environment that embraces C3i, MPS policing model and the recommendations of best value reviews.</p> <p>Introduction of Airwave radio system.</p>
<p>Key milestones 2005/06</p> <p>C3i service fully transitional and operational. TP working in harmony with C3i/Airwave programme and other significant MPS initiatives.</p>
<p>Key initiatives being undertaken to achieve the milestones:</p> <p>TP co-ordination with the C3i/Airwave programmes.</p> <p>Introduction of TP HQ project teams to develop and deliver on the key elements of the "Modernising Operations" programme</p>
<p>Capital resources allocated to implementing the system:</p> <p>None as yet. Outline business case proposed for the April 2003 finance meeting of the MPA in sum of circa £50M</p>
<p>External partners contributing to the implementation arrangements:</p> <p>Framework consultants already engaged with the C3i programme of work.</p> <p>ODT and Lockheed Martin.</p>
<p>Person (and supporting MPS department) with overall responsibility for developing and ensuring the system is implemented:</p> <p>Commander Bob Broadhurst, "Patrol and C3i senior user".</p> <p>C3i/Airwave programme and TP HQ Modernising Operations project team.</p>
<p>Contact details to obtain a full copy of the system implementation arrangements:</p> <p>Chief Superintendent Peter Goulding, Territorial Policing Headquarters, Victoria Embankment, London SW1A 2JL</p>

ANNEX L: Relation between new initiatives/growth items in the 2003/04 budget and goals in 'Towards the Safest City'

Goal 1 - Developing Safer communities

Goal 4 - Developing a professional and effective workforce

Goal 2 - Securing the Capital against terrorism

Goal 5 - Reforming the delivery of policing services

Goal 3 - Revitalising the Criminal Justice System

A tick '✓' in the box indicates that there is a direct link between the new initiative (or other growth item) in the 2003/04 budget and delivery of the identified goal in 'Towards the Safest City'.

Growth items in the 2003/04 budget	Goal of 'Towards the Safest City'				
	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5
New Initiatives					
Provision for 2 Havens (Sexual Offences Centre) & for Camberwell Deputy Clerk and Policy Officer	✓				✓
Glidewell - Co-location of Police & CPS process units and the development of criminal justice in the MPS			✓		✓
SO 3 Organisational Development - 24 hour shift working				✓	
Implementation of Best Value Crime Review	✓			✓	✓
Increased Guarding Provision	✓	✓			
Community consultation coordinators	✓				
Crime and Disorder Reduction partnerships	✓				
Police Community Support Officers	✓				
Child Protection	✓				
Increase in size of Dol Client Unit in response to external pressure					✓
Consultation activities/Additional Customer Surveys	✓				✓
Additional costs of renewable energy and Environmental Initiatives flowing from IA reports					
Other Growth Items					
Inflation					
Police Reform				✓	✓
London Pay Lead				✓	
Increased Debt Financing					
Hay Review				✓	
Counter Terrorism Growth		✓			
Congestion Charging					
Vulnerable and Intimidated Witness			✓		

Protection					
Implementation of Airwave				✓	
Additional revenue costs of C3i				✓	
Increased Estates Costs					
Increased Business Rates					
Rent Reviews					
Revenue cost of IT Capital Programme				✓	
Process of re-letting outsourced contracts					
Cost implication from re-tendering outsourced contracts					
PFI Unitary Charges					
DNA analysis growth	✓				
Increased fees for Forensic and Medical examiners	✓				
Policy Development Officers					
Community Consultation Coordinators	✓				
Additional running costs - Dean Farrar street					
Independent member recruitment					
Full year cost of 2002/03 officer growth				✓	
Retention of Police posts released under C3i				✓	
Street Crime Initiative	✓				

ANNEX M: Glossary of abbreviations

ACPO	Association of Chief Police Officers
APA	Association of Police Authorities
ARA	Assets Recovery Agency
ASBO	Anti Social Behaviour Order
BCS	British Crime Survey
BOCU	Borough Operational Command Unit
BVPI	Best Value Performance indicator
C3i	Command, Control, Communications and Intelligence Project
CCTV	Closed Circuit Television
CDRP	Crime and Disorder Reduction Partnership
CIDA	Concerted Inter-agency Drugs Action group
CJS	Criminal Justice System
CPS	Crown Prosecution Service
CRR	Community and Race Relations
CSU	Community Safety Unit
DAC	Deputy Assistant Commissioner
DNA	Deoxyribo Nucleic Acid
GLADA	Greater London Alliance Against Drugs and Alcohol
HM	Her Majesty
HMIC	Her Majesty's Inspectors of Constabulary
HO	Home Office
HR	Human Resources
ICP	Integrated Communication Platform
IT	Information Technology
LCJB	Local Criminal Justice Board
MPA	Metropolitan Police Authority
MPS	Metropolitan Police Service
NIM	National Intelligence Model
NJG	Narrowing the Justice Gap
NPP	National Policing Plan
NSPCC	National Society for Prevention of Cruelty to Children
NSPIS	National Strategy for Police Information Systems
PACE	Police and Criminal Evidence Act
PCSO	Police Community Support Officer
PITO	Police Information Technology Organisation
PNC	Police National Computer
POCA	Proceeds of Crime Act
PPAF	Policing Performance Assessment Framework
PSA	Public Service Agreement
PYO	Persistent Young Offender
RES	Race Equality Scheme
RR(A)A	Race Relations (Amendment) Act
SAS	Staff Attitude Survey

SLA	Service Level Agreement
TIC	Taken Into Consideration
TP	Territorial Policing
UK	United Kingdom
YOT	Youth Offending Team

Mission, Vision and Values

Mission

The MPS's 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.

The MPA's mission is:

To secure an effective, efficient and fair police service for London's communities

Vision

The MPS's vision is:

To make London the safest major city in the world

Values

The MPS's and MPA's values are to:

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

Do you want to know more?

Further information about the work of the MPS and MPA can be obtained from:

- The MPS website at www.met.police.uk
- The MPA website at www.mpa.gov.uk

Or write to:

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