

**DRAFT 1:4**

**POLICING  
AND  
PERFORMANCE PLAN  
2003/04**

**MPA**

Metropolitan Police Authority



**METROPOLITAN  
POLICE**

*Working for a safer London*

# MPA POLICING AND PERFORMANCE PLAN 2003/04

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**MPS MISSION, VISION AND VALUES**

**Mission**

**Our mission is:**

**Making London safe for all the people we serve.**

We:

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

**Vision**

Our vision is:

**To make London the safest major city in the world.**

**Values**

Our values are to:

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

## MPA POLICING AND PERFORMANCE PLAN 2003/04

### FOREWORD BY THE CHAIR OF THE METROPOLITAN POLICE AUTHORITY

This is the Authority's third annual plan and sets out our priorities and objectives for the MPS over the coming year.

An important development this year has been the publication of our strategy plan "Towards the Safest City". This strategy has been developed taking into account the requirements of the Government's first National Policing Plan and also reflects the views of Londoners about the police service they want to see.

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

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

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

Toby Harris

## MPA POLICING AND PERFORMANCE PLAN 2003/04

### FOREWORD BY THE COMMISSIONER OF THE METROPOLITAN POLICE SERVICE

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

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

The increase in police numbers will enable us to move ever closer to delivering the type of policing that Londoners wish to see. It will allow us to respond to the enhanced terrorist threat, meet the enduring challenge of combating street crime and burglary and crucially, enable us to provide an accessible, visible and local police service tailored to meet the needs of all communities across the capital.

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

Sir John Stevens

# MPA POLICING AND PERFORMANCE PLAN 2003/04

## INTRODUCTION

### **The Metropolitan Police Authority**

The Metropolitan Police Authority (MPA) oversees the Metropolitan Police Service (MPS). The MPA consists of twenty-three members: twelve drawn from the Greater London Assembly plus seven independent members and four magistrate members.

The Authority's functions include making sure that London's police service is efficient and effective and managing the police budget. The Authority sets annual priorities and targets for the MPS and monitors performance against these. Further, in discharging its important duty to secure best value, the MPA makes sure that the delivery of policing services improves all the time.

The Authority is responsible for consulting with the people who live and work in London about policing. We hold regular public meetings and details of these can be found in main libraries, on our internet site ([www.mpa.gov.uk](http://www.mpa.gov.uk)) or by ringing us on 020 7944 8900.

### **This document**

This is our policing and performance plan for April 2003 to March 2004. The plan describes our arrangements for policing London over the year and gives details of our:

- priorities;
- objectives;
- past performance;
- future performance targets;
- funding and use of resources;
- work to improve effectiveness, efficiency and economy; plus
- views of independent auditors and inspectors.

The plan has been designed to make it easy to read and understand. The first part brings together key issues and sets out our priorities, objectives and targets. More detailed information is provided as annexes.

### **How to contact us**

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

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

You may also email us at: [enquiries@mpa.gov.uk](mailto:enquiries@mpa.gov.uk).

## MPA POLICING AND PERFORMANCE PLAN 2003/04

### FURTHER COPIES AND ALTERNATIVE FORMATS

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

Translations will be entered here in all the usual languages:

Arabic

Bengali

Chinese

Croatian

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

Greek

Gujarati

Hindi

Turkish

Urdu



## **MPA POLICING AND PERFORMANCE PLAN 2003/04**

### **POLICING PRIORITIES FOR 2003/04**

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

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

### **NATIONAL POLICING PLAN**

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

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

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

### **STRATEGY PLAN**

The strategy plan entitled 'Towards the Safest City – the Strategy' will be issued at the same time as the annual plan and will help to co-ordinate planning and decision-making across the whole of the Service.

The initial strategy will cover a two year period in order to bring it into the same cycle as local crime and disorder reduction strategies, the National Policing Plan and this strategy plan take account of local crime and disorder reduction strategies that operate on a three year cycle. In order to bring the two planning timetables together the initial strategy plan will have a two year life and thereafter the planning process will align.

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

The strategic goals for the MPA/MPS are:

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

## MPA POLICING AND PERFORMANCE PLAN 2003/04

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

The strategy can be found on both the MPA and MPS website [www.mpa.gov.uk](http://www.mpa.gov.uk) or [www.met.police.uk](http://www.met.police.uk)

### RATIONALE FOR MPA PRIORITIES

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

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

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

The eight priorities are set out below. Further details on specific objectives, measures and targets are provided in Table 1 and the key actions for delivery are set out in Annex B

- In partnership, to promote safer communities for Londoners
- Securing the capital against terrorism
- To improve the quality of service to vulnerable victim groups
- In partnership, to revitalise the criminal justice system
- To expand our approach to include all aspects of diversity
- To manage demands on the MPS more effectively
- To make best use of our staff and resources
- To develop a strategic analytical capability in the MPS

### OTHER KEY INITIATIVES

In addition to the eight priorities described above, the Authority is investing a great deal of resource onto some longer term projects that will help make London a safer place over the next few years. These range from technological advances to making more effective use of the way we deploy our people. Examples of those investments include:

#### **Command Control and Information Programme (c3i)**

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

## **MPA POLICING AND PERFORMANCE PLAN 2003/04**

### **Airwave**

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

### **Police Community Support Officers (PCSOs)**

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

**TABLE 1**

<b>OBJECTIVE</b>	<b>MEASURE</b>	<b>TARGET</b>
<b>To increase visible police presence</b>	1) The number of police officers, Police Community Support Officers (PCSOs) and civil staff in visible posts  2) Public satisfaction levels with the number of foot patrols (as recorded in the Public Attitude Survey [PAS])	1) An increase of 4% of officers in visible posts by March 2004 compared with March 2003  2) To achieve a satisfaction rating of 20% for foot patrols
• To reduce the incidence of street crime	The number of recorded street crime offences (street crime includes robbery of personal property and snatch theft)	To reduce street crime in 2003/04 to 10% below the level in 2002/03
• To reduce the incidence of burglary	The number of recorded burglary offences	To reduce burglary in 2003/04 to 4% below the level in 2002/03
• To reduce the incidence of autocrime	The number of recorded autocrime offences (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
<b>To improve the investigation and prevention of murder offences</b>	The percentage of homicides cleared up	To achieve a clear-up rate of 83%
<b>To disrupt the trafficking of humans, Class A drugs and firearms</b>	The number of operations aimed at disrupting organised trafficking offences	To increase the number of operations aimed at disrupting organised trafficking offences
<b>To disrupt the criminal use of firearms</b>	The number of recorded violent firearms offences	To reduce violent firearms offences in 2003/04 to 4% below the level in 2002/03
• To reduce the number of road casualties	The number of serious/fatal road casualties within the Metropolitan Police District (MPD)	A 4% reduction in serious/fatal casualty figures compared with 2002/03.
<b>To prevent and disrupt terrorist activity</b>	The number of quality intelligence reports submitted	To increase the number of quality intelligence reports submitted

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OBJECTIVE	MEASURE	TARGET
<ul style="list-style-type: none"> <li>• To maintain an effective response to suspected and actual terrorist incidents</li> </ul>	The number of scenes managed to a 'good' or 'very good' standard	90% of scenes managed to a 'good' or 'very good' standard
<ul style="list-style-type: none"> <li>• To improve victim care and investigation in cases of rape</li> </ul>	The judicial disposal rate for rape	To achieve 25% judicial disposal rate
<b>To improve victim care and investigation in cases of domestic violence</b>	1) The judicial disposal rate for domestic violence 2) The implementation of a partnership with local domestic violence agencies whereby non-police staff work within the Community Support Units (CSUs) to deliver enhanced victim care	1) To achieve 17% judicial disposal rate 2) All CSUs to have an identified partnership worker within the unit who is able to provide victims with support and appropriate referrals to other domestic violence agencies by 31/03/2004
<b>To improve victim care and investigation in cases of hate crime</b>	1) The judicial disposal rate for racist crime 2) The percentage of victims of racist crime who are satisfied or very satisfied with police performance 3) The judicial disposal rate for homophobic crime	1) To achieve a judicial disposal rate of 18% 2) 70% of victims of racist crime satisfied/very satisfied with police performance 3) To achieve a judicial disposal rate of 17%
<b>To improve the protection and safety of children including victim care, investigation and partnership working</b>	1) The number of cases where a supervisory officer is involved at the referral stage and subsequent strategy discussions during a joint investigation with social services into possible injury or harm to a child (recommendation 93 Victoria Climbié Inquiry) 2) The number of cases where a supervisory officer manages from the outset the investigation of serious crimes against children (recommendation 94 Victoria Climbié Inquiry)	1) 100 % of cases 2) 100% of cases

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OBJECTIVE	MEASURE	TARGET
<b>To bring more offences to justice</b>	1) The number of offences brought to justice (ie conviction/caution/taken into consideration [TIC])  2) The number of sites where Crown Prosecution Service (CPS) lawyers are available at point of charge	<ul style="list-style-type: none"> <li>• 1) An increase of 5% (6,183) for 2003/04 compared with 2001/02</li> <li>• 2) 20 sites by the end of March 2004</li> </ul>
<b>To improve the service to victims and witnesses</b>	1) Victim satisfaction with police initial response to a burglary  2) Victim satisfaction with police initial response to a violent crime  3) To develop agreed standards for information and communication to witnesses and victims through the introduction of victim focus desks on boroughs	1) 85%  <ul style="list-style-type: none"> <li>• 2) 75%</li> </ul> 3) To pilot a victim focus desk, evaluate and begin roll-out
<b>To achieve an increased representation of the diverse groups of London within the extended police family of the MPS.</b>	1) Minority ethnic recruits as a percentage of all police recruits  2) Minority ethnic officers as a percentage of total police strength  1) Minority ethnic recruits as a percentage of all PCSO) Recruits  2) Minority ethnic PCSOs as a percentage of total PCSO strength  5) Minority ethnic civil staff as a percentage of total civil staff strength	1) 15%  3) 6.6%  3) 25%  4) 25%  5) 21%

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<b>OBJECTIVE</b>	<b>MEASURE</b>	<b>TARGET</b>
	6) Women recruits as a percentage of all police recruits	6) 25%
	7) Women officers as a percentage of total police strength	7) 18%
	8) Women recruits as a percentage of all PCSOs recruits	8) 29%
	9) Women PCSOs as a percentage of the total PCSO strength	9) 26%
<b>To enhance community reassurance programmes to vulnerable communities</b>	Develop in partnership an approach to community reassurance involving local identification of vulnerable groups	Establish four pilot sites and evaluate during 2003/04
<b>To improve accessibility through enabling the public to obtain the service they need</b>	An action plan to deliver improved accessibility	To deliver the agreed action plan by October 2003 and subsequently to attain the agreed milestones
<b>To improve the quality of response to public requests for assistance</b>	<ul style="list-style-type: none"> <li>• 1) Percentage of the public satisfied with the time taken to answer a 999 call</li> <li>• 2) Percentage of the public satisfied with police action in response to 999 calls</li> </ul>	1) 85% of the public satisfied with the time taken to answer a 999 call  2) 85% of the public satisfied with police action in response to 999 calls
<b>To develop a professional and effective workforce with the appropriate numbers and skills to deliver the priorities of the MPS</b>	<ul style="list-style-type: none"> <li>• 1) Police strength by 31<sup>st</sup> March 2004</li> <li>• 2) Police Community Support Officers by 31<sup>st</sup> March 2004</li> </ul>	<ul style="list-style-type: none"> <li>• 1) 29,856</li> <li>• 2) 1,506</li> </ul>
<b>To establish a strategy to</b>	The establishment of MPS Corporate Growth	1) Development of outline strategy by May 2003

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<b>manage all issues relating to the increased numbers of police staff</b>	Programme to an agreed strategy	2) Development of outline programme plan by the end of July 2003
<b>OBJECTIVE</b>	<b>MEASURE</b>	<b>TARGET</b>
<b>To extend the programme of devolution of resources thereby enabling local managers to improve service delivery</b>	To deliver key milestones of programme of devolution according to agreed timescales within project plan	1) In-depth devolution to be rolled out to a further 8 pathfinder sites (5 BOCUs and 3 OCUs) with effect from April 2003. 2) Broad devolution to all remaining OCUs and BOCUs with effect from April 2003.
<b>To maximise MPS resources and their most effective use</b>	To carry out the activities described below in relation to five key areas of activity by 31 March 2004	1) To increase the value of income generated from £1.2m to £2m by 31/3/04 2) To publish 'Building Towards the Safest City' by 30/4/03 3) Establish a database of 2003/04 partnership schemes by June 2003 4) Deliver the accommodation requirements for C3i at Hendon by 28/2/04, Lambeth by 31/3/04 and Bow by 30/4/04 5) Increase the number of MPS vehicles from 1, 868 to 1,961 by 31/3/04
<b>To protect and enhance the integrity of the MPS</b>	The recorded number of complaints (as recorded under Section 69 Police Act 1996) per 1,000 officers	To reduce the number of complaints per 1,000 officers by 5%
<b>To communicate more effectively with our staff</b>	1) Boroughs, Operational Command Units (OCUs) and business groups to have in place and operating a local (internal) communication action plan 2) Re-inspection of internal communications to be	1) All boroughs, OCUs and business groups to have a communication action plan in place by 31 May 2003 2) Re-inspection by 30 September 2003



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	undertaken to assess improvements	
<b>To implement the National intelligence Model in accordance with the National Policing Plan</b>	Achievement of the minimum standards set for the police service nationally for the implementation of NIM	Implement 100% of standards to national timescales

## **RACE & DIVERSITY**

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

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

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

Promoting race equality through mainstreaming using existing processes such as Best Value Review, Inspection and Review and pursuing the potential for promoting race equality through Crime and Disorder partnerships.

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

## **COMMUNITY SAFETY ACCREDITATION SCHEME (CSAS)**

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

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

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

## **BEST VALUE THROUGH CONTINUOUS IMPROVEMENT**

The Authority is responsible for securing continuous improvement in all MPS services. This general duty is carried out in a number of ways. For example, we have recently completed a scrutiny into how effectively the MPS is working with local Crime and Disorder Reduction Partnerships and how the MPA can best become involved. The duty is wide ranging and requires both the MPA and the MPS to be self critical and to examine the effectiveness, efficiency and economy of all police functions.

## MPA POLICING AND PERFORMANCE PLAN 2003/04

### **Best value reviews/service improvement reviews**

One of the primary ways we seek to achieve best value is to conduct fundamental reviews of MPS services and functions. From April 2003 we will refer to these as service improvement reviews. There are statutory guidelines for carrying out these reviews that require us to:

- *challenge* the purpose of a function and how it is performed;
- *consult* others within and outside the organisation about quality and costs;
- *compare* our performance and costs to others; and
- introduce *competition* where appropriate.

MPS staff carry out reviews on behalf of the authority although MPA members maintain oversight of each review throughout its duration. The final report and plans for improvement are formally considered by one of the MPA's committees.

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

**CONSULTATION**

This annex outlines the consultation undertaken during the planning process, including which groups were consulted and the methods used.

Consultation is a vital aspect of our annual planning process. Both the MPA and MPS consulted widely during the annual planning process. In this section we describe:

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

**Who was consulted?**

Those consulted can be split into three main groups:

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

Typically those consulted included:

- Business communities and trade unions;
- Crown Prosecution Service, crown courts, magistrates' courts, probation service, victim support services, independent custody visiting panels;
- Faith groups, religious leaders;
- General Practitioners and health groups;
- Local Councilors and Members of Parliament;
- Local community safety partnerships, Drug Action Teams, Youth Offending Teams;
- Other police and emergency services;
- Community Police Consultative Groups, sector working groups, neighbourhood watch groups;
- Social landlords and housing associations;
- Voluntary and community organisations representing specific groups: older people, disabled people, young people, gay, lesbian, bisexual and transgender people, minority ethnic people, refugee/asylum seekers, residents/tenants, people without permanent homes.

**Methods and results of consultation**

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

A questionnaire was posted onto the MPA and MPS websites to which 582 people responded. A similar questionnaire was used on the internal website to which 428

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police staff and staff associations responded. The MPA sent the questionnaire to local Community and Police Consultative Groups and Borough Police targeted the questionnaire at community groups and other interested parties. This generated a response by 298 individuals and groups. Analysis of this combined response showed:

### Crime focused objectives

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

### Victim focused objectives

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

### Objectives based on our values

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

## How the results of consultation were used to develop the priorities

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

The MPA held a workshop with pan London organisations to consult on these proposed priorities. The organisations were Victim Support, Clockhouse Community Centre, Board of Deputies of British Jews, Chinese Community Centre, Muslim Women Helpline, London Underground, London Civic Forum, Transport for London, Women against Rape, London First, East London Partnership, Refugee Council, Revolving Doors, Roadpeace, London Chambers, Cross River Partnership, TUC East London Race Relations Committee, NACRO, and London Cycling Campaign. The groups broadly supported the proposed priorities but highlighted concerns about road casualties not being included. This led ultimately to a road casualty objective being included.

The Priorities were successfully presented to the MPA for agreement followed later on by the objectives that were designed to deliver the priorities.

**2003/04 PRIORITIES, OBJECTIVES AND TARGETS IN FULL**

In this section are set out all of the priorities and objectives, together with the measures and targets set to achieve each objective. There is current performance data included, where appropriate, to place the targets into context.

Also set out are the key activities to deliver the priorities and some of the actions to be undertaken in support of each objective by the various parts of the MPS. These include not only the unit or group directly responsible for the objective such as Borough Operational Command Units (BOCUs) or Specialist Operations, but also the many support departments within the MPS such as Property Services.

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

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PRIORITY FOR LONDONERS: A	IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS	
<b>Objective</b>	1. To increase visible police presence	
<b>Measure</b>		
<b>Targets</b>		
<b>Current performance</b>	Dummy template see covering paper	
<b>MPS lead</b>		<b>Business Group lead</b>
<b>Examples of key activities in support of objective</b>		
<b>Examples of supporting activities from other business groups</b>		
<b>Further information (background or context)</b>		

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<b>PRIORITY FOR LONDONERS: A</b>	<b>IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS</b>														
<b>Objective</b>	<b>2. To reduce the incidence of street crime</b>														
<b>Measure</b>	The number of recorded street crime offences <sup>1</sup>														
<b>Targets</b>	<b>To reduce street crime in 2003/04 to 10% below the level in 2002/03</b>														
<b>Current performance</b>	<table border="1"> <thead> <tr> <th></th> <th><b>2000/01</b></th> <th><b>2001/02</b></th> <th><b>2002/03 (YTD*)</b></th> </tr> </thead> <tbody> <tr> <td>Offences</td> <td>50607</td> <td>69987</td> <td>43377</td> </tr> <tr> <td>% change on previous year</td> <td>+18.0%</td> <td>+38.3%</td> <td>-17.6%</td> </tr> </tbody> </table> <p>*Apr – Dec 2002 (compared with Apr – Dec 2001)</p>				<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD*)</b>	Offences	50607	69987	43377	% change on previous year	+18.0%	+38.3%	-17.6%
	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD*)</b>												
Offences	50607	69987	43377												
% change on previous year	+18.0%	+38.3%	-17.6%												
<b>MPS lead</b>	Assistant Commissioner Territorial Policing	<b>Business Group lead</b>	Commander Crime Operations												
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>To increase the use of dedicated mobile video identification capability</li> <li>Provide additional early support to victims and witnesses through use of dedicated witness vehicles</li> <li>To continue with 'Operation Safer Streets' focusing on those boroughs identified by the Territorial Policing Co-ordinating and Tasking Group</li> </ul>														
<b>Examples of supporting activities from other business groups</b>	<p>Resources Directorate will introduce a combined operational support unit and expand to form a logistics unit.</p> <p>Forensic Services, Specialist Crime have secured funding from the Home Office to introduce suitably equipped mini laboratories to support rapid and effective recovery of evidence with quick time identification of offenders.</p> <p>Specialist Operations will offer tailored basic search awareness courses to borough personnel dealing with robbery on priority boroughs</p>														
<b>Further information (background or context)</b>	<p>Each BOCU provided local targets for burglary, street crime and autocrime through a bespoke target setting process. These figures were consolidated to produce a corporate target for each of the three offences.</p> <p>In partnership, there are numerous diversion activities on boroughs, focusing on vulnerable juveniles</p>														

<sup>1</sup> street crime includes robbery of personal property and snatch theft



**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR LONDONERS: A</b>	<b>IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS</b>			
<b>Objective</b>	<b>3. To reduce the incidence of burglary</b>			
<b>Measure</b>	The number of recorded burglary offences			
<b>Targets</b>	<b>To reduce burglary in 2003/04 to 4% below the level in 2002/03.</b>			
<b>Current performance</b>		<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD*)</b>
	Offences	112376	116027	86153
	% change on previous year	-9.5%	+3.2%	+0.1%
	*Apr – Dec 2002 (compared with Apr – Dec 2001)			
<b>MPS lead</b>	Assistant Commissioner Territorial Policing	<b>Business Group lead</b>	Commander Crime Operations	
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• To continue with 'Operation Safer Homes', focusing on those boroughs identified by the Territorial Policing Co-ordinating and Tasking Group</li> <li>• To continue to capitalise on early opportunity forensic examination at scenes with follow up 'fast track' analysis and subsequent actioning of results</li> <li>• Continued development of the Territorial Policing Forensic Intelligence Unit</li> </ul>			
<b>Examples of supporting activities from other business groups</b>	<p>Specialist Operations will prioritise aggravated burglary searches on the Method Index</p> <p>Specialist Crime Directorate will provide an additional contribution for scene linking and provision of forensic evidence to secure convictions.</p>			
<b>Further information (background or context)</b>	<p>Each BOCU provided local targets for burglary, street crime and autocrime through a bespoke target setting process. These figures were consolidated to produce a corporate target for each of the three offences.</p> <p>In partnership, there are numerous diversion activities on boroughs focusing on vulnerable juveniles</p>			

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR LONDONERS: A</b>	<b>IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS</b>			
<b>Objective</b>	<b>4. To reduce the incidence of autocrime</b>			
<b>Measure</b>	The number of recorded autocrime <sup>2</sup> offences			
<b>Targets</b>	<b>To reduce autocrime in 2003/04 to 7% below the level in 2002/03</b>			
<b>Current performance</b>		<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD*)</b>
	Offences	238,492	245,688	184,538
	% change on previous year	-0.2%	+3.0%	-0.2%
	*Apr – Dec 2002 (compared with Apr – Dec 2001)			
<b>MPS lead</b>	Assistant Commissioner Territorial Policing	<b>Business Group lead</b>	Commander Crime Operations	
<b>Examples of key activities in support of objective</b>	<p>To develop 'Operation Safer Cars' focusing on those boroughs identified by the Territorial Policing Co-ordinating and Tasking Group. This will:</p> <ul style="list-style-type: none"> <li>• Combine prevention and detection methods such as secure car parks and operations targeting prolific car criminals</li> <li>• Introduce tactical advisers for pro-active tasking and funding</li> <li>• Be focused for greatest impact to reduce offences and increase the detection and prosecution of offenders</li> </ul>			
<b>Examples of supporting activities from other business groups</b>				
<b>Further information (background or context)</b>	<p>Each BOCU provided local targets for burglary, street crime and autocrime through a bespoke target setting process. These figures were consolidated to produce a corporate target for each of the three offences.</p> <p>The national reduction target is 30% by March 2004</p>			

<sup>2</sup> Autocrime includes theft of motor vehicles, theft from motor vehicles, criminal damage to motor vehicles and vehicle interference and tampering

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR LONDONERS: A</b>	<b>IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS</b>														
<b>Objective</b>	<b>5.To improve the investigation and prevention of murder offences</b>														
<b>Measure</b>	The percentage of homicides cleared up <sup>3</sup>														
<b>Targets</b>	<b>To achieve a clear-up rate of 83%</b>														
<b>Current performance</b>	<table border="1"> <thead> <tr> <th></th> <th><b>2000/01</b></th> <th><b>2001/02</b></th> <th><b>2002/03 (YTD*)</b></th> </tr> </thead> <tbody> <tr> <td>Homicides</td> <td align="center">189</td> <td align="center">202</td> <td align="center">139</td> </tr> <tr> <td>% cleared up</td> <td align="center">89.9</td> <td align="center">72.8</td> <td align="center">79.1</td> </tr> </tbody> </table> <p>* Apr – Dec 2002</p>				<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD*)</b>	Homicides	189	202	139	% cleared up	89.9	72.8	79.1
	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD*)</b>												
Homicides	189	202	139												
% cleared up	89.9	72.8	79.1												
<b>MPS lead</b>	Assistant Commissioner Specialist Crime	<b>Business Group lead</b>	Commander Homicide												
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• The establishment of multi-disciplinary Murder Investigation Teams to provide a more flexible response to murder investigations scaled to the appropriate seriousness and /or complexity.</li> <li>• In conjunction with the establishment of the Crime Academy, improve the training within the Major Investigation Teams.</li> <li>• Implement the recommendations of the Damilola Taylor Murder Investigation Review.</li> <li>• Conducting audits of Missing Persons in support of the Merlin Project<sup>4</sup>, in order to ensure the identification of those missing person cases worthy of Serious Crime Group investigation.</li> </ul>														
<b>Examples of supporting activities from other business groups</b>	Forensic Services, Specialist Crime will provide Crime Scene Managers and photographers at the crime scene within 1.5 hours of the request 95% of the time and ensure that urgent marks are searched within 8 hours of receipt within Fingerprint Bureau.														
<b>Further information (background or context)</b>															

<sup>3</sup> Homicide comprises murder, manslaughter and infanticide. All clear ups are included rather than simply judicial disposals as there are occasional uses of other clear ups when, for example, the attacker also died

<sup>4</sup> The Merlin project (Missing Persons and Related Linked Indices) is an information technology application, currently under development, which will bring together missing and found person investigations, non-recordable youth offences, child protection, children and young persons coming to the notice of police and prostitute cautions

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

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

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR LONDONERS: A</b>	<b>IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS</b>														
<b>Objective</b>	<b>7. To disrupt the criminal use of firearms</b>														
<b>Measure</b>	The number of recorded violent firearms offences <sup>1</sup>														
<b>Targets</b>	<b>To reduce violent firearms offences in 2003/04 to 4% below the level in 2002/03.</b>														
<b>Current performance</b>	<table border="1"> <thead> <tr> <th></th> <th><b>2000/01</b></th> <th><b>2001/02</b></th> <th><b>2002/03(YTD*)</b></th> </tr> </thead> <tbody> <tr> <td>Violent firearms offences</td> <td align="center">2,790</td> <td align="center">3,744</td> <td align="center">2,951</td> </tr> <tr> <td>Percent change</td> <td></td> <td align="center">+34.2%</td> <td align="center">+9.3%</td> </tr> </tbody> </table> <p>* Apr – Dec 2002</p>				<b>2000/01</b>	<b>2001/02</b>	<b>2002/03(YTD*)</b>	Violent firearms offences	2,790	3,744	2,951	Percent change		+34.2%	+9.3%
	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03(YTD*)</b>												
Violent firearms offences	2,790	3,744	2,951												
Percent change		+34.2%	+9.3%												
<b>MPS lead</b>	Assistant Commissioner Specialist Crime	<b>Business Group lead</b>	Commander Cross Border & Organised Crime												
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• To review crime recording markers to ensure accurate data collection, thereby informing operational response.</li> <li>• In conjunction with the Directorate of Intelligence compile a template to assist analysis of firearms incidents, thereby ensuring appropriate operational response.</li> <li>• To provide Borough Operational Command Units with crime reduction information to enable local reduction strategies to be put in place.</li> <li>• To work in partnership with other social agencies and volunteer groups to put in place reduction strategies.</li> <li>• Conduct targeted operations against specific problems such as gun dealers and problematic licensed premises.</li> </ul>														
<b>Examples of supporting activities from other business groups</b>	<p>Forensic Services, Specialist Crime will establish a clearing house to ensure rapid examination of firearms and ammunition to gather forensic intelligence.</p> <p>Specialist Operations (Firearms Branch) will be leading intelligence lead Armed Response Vehicle deployments targeted at boroughs gun crime 'hot spots' ensuring the activity dovetails into BOCU crime reduction strategies. Also Diplomatic Protection Branch will support the Firearms Unit by providing contingency armed response vehicles.</p>														
<b>Further information (background or context)</b>	<p>The 4% reduction target was set because there is no common trend in firearms crime across London. A 5% reduction target has been set for those offences where the trend is downward or fairly stable. However, for offences where the trend is upward there is a need to stop that upward trend before an overall reduction can be achieved</p> <p>On that basis, taking all firearms crime into account an overall 4% reduction was felt to be more realistic and achievable yet remains challenging when you take into account that the target this year was to limit the increase to 10%.</p>														

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

## MPA POLICING AND PERFORMANCE PLAN 2003/04

PRIORITY FOR LONDONERS: A:	IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS										
<b>Objective</b>	<b>8. To reduce the number of road casualties</b>										
<b>Measure</b>	The number of serious/fatal road casualties within the MPD										
<b>Targets</b>	<b>A 4% reduction in serious/fatal casualty figures compared with 2002/03.</b>										
<b>Current performance</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 20%;">2000/01</th> <th style="width: 20%;">2001/02</th> <th style="width: 30%;">2002/03 (YTD*)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Casualties**</td> <td style="text-align: center;">5568</td> <td style="text-align: center;">5428</td> <td style="text-align: center;">2992</td> </tr> </tbody> </table>				2000/01	2001/02	2002/03 (YTD*)	Casualties**	5568	5428	2992
		2000/01	2001/02	2002/03 (YTD*)							
Casualties**	5568	5428	2992								
*Apr – Oct 2002 ** involving death or serious injury <sup>5</sup>											
<b>MPS lead</b>	Assistant Commissioner Territorial Policing	<b>Business Group lead</b>	Commander Traffic & Transport								
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• To support the 'THINK' campaign by carrying out specified road safety initiatives in line with the 'THINK' campaign calendar. This is a twelve-month themed, linked enforcement plan.</li> <li>• To provide high visibility, tactical policing on the Strategic Road Network.</li> <li>• To work with our partners and significant stakeholders to provide education to all road users when appropriate.</li> <li>• Co-ordination between collision investigation, traffic management and our partners to look at engineering out road problems.</li> <li>• Pro-actively identifying intelligence led casualty hot spots.</li> <li>• Specific targeted operations.</li> </ul>										
<b>Examples of supporting activities from other business groups</b>	Specialist Crime Directorate will provide forensic services to support the investigation of road traffic accidents involving casualties										
<b>Further information (background or context)</b>	The reduction target is in line with the government's 10 year target to reduce serious/fatal road casualties by 40% by 2010 , based on a 1994/98 baseline. It represents a straight line reduction.										

<sup>5</sup> Dept of Transport definition of 'serious'

Detention in hospital as inpatient (either immediately or later)

Fracture

Internal injury

Burns (excluding friction burns)

Severe cuts

Crushing

Concussion

Severe general shock requiring hospital treatment

Death occurring 30 or more days after accident

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR LONDONERS: B</b>	<b>SECURING THE CAPITAL AGAINST TERRORISM</b>		
<b>Objective</b>	<b>9. To prevent and disrupt terrorist activity</b>		
<b>Measure</b>	Number of quality intelligence reports submitted		
<b>Targets</b>	<b>To increase the number of quality intelligence reports submitted</b>		
<b>Current performance</b>	<b>April - December 02*</b>		
	Total quality intelligence reports	5,305	
	* Data was not collected prior to April 2002		
<b>MPS lead</b>	Assistant Commissioner Specialist Operations	<b>Business Group lead</b>	Assistant Commissioner Specialist Operations
<b>Examples of key activities in support of objective</b>	<p>Enhance the prevention of terrorist activity through internal and external communication by implementing a structured communication system for staff and key partners in the wider community.</p> <ul style="list-style-type: none"> <li>• Enhancing prevention and opportunities for disruption through a revised corporate counter terrorism strategy engaging partners, communities and staff.</li> <li>• Every Operational Command Unit will adopt and implement a revised corporate Counter Terrorism Strategy from 1 April 2003.</li> <li>• A review of the Operation Rainbow<sup>6</sup> menu of options and related database entries will be undertaken.</li> <li>• Ensuring a high level of preparedness through a BOCU review of contingency plans relating to priority sites in London using a corporate template.</li> <li>• Maintaining and developing the MPS response to the potential disruption of time critical business processes.</li> <li>• Enhance the integration of intelligence, enforcement and prevention priorities consistent with the National Intelligence Model</li> </ul>		
<b>Examples of supporting activities from other business groups</b>			
<b>Further information (background or context)</b>			

<sup>6</sup> Operation Rainbow is a terrorism contingency plan

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR LONDONERS: B</b>		<b>SECURING THE CAPITAL AGAINST TERRORISM</b>		
<b>Objective</b>	<b>10. To maintain an effective response to suspected and actual terrorist incidents</b>			
<b>Measure</b>	The number of scenes managed to a 'good' or 'very good' standard			
<b>Targets</b>	<b>90% of scenes managed to a 'good' or 'very good' standard</b>			
<b>Current performance</b>		<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD*)</b>
	Suspected and actual incidents	491	546	228
	% managed to good or very good standard	94.7%	94.3%	90.8%
	Apr – Dec 2002			
<b>MPS lead</b>	Assistant Commissioner Specialist Operations	<b>Business Group lead</b>	Deputy Assistant Commissioner National Co-ordinator Anti Terrorist Branch	
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Reinforce understanding of effective scene management amongst BOCU officers through briefing, training and the provision of briefing material.</li> <li>• Following a terrorist incident, to assign Family Liaison Officer support to the victims and families of victims in all appropriate cases.</li> <li>• Enhance internal and external communication following a terrorist incident by implementing a structured communication system for staff and key partners in the wider community</li> </ul>			
<b>Examples of supporting activities from other business groups</b>	<p>Resources Directorate will improve the capability to respond to terrorist incidents by procuring, storing and issuing appropriate protective clothing and equipment.</p> <p>They will also support all business groups in respect of their business continuity plans with an emphasis on accommodation.</p> <p>Specialist Crime Directorate will provide additional resources in photographic and fingerprint services and respond to requests to attend crime scenes within 1.5 hrs 100% of the time.</p>			
<b>Further information (background or context)</b>				



**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR LONDONERS: C</b>	<b>TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS</b>			
<b>Objective</b>	<b>11. To improve victim care and investigation in cases of rape</b>			
<b>Measure</b>	The judicial disposal rate for rape			
<b>Targets</b>	<b>25% judicial disposal rate</b>			
<b>Current performance</b>		<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD*)</b>
	Offences	2189	2498	2153
	Judicial disposal rate	18.6%	22.5%	22.9%
	*Apr-Dec 2002			
<b>MPS lead</b>	Assistant Commissioner Territorial Policing	<b>Business Group lead</b>	Commander Crime Operations	
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• The opening of two new Sexual Offence Referral Centres, one each in east and west London.</li> <li>• Establish a team of officers to undertake forensically led cold case reviews of historical stranger rape cases</li> <li>• Conduct an external publicity campaign to encourage victims from minority groups across London to report rape</li> <li>• The development of questionnaires to enable the MPS to further understand the victims' needs and hence improve the response.</li> </ul>			
<b>Examples of supporting activities from other business groups</b>	<p>Specialist Crime will:</p> <ul style="list-style-type: none"> <li>- Develop forensic training in rape and sexual offence investigation across the MPS</li> <li>- Develop intelligence databases for sexual offences</li> <li>- Support 'cold case' reviews</li> <li>- Review all rape submissions for Forensic Suppliers</li> </ul> <p>Specialist Crime (Forensic Services) will increase forensic support in the investigation of rape, with DNA profiling continuing to play a significant role in the investigation of these offences</p>			
<b>Further information (background or context)</b>	Project Sapphire is also working on implementing the remaining recommendations contained within the Metropolitan Police Authority scrutiny on rape investigation and victim care, alongside the Home Office action plan to implement the recommendations of the HMIC/Crown Prosecution Service Inspectorate joint investigation into the investigation and prosecution of cases involving allegations of rape			

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR LONDONERS: C</b>	<b>TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS</b>														
<b>Objective</b>	<b>12: To improve victim care and investigation in cases of domestic violence</b>														
<b>Measure</b>	1. The judicial disposal rate for domestic violence 2. The implementation of a partnership with local domestic violence agencies whereby non-police staff work within the Community Safety Units to deliver enhanced victim care.														
<b>Targets</b>	1. <b>17% judicial disposal rate</b> 2. <b>By 31 March 2004, all Community Safety Units to have an identified partnership worker within the unit who is able to provide victims with support and appropriate referrals to other domestic violence agencies by 31 March 2004.</b>														
<b>Current performance</b>	<table border="1"> <thead> <tr> <th></th> <th><b>2000/01</b></th> <th><b>2001/02</b></th> <th><b>2002/03 (YTD)*</b></th> </tr> </thead> <tbody> <tr> <td>Offences</td> <td align="center">57,981</td> <td align="center">56,253</td> <td align="center">46,784</td> </tr> <tr> <td>Judicial disposal rate</td> <td align="center">13.7%</td> <td align="center">15.0%</td> <td align="center">16.4%</td> </tr> </tbody> </table> <p>* Apr – Dec 2002</p>				<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD)*</b>	Offences	57,981	56,253	46,784	Judicial disposal rate	13.7%	15.0%	16.4%
	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD)*</b>												
Offences	57,981	56,253	46,784												
Judicial disposal rate	13.7%	15.0%	16.4%												
<b>MPS lead</b>	Deputy Commissioner	<b>Business Group lead</b>	Commander Diversity Directorate												
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Service level agreements with the Crime Prosecution Service for the prosecution of hate crime cases</li> <li>• Enhanced victim care through multi-agency partnerships</li> <li>• Establishment of borough Domestic Violence Forums</li> <li>• On-going training for Station Reception Officers and Computer Aided Despatch staff on initial contact with victims of hate crime and domestic violence</li> </ul>														
<b>Examples of supporting activities from other business groups</b>	Specialist Crime (Forensic Science) will continue to explore forensic opportunities in domestic violence, especially photography of victims, to secure evidence to demonstrate patterns of offending.														
<b>Further information (background or context)</b>	<p>Current and previous JD targets for domestic violence are:            2002/03 16%            2001/02 14%</p> <p>In order to reduce the high level of repeat victimisation in domestic violence cases and to ensure the needs of the victim are met, long term support must be provided by other agencies.</p> <p>The partnership workers will need to operate from the Community Safety Unit on a full or part time basis, either voluntarily, through joint funding or through funding from the many government initiatives.</p>														

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR LONDONERS: C</b>	<b>TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS</b>																														
<b>Objective</b>	<b>13. To improve victim care and investigation in cases of hate crime</b>																														
<b>Measure</b>	1. The judicial disposal rate for racist crime 2. The percentage of victims of racist crime who are satisfied or very satisfied with police performance. 3. The judicial disposal rate for homophobic crime.																														
<b>Targets</b>	<b>1. 18% judicial disposal rate for racist crime</b> <b>2. 70% of victims of racist crime satisfied / very satisfied with police performance</b> <b>3. 17% judicial disposal rate</b>																														
<b>Current performance</b>	<table border="1"> <thead> <tr> <th><b>Racially motivated crime</b></th> <th><b>2000/01</b></th> <th><b>2001/02</b></th> <th><b>2002/03 (YTD*)</b></th> </tr> </thead> <tbody> <tr> <td>Offences</td> <td align="right">16,981</td> <td align="right">15,610</td> <td align="right">10,609</td> </tr> <tr> <td>Judicial disposal rate</td> <td align="right">16.8%</td> <td align="right">17.0%</td> <td align="right">18.1%</td> </tr> <tr> <td>% satisfied</td> <td align="right">73.0%</td> <td align="right">69.7%</td> <td align="right">66.9%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th><b>Homophobic crime</b></th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>Offences</td> <td align="right">1,344</td> <td align="right">1,239</td> <td align="right">852</td> </tr> <tr> <td>JD rate</td> <td align="right">11.2%</td> <td align="right">15.3%</td> <td align="right">18.7%</td> </tr> </tbody> </table> <p>* Apr – Dec 2002</p>			<b>Racially motivated crime</b>	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD*)</b>	Offences	16,981	15,610	10,609	Judicial disposal rate	16.8%	17.0%	18.1%	% satisfied	73.0%	69.7%	66.9%	<b>Homophobic crime</b>				Offences	1,344	1,239	852	JD rate	11.2%	15.3%	18.7%
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<b>MPS lead</b>	Deputy Commissioner	<b>Business Group lead</b>	Commander, Diversity Directorate																												
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Introduction of a self-reporting form for victims of homophobic crime</li> <li>• Implementation of a positive action policy (ie where a power of arrest exists, officers will need to justify why they have not exercised that power)</li> <li>• Revised minimum standards for the investigation of hate crime</li> <li>• Development of Hate Crime (including domestic violence) Focus Desks within borough Intelligence Offices</li> <li>• Revised guidance on enhanced evidence gathering and victimless prosecutions in cases of hate crime and domestic violence</li> </ul> <p>Production of guidelines on good practice in partnership working in cases of hate crime and domestic violence</p>																														
<b>Example of supporting activities from other business groups</b>	Specialist Operations joint working group (which includes Special Branch, Anti-Terrorist Branch, Public Order and Fraud Squad) to consider and implement the National Intelligence Model (see p52) in relation to counter-terrorism and extremist (including hate crime) policing.																														

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>Further information (background or context)</b>	
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**MPA POLICING AND PERFORMANCE PLAN 2003/04**

PRIORITY FOR LONDONERS: C	TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS		
<b>Objective</b>	<b>14. To improve the protection and safety of children including victim care, investigation and partnership working</b>		
<b>Measure</b>	<p>1. The number of cases where a supervisory officer is involved at the referral stage and subsequent strategy discussions during a joint investigation with social services into possible injury or harm to a child (recommendation 93 of the Victoria Climbié Inquiry).</p> <p>2. The number of cases where a supervisory officer manages from the outset the investigation of serious crimes against children (recommendation 94 of the Victoria Climbié Inquiry)</p>		
<b>Targets</b>	<p><b>1. 100% of cases</b></p> <p><b>2. 100% of cases</b></p>		
<b>MPS lead</b>	Assistant Commissioner Specialist Crime	<b>Business Group lead</b>	Commander Child Protection
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Implementing a 24-hour Operations Command to improve the quality and speed of the response to child protection incidents across London.</li> <li>• Improving the quality, integrity and management of child protection crime reports through the creation of a Crime Management Unit for the Child Protection Command.</li> <li>• Enhancing the use of intelligence and information sharing with the creation and development of two new databases for internal and external partners.</li> <li>• Creating a Child Protection High Tec Crime Unit to enhance our response to the investigation of paedophilia on the Internet.</li> <li>• Referral Managers are employed on each Child Protection Unit to reduce the workloads to the investigation teams.</li> <li>• The Child Abuse Prevention Team continue to form partnerships within London's boroughs and promulgate best prevention practice with our partners</li> <li>• To deliver Lord Laming's recommendations within the agreed timescales of his report</li> </ul>		
<b>Examples of supporting activities from other business groups</b>	<p>Specialist Crime, through Home Office Forensic Sciences, will make a significant contribution through the forensic examination of digital media and internet records.</p> <p>Specialist Operations to conduct background checks on people who have applied to Criminal Records Bureau for Enhanced Disclosure. (90% within 10 working days)</p>		
<b>Further information (background or context)</b>			

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

PRIORITY FOR LONDONERS: D	IN PARTNERSHIP, TO REVITALISE THE CRIMINAL JUSTICE SYSTEM		
<i>Objective</i>	15. To bring more offences to justice		
Measure			
Targets			
MPS lead		Business Group lead	
Examples of key activities in support of objective	<ul style="list-style-type: none"> <li>• Dummy template see covering paper</li> </ul>		
Examples of supporting activities from other business groups			
Further information (background or context)			

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR LONDONERS: D</b>	<b>IN PARTNERSHIP, TO REVITALISE THE CRIMINAL JUSTICE SYSTEM</b>		
<b>Objective</b>	<b>16. To improve the service to victims and witnesses</b>		
<b>Measure</b>			
<b>Targets</b>			
<b>Current performance</b>			
<b>MPS lead</b>		<b>Business Group lead</b>	
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Dummy template see covering paper</li> </ul>		
<b>Examples of supporting activities from other business groups</b>			
<b>Further information (background or context)</b>			

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR EXCELLENCE: A</b>		<b>TO EXPAND OUR APPROACH TO INCLUDE ALL ASPECTS OF DIVERSITY</b>																										
<b>Objective</b>	<b>17. To achieve an increased representation of the diverse groups of London within the extended police family of the MPS<sup>7</sup></b>																											
<b>Measure</b>	1. Minority ethnic recruits as a percentage of all police recruits 2. Minority ethnic officers as a percentage of total police strength 3. Minority ethnic recruits as a percentage of all PCSO recruits 4. Minority ethnic PCSOs as a percentage of total PCSO strength 5. Minority ethnic civil staff as a percentage of total civil staff strength 6. Women recruits as a percentage of all police recruits 7. Women officers as a percentage of total police strength 8. Women recruits as a percentage of all PCSO recruits 9. Women as a percentage of the total PCSO strength																											
<b>Targets</b>	<b>1. 15%</b> <b>2. 6.6%</b> <b>3. 25%</b>	<b>4. 25%</b> <b>5. 21%</b> <b>6. 25%</b>	<b>7. 18%</b> <b>8. 29%</b> <b>9. 26%</b>																									
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<b>MPS lead:</b>	Assistant Commissioner Human Resources	<b>Business Group lead</b>	Director, Human Resources 'Services' Director, Human Resources 'Selection'																									

<sup>7</sup> ie police officers, civil staff, Police Community Support Officers (PCSOs), traffic wardens and the Metropolitan Police Special Constabulary



**MPA POLICING AND PERFORMANCE PLAN 2003/04**

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

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

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

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<b>PRIORITY FOR EXCELLENCE: B TO MANAGE THE DEMANDS ON THE MPS MORE EFFECTIVELY</b>			
<b>Objective</b>	<b>19. To improve accessibility through enabling the public to obtain the service they need</b>		
<b>Measure</b>	An action plan to deliver improved accessibility		
<b>Targets</b>	<b>To deliver the agreed action plan by October 2003 and subsequently to attain the agreed milestones</b>		
<b>MPS lead</b>	Assistant Commissioner Territorial Policing	<b>Business Group lead</b>	Commander Patrol & C3i
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Develop an action plan for the implementation of the recommendations of the Best Value Review of Managing Demand</li> <li>• Develop a performance management framework for public satisfaction with front counter services</li> <li>• Develop a strategy for increasing the use of volunteers to assist in reducing delays at police station front counters</li> <li>• Evaluate the use of existing mobile police stations to assess usage, effectiveness and impact on accessibility</li> </ul>		
<b>Examples of supporting activities from other business groups</b>	Examples of activities being undertaken in support of this objective can be found at annex K of the Plan		
<b>Further information (background or context)</b>	The Managing Demand Best Value Review will report to the Metropolitan Police Authority in May 2003. Improving Accessibility will form a key part of the review's proposals and will set out recommendations for delivering improved accessibility.		

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR EXCELLENCE: B TO MANAGE THE DEMANDS ON THE MPS MORE EFFECTIVELY</b>																											
<b>Objective</b>	<b>20. To improve the quality of response to public requests for assistance</b>																										
<b>Measure</b>	1. Percentage of the public satisfied with the time taken to answer a 999 call. 2. Percentage of the public satisfied with police action in response to 999 calls																										
<b>Targets</b>	1. <b>85% of the public satisfied with the time taken to answer a 999 call.</b> 2. <b>85% of the public satisfied with the police action in response to 999 calls</b>																										
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<b>MPS lead</b>	Assistant Commissioner Territorial Policing	<b>Business Group lead</b>	1) Communications Programme Group Director 2) Commander Patrol & C3i																								
<b>Examples key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Revise the definition for I and S grades<sup>8</sup></li> <li>• Implement new call grading standards</li> <li>• Develop a time based measure based on average response time</li> <li>• Develop and promulgate guidance on the use of incident pattern analysis to define patrol areas.</li> </ul>																										
<b>Examples of supporting activities from other business groups</b>																											
<b>Further information (background or context)</b>	This survey data is based on crime victims and road traffic accident (RTA) victims who contact the police via 999 <i>The data for the proportion of members of the public satisfied with the time taken to answer a 999 call is based on a survey question to crime victims who are asked whether they were satisfied with the transfer time between the BT (or other service operator) and the police call-handler. It should be noted that measure does not measure public satisfaction with the whole process, just the part that is within the control of police.</i>																										

<sup>8</sup> 'Immediate' and 'soon' are call action classifications used in control rooms

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<b>PRIORITY FOR EXCELLENCE: C</b>		<b>TO MAKE BEST USE OF OUR STAFF AND RESOURCES</b>	
<b>Objective</b>	<b>21. To develop a professional and effective workforce with the appropriate numbers and skills to deliver the operational priorities of the MPS.</b>		
<b>Measure</b>	1. Police strength 2. Police Community Support Officer (PCSO) strength		
<b>Targets</b>	1. <b>29, 856 by March 2004</b> 2. <b>1,506by March 2004<sup>9</sup></b>		
<b>MPS lead:</b>	Assistant Commissioner Human Resources	<b>Business Group lead</b>	Director of Human Resources
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Agree with Territorial Policing a plan to maintain police skills and experience at Boroughs (People Strategy)</li> <li>• Develop a Skills Management and Deployment Policy to maximise the return on training investment.</li> <li>• Develop a process to select and train enough detectives to meet operational needs</li> <li>• Create a Civil Staff Development Unit to co-ordinate training and developmental opportunities.</li> <li>• Explore alternative methods of training delivery through external partnerships and service providers.</li> <li>• Develop the application of MetPeople<sup>10</sup> competencies across the range of HR activities</li> <li>• Develop a healthy workforce and safe working practices to enable police officers and civil staff to contribute effectively to operational priorities</li> </ul>		
<b>Examples of supporting activities from other business groups</b>			
<b>Further information (background or context)</b>			

<sup>9</sup> The provisional PCSO figure remains subject to funding arrangements yet to be finalised

<sup>10</sup> 'Metpeople' is the National Competency Framework, renamed for MPS purposes

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR EXCELLENCE: C TO MAKE BEST USE OF OUR STAFF AND RESOURCES</b>			
<b>Objective</b>	<b>22. To establish a strategy to manage all issues relating to the increased numbers of police staff</b>		
<b>Measure</b>	The establishment of the MPS Corporate Growth Programme to an agreed strategy.		
<b>Targets</b>	<ul style="list-style-type: none"> <li>• <b>Development of outline strategy by May 2003</b></li> <li>• <b>Development of outline programme plan by end of July 2003</b></li> </ul>		
<b>MB lead</b>	Deputy Commissioner	<b>Business Group lead</b>	Commander Reform & Growth
<b>Key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Creation of Corporate Growth Programme with appropriate governance, management and meeting structure</li> <li>• Development of MPS Corporate Growth Strategy with a supporting programme plan</li> <li>• Initiation of workstrands/projects specified in Programme Plan which will include:-                             <ul style="list-style-type: none"> <li>• Policing style</li> <li>• Funding</li> <li>• Infrastructure</li> <li>• Civil support staff</li> <li>• Performance</li> <li>• Recruitment and retention</li> <li>• Accommodation</li> <li>• Provision of uniform and equipment</li> </ul> </li> </ul>		
<b>Examples of supporting activities from other business groups</b>			
<b>Further information (background or context)</b>	This objective is set out in the context of recent year on year growth in police officer numbers, through both GLA and Home Office funding. It relates to the Commissioner's aspiration that MPS will grow significantly.		

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR EXCELLENCE: C TO MAKE BEST USE OF OUR STAFF AND RESOURCES</b>			
<b>Objective</b>	<b>23. To extend the programme of devolution of resources thereby enabling local managers to improve service delivery</b>		
<b>Measure</b>	To deliver key milestones of programme of devolution according to agreed timescale within project plan.		
<b>Targets</b>	<ul style="list-style-type: none"> <li>• <b>In-depth devolution (including police pay, linguistics, Forensic Medical Examiners [FMEs], energy, forensics and minor property repairs and maintenance) to be rolled-out to a further 8 pathfinder sites (5 BOCUs and 3 OCUs) with effect from April 2003, in addition to continuing with the existing 7 pathfinder sites</b></li> <li>• <b>Broad devolution (including linguistics, FMEs, energy and minor property repairs and maintenance, but excluding forensics and police pay) to all remaining OCUs and BOCUs with effect from April 2003</b></li> </ul>		
<b>MPS lead</b>	Deputy Commissioner	<b>Business Group lead</b>	Deputy Assistant Commissioner Strategic Development
<b>Examples of key activities in support of objective</b>	<p>Continuous evaluation of pathfinder sites to ensure that any lessons learned have been applied to the roll-out to other sites</p> <p>The provision of a bespoke training and awareness programme on Devolved Budget Management to all appropriate staff (with the option to roll-out faster, if appropriate).</p> <p>MPS will undertake an Evaluation Report of the pathfinder scheme in July 2003</p>		
<b>Examples of supporting activities from other business groups</b>			
<b>Further information (background or context)</b>	<p>There are currently 7 pathfinder sites (6 BOCUs and 1 OCU) with 'in-depth' devolution that have been instrumental in the development of the devolved budget scheme during the course of 2002/03</p> <p>As an early part of the current programme of financial devolution, IT support budgets will have been devolved to cost centre managers by the end of March 2003.</p> <p>Section 2 of the MPA Scheme of Devolved Financial Management gives details of a clear line of financial accountability in respect of devolved budgets and also explains the roles and responsibilities of Budget Holders and Budget Managers.</p>		

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR EXCELLENCE: C</b>		<b>TO MAKE BEST USE OF OUR STAFF AND RESOURCES</b>	
<b>Objective</b>	<b>24. To maximise MPS resources and their most effective use</b>		
<b>Measure</b>			
<b>Targets</b>			
<b>MPS lead</b>		<b>Business Group lead</b>	
<b>Examples of key activities in support of objective</b>	Dummy template see covering paper		
<b>Examples continued</b>			
<b>Examples of supporting activities from other business groups</b>			



**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>Further information (background or context)</b>	
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**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR EXCELLENCE: C</b>		<b>TO MAKE BEST USE OF OUR STAFF AND RESOURCES</b>																		
<b>Objective</b>	<b>25. To protect and enhance the integrity of the MPS</b>																			
<b>Measure</b>	The recorded number of complaints (as recorded under Section 69 Police Act 1996) per 1000 officers																			
<b>Targets</b>	<b>To reduce the number of complaints per 1000 officers by 5%</b>																			
<b>Current performance</b>	<table border="1"> <thead> <tr> <th></th> <th><b>2000/01</b></th> <th><b>2001/02</b></th> <th><b>2002/03 (YTD*)</b></th> </tr> </thead> <tbody> <tr> <td>Number of Complaints</td> <td align="center">5,830</td> <td align="center">4,934</td> <td align="center">3,196</td> </tr> <tr> <td>Average Number of Police Officers</td> <td align="center">25,716</td> <td align="center">26,099</td> <td align="center">27,382</td> </tr> <tr> <td>Complaints per 1000 Officers</td> <td align="center">226.7</td> <td align="center">189.4</td> <td align="center">116.7</td> </tr> </tbody> </table> <p>* Apr – Dec 2002</p>					<b>2000/01</b>	<b>2001/02</b>	<b>2002/03 (YTD*)</b>	Number of Complaints	5,830	4,934	3,196	Average Number of Police Officers	25,716	26,099	27,382	Complaints per 1000 Officers	226.7	189.4	116.7
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Average Number of Police Officers	25,716	26,099	27,382																	
Complaints per 1000 Officers	226.7	189.4	116.7																	
<b>MPS lead</b>	Deputy Commissioner	<b>Business Group lead</b>	Director of Professional Standards																	
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Developing and implementing risk reducing measures across the MPS</li> <li>• Developing and implementing Professional Standards and Risk Management Strategy</li> <li>• Developing, approving and monitoring professional standards policies across the MPS</li> </ul>																			
<b>Examples of supporting activities from other business groups</b>																				
<b>Further information (background or context)</b>	<p>There is a continuous process of reporting more detailed information and further development of reporting mechanisms which has been agreed with the MPA Professional Standards and Complaints Committee (PSCC) including:-</p> <ul style="list-style-type: none"> <li>• An annual reporting programme for the measures</li> <li>• An annual reporting programme for the Professional Standards Strategy that involves focusing on a separate strand of the strategy at each meeting of the PSCC</li> </ul> <p>There are no accepted or recognised performance measures for the Professional Standards function nationally but there is currently work in hand to develop such a set of measures.</p> <p><i>Context of the MPS Professional Standards Strategy</i> - This re-launched and re-focused Strategy is a high level statement of intention which supports the MPS Mission, Vision and Values; and the MPS Corporate Framework - 'Towards the Safest City'<sup>11</sup>, with particular reference to the organisational improvement goals.</p>																			

<sup>11</sup> These documents are available on the MPA Intranet

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

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

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>PRIORITY FOR EXCELLENCE: D</b>		<b>TO DEVELOP A STRATEGIC ANALYTICAL CAPABILITY IN THE MPS</b>	
<b>Objective</b>	<b>27. To implement the National Intelligence Model (NIM) in accordance with the National Policing Plan</b>		
<b>Measure</b>	<i>Achievement of the minimum standards set for the police service nationally for the implementation of NIM</i>		
<b>Targets</b>	<b>Implement 100% of standards to national timescales</b>		
<b>Current performance</b>	The minimum standards in this emerging area of policing have yet to be agreed nationally		
<b>MPS lead</b>	Assistant Commissioner Specialist Crime	<b>Business Group lead</b>	Deputy Assistant Commissioner, Directorate of Intelligence
<b>Examples of key activities in support of objective</b>	<ul style="list-style-type: none"> <li>• Strategic planning and operational deployments through quarterly co-ordination forums</li> <li>• Weekly review of tactical deployments</li> <li>• Standardisation of intelligence reports</li> <li>• Review of all strands of intelligence training to ensure NIM compliance</li> <li>• Technology upgrading to enable the implementation of NIM to agreed timescales</li> <li>• MPS Inspectorate to incorporate NIM principles within the inspection framework</li> </ul>		
<b>Examples of supporting activities from other business groups</b>	Specialist Operations (Anti-Terrorist Branch) to review intelligence management processes and structures to ensure that Branch priorities are delivered in conjunction with partners, both within the MPS and externally, including National Intelligence Service and Immigration Service		
<b>Further information (background or context)</b>	NIM aims will apply across all law enforcement agencies eg Customs & Excise, Immigration Service		

**BEST VALUE AND POLICING & PERFORMANCE PLAN PERFORMANCE INDICATORS AND TARGETS**

This annex contains information that reports MPS performance against the targets and best value performance indicators (BVPIs) set out in our Policing and Performance Plan (PP) for 2002/03.

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

<b>Ref</b>	<b>Indicator</b>	<b>2001/2 performance</b>	<b>2002/3 target</b>	<b>2002/3 performance (Apr - Dec 02)</b>	<b>2003/04 target</b>	<b>Comments</b>
<b>Counter-Terrorism</b>						
PP	Percentage of Terrorist scenes managed to a very good standard	76.2%	80%	73.6%	90% of scenes managed to a 'good' or 'very good' standard	
<b>Investigating crime</b>						
BVPI 136a	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	awaits	n/a	n/a	Increase of 6183 on 2001/02	
BVPI 136b	Percentage of notifiable offences for which a person has been charged, reported for summons or cautioned, or the offence has been taken into consideration by a court	11.8%	n/a	12.4%	n/a	
<b>Violent Crime</b>						
BVPI 127	Violent crimes per 1,000 population and percentage detected	31.4 (15.9%)	n/a	24.5 (16.7%)	n/a	
BVPI 127a	Violent offences committed by a stranger per 1000 population	18.0	n/a	*9.0	n/a	see note 1. *Apr-Sept 2002
BVPI 127b	Violent offences committed in a public place per 1000 population	21.9	n/a	16.5	n/a	see note 1.
BVPI 127e	Robberies per 1000 population and percentage detected (judicial disposals)	7.5 (10.4%)	n/a	4.3 (12.7%)	n/a	see note 1.
PP	The number of recorded street crimes	38.3% increase	0% growth	-17.6%	10% reduction	See note 2
PP	Street crimes per 1,000 population	9.8	0% growth (i.e. 9.4 per 1,000)	6.1	10% i.e. 7.3 per 1,000 reduction	see note 1 and note 2.

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

Ref	Indicator	2001/2 performance	2002/3 target	2002/3 performance (Apr-Dec 02)	2003/04 target	Comments
PP	Street crimes - percentage detected (judicial disposals).	8.0%	10% JDs	8.8%	n/a	
<b>Burglary</b>						
PP	The number of recorded burglaries	+3.2%	1% reduction	+0.1%	4% reduction	
PP	Recorded burglaries - judicial disposal rate.	10.0%	11% JDs	12.4%	n/a	
BVPI 126	Domestic burglaries per 1,000 households.	23.7	1% reduction (ie 23.5 domestic burglaries per 1,000 households)	-3% (17.4)	4% reduction i.e 22.3 per 1,000	
BVPI 126	Domestic burglaries - percentage detected (judicial disposals).	8.8%	11% JDs	11.8%	n/a	
<b>Autocrime</b>						
BVPI 128	Vehicle crimes per 1,000 population and percentage detected (judicial disposals)	24.7 (4.3%)	n/a	18.7 (4.3%)	n/a	
PP	The number of recorded autocrimes	+3%	0% growth	-0.2%	7% reduction	
BVPI 128	Autocrimes per 1,000 population	34.3	0% growth (ie. 33.6 autocrimes per 1,000 population)	25.8	7% reduction i.e 32.0 per 1,000	see note 1 and note 2.
BVPI 128/PP	Autocrimes percentage detected (Judicial Disposals)	4.3%	5% JDs	4.3%	n/a	
<b>Firearms</b>						

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

PP	The number of gun related violent crimes	+33.9%	10% growth (310 offences per month)	+8.8%	4% reduction
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Ref	Indicator	2001/2 performance	2002/3 target	2002/3 performance (Apr-Dec 02)	2003/04 target	Comments
<b>Youth Offending</b>						
PP	The number of youths accused	-0.70%	3% reduction	-14.3%	n/a	
PP	The number of police officers in schools	-	44 police officers in schools	58	n/a	Initiative commenced 2002/03
PP	The percentage of persistent young offenders (PYOs) dealt with within two days (arrest to charge).	67.20%	70%	68.9%	n/a	
PP	The percentage of persistent young offenders (PYOs) dealt with within seven days (charge to first court listing)	71.40%	71%	74.0%	n/a	
	The average time for PYO charge to sentence to 75 days	83 days (last qtr fy01- 02)	75 days	84 days	n/a	(July - Sep 02)
<b>Stop-search</b>						
BVPI 138	No. and % of stop/searches of white persons per 1,000 population	17.2	n/a	18.3	n/a	see note 1.
BVPI 139	No. and % of stop/searches of minority ethnic persons per 1,000 population	63.0	n/a	44.1	n/a	see note 1.
<b>Drugs</b>						
BVPI 137	Percentage of adults arrested referred to drug treatment programmes as a result of arrest referral schemes	4,739	3,000	3,068	n/a	BVPI deleted from suite
BVPI 129	Number of offenders charged, reported for summons or cautioned for supply offences in respect of Class A drugs per 10,000 population.	-	n/a	-	n/a	



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<b>Vulnerable groups</b>						
BVPI 141	Percentage of recorded racially- aggravated crimes detected	22.6%	n/a	22.0%	n/a	

<b>Ref</b>	<b>Indicator</b>	<b>2001/2 performance</b>	<b>2002/3 target</b>	<b>2002/3 performance (Apr-Dec 02)</b>	<b>2003/04 target</b>	<b>Comments</b>
PP	The Judicial Disposal rate for racist crimes	17.0%	18% JDs	18.1%	18% JDs	
PP	The difference in level of satisfaction in the service received from the police expressed by victims of racist crime and victims of all crime	7.7%	No difference	9.0% pt. diff	70% satisfaction target set	
PP	The Judicial Disposal rate for homophobic crimes	15.3%	16% JDs	18.7%	17% JDs	
PP	The Judicial Disposal rate for domestic violence	15.0%	16% JDs	16.4%	17% JDs	
BVPI 153	% of reported domestic violence incidents leading to a related arrest	21.8%	n/a	21.5%	n/a	
BVPI 153	% of reported domestic violence incidents leading to a related arrest, involving partner-on-partner violence.	-	n/a	-	n/a	The MPS is unable to collate this data
PP	The Judicial Disposal rate for rape offences	22.5%	25% JDs	22.9%	25% JDs	
	Implementation of the Action plan following the Climbié enquiry	-	-	-	-	
<b>Emergency Response</b>						
BVPI 133	Percentage of responses to incidents requiring immediate response within local target response time (12 minutes)	72.2%	75%	72.6%	n/a	BVPI deleted from suite
<b>Helping the Public</b>						
BVPI 191	Percentage of occasions on which the police meet Immigration Service requests for assistance in the removal of immigration offenders.	-	-	-	-	
BVPI	Percentage of 999 calls answered within local target response time (15 seconds)	73.6%	80%	79.7%	n/a	BVPI deleted from suite

### MPA POLICING AND PERFORMANCE PLAN 2003/04

Road traffic						
BVPI 132	Number of road traffic collisions involving death or serious injury per 1,000 population	0.75	0.73	0.73*	Casualty reduction target set	
Human Resources						
BVPI 26	Average number of working days lost through sickness per police officer	10.5	9 days per year	9.9*	9 days per year	*Annualised figure

Ref	Indicator	2001/2 performance	2002/3 target	2002/3 performance (Apr-Dec 02)	2003/04 target	Comments
BVPI 26	Average number of days lost through sickness for civilian employees	11.4	10 days per year with the exception of traffic wardens where a target of 16 days per year	11.3*	10 days per year civil staff 10 days per year PCSOs 18.5 days per year traffic wardens	*Annualised figure
PP	Average number of days lost through sickness fro civil staff (excluding traffic wardens)	10.8	10 days per year	10.8*	10 days per year	*Annualised figure
PP	Average number of days sickness for traffic wardens	19.3	16 days per year	20.5*	18.5 days per year	*Annualised figure
BVPI 29	Number of medical retirements of police officers per 1,000 officers	8.3	8.5	5.6	6.5	*Annualised figure
Human Resources						
BVPI 29	Number of medical retirements of civilian employees per 1,000 civilian employees	6.6	6.5	2.6*	6.5	
PP	The number of police officers recruited compared to the	2,748	3,439	2,329 (67.7%)	awaits	

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

	target					
BVPI 24	Percentage of new appointments to the police strength who are female	19.7%	22.5%	20.5%	25%	
PP	The number of VEM officers as a percentage of the police strength	4.8%	7.9%	5.3%	6.6%	
BVPI 25	Percentage of minority ethnic police officers in the force compared to the percentage of minority ethnic population of working age	1:5.2	1:3.2	1:4.9	1:3.8	
<b>Perceptions of Crime and Safety</b>						
BVPI 120	Level of Crime (using British Crime Survey)	24.7 (household crime) & 10.0 personal crime)	n/a	*24.0 (household crime) & *10.0 personal crime)	n/a	
BVPI 121	Fear of Crime : High levels of worry about...					
	burglary	18.0%	n/a	*18.3%	n/a	
	car crime	19.2%	n/a	*19.8%	n/a	
	violent crime	29.1%	n/a	*29.4%	n/a	
<b>Ref</b>	<b>Indicator</b>	<b>2001/2 performance</b>	<b>2002/3 target</b>	<b>2002/3 performance (Apr-Dec 02)</b>	<b>2003/04 target</b>	<b>Comments</b>
PP	To reduce 'Fear of Crime'	36%	35%	41%	n/a	MPS Public Attitude Survey
BVPI 122	Feelings of public safety : High levels of perceived disorder	31.8%	n/a	*32.3%	n/a	
BVPI 189	% of residents who feel 'fairly or very safe' after dark whilst outside	-	n/a	51%	n/a	
BVPI 189	% of residents who feel 'fairly or very safe' during the day whilst outside	-	n/a	90%	n/a	
<b>Customer Satisfaction</b>						

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

PP	To increase satisfaction with foot patrols	15%	20%	14%	20%	MPS Public Attitude Survey
PP	To increase satisfaction with mobile patrols	33%	35%	32%	n/a	MPS Public Attitude Survey
BVPI 23	Percentage of the public satisfied with police action in response to 999 calls	80.9%	85%	78.3%	85%	
BVPI 23	Percentage of the public satisfied with the time taken to answer a 999 call	-	n/a	81.8%	85%	
BVPI 23	Percentage of victims satisfied with police initial response to a report of a violent crime	72.7%	80%	70.3%	75%	
BVPI 23	Percentage of victims satisfied with police initial response to a report of a burglary of a dwelling	83.0%	90%	82.8%	85%	
BVPI 23	Percentage of victims of road traffic collisions satisfied with the police service at the scene of the collision	90.9%	90%	90.7%	n/a	

**COMPARISON OF PERFORMANCE**

The following graphs and text 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, 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.

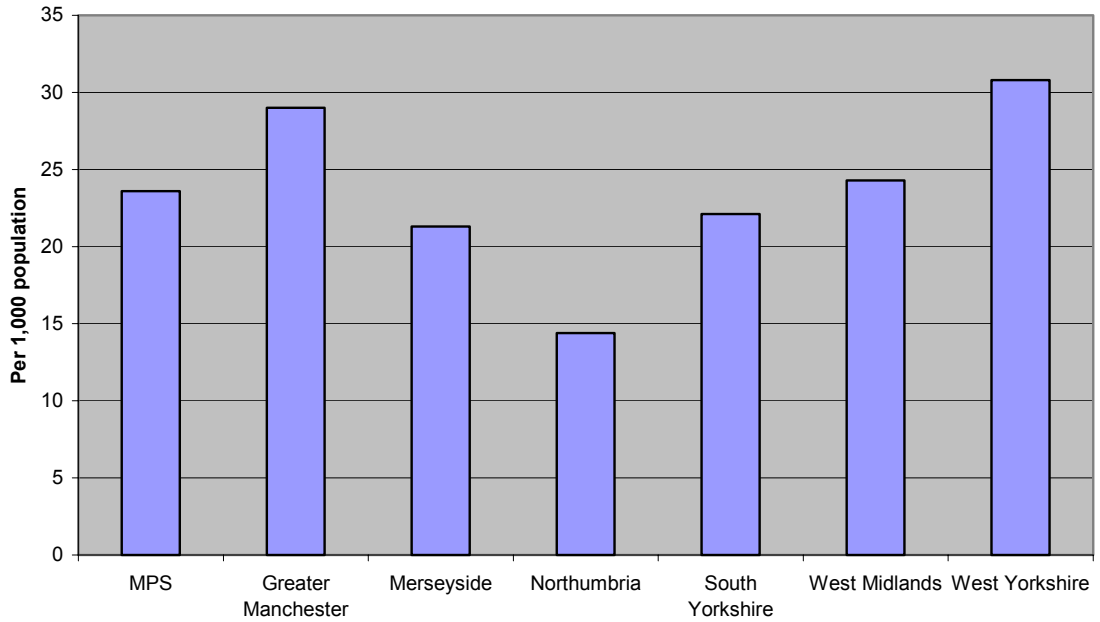
For these reasons, we are progressing international benchmarking with other capital cities throughout the world, as we believe these cities will provide a more meaningful basis for performance comparison.

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

## MPA POLICING AND PERFORMANCE PLAN 2003/04

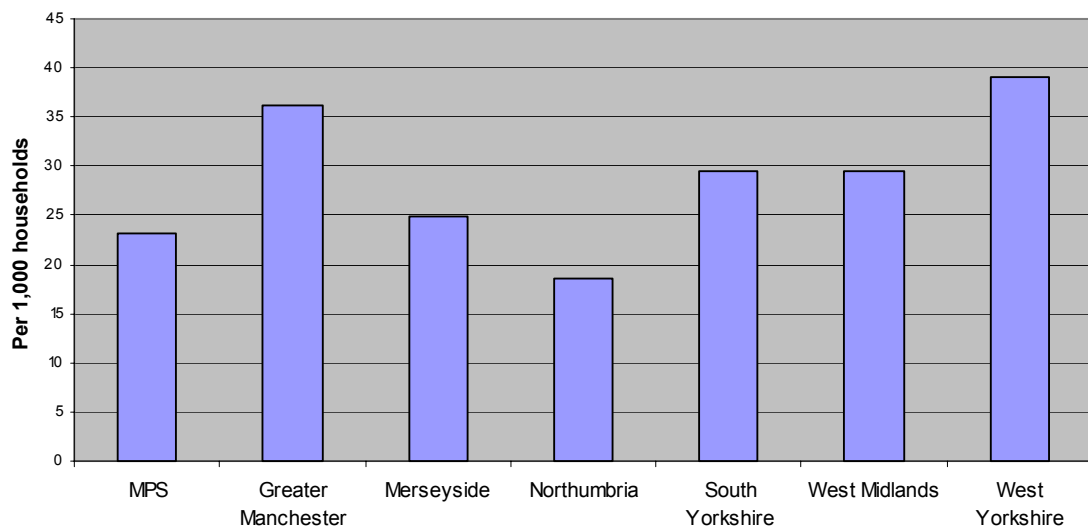
### UK Metropolitan Police Force performance comparison for the number of vehicle crimes per 1,000 resident population (BVPI 128)

Vehicle Crime per 1,000 population in 2001/02



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

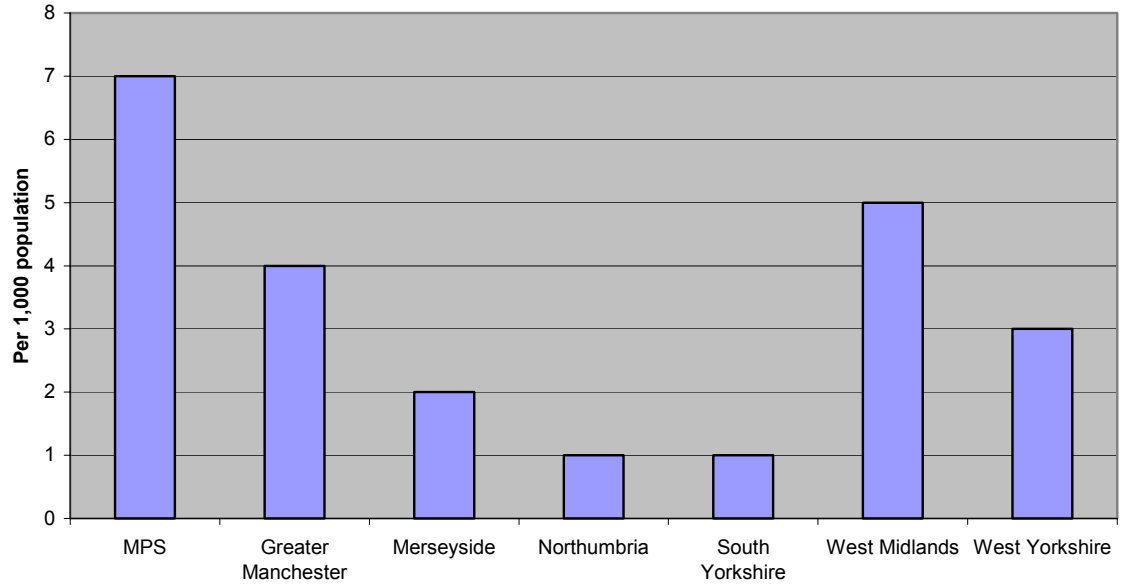
Burglary in a dwelling per 1,000 households in 2001/02



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### 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



BEST VALUE

**Programme of service improvement reviews**

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

Our programme of reviews is set out below:

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

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

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

**Summary of completed reviews**

**Summary of completed reviews**

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



## **MPA POLICING AND PERFORMANCE PLAN 2003/04**

### **Investigating and detecting crime**

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

### **Equalities for all**

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

### **Bringing offenders to justice**

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

### **Records management**

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

### **Training**

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

## **Summary of ongoing reviews**

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

### **Managing demand**

The review of managing demand is due to present a final report and improvement plan to the MPA in May. The review has focused on accessibility, effectively resolving demand, making best use of resources,

## **MPA POLICING AND PERFORMANCE PLAN 2003/04**

shaping public expectations and assessment and review. A demand resolution and management strategy will be produced as a key product of the review.

# MPA POLICING AND PERFORMANCE PLAN 2003/04

## ANNEX F

### AUDIT OF POLICING AND PERFORMANCE PLAN

#### Introduction

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

#### District Audit's conclusion

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

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

#### Initial MPA response

District Audit published their findings in December 2002. We welcomed the report and considered it to be fair and helpful. We thought the process of audit was useful and contributed to a better policing and performance plan than would otherwise have been the case. We have not been required to provide a formal response as no formal recommendations were made. We will, however, be requiring the MPS to provide an action plan to address the other recommendations within the audit report.

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

#### Progress on statutory recommendations

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

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

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

##### **2) Integrate Best Value principles into day-to-day processes to ensure that managers across the organisation are adopting a consistent and effective approach to continuous improvement.**

## **MPA POLICING AND PERFORMANCE PLAN 2003/04**

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

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

### **3) Tighten implementation planning arrangements for Best Value reviews to ensure that delays are minimised in developing clear and measurable improvement plans for completed reviews.**

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

### **Other recommendations**

Although no statutory recommendations were made, District Audit made a number of other recommendations aimed at improving the overall delivery of best value and/or improving the quality of our policing and performance plan.

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

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

**INSPECTIONS BY HER MAJESTY'S INSPECTORATE OF CONSTABULARY**

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

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

**Inspection Activity**

**Borough Inspections**

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

Further inspections as part of the '*Going Local*' programme have been carried out into the MPS BOCUs of Ealing, Havering and Southwark and are still in draft format.

**HMIC Inspection of the MPS 2002**

A formal inspection of the MPS took place between 2 and 13 September 2002. This report, lists seven recommendations, of which two are repeated from previous. Issues covered are performance monitoring and management, the structural review of the MPS, growth strategy, the corporate demand management strategy (repeated from 2001), intelligence led policing and murder investigation (repeat recommendation from 'Winning Consent Revisited'.

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

**HMIC National Thematic Inspections**

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

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

### Working with other Inspectorates

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

- *Joint Inspection of the Investigation and Prosecution of Cases involving allegations of Rape (with HM Crown Prosecution Service Inspectorate)* - the report, published in April 2002, acknowledges the difficulties faced by police when investigating allegations of rape. However, these problems support the need for a more professional approach at the outset if the criminal justice system is to secure more convictions and greater support for current and future victims. The report concludes that a more concerted approach in the areas of statement taking and interviewing of alleged offenders, together with a better application of the forensic disciplines, can help to achieve this.
- *Joint Inspection of the Progress made in Reducing Delay in the Youth Justice System (with HM Magistrates' Courts Service Inspectorate & HMCPSP)* - the inspection evaluated the progress made by the criminal justice agencies since the publication of the main report in February 2002. Although the target of halving the average time between arrest and sentence for youth offenders was met by September 2002, analysis showed that the performance across areas was variable. Recommendations for the police service include avoiding unnecessarily lengthy periods on police bail; the setting of realistic timetables for the processing of summons cases; and, setting targets for holding identity parades and submitting forensic evidence.

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- *Joint Thematic Review of the Listing and Management of Criminal Cases. Phase 1: The Magistrates' Courts. (with HMCPSI & HM MCSI Inspection of Court Services)* - this interim report, published in October 2002, addresses the process of scheduling and managing business - in particular, criminal cases - through the magistrates' courts. A second phase of the study during 2003 will examine the related but significantly different issues in the Crown Court. 35 recommendations and 14 further suggestions are addressed to a range of government departments, public agencies, local agency staff and others. Recommendations 31 and 32 are specifically addressed to the police service.
- *Joint Chief Inspectors' Report on Arrangements to Safeguard Children led by the Social Service Inspectorate: Safeguarding Children* - the report draws on the findings of a wide range of inspection activity undertaken by individual inspectorates. In addition, a joint inspection was undertaken by eight inspectorates to assess inter-agency arrangements for safeguarding children. Although only 1 out of the 30 recommendations is specifically listed for the police service, many of the remaining recommendations will be addressed by inter-agency partnerships.

### 2003/04 Inspection Activity

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

FINANCIAL RESOURCES

**Introduction**

This annex provides an overview of:

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

**Financial planning**

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

The process of linking financial planning and Service plans continues to develop to ensure that financial resources are aligned with MPA Priorities and are an integral part of the Policing and Performance planning process.

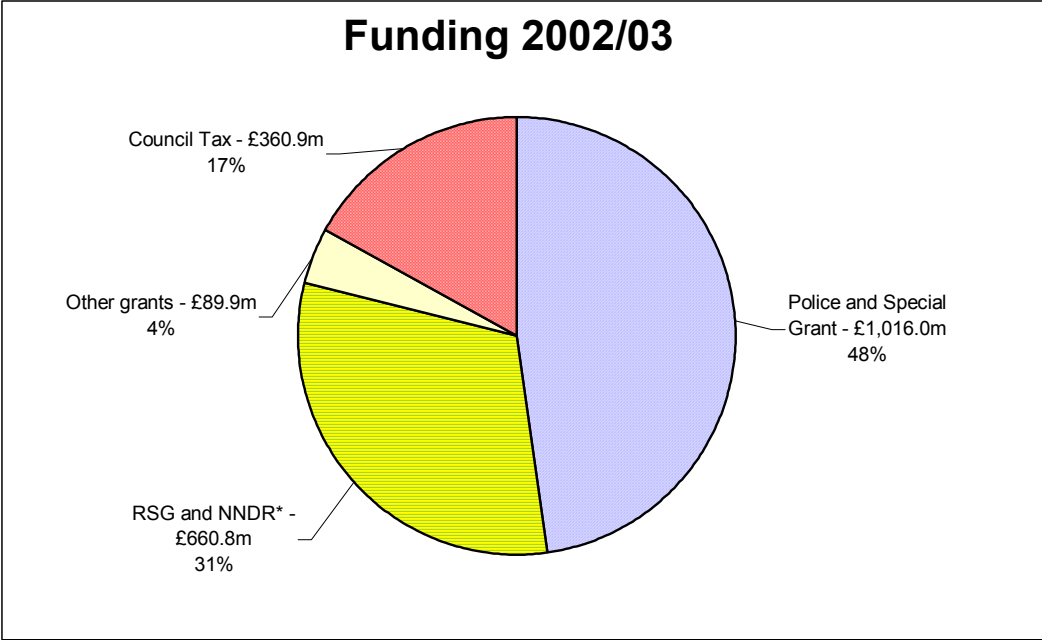
**Funding and Expenditure**

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



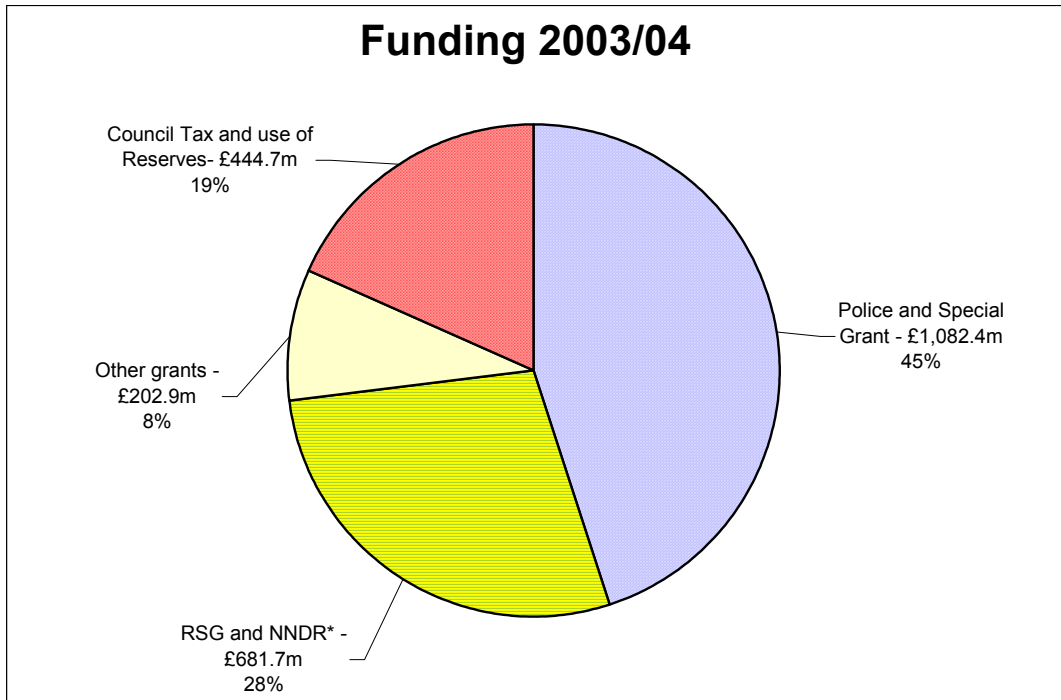
**MPA POLICING AND PERFORMANCE PLAN 2003/04**

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



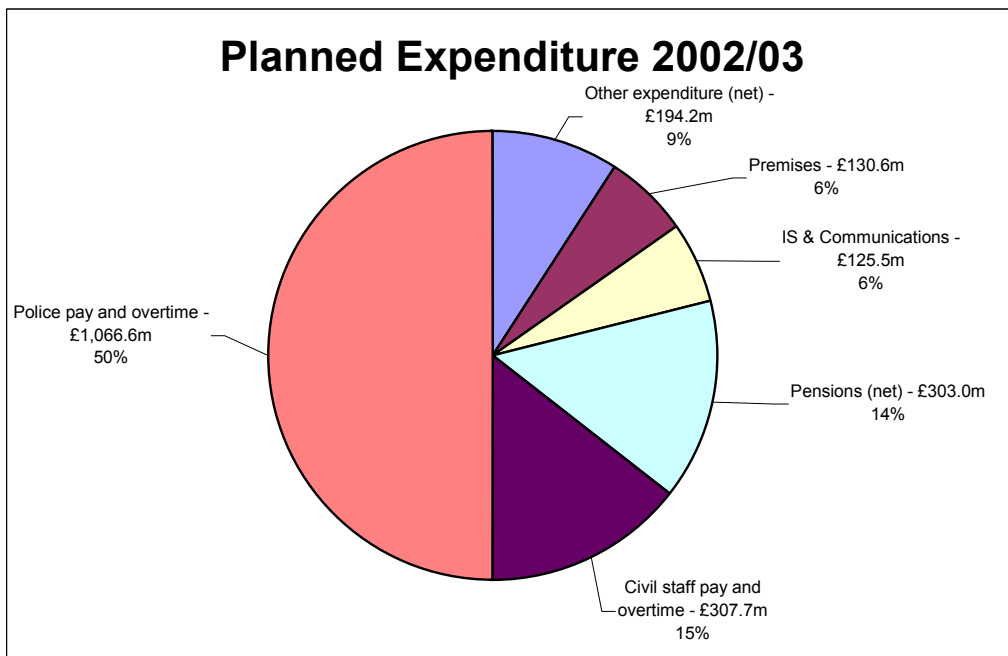
**Chart 2: 2003/04 Funding**  
**Net expenditure = £2,411.7m**

**MPA POLICING AND PERFORMANCE PLAN 2003/04**



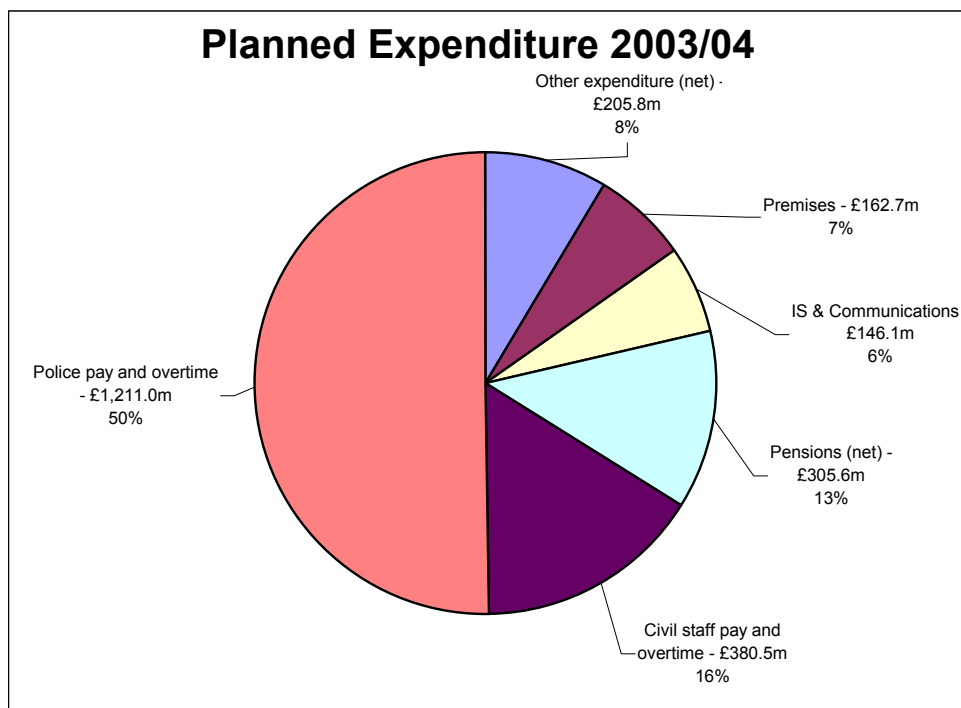
\* Redistributed national non-domestic rates (NNDR) and revenue support grant (RSG) are effectively a single grant from the Office of the Deputy Prime Minister in support of local authority expenditure.

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



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



### Capital expenditure programme

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

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

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

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

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

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

### **Command, Control, Communications and Information (C3i)**

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

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

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

### **Airwave Project**

Capital expenditure on the implementation of the Airwave Project is presently estimated at £42.6m. It is anticipated that £37.9m will be spent in 2003/04. The project is funded by a Home Office specific grant of £40.7m. Unfunded capital costs therefore amount to £1.9m, and work continues to identify resources to close this funding gap.

### **Private Finance Initiative (PFI) Schemes**

PFI schemes provide the opportunity to finance the high capital costs of major projects by allowing private sector partners to design, build and operate essential premises. Two such schemes have now advanced to contract stage and we are currently involved as a participant in another. Details of each scheme are shown below.

### **Firearms and Public Order Training Facility**

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

### **South East London**

This scheme will provide three major police stations in South East London at Bromley, Lewisham and Sutton, together with essential services within the buildings under a 25 year contract. Occupation of the new stations is scheduled to commence during 2003/04.

### **Hayes Record Storage Facility**

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

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### **Medium term financial plan**

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

## MPA POLICING AND PERFORMANCE PLAN 2003/04

### ANNEX I

#### EFFICIENCY SAVINGS PLAN

##### Introduction

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

##### Cash Releasing

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

##### Non-Cash Releasing

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

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

**HUMAN RESOURCES**

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

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

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

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

**Training and development**

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

A three-year plan will be prepared to develop the Hendon estate to enhance the ability to respond flexibly to operational training requirements. Some courses will be held at other locations to improve accessibility for staff from all

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parts of London. The quality and timeliness of Performance Development Reviews will be improved for all staff and the use of MetPeople competencies will be extended across the range of HR activities, including recruitment, selection and promotion, training and development, and threshold payments for police officers.

### Planned deployment of police officers

	<b>Operational</b>	<b>Operational support</b>	<b>Organisational support</b>	<b>Total</b>
<b>Number of officers</b>	26,292 (88.1%)	2,549 (8.5%)	1,015 (3.4%)	29,856 (100%)



**ACCESS TO POLICE SERVICES**

**Improved public access**

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

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

**Upgraded front offices**

During 2002/03 a programme commenced of upgrading front office facilities at police stations in order to improve openness and communication, and to also improve access for people with disabilities. This includes easier entry for wheelchair users, a loop system to aid people with hearing problems, and CCTV.

Stations due to be incorporated in 2003/04 work plan include Colindale, Islington, Kilburn, Edmonton, Limehouse, West End Central and Stoke Newington. The aim of the programme is that every borough will have at least one police station front office that complies with the Disability Discrimination Act by 2004.

**New police stations**

There is a scheme to provide three major police stations in South East London at Bromley, Lewisham and Sutton, together with essential services within the buildings under a 25 year contract as part of a Private Finance Initiative (PFI). Occupation of the new stations is scheduled to commence during 2003/04.

**Textphones**

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

**Mobile police stations**

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

**Accessibility and Visibility Report**

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

COMMUNITY SAFETY ACCREDITATION SCHEMES

The Police Reform Act 2002 gives the Commissioner the power of accreditation – the ability to enter into arrangements with organisations so that their employees would have limited powers, as described in Schedule 5 of the Act<sup>12</sup> (e.g. measures to deal with anti-social behaviour and carry out vehicle testing and the escort of abandoned vehicles). Accreditation would be administered through a Community Safety Accreditation Scheme (CSAS).

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

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

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<sup>12</sup> HMSO (2002) Schedule 5, The Police Reform Act 2002, London, available at <http://www.hmso.gov.uk/acts/acts2002/20030--t.htm#sch5> [online], accessed 25 February 2003.

**MPA POLICING AND PERFORMANCE PLAN 2003/04**

**ANNEX M**

**RACE & EQUALITY SCHEME**

The following table summarises progress made on the Race & Equality scheme.

<b>Specific duties mirroring the MPS Race &amp; equality Scheme</b>	<b>MPS Progress 31/5/02 to 31/3/03</b>
Identifying policies relevant to the General Duty	The Policy Clearing House (PCH) is co-ordinating the identification and review of policies relevant to the General Duty. All reviews by policy units on behalf of Strategic Policy Committees, will have been completed by December 2004, with priority reviews identified in the Scheme being undertaken first.
Assessing and consulting on the likely impact of proposed policies	The PCH created workbook for policy developers, supported by CRE guidance (due March 2003) will ensure policy is developed with assessments and consultations.
Arrangements for monitoring policies for adverse impact	Monitoring is undertaken in the key area of stop and search. Fairness 'health checks' around key areas of service delivery are being introduced for Boroughs. The PCH workbook will ensure new policy has a monitoring capability.
Arrangements for publishing the assessment, consultation and monitoring	The PCH workbook provides guidance on publication and this will link into the MPS Publication Scheme under the Freedom of Information Act.
Public access to information and services	The Publication Scheme will support fair access to information. Under the auspices of the Diversity Strategy, the MPS is continuing to improve the delivery of appropriate services on an equitable basis.
<p>Employment</p> <ol style="list-style-type: none"> <li>1. Staff in post</li> <li>2. Employment (recruits)</li> <li>3. Applicant for jobs (internal)</li> <li>4. Applicants for promotion</li> <li>5. Applicants for training</li> <li>6. Performance appraisal</li> <li>7. Disciplinary and grievance procedures</li> <li>8. Dismissals and reasons for</li> </ol>	<p>Ethnicity of staff is captured on recruitment through self-assessment using 20 categories, which can be aggregated to mirror the Census categories for comparison with other organisations.</p> <ol style="list-style-type: none"> <li>1. Data collected</li> <li>2. Data collected</li> <li>3. Data collected</li> <li>4. Data collected</li> <li>5. Being progressed</li> <li>6. Police – data collected, Support Staff – change in process of appraisal from April '03, data to be collected</li> </ol>

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