

# **POLICING AND PERFORMANCE PLAN 2004/05**

*Draft V7*

**THIS PLAN IS STILL UNDER  
DEVELOPMENT AND THEREFORE THE  
FIGURES AND CONTENTS ARE  
SUBJECT TO CHANGE**

*Add logos including 175th*



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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.

## 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 2004 to March 2005. The plan describes our arrangements for policing London over the year and gives details of our:

- ◆ priorities and objectives;
- ◆ past performance and future performance targets;
- ◆ funding and use of resources and
- ◆ work to support continuous improvement

The plan has been designed to make it easy to read and understand. The first part sets out sets out our priorities, objectives and targets, along with some of the background to identification of those priorities to aid understanding. 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.

The Clerk  
Metropolitan Police Authority  
10 Dean Farrar Street

London  
SW1H 0NY

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

## FURTHER COPIES AND ALTERNATIVE LANGUAGES

This is the Metropolitan Police Authority's policing and performance plan for April 2004 to March 2005 for the Metropolitan Police Service. The plan describes the arrangements for policing London over the year and gives details of the priorities and objectives along with additional background information such as past performance and funding. Copies of the plan can be obtained from either the MPA or MPS websites 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 the address on the previous page for a copy. A summary of the plan can be made available in this language, also in Braille and as an audio tape.







**JOINT FOREWORD BY  
THE CHAIR OF THE METROPOLITAN POLICE AUTHORITY  
AND  
THE COMMISSIONER OF THE METROPOLITAN POLICE SERVICE**

In 2004 the Metropolitan Police celebrates 175 years' distinguished service to the people of London, and unprecedented growth in police numbers, reaching 30,000 police officers, the greatest number in its history.

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

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

We have worked jointly with our stakeholders and the wider communities to come up with a set of focused priorities that will help lead us towards our stated aim of making London the safest major city in the world.

In particular, we are targeting those areas that potentially carry the greatest risk of disruption to people's lives or property, such as terrorism, robbery, gun and drug crime. We are also focusing on the improvement of neighbourhood safety by introducing greater numbers of uniformed patrols of police officers and police community support officers.

We are also united in our drive to reduce crime and the fear of crime. Hand-in-hand with this resolve is the need to disrupt and dismantle organised criminal networks and seize their assets to prevent their re-establishment. No one should profit from criminal activity, least of all those people who want to bring fear to and wreak havoc on our communities.

We are also committed to tackling hate crimes and the way they impact on people's lives, and keeping our children and young people safe from physical and sexual abuse.

Lastly, we recognise the importance of improving the Met's contribution to the effectiveness of the criminal justice system by increasing detection, arrest and conviction rates.

Of course, to make these objectives effective, the MPA has to set targets so that the Met's overall performance can be measured, good practice shared and action taken if standards fall short of expectations.

We are both resolute in providing the best policing service we can to the people of London. They expect nothing less. We believe that the objectives, targets and performance measures in this plan will deliver nothing less.

*ADD SIGNATURES*

## **A SUCCESSFUL YEAR FOR THE METROPOLITAN POLICE**

This past year has seen a number of achievements for the MPS:

- ◆ Overall crime fell in London by 2% in 2003 compared with 2002
- ◆ There has been a 20% reduction in street crime in the period April 2003 - February 2004 compared with the same period two years ago.
- ◆ Burglary is at its lowest level since 1976
- ◆ There was a 98% clear-up rate for homicides in the period April 2003 - Feb 2004 and gun crime fell 6% in the same period.
- ◆ Firearms offences were down across London by more than 10 per cent in 2003 compared with 2002.
- ◆ Police officer numbers reached 30,000
- ◆ By the end of the year, the MPS succeeded in meeting the challenging targets of recruiting 3,322 police officers, ensuring that 15% were from visible ethnic minorities and that 25% were women
- ◆ In addition to these achievements we have successfully policed major events such as the 750,000 people attending the rugby world champions' victory parade as well as maintaining our vigilance in combating terrorism.

The good news stories are many.

## **SETTING THE POLICING PRIORITIES FOR LONDON**

The MPA has a responsibility to ensure that the London's police service is efficient and effective ensuring that the delivery of police services improves all the time. So the MPA sets annual corporate priorities, objectives and targets for the MPS to perform and be measured against.

## **Developments in planning**

### **Background**

Over the last few years a number of improvements have been made to the way in which the MPS undertakes business planning:

- Planning has become more 'bottom up' to meet 'top down'. Thus, the content of local Crime and Disorder strategies influence the selection of corporate priorities. The bespoke target setting process (allowing Borough Command Units to have variable targets) provides the ability to tailor targets to local circumstances.
- The MPS strategy is now linked overtly to the annual plan, rather than two completely separate documents being produced. For example, in 2003/04 they were published with the same 'look and feel' and sent out together to re-enforce the connection between them.
- There is greater emphasis on performance delivery against the plan, with robust in year monitoring. As a result, the plan is becoming more of a living document that drives the business, rather than a 'once a year exercise'.
- There is better integration of business group planning with the corporate plan objectives. The whole MPS business is now focused on delivery of the corporate objectives.
- The planning process has become more inclusive – there is greater recognition of the contribution that support departments play in delivery of the objectives. Support departments are now engaged in the planning process from the start.
- Stronger links are being forged between business and financial planning. In 2004, business planning was a key contribution to the mayor's budget submission.
- Intelligence is becoming an integral part of the planning process. This is illustrated by the fact that the NIM Corporate Strategic Assessment informed the selection of 2004/05 priorities.

### **Future developments**

There is still much to do and programmes of work are currently underway. In the coming year we expect to make further progress in linking financial planning with business planning and to bring greater understanding of costing and resource allocation into the planning process. Some of these developments are government led as part of the police reform agenda; others are MPS developments due to the desire to improve continually. The

National Policing Plan (NPP), National Intelligence Model (NIM) and the Policing and Performance Assessment Framework (PPAF) are national products but both MPA and MPS staff have played significant roles in their development. These products have had considerable impact in the development of this plan and the key to the future of successful planning will be to integrate these products into everyday plans and show the interrelationship between them.

Annex A provide more background information on NPP, NIM and PPAF and the roles they played in developing this plan.

**Public consultation**

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

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

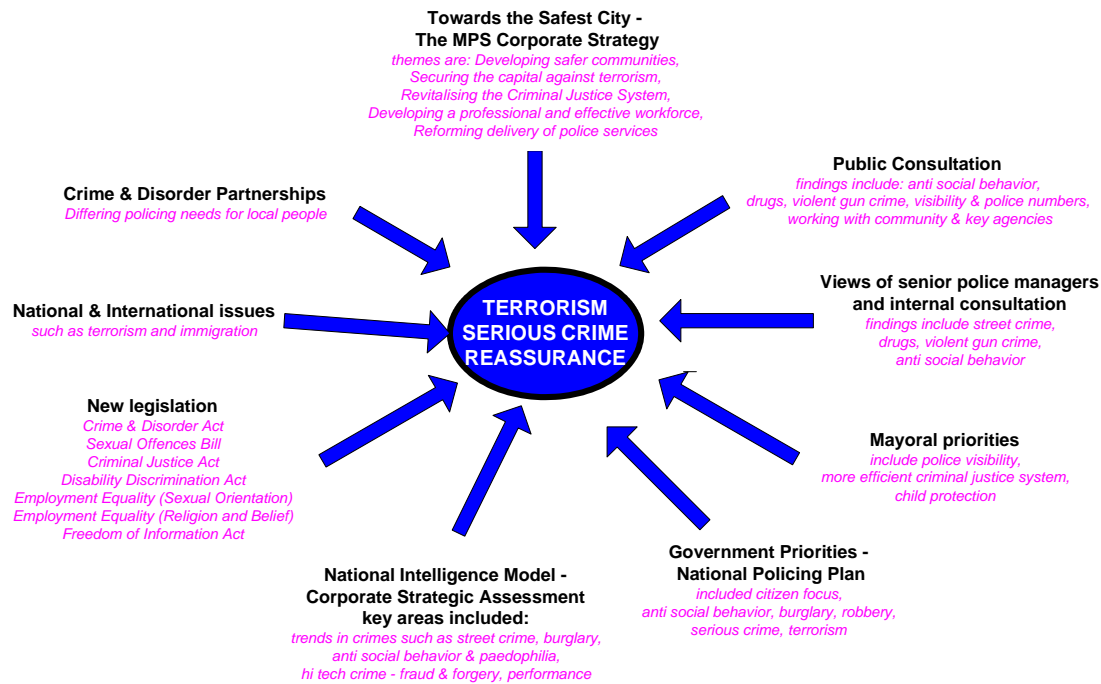
The collective analysis of those combined responses revealed the following as priority areas:

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

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

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

Figure 1 *Diagram below to be redesigned*



**SO WHAT WILL THE MET FOCUS ON IN ITS 175th YEAR?**

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

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

There will be occasions where priority areas are identified but are considered more appropriate as business group or local objectives due to their nature. For example, Territorial Policing Business Group (TP) has objectives for the coming year around burglary, vehicle crime and reducing the numbers of people killed or seriously injured on London’s roads. In addition, Borough Operational Command Units (BOCUs) identified their local priorities for 2004/05 (having paid due regard to Crime and Disorder Strategies which were produced in conjunction with local partnerships and local crime assessments).The resulting borough objectives include:

- ◆ Youth Disorder

- ◆ Violent Disorder
- ◆ Drugs supply / Crack Houses
- ◆ Graffiti
- ◆ Abandoned Vehicles
- ◆ Youth Offending
- ◆ Increasing Anti Social Behaviour Orders (ASBO's)<sup>1</sup>
- ◆ Increasing Acceptable Behaviour Contract (ABC's)<sup>1</sup>
- ◆ Rough sleepers
- ◆ Beggars
- ◆ Increased mediation referrals<sup>2</sup>

Further detail and explanation of how the consultation processes, National Intelligence Model and the Corporate Strategic Assessments fed in to generate the corporate, business group and local priorities can be found in annexes A and B.

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

Further details on the objectives, measures, targets, performance data, and comparisons against other forces can be found in annexes C, D and E .

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<sup>1</sup> The Metropolitan Police Service recognises the need to prioritise working with statutory and non-statutory partners and communities to reduce the fear of crime and to tackle nuisance and anti-social behaviour, which has a direct impact on the quality of life of London's communities. This will be achieved by adopting an education, prevention and enforcement strategy to encourage social inclusion through a programme of early intervention supported by a strong enforcement measures where necessary. A corporate frame work will be developed for this area of work.

An Anti Social Behaviour Order is an order similar to an injunction and is aimed to deter anti social conduct and prevent escalation of unacceptable behaviour without recourse to criminal action. Application is made by the local authority or police to the magistrates court acting in its civil capacity. An Acceptable Behaviour Contract is a written agreement between a person (whose behaviour has been identified as being anti-social ) and an agency.

<sup>2</sup> This covers a range of mediation options including police mediating with schools and youth's or neighbour disputes to third parties being involved in the process.



**OBJECTIVES, MEASURES AND TARGETS FOR 2004/05**

***PROTECTING THE CAPITAL AGAINST TERRORISM***

**OBJECTIVE: To minimise the risk to life and property from terrorist activity in London**

**Measure** Maximise number of quality intelligence reports submitted

**Target** *No target<sup>1</sup>*

**Measure** Appropriate number of Counter Terrorism Deployments

**Target** *No target<sup>1</sup>*

**OBJECTIVE: To maintain an effective response to suspected and actual terrorist incidents**

**Measure** To provide good quality response

**Target** *90%*

**Measure** Once tasked attend suspected or actual terrorist scene within set target

**Target** *100%*

***SEROIUS CRIME***

**OBJECTIVE: To reduce the level of gun enabled crime**

**Measure** Gun enabled crime level

**Target** *.- 4%*

**Measure** Detection<sup>2</sup> rate for gun enabled crime

**Target** *20%*

**OBJECTIVE: To disrupt organised criminal activity of persons identified as *Class A drugs suppliers***

**Measure** Number of drug trafficking organisations disrupted<sup>3</sup>

**Target** *12 per annum*

**Measure** The number of proactive operations against open drugs markets

**Target** *To be set following sufficient accumulation of baseline data*

**Measure** The number of proactive operations against crack houses

**Target** *10% increase on 2003*

**OBJECTIVE: To dismantle organised criminal networks and seize their assets**

**Measure** Value of assets recovered

**Target** *More than £8M*

**Measure** Number of organised criminal networks disrupted<sup>3</sup>

**Target** *24 per annum*

**OBJECTIVE: To safeguard children and young persons from physical and sexual abuse**

**Measure** Detection<sup>2</sup>rate in allegations of intra-familial<sup>3</sup> abuse

**Target** *35%*

**Measure** Number of arrests of subjects identified by the Child Protection Intelligence Unit as a danger to children

**Target** *40 arrests*

**Measure** Detection<sup>2</sup> rate for murders investigated by Specialist Crime Major Investigation Teams

**Target** *85%*

<sup>1</sup> It is not appropriate to set a target for this measure, however, MPA to be continually appraised of performance in this area of work.

<sup>2</sup> All detection targets will use the current definition (see annex D for details)

<sup>3</sup> A disruption has been achieved when an organised criminal enterprise has been disrupted and is unable to operate at it's normal level of activities. A disruption may be achieved by various means and does not have to be within the context of an operation

<sup>3</sup> [note needed on intra familia abuse](#)

## REASSURANCE

<b>OBJECTIVE: To improve neighbourhood safety</b>	
<b>Measure</b>	Public satisfaction with the way neighbourhoods are policed in London
<b>Target</b>	+5% <i>during the year</i>
<b>Measure</b>	The average number of hours uniformed operational police officers and police staff are visible
<b>Target</b>	+5%
<b>Measure</b>	Proportion of police officer time available for front line policing
<b>Target</b>	<i>n/a</i>
<b>Measure</b>	Percentage of people who think police are doing a good job
<b>Target</b>	<i>Increased percentage of people</i>
<b>Measure</b>	Percentage who think crime has increased/decreased in neighbourhood where they live
<b>Target</b>	<i>Increased percentage of people</i>
<b>Measure</b>	Percentage who think anti-social behaviour has increased/decreased
<b>Target</b>	<i>Increased percentage of people</i>
<b>OBJECTIVE: To reduce the level of robbery compared to 2003/04</b>	
<b>Measure</b>	The number of robberies
<b>Target</b>	-.11%
<b>Measure</b>	Robberies per 1000 population
<b>Target</b>	-11%
<b>Measure</b>	Percentage of robberies detected <sup>1</sup>
<b>Target</b>	15%
<b>OBJECTIVE: To improve our contribution to the effectiveness of the criminal justice system</b>	
<b>Measure</b>	Percentage of Total Notifiable Offences (TNOs) detected <sup>2</sup>
<b>Target</b>	20%
<b>Measure</b>	Number of arrest warrants outstanding
<b>Target</b>	-15%
<b>Measure</b>	Victim satisfaction
<b>Target</b>	<i>Target subject to baseline setting</i>
<b>OBJECTIVE: To recognise and respond appropriately to the differential impact of crime on people taking into account their race, gender, sexual orientation, faith, age or disability</b>	
<b>Measure</b>	Detection <sup>2</sup> rate for rape
<b>Target</b>	28%
<b>Measure</b>	Detection <sup>2</sup> rate for homophobic crime
<b>Target</b>	23%
<b>Measure</b>	Detection <sup>2</sup> rate for racist crime
<b>Target</b>	20%
<b>Measure</b>	Detection <sup>2</sup> rate for domestic violence
<b>Target</b>	19%
<b>Measure</b>	Percentage of victims of racist incidents satisfied
<b>Target</b>	70%

## SUPPORTING THE PRIORITIES



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

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

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

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

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

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

### **Criminal Justice Improvements**

Since the Commissioner made a speech at the University of Leicester last year, highlighting weaknesses in the Criminal Justice System, the MPS has played a pivotal role in driving change on this issue. The programme that we have developed involves our key partners including the Crown Prosecution Service (CPS), courts, probation service and others. A joint MPS/CPS project has the aim of bringing more offences to justice. We intend to jointly develop strong prosecution teams including elements such as deploying CPS lawyers at the point of charge, case progression units, case progression unit supervisors and victim and witness support units. These changes will improve the service given to victims and witnesses through the Criminal Justice process. This 'right first time approach' ensures that cases are properly prepared, that the right charges are preferred and cases progressed in a timely and efficient manner.

### **Review of the Resource Allocation Formula**

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

### **C3i /Airwave Programme**

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

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

### **Improved local budget management**

[This paragraph is being modified](#)

The MPS is currently piloting the devolution of financial management of resources to Operational Command Units. Budget devolution is the allocation of a pre-determined sum of money to a designated budget holder with the authority to spend the budget within a defined set of rules, which allow for varying degrees of flexibility and control. The following budgets have already been devolved: Emergency and reactive repairs, cleaning, energy, use of forensic medical examiners and linguistics. The devolution of forensics and police pay is being trialled on a limited number of sites. This approach will allow local Commanders to prioritise and be held accountable for use of their resources in addressing local issues.

### **Crime Academy**

As part of the drive to ensure that investigators are fully skilled to meet the demands of their role in a modern Police Service, the MPS has drawn together all aspects of specialist investigator training under the auspices of the MPS Crime Academy. This will be done by ensuring that training provision meets business needs, by integrating the provision of all training in crime reduction, intelligence, analysis, detection, forensics, investigation and presentation of evidence and ensuring that all training provided meets nationally agreed standards. This work will underpin other key initiatives including Professionalising the Investigation Process by equipping staff with core skills such as tiered training in respect of the National Investigative Interviewing Strategy.

## **THE ESTATE**

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

The MPS in conjunction with the MPA has just launched the new property and estates strategy 'Building Towards the Safest City' developing building templates across London to provide a flexible estate. At borough level this will help to ensure that the accommodation is fit for purpose, easily accessible and is located in the correct areas. We are challenging the need to house the operations traditionally housed in Borough police stations. Splitting functions and providing front office facilities in shop units in retail areas will increase the accessibility of the 'Front Office' to those in the community.

## **FINANCIAL PLANNING**

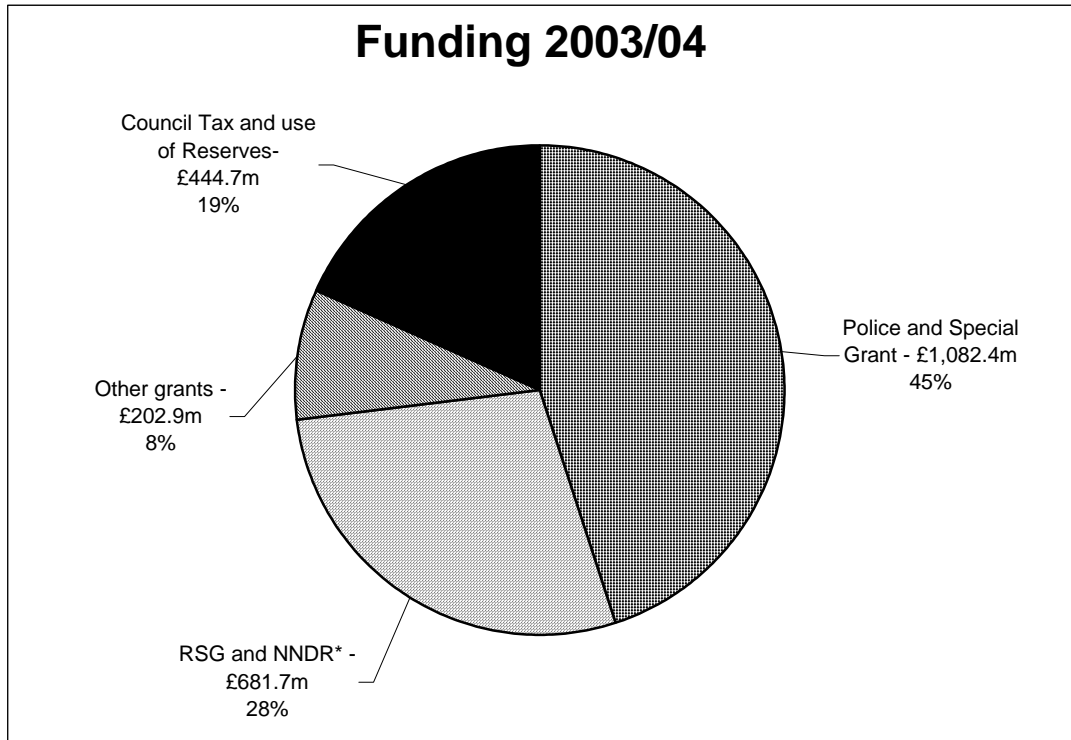
Our 2004/05 budget, exemplified in charts on the following pages, continues to reflect the changes in the MPS that are influenced by external funding patterns and our priorities contained within this plan.

The process of linking financial planning and MPS 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.

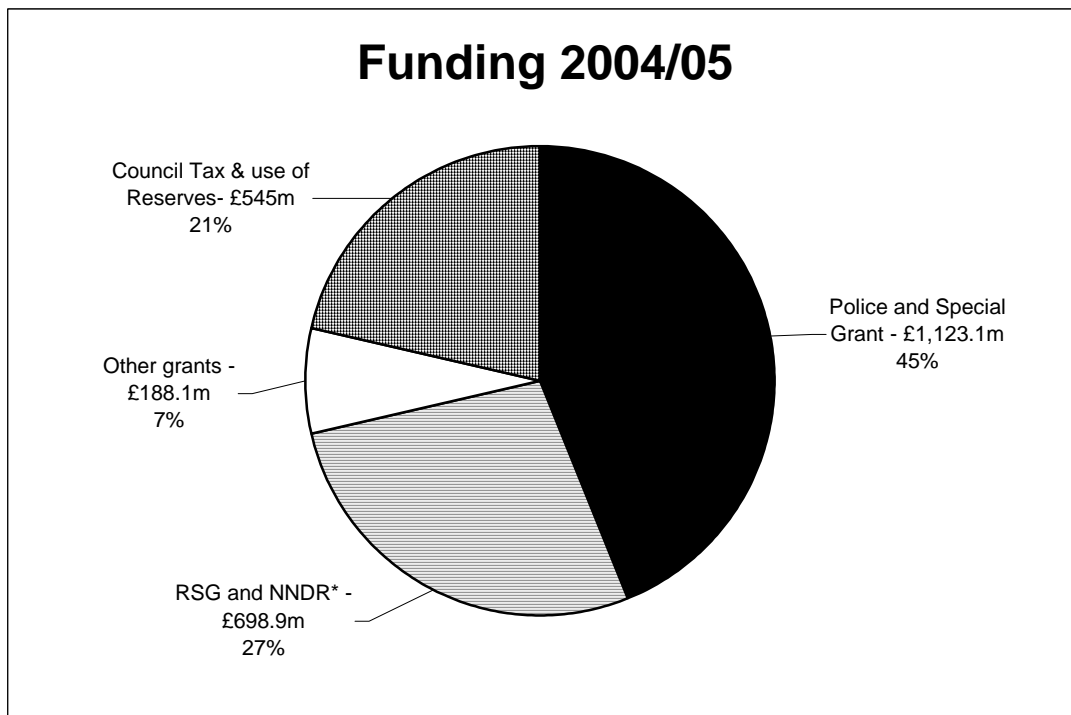
### **Funding and Expenditure**

- Chart 1: Funding for 2003/04
- Chart 2: Funding for 2004/05
- Chart 3: Planned Expenditure for 2003/04
- Chart 4: Planned Expenditure for 2004/05

**Chart 1: 2003/04 Funding Net expenditure = £2,411.7m**

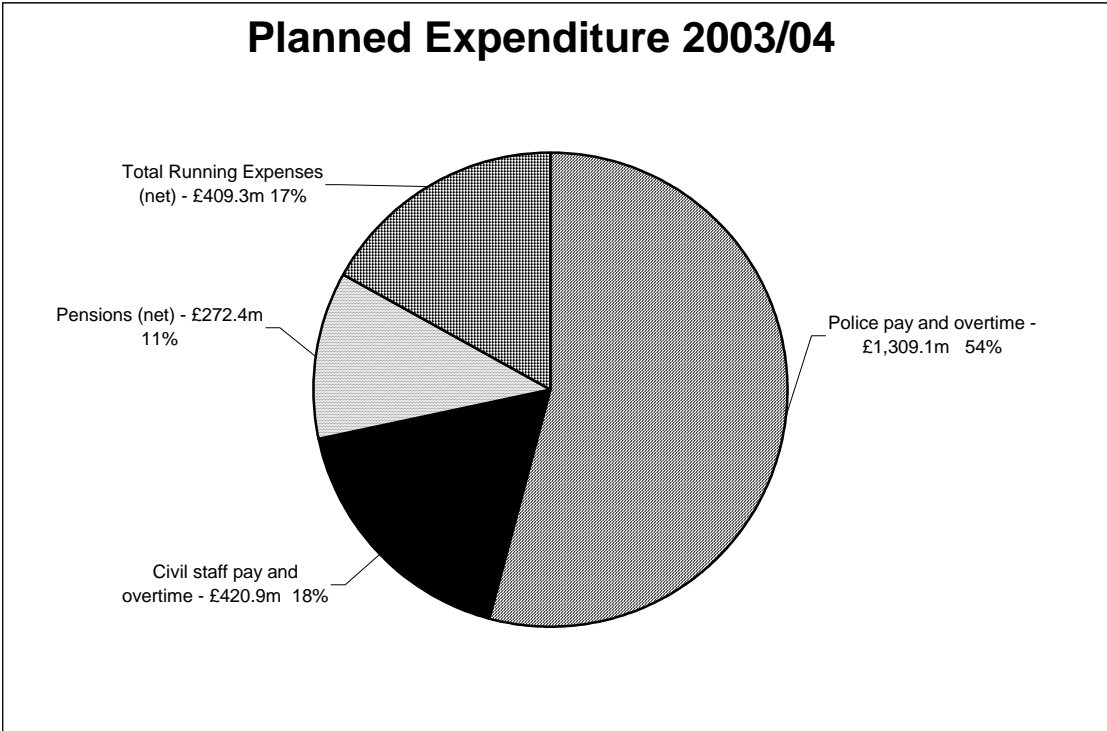


**Chart 2: 2004/05 Funding Net expenditure = £2,555.1m**

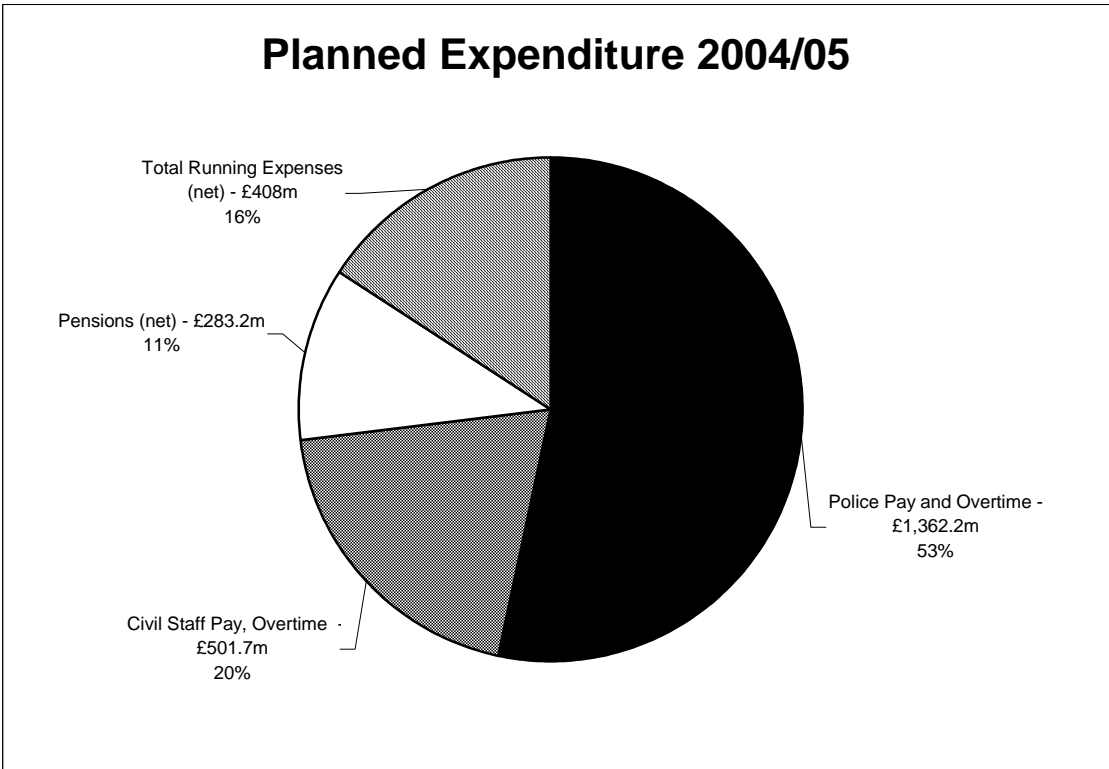


\* Redistributed non-domestic rates (NNDR) and revenue support grant (RSG) are effectively a single grant from the Office of the Deputy Prime Minister in support of local authority expenditure.

**Chart 3: Planned Expenditure 2003/04 Net expenditure = £2,411.7m**



**Chart 4: Planned Expenditure 2004/05 Net expenditure = £2,555.1m**





## **2004/05 Capital Expenditure Programme**

The draft 2004/05 capital expenditure programme was agreed by the MPA Finance Committee in October 2003 as part of the five-year capital plan for years 2004/05 to 2008/09. This programme was reviewed in February 2004 following announcement of the capital settlement for 2004/05. At the present time £6.8m of the settlement remains to be allocated and deliberations are ongoing regarding the most appropriate use of these funds in light of the pressure to upgrade the MPA Estate and the need to increase IT expenditure to assist in the detection of crime. As in past years, the limited capital funds available have been allocated across business groups using the following criteria:

- the vehicle replacement programme should be fully funded; and
- remaining available funds to be allocated across business groups (excluding Transport Services) on a pro-rata basis but with key sums within the budget being ring-fenced for specific one-off needs e.g. urgent Estate improvement works.

The allocations for individual business groups that have resulted from this process thus far are as follows:

<b>Summary of Capital Programme</b>	<b>£m</b>
Property Services	37.5
Directorate of Information	24.6
Transport Services	16.5
Other Plant and Equipment	1.5
To Be Allocated	6.8
<b>Total</b>	<b>86.9</b>

In making best use of available funds each business group has been required to give due consideration to the many proposed capital projects within its remit. The following criteria have been fundamental in deciding the key projects to proceed:

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

### **C3i Programme – Command, Control, Communications and Information (MetCALL<sup>1</sup>)**

Capital expenditure on implementation of MetCALL is presently estimated at £155.74m. It is anticipated that in 2004/05 approximately £49.02m will be spent.

The project is to be funded by a specific grant from the Home Office of £136.36m with an MPS contribution of £13.7m from the main capital programme/reserves and general funding. The specific grant payment from the Home Office consists of a set sum of £125m, plus a £11.36m 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 find before project completion in 2006/07 a further £5.68m.

### **C3i Programme – Airwave Project**

Capital expenditure on the implementation of the Airwave Project is presently estimated at £43.08m. It is expected that £33.29m will be spent in 2004/05. The project is funded by a Home Office specific grant of £40.7m. The balance is planned to be met from internal MPA/MPS resources.

### **Step Change Programme**

The MPA is committed to continuing the expansion of officer numbers and is moving towards a total uniformed service of around 35,000 officers by the end of 2007/08. The Step Change Programme (SCP) is about how this vision can become a reality. It has been agreed that the first year capital costs associated with this initiative (£22.8M) will be funded by flexibilities provided under the new system of capital finance control which takes effect from April 2004 - The Local Government Act 2003 refers. The Prudential Code has been developed by the Chartered Institute Of Public Finance and Accountancy as a professional code of practice to support authorities in taking capital investment decisions

### **Private Finance Initiative 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 the stage where they are operational or shortly to become operational. Details of the schemes are shown below:

- Firearms and Public Order Training Facility at Gravesend in Kent
- Provision of services within new police stations at Bromley, Deptford, Lewisham, and Sutton in South East London.

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<sup>1</sup> An integrated command and control centre which brings together the 32 borough control rooms, telephone operator centres, Information room, Special Operations Room and Central Casualty Bureau

### **Medium term financial planning**

The medium term financial projections approved by the Authority in July 2002 were reviewed and updated in 2003 and formed the basis of the medium term figures in the budget submission to the Mayor in November 2003.

A significant element of those projections was the expected financial impact of the corporate growth strategy – the Step Change Programme – costings for which were a product of the more integrated approach to business and financial planning now being adopted.

### **2004/05 Efficiency Plan**

In 2004/05 the MPS will deliver £47.34m of efficiency savings. Approximately £31.1m of these savings will be delivered through cash releasing efficiencies enabling budget reductions to be made while the remainder will be delivered from a number of non-cash releasing initiatives including:

- continued civilianisation of existing posts under C3i
- improved call handling and response under C3i
- improved management of sickness
- absorbing the support overheads associated with the Step Change Programme
- best value and other initiatives

The MPS submit a detailed Efficiency Plan to the MPA in April for approval by the MPA Finance Committee and progress against the plan is monitored on a quarterly basis at Finance Committee.

## **HUMAN RESOURCES**

The year 2003/04 saw a number of notable achievements in recruitment. Between June and August 2003, a special assessment exercise was introduced at Hendon to allow 6,400 police officer applications complete the selection process at Hendon. This initiative resulted in unprecedented levels of activity, for instance, over an eight-week period, the recruitment teams facilitated interviews and medicals for 120 candidates daily.

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

Recent years have seen considerable achievements on managing diversity, and work on the retention and progression of all staff, especially those from under-represented groups, will continue. Examples include:

- ◆ the establishment of a Pastoral Care service to support the welfare and needs of all police recruits at Hendon Training School
  
- ◆ Support for a visible permanent Staff Association presence within Hendon Recruit Training School
  
- ◆ Establishment of an Ethnic Minority support network at Hendon Recruit Training School
  
- ◆ Targeted activity to reduce wastage among minority ethnic officers includes the 0-5+ Development Programme, which supports and develops minority ethnic police officers in the first five years of their career and beyond.
- ◆ The 0-2 Probationer Mentoring Programme, delivered on BOCUs, aimed at enhancing retention among all probationers, including women and those from minority ethnic groups.
- ◆ Work has been done to maximise the accessibility of the High Potential Development Scheme (HPDS) and the Commissioner's Leadership Programme (CLP) for women and officers from minority ethnic groups. For example, a "family friendly" CLP is under development for launch in 2004, providing a non-residential London based option better suited to the needs of part time staff and parents.
- ◆ Improvements to deployment, promotion and selection processes to prepare the MPS for the extension of the provisions of the Disability Discrimination Act to cover police officers.

In continuing to develop a professional and effective workforce, improvements, along with new areas of work are planned to:

- ◆ The Professional Development Review (PDR) process including completion rates
- ◆ Implementation of the corporate civilianisation programme
- ◆ The delivery of in-force assessment processes for promoting sergeants and inspectors to help overcome shortages in these key areas,
- ◆ A medium term pay strategy for police staff to attract and retain police staff in hard to fill roles.
- ◆ A development programme for (B)OCU commanders,
- ◆ The development of initiatives to retain key police skills,
- ◆ An accelerated development scheme for police staff, and
- ◆ the introduction of career pathways for police officers and staff.

The MPS will work in partnership with the MPA to implement the new Health and Safety policy: introducing audit arrangements to monitor compliance, and undertaking a range of activities to reduce the incidence of accidents and injuries at work.

### **Training and development**

Training in the MPS is both forward thinking and outward looking. The MPS has formed, and continues to develop, excellent relations with sector partners such as the Police Skills and Standards Organisation and Centrex. The MPS is active at all levels within this wider community both in learning from others and sharing experience. This brings immeasurable benefits to the way in which training is designed and delivered.

In common with the rest of the police service in England and Wales, the MPS faces major change as it advances towards implementation of the new Initial Police Learning and Development Programme (Probationer Training). The learning in the programme will be firmly based on National Occupational Standards and all forces will be expected to meet national quality criteria in order to deliver it. Although it is expected that national implementation will take place from April 2005, the MPS intends to commence transition during 2004. It is to the credit of the MPS that many of the approaches to training currently employed in training are largely compatible with the new approach.

A Training Board oversees each of the main specialist areas of training at a strategic level. These Boards ensure that training is developed and implemented in a systematic and co-ordinated manner, taking account of both internal needs and the wider context within which training requirements are defined. An improved PDR process that embraces the National Competency Framework identifies the development needs of individual staff. Policing is

complex and demanding, requiring high levels of skill and professionalism from all staff, and development of key skills such as driving and investigation remain a priority

### **Planned numbers of staff**

	<b>Operational</b>	<b>Operational support</b>	<b>Organisational support</b>	<b>Total</b>
<b>Police officers</b>	26,620 (88%)	2,571 (8.5%)	1060 (3.5%)	30,251
<b>PCSOs</b>	2,300 (100%)	0	0	2,300
<b>Other police staff (including traffic wardens)</b>	1,750 (14%)	4,800 (38%)	6,150 (48%)	12,700

Note

All figures are planning assumptions at this stage.

### **RACE EQUALITY SCHEME**

Details of the Race Equality Scheme can be found on the MPS and MPA internet sites [www.mpa.gov.uk](http://www.mpa.gov.uk) and [www.met.police.uk](http://www.met.police.uk) and have been distributed widely amongst key partners and to London libraries.

In the last 12 months the scheme has been downloaded from the MPS website on 2,135 occasions, representing nearly 5% of all hits on the site. An annual review of the scheme will be published in April / May 2004 and this will also be available on the internet. Further information on the progress made by the MPS can be found at Annex F.

### **COMMUNITY SAFETY ACCREDITATION SCHEME**

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.

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

## CONTINUOUS IMPROVEMENTS

### Service Improvements Reviews (Best Value)

#### Summary of completed reviews

Since we published the 2003/04 Policing and Performance Plan we have completed two further reviews.

#### Managing Demand

This review examined the Metropolitan Police Service's response to demand from a customer perspective and made recommendations to improve the way it delivers services to the public. The review's recommendations are intended to:

- improve public reassurance by increasing the ease with which the public can access police services
- provide greater opportunities for the public to access police services
- reduce inappropriate demand for police services through better public understanding of the core role of the police
- increase the availability of patrol officers to tackle priority crimes and undertake reassurance patrols through the implementation of a corporate demand strategy
- improve the quality of service by ensuring the appropriate deployment of officers, match of officer skills, robust supervision and clear operating procedures so that incidents are dealt with right first time.

#### Operational Support Policing

This review followed the Managing Demand review and focused on the functions that support the delivery of policing services to the public by Borough Operational Command Units (BOCUs). The review has identified improvements that will:

- enhance the quality of MPS services to Londoners through improved efficiency of operational policing support functions
- increase public confidence by improving the accountability of operational policing support functions
- enhance MPS performance by clearly defining the contributions of operational policing support functions
- increase public satisfaction by improving the MPS response to Level 2 (cross BOCU border) issues.

### **Ongoing and future reviews**

A review to improve custody facilities is currently underway and will in particular examine police cell usage and management . The two service improvement reviews to be conducted in 2004/05 are:

- ◆ Providing security guarding for MPS premises
- ◆ Security clearance processes.

### **Audits and Inspections**

Auditing and inspections are key to any organisation to aid development and improvement. Annex H provides details of Her Majesty's Inspectorate of Constabularies' (HMIC) inspections and recommendations. Annex I outlines the Audit Commission's views on the version of this document produced for the last financial year.



## ANNEXES

## HOW THE PRIORITIES WERE SET

The annual planning process that takes place in order to identify the right priorities for policing London consists of continual but overlapping cycles, with the planning for future years commencing before the publication of the plan for each new financial year. In this annex we endeavour to shed light on some of the processes undertaken and in particular some of the new developments in planning.

Consultation is a vital aspect of our planning process. Both the MPA and MPS consult widely to seek the views of Londoners on what are their priorities for policing. An example of more innovative methods for the process this past year involving the public was three online computer sessions. Annex B gives more details of the groups consulted and the methods used.

In the Autumn, the Commissioner held a seminar for over 150 senior MPS staff, together with MPA members and officers to consider and debate the consultation results together with performance data and the Corporate Strategic Assessment (CSA), whilst also considering the requirements of the National Policing Plan (NPP) and Towards the Safest City MPS Strategy Plan. As a result of this seminar a set of proposed corporate priorities were produced.

The MPA then held a workshop with pan London organisations to consult on these proposed priorities. The groups broadly supported the proposed priorities.

The priorities were subsequently approved by the MPA. Work then continued to identify the appropriate corporate objectives, measures and targets that could deliver the priorities.

### **The relationship with the National Policing Plan and Towards the Safety City – the Strategy Plan**

The National Policing Plan (NPP) is published by the government each November and provided the strategic national overview against which our strategy plan and annual plans have been developed.

'Towards the Safest City - the Strategy 2003-05' was published in March 2003 and helps to co-ordinate the planning and decision making across the whole Service. The

initial strategy covers a two year period in order to bring it into the same cycle as crime and disorders strategies.

The Home Secretary's key priorities and underpinning themes for 2004-07 are:

- ◆ Providing a citizen focused service to the public, especially victims and witnesses, which responds to the needs of individuals and communities and inspires confidence in the police particularly amongst minority ethnic communities.
- ◆ Tackling anti-social behaviour and disorder.
- ◆ Continuing to reduce burglary, vehicle crime, robbery and drug-related crime in line with the Government's Public Service Agreement targets.
- ◆ Combating serious and organised crime, both across and within force boundaries.
- ◆ Narrowing the justice gap by increasing the number of offences brought to justice.

The Home Secretary's underpinning themes for policing and police planning are:

- ◆ Community engagement and civil renewal
- ◆ Countering terrorism and the threat of terrorism

The underpinning themes apply to the whole country and the Government expects all forces to engage in them as part of the national endeavour.

The direction set by each of the goals in 'Towards the Safest City' strategy plan is taken forward by at least one of the corporate priority objectives, thus fulfilling the requirement for the annual plan to implement the strategy.

### **National Intelligence Model - Corporate Strategic Assessment**

The NPP also requires police services to adopt a model to ensure that business is driven by intelligence and the best information available on which to base decisions. National Intelligence Model (NIM) will become a statutory requirement for all police services.

The NIM model includes the development of a Corporate Strategic Assessment (CSA), which, as mentioned earlier in this plan, was one of the products which helped set the direction and proposed priorities.

The process is evolving. When fully implemented the NIM model aims to ensure that information on which a range of decisions are to be made, is fully researched, developed and analysed in order to provide strategic direction and enable tactical resourcing decisions about policing to be made.

Intelligence and information will be collected at a local level where it will be used to inform police action on boroughs (this will also include information relating to the local borough Crime and Disorder Strategy). This local assessment will go forward to inform the wider picture at business group level through a series of tactical and strategic assessments that will be considered by local commanders when setting local priorities. A CSA will be undertaken to include the support functions and other dedicated units of the MPS annually, together with an update at six monthly intervals.

As the part of the cyclical process of the CSA, control strategies will show the setting of priorities and objectives along with the appropriate action to address the issues, in the form of intelligence, prevention and enforcement activities. Therefore future CSA's will help to that ensure managers are informed by the best information, intelligence and partner contributions.

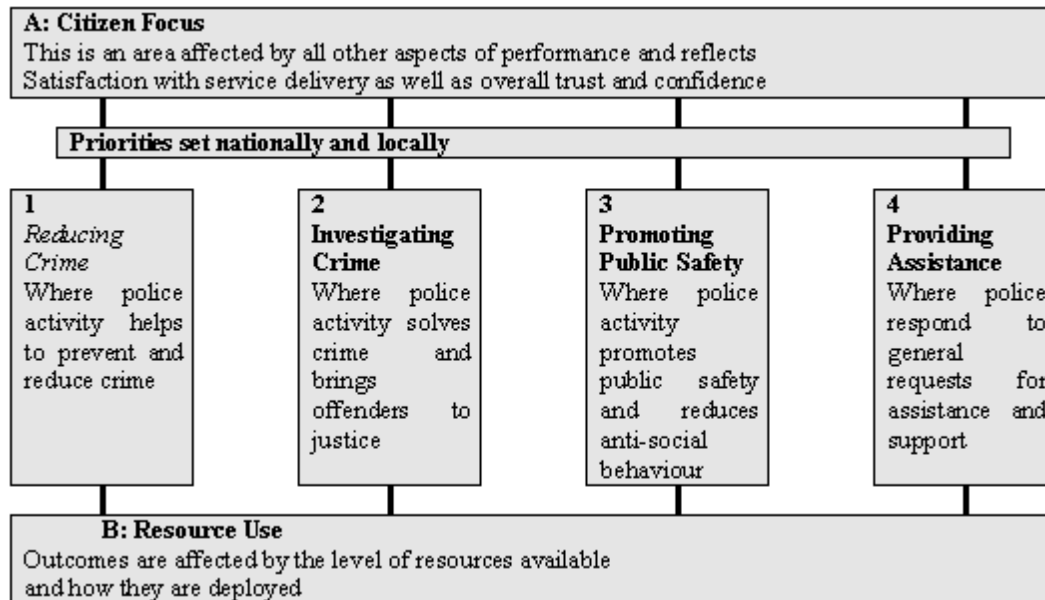
### **Policing and Performance Framework**

Under the government Police Reform programme, the Policing Performance Assessment Framework (PPAF) is a joint initiative of the Home Secretary, the Association of Chief Police Officers and the Association of Police Authorities. PPAF is about "policing" as a whole and aims to focus on the key strategic outcomes of policing.

This new framework has generated new or refined performance measures, and therefore historical corresponding performance data does not always exist, where this is the case, it is not possible to set appropriate targets at this time. However some of the priorities referred to in this plan do refer to the new PPAF measures.

### **Domains**

Domains are a new performance term describing areas of policing. PPAF is about “policing” as a whole and focuses on the key strategic outcomes of policing. The chart below shows ‘domains’ A & B, 1-4. These are packages of performance indicators that have an overarching theme.



**Domain A** will include public confidence; fairness and equality.

**Domain B** will focus on efficiency and organisational capability and use Activity Based Costing (ABC) to help link performance and resources.

**Domains 1-4** will focus on operational effectiveness, picking on both crime and non crime activities

All PPAF measures will be Best Value Performance Indicators (BVPs) and will be used to by he Home Office to assess how a force in achieving the five key priorities of the National Policing Plan for 2004-07. More about PPAF can be found in annex D.

### Activity Based Costing

As with other police forces, the MPS is currently implementing the Police National Activity Based Costing (ABC) model in line with Home Office guidance. These will show costs against a range of policing activities, and will be used by the MPS to inform decision making and planning.

The information will be used as part of PPAF to compare police performance and also to inform a review of the national funding formula.

The first ABC assessment returns will be produce by July 2004, covering the year 2003/04.

## 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**

Between May 2002 and March 2003, 7,799 interviews were carried out across 32 Boroughs. The study aimed to measure Londoners' perceptions of policing needs, priorities and experience.

The priorities from the survey were grouped together under fifteen main, fairly broad headings. The key themes, which emerged from this study, were;

- Burglary was the main concern
- Muggings was the next priority
- Physical attack by strangers was next.

Environmental issues, which were listed as concerns were as follows;

- Abandoned vehicles.
- Vandalism
- Gatherings of young people

The results of this study fed into the final table of issues of concerns.

The MPA and MPS invited 826 community and local government organisations in London to participate in a consultation to identify policing priorities. The results together with the Public Attitude Survey have been used in the development of the 2004/05 Policing Plan. The consultation was conducted online in three sessions. Session 1 asked participants to identify which policing issues are of particular concern to them and why. Session 2 enabled participants to see all the issues identified by participants in Session 1 and to indicate what they considered should be the priorities for the MPA/MPS 2004/05 Policing Plan. The final session gave respondents feedback on the results and the process was also validated and evaluated.



In addition to the public consultation phase, the views of 247 MPS staff were sought on the outputs from Session 1 of the public consultation.

The MPA organised a series of focus groups from 'hard to hear' communities across London.

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

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

### **Setting 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 a whole range of complex issues (see annex A). 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.

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

A feedback process for the consultees on the finalised priorities was built into the consultation exercise.

This annex outlines the priorities, objectives, targets and measures along with the relevant historical performance.

## PRIORITY – PROTECTING THE CAPITAL FROM TERRORISM

**Objective: To minimise the risk to life and property from terrorist activity in London**

Objectives and Measures	Target 2004/05	02/03 Performance	Year to date performance	Projection to end of year	Comment
Maximise number of quality intelligence reports submitted	No target <sup>1</sup>				
Appropriate number of Counter Terrorism Deployments	No target <sup>1</sup>	-	-	-	

**Objective: To maintain an effective response to suspected and actual terrorist incidents**

To provide good quality response	90%	92%	93%	92%	
Once tasked attend suspected or actual terrorist scene within set target	100%	n/a	n/a	n/a	

## PRIORITY - SERIOUS CRIME

**Objective: To reduce the level of gun enabled crime**

Gun enabled crime level	- 4%	3,824	2,682 (April-Dec 2003)	3,576	.
Detection <sup>2</sup> rate for gun enabled crime	20%	24%	19%	19%	

**Objective: To disrupt organised criminal activity of persons identified as Class A drugs suppliers**

Number of drug trafficking organisations disrupted <sup>3</sup>	12 per annum	n/a	n/a	n/a	
The number of proactive operations against open drugs markets	A target will be set in year when appropriate baseline data is established	n/a	n/a	n/a	

<sup>1</sup> It is not appropriate to set a target for this measure, however, MPA to be continually appraised of performance in this area of work

<sup>2</sup> All detection targets will use the current definition (see annex D for details)

<sup>3</sup> a disruption has been achieved when an organised criminal enterprise has been disrupted and is unable to operate at its normal level of activities. A disruption may be achieved by various means and does not have to be within the context of the operation. A Class A drug trafficking group may, for example, be disrupted by arrests in respect of Class B drug importation, smuggling, firearms, VAT evasion etc. or by referral to another agency for action. This would still count as a disruption of a Class A drugs trafficking organisation

Objectives and Measures	Target 2004/05	02/03 Performance	Year to date performance	Projection to end of year	Comment
The number of proactive operations against crack houses	10% increase on 2003	489 (calendar year 2003)	87 (Jan - Mar 2004)	516	
<b>Objective: To dismantle organised criminal networks and seize their assets</b>					
Value of assets recovered	More than £8M	£7.2M (calendar year 2003)	n/a	n/a	This is a new measure. Developmental work is in progress to establish suitable process for capturing the required information and for providing data
Number of organised criminal networks disrupted <sup>4</sup>	24 per annum	n/a	n/a	n/a	This is a new measure. Developmental work is in progress to establish suitable process for capturing the required information and for providing data
<b>PRIORITY - REASSURANCE</b>					
<b>Objective: To improve neighbourhood safety</b>					
Public satisfaction with the way neighbourhoods are policed in London	55%	47%		50%	The aim is to increase satisfaction levels by 5% next year compared to 03/04. Baseline data will start to accumulate from April 2004
The average number of hours uniformed operational police officers and police staff are visible	+5% increase against 2003/04	n/a	Approx. 1.4 million hours per month	Approx. 1.4 million hours per month	The MPS will report on the number of hours visible for operational police officers and police staff.

Objectives and Measures	Target 2004/05	02/03 Performance	Year to date performance	Projection to end of year	Comment
The average number of hours uniformed operational police officers and police staff are visible	+5% increase against 2003/04	n/a	Approx. 1.4 million hours per month	Approx. 1.4 million hours per month	The MPS will report on the number of hours visible for operational police officers and police staff.
Proportion of police officer time available for front line policing	n/a	n/a	89%	89%	The data collected will be consistent with the categories defined as 'front line policing' in the PPAF measure.
Percentage of people who think police are doing a good job	Increased percentage of people	Survey measures are moving away from those currently used in the MPS Public Attitude Survey to the PPAF equivalent. The questions asked in PPAF are slightly different, so baseline data will start to accumulate from April 2004			The Public Attitude Survey (PAS) <u>does not currently</u> collect data on these questions. However, from March/April the PAS/Reassurance survey will ask the following questions; "Would you say police in this areas do a good job or a bad job?" "In this area, would you say there is more or less crime?" "Would you say anti-social behaviour has got worse, got better or stayed the same?"
Percentage who think crime has increased/decreased in neighbourhood where they live	Increased % of people				
Percentage who think anti-social behaviour has increased/decreased	Increased % of people				
<b>Objective: To reduce the level of robbery compared to 2003/04</b>					
The number of robberies	-11%	42,496	30,280 (April to Dec 2003)	40,373	
Robberies per 1000 population	5.0%	5.9	4.2	5.6	This is not a separate target from that above, but expresses the same challenge in PPAF format

Objectives and Measures	Target 2004/05	02/03 Performance	Year to date performance	Projection to end of year	Comment
Percentage robberies detected <sup>2</sup>	15%	13.0%	12.0%	12.4%	
<b>Objective: To improve our contribution to the effectiveness of the criminal justice system</b>					
Percentage of Total Notifiable Offences Detected <sup>4</sup> (add footnote)	20%	12.6%	12.3%	12.3%	
Number of arrest warrants outstanding	-15%	15865	14546		
Victim satisfaction	Target subject to baseline setting				The MPS victims of crime survey will collect data commencing April 2004.
<b>Objective: To recognise and respond appropriately to the differential impact of crime on people taking into account their race, gender, sexual orientation, faith, age or disability</b>					
Detection <sup>2</sup> rate for rape	28%	28.9%	24.1% (Apr – Sept 2003)	24.1%	
Detection <sup>2</sup> rate for homophobic crime	23%	18%	16.6% (Apr – Nov 2003)	16.6%	
Detection <sup>2</sup> rate for racist crime	20%	18.6	16.3% (Apr – Nov 2003)	16.3%	
Detection <sup>2</sup> rate for domestic violence	19%	16.9%	16.8% (Apr – Nov 2003)	16.8%	
Percentage of victims of racist incidents satisfied	70%	67.5	67.3% (Apr – Sept 2003)	67.3%	
<b>Objective: To safeguard Children and Young Persons from physical and sexual abuse</b>					
Detection <sup>2</sup> rate in allegations of intra-familial abuse <sup>4</sup>	35%	39%	32%	35%	
Number of arrests of subjects identified by the Child Protection Intelligence Unit as a danger to children	40 arrests	56 arrests	11 arrest	28 arrests	
Detection <sup>2</sup> rate for murders investigated by Murder Investigation Teams	85%	n/a	75%	100%	

<sup>4</sup> defined as abuse within the family and extended family including professional carers'

### **Business Group key objectives**

The following business group key objectives are shown for information. It should be noted that only the operational business groups' key objectives have been included as those of the support groups are under development in response to the emerging operational ones.

<b>Specialist Operations</b>	
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. To ensure that MPS staff are trained, informed, prepared and equipped to protect the capital against current and emerging threats through intelligence led policing</li> <li>2. To reduce the likelihood or effects of terrorism</li> <li>3. To enhance community contribution to the counter-terrorist effort</li> <li>4. To make London's airports and other key sites a hostile environment for criminal and terrorist activity</li> </ol>
<b>Specialist Crime</b>	
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. To safeguard children and young persons from physical and sexual abuse</li> <li>2. To reduce the impact of organised crime in distinct communities</li> <li>3. To improve the investigation and prevention of all homicides</li> <li>4. To deliver an effective range of forensic services to the MPS contributing to tackling crime and an understanding of criminality in London</li> <li>5. To enable the Directorate to be well managed, effective, professional and to assist in the delivery of its strategic objectives</li> </ol>
<b>Territorial Policing</b>	
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. To reduce the level of residential burglary compared to 2003/04</li> <li>2. To increase the detection rate for residential burglary</li> <li>3. To reduce the level of vehicle crime compared to 2003/04</li> <li>4. To increase the detection rate for vehicle crime</li> <li>5. To reduce the number of people killed and seriously injured on London's roads</li> </ol>
<b>Deputy Commissioner's Command</b>	
<b>Objective</b>	To protect the integrity of the organisation and individuals

## PERFORMANCE INDICATORS AND PRIORITIES 2003/2004

The monitoring of police performance will be moving to a new set of measures in 2004/05. The Policing Performance Assessment Framework (PPAF) is currently being developed by the Home Office, jointly with police partners, and aims to provide the policing community and the public with a thorough mechanism for assessing police performance.

The PPAF attempts to balance national priorities with local policing needs through well defined and quality assured outcome measures. A standardised assessment mechanism is being developed that will depict performance achievements in a way that is easily understood and fair. The first PPAF performance measures will be in place for April 2004 with the full framework scheduled to be in place by April 2005. The first “true” PPAF assessment therefore will be available in 2006. The 2004/05 Policing Plan will be the first to adopt the new PPAF measures, where they are available, and as such the measures within the plan will represent a radical departure from those previously used. Therefore, performance for 2003/04 is reported against the existing measures.

### Key to Annex D

**PP** Policing priority

**PBVI** Policing best value indicator

**BVPI** Best value performance indicator

**Detection** - The MPS definition of ‘detection’ in the 04/05 policing plan targets will include both Judicial Disposals (JD’s) and “other” ‘clear ups’, whereas the detections referred to in the ‘previous performance’ data refers to JD’s only.

**Sanctioned detection** A sanctioned detection is a detection achieved by a charge, summons, caution or an offence (previously recorded by the police) taken into consideration at court when a separate offence is being considered.

**Judicial Disposals** include:

- a. Charging an offender
- b. Issuing a summons to an offender
- c. Having an offence taken into consideration at court
- d. Fixed penalty notices for section 5 POA offences
- e. Adult Cautions, Youth reprimands and Final Warnings



“Other” clear ups include:

- f. The accused dies before proceedings can be started or completed.
- g. The accused is ill and unlikely to recover, too senile, or too mentally ill for the proceedings to be started.
- h. The complainant or an essential witness is dead and the proceeding cannot be pursued.
- i. The guilt of the accused is clear but the victim refuses, or is permanently unable (or if a juvenile is not permitted) to give evidence.
- j. It is established that an offence has been committed by a child under the age of criminal responsibility.
- k. The CPS by virtue of their powers under the Criminal Justice Act 2003 decide not to prosecute
- l. The police decide that no useful purpose would be served by proceeding with the charge

**Additional information**

All population and household figures used are sourced from the 2001 census.

PERFORMANCE TABLE							
2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
BVPI136a	PBV8a	Number and percentage of notifiable / recorded offences resulting in conviction, caution or TIC by court.	n/a	Increase of 6183 on 2001/02	131,491 Jun 02- May 03	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	<i>Offences brought to justice:</i> continues BVPI 136a and PSA measure (also as a percentage to allow comparison).
BVPI136b	PBV8b	Percentage of notifiable / recorded offences resulting in charge, report for summons, caution, or TIC by court.	12.6%	n/a	12.3%	20% (see definition of detection on previous page)	Continues BVPI 136b and PSA measure.
BVPI120	PBV3	Level of Crime (using British Crime Survey)	21% (household crime) & 8% (personal crime)	n/a	*27% (household crime) & 8% (personal crime)	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	*Oct 2002-Sept 2003.  Continues BVPI 120.
STREET CRIME							
PP		The number of recorded street crimes	-15.8%	10% reduction	-2.2%	Replaced by robbery target	The MPS will adopt the Home Office definition of robbery for 2004/05.  *Subject to Home Office funding bid.
PP		The judicial disposal rate for street crime	8.6%	n/a	8.5%	Replaced by robbery target	
BVPI 127e		Robberies per 1000 population	5.9	n/a	4.2	11%* reduction	

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
<b>BVPI 127e(i)</b>	<b>PBV127 e(i)</b>	Percentage of robberies detected	12.4%	n/a	11.6%	15%	The MPS will monitor overall detections and sanctioned detections.
<b>VIOLENT CRIME</b>							
<b>BVPI 127</b>		Violent crimes per 1,000 population	32.3	n/a	24.9	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	
<b>BVPI 127</b>		Percentage of violent crimes detected	22.8%	n/a	22.5%	As.	The MPS will also monitor sanction detections.
<b>BVPI 127a</b>		Violent offences committed by a stranger per 1,000 population	18.5	n/a	13.3	No corporate target set due to proposal by Home Office to delete measure.	
<b>BVPI 127b</b>		Violent offences committed in a public place per 1,000 population	21.7	n/a	16.2	ditto.	
<b>BVPI 127c</b>		Violent offences committed in connection with licensed premises per 1,000 population	-	n/a	-	No corporate target set due to proposal by Home Office to delete measure.	

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
BVPI 127d		Violent offences committed under the influence per 1,000 population	-	n/a	-	ditto.	
<b>GUN RELATED VIOLENT CRIME</b>							
PP		The number of gun related violent crimes	+3.1%*	4% reduction*	-8.9%	-4%	
PP		To increase satisfaction with foot patrols	15%	20%	*18%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	*Jan-Dec 2003 Data from MPS Public Attitude Survey. Replaced by MPS Public Attitude/Reassurance survey in 2004/05.
PP		To increase satisfaction with mobile patrols	32%	n/a	*34%	As above	*Jan-Dec 2003 Data from MPS Public Attitude Survey. Replaced by MPS Public Attitude/Reassurance survey in 2004/05.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
	<b>PBV1g</b>	Percentage of victims of racist incidents satisfied with the police service when dealing with the incident	67.50%	n/a	66.6%	70%	
<b>BVPI189a</b>	<b>PBV2a</b>	Percentage of residents who feel 'fairly or very safe' after dark whilst outside	n/a	n/a	50%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	Replaced by MPS Public Attitude/Reassurance survey in 2004/05.
<b>YOUTH CRIME</b>							
<b>PP</b>		The number of youths accused	-15.3%	n/a	-4.2%	n/a	Deleted for 2004/05 MPS priorities.
<b>PP</b>		The number of police officers in schools	76	n/a	179	n/a	Deleted for 2004/05 priorities.
<b>PP</b>		The percentage of persistent young offenders (PYOs) dealt with within two days (arrest to charge).	70.2%	n/a	67.8%	n/a	Deleted for 2004/05 priorities.
<b>PP</b>		The percentage of persistent young offenders (PYOs) dealt with within seven days (charge to first court listing)	75.0%	n/a	72.0%	n/a	Deleted for 2004/05 priorities.
<b>PP</b>		The average time for PYO charge to sentence	84 days*	n/a	81 days	n/a	*October to December 2002. Deleted for 2004/05 priorities.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
<b>BURGLARY</b>							
126a	126a	Domestic burglaries per 1,000 households	24.0	4% reduction i.e. 22.9	16.9	-7%	
126b	126b	Percentage of 126a detected	11.8%	n/a	10.5%	14%	The MPS will also monitor sanctioned detections.
<b>AUTOCRIME</b>							
128a	128a	Vehicle crimes per 1,000 population	24.6	n/a	17.4	-8%	
128b	128b	Percentage of 128a detected	4.4%	n/a	3.8%	6%	The MPS will also monitor sanction detections.
<b>INCREASING THE SECURITY OF THE CAPITAL AGAINST TERRORISM</b>							
PP		Percentage of terrorist scenes managed to a very good standard	91.9%	90% of scenes managed to a 'good' or 'very good' standard	93.3%	To provide a good quality response 90% of the time: once tasked, attend suspected or actual terrorist scene within set target	Quality measure under review. Refined version due to be implemented by 1 April 2004.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
<b>To disrupt organised criminal activity of persons identified as Class A drugs suppliers</b>							
PP		Number of adults arrested referred to drug treatment programmes	5,375	n/a		No corporate target set. However, the MPS intends to continuously improve on previous years' performance	
BVPI129a	PBV7	Number of offenders charged, reported for summons or cautioned for supply offences in respect of class A drugs per 10,000 population.	3.7	n/a	2.5	As above	To be replaced by Number of Class A drug supply offences brought to justice per 10,000 population; of these the percentage each for cocaine and heroin supply.
BVPI 137a		Percentage of persons arrested referred to drug treatment programmes as a result of arrest referral schemes	1.60%	n/a		As above	BVPI deleted from suite for 2003/04

002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
<b>TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS</b>							
PP		The judicial disposal rate for racist crimes	18.6%	18%	16.5%	20%	All detection targets will use the current definition, however, previous performance data relates to JDs
PP		The judicial disposal rate for homophobic crimes	18.0%	17%	16.6%	23%	All detection targets will use the current definition, however, previous performance data relates to JDs
PP		The judicial disposal rate for domestic violence	16.9%	17%	16.9%	19%	All detection targets will use the current definition, however, previous performance data relates to JDs
PP		The judicial disposal rate for rape offences	25.0%	25%	24.6%	28%	All detection targets will use the current definition, however, previous performance data relates to JDs



2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
PP		The difference in level of satisfaction with the initial service received from the police expressed by victims of racist crime and victims of all crime	8.9%	70% satisfaction target set	10.3%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	Replaced by MPS Public Attitude/Reassurance survey in 2004/05.
PP		Implementation of the action plan following the outcome of the Climbié enquiry	-	-		See note	All actions relating to the MPS are complete. However there are issues that require national action and work is in progress.
	PBV4a	Percentage of reported domestic violence incidents leading to a related arrest	22.30%	n/a	22.4%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	
	PBV4b	Percentage of reported domestic violence incidents leading to a related arrest, involving partner-on-partner violence	n/a	n/a	n/a	n/a	The MPS is currently establishing a process whereby this data can be collected.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
	<b>PBV6</b>	Percentage of recorded racially aggravated crimes detected	22.60%	n/a	20.6%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	To be replaced by the percentage of violence against the person offences detected by ethnicity of the victim. Replaces BVPI 141. In this case sanction detections are being used as a proxy for offences brought to justice.
<b>EMERGENCY RESPONSE</b>							
<b>BVPI23c</b>	<b>PBV1c</b>	Percentage of the public satisfied with police action in response to 999 calls	78.3%	85%	74.5%	As above	To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action
<b>PP</b>		Percentage of 999 calls answered within local target response time (15 seconds)	82.3%	n/a	84.9%	As above	
<b>PP</b>		Percentage of responses to incidents requiring immediate response within local target response time (12 minutes)	72.8%	n/a	71.2%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
	<b>PBV1a</b>	Percentage of the public satisfied with the time taken to answer a 999 call from a member of the public	*84.10%	85%	85.4%	As above	*July 2002 to March 2003. To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action.
	<b>PBV1b</b>	Percentage of the public satisfied with the arrival time of an officer dealing with an immediate response incident	n/a -	n/a	n/a	As above	To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action.
<b>REDUCING ROAD CASUALTIES</b>							
	<b>PBV11</b>	Number of road traffic collisions involving death or serious injury per 1,000 population	0.7	4% casualty reduction target set	0.4	-4%	Revised to take account of the number of vehicle kilometres travelled.
<b>STOP AND SEARCH</b>							
	<b>PBV5a</b>	No. of PACE stop/searches of minority ethnic persons per 1,000 population compared with the number of PACE stop/searches of white persons per 1,000 population	Minority ethnic persons: 61.6 White 25.7	n/a	Minority ethnic persons: 33.6 White 13.4	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	To be replaced by the percentage of PACE stop and search which lead to arrest by ethnicity.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
	<b>PBV5b</b>	Percentage of PACE stop/searches of minority ethnic persons leading to arrest compared with the percentage of PACE stop/searches of white persons leading to arrest	Minority ethnic persons: 14.5% White 14.0%	n/a	Minority ethnic persons: 13.1% White 13.2%	As above	To be replaced by the percentage of PACE stop and search which lead to arrest by ethnicity.
<b>RECRUITMENT/DEPLOYMENT</b>							
	<b>PP</b>	The number of police officers recruited compared to the target	3,489	3,240	2,570	N/a	Deleted from national performance indicators for 2004/05.
	<b>PBV13</b>	Percentage of police officers in operational posts	82.9%	88%	Data collected annually – not yet available.	N/a	To be replaced with percentage of police officer time available for front line policing.
<b>DIVERSITY</b>							
	<b>PBV14</b>	Percentage of minority ethnic police officers in the force compared with the percentage of minority ethnic population of working age	1:4.5	1:3.8	1:4.0	Awaits HRC approval of target, but will reflect VEM officers as a percentage of strength, as in 2003/4 target.	Replaced with Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
PP		The number of VEM officers as a percentage of the police strength	5.5%	6.6%	6.2%	6.9%	See above.
PP		Percentage of new appointments to the police strength who are female	20.3%	25%	27.0%	30%	Proposed new BVPI: a) Proportion of female police recruits compared to the proportion of females in the economically active population b) Ratio of female officers resigning to all officer resignations.
<b>SICKNESS</b>							
	<b>PBV15a</b>	Average number of working days lost through sickness per police officer	9.6	9 days per year	7.4	9 days per year	Will change to working <u>hours</u> lost due to sickness.
	<b>PBV15b</b>	Average number of working days lost through sickness for civilian employees	11.2	10 days per year civil staff 10 days per year PCSOs 18.5 days per year traffic wardens	8.5	Police staff – 10 days per year. PCSO and traffic warden – 11 days per year	Will change to working <u>hours</u> lost due to sickness.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
PP		Average number of days lost through sickness for civil staff (excluding traffic wardens)	10.9	10 days per year	8.3	N/a	Deleted from national performance indicators for 2004/05.
PP		Average number of days sickness for traffic wardens	19.7	18.5 days per year	11.0	N/a	Deleted from national performance indicators for 2004/05.
BVPI29a	PBV16a	Number of medical retirements of police officers per 1,000 officers	5.3	6.5	1.2	N/a	Deleted from national performance indicators for 2004/05.
BVPI29b	PBV16b	Number of medical retirements of civilian employees per 1,000 civilian employees	2.3	6.5	1.3	N/a	Deleted from national performance indicators for 2004/05.
<b>CUSTOMER SATISFACTION</b>							
	PBV1d	Percentage of victims satisfied with police initial response to a report of a violent crime	71.30%	75%	72.1%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance.	To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action.

2002/03 reference	2003/04 PBV number	Indicator	2002/03 performance	2003/04 target	2003/04 performance (Apr-Dec03)	2004/05 target	Comments
	<b>PBV1e</b>	Percentage of victims satisfied with police initial response to a report of a burglary of a dwelling	82.80%	85%	83.4%	No corporate target set. However, the MPS intends to continuously improve on previous years' performance	To be replaced with user satisfaction survey of victims with respect to accessibility, treatment and action.
	<b>PBV1f</b>	Percentage of victims of road traffic collisions satisfied with the police service at the scene of the collision	90.50%	90%	88.0%	As above.	As above
	<b>PBV12</b>	Percentage of occasions on which the police meet immigration service requests for assistance in the removal of immigration offenders.	n/a	n/a	n/a	n/a	As above

**COMPARISON OF PERFORMANCE**

Information in this annex is displayed in the new format for presenting data under the Police Performance Assessment Framework (PPAF), which is outlined in the National Policing Plan. The performance 'radar' for the MPS for 2002/03 is shown against the set of 'most similar forces' (MSF). Also presented are performance charts comparing the MPS against the MSF across a range of measures.

When comparing the performance attained by the MPS against that of the average of most similar forces, it shows that the MPS continues to achieve strong results in reducing crime and for this year has performed well in the resource usage category. The MPS is currently performing less well in investigating crime. This is also illustrated in the tables showing percentage detection rates against the other Metropolitan forces.

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

The population covered by the MPS is nearly three times as big as the next largest UK force (West Midlands). This introduces service complexities, both in terms of scale and due to the very diverse nature of the area it polices. There are considerable differences in the working environments of inner and outer London boroughs.

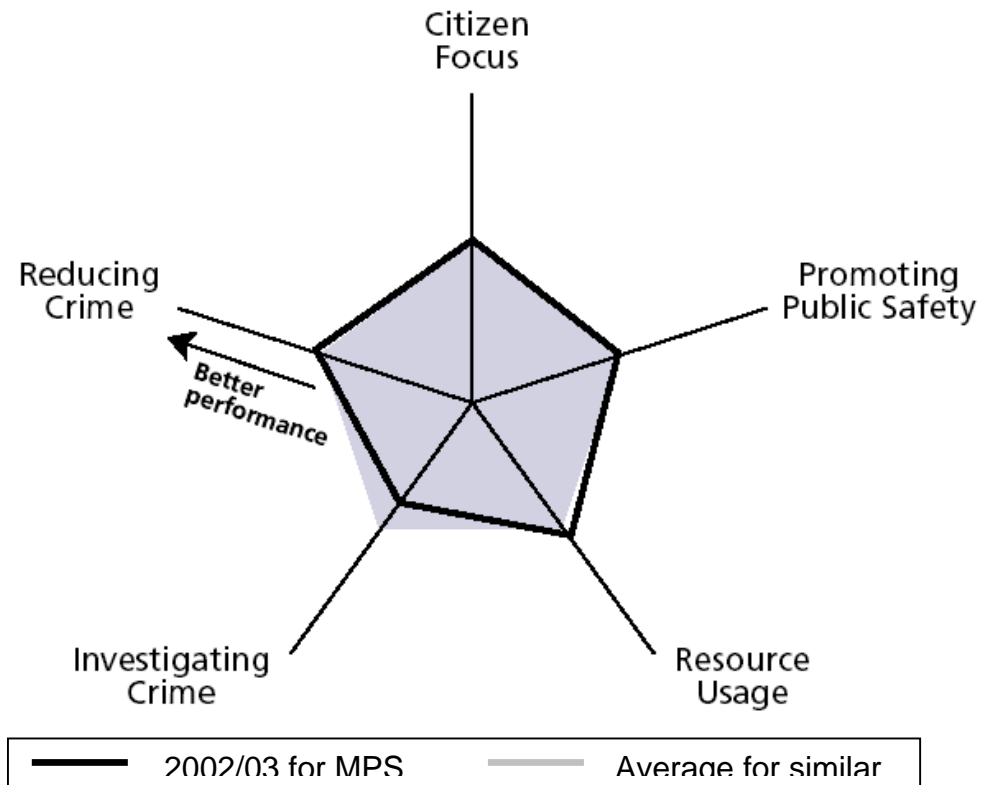
Many of the Best Value Performance Indicators (BVPIs) measure incidence of events per 1,000 (resident) population. MPS figures are impacted by an underestimate of the population it polices, as the actual number of people in London is inflated by up to 50% owing to its large transient population (comprising tourists, other visitors, commuters and shoppers). This makes inter-force comparisons based on the number of crimes per resident population less meaningful.

The MPS has significant national and international responsibilities (e.g. for terrorism), which are not found in any other UK force.

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.



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.



MPS score	Average MSF score
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### Reducing crime

Burglaries for every 1,000 households	24.0	29.6
Vehicle crime for every 1,000 residents	23.8	24.9
Robberies for every 1,000 residents	5.8	4.5

### Investigating crime

Percentage of offences detected	13%	16%
Percentage of offences brought to justice	12%	15%
Class A drugs supply offenders brought to justice for every 10,000 residents	2.1	2.6

## Promoting Public Safety

Residents very worried about burglary	18% +/- 2%	19% +/- 1%
Residents highly worried about car crime	19% +/- 2%	20% +/- 2%
Residents highly worried about violence	29% +/- 3%	27% +/- 2%
Residents perceiving disorder as high	34% +/- 3%	29% +/- 2%

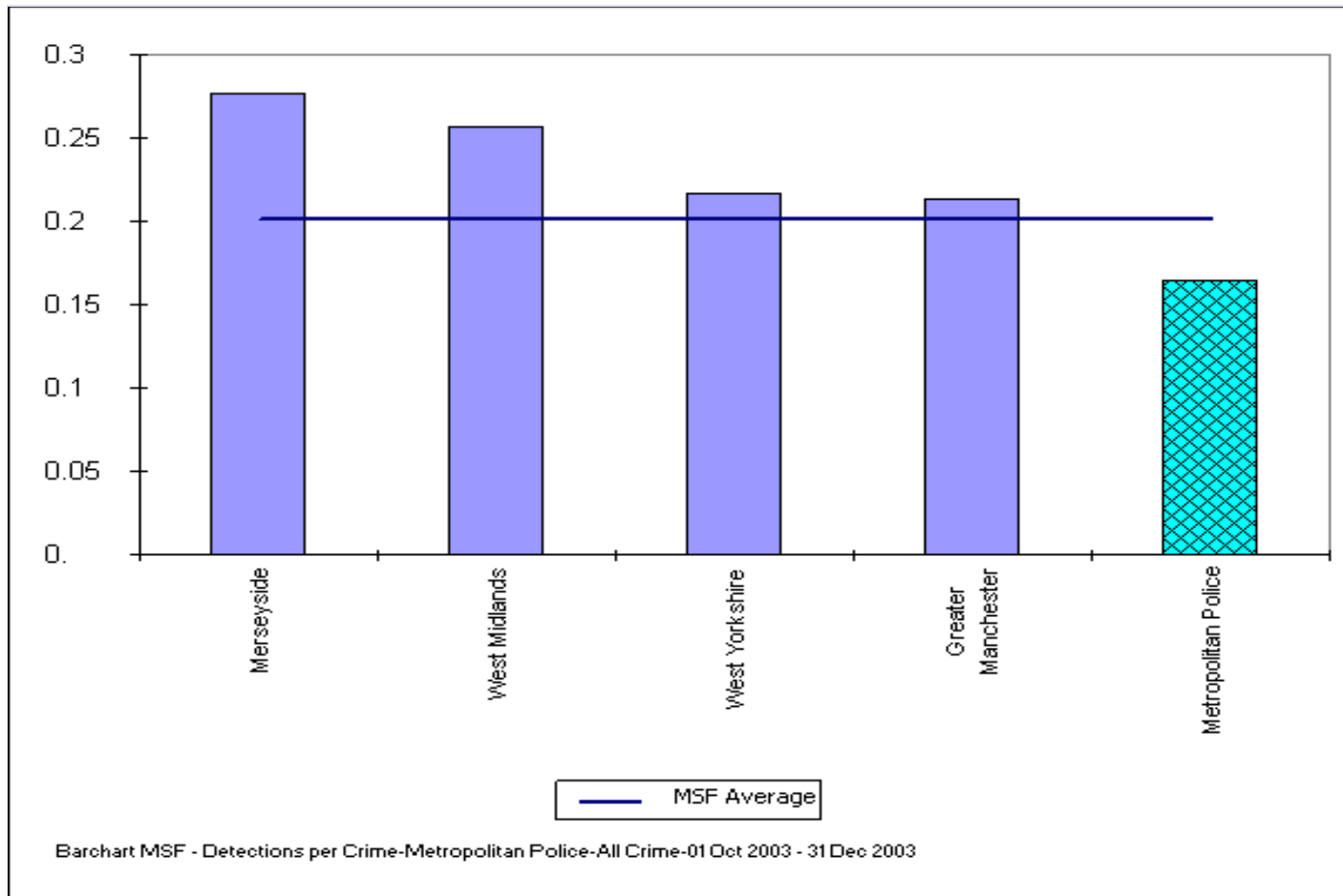
## Citizen Focus

Residents thinking police do a good job	48% +/- 2%	47% +/- 1%
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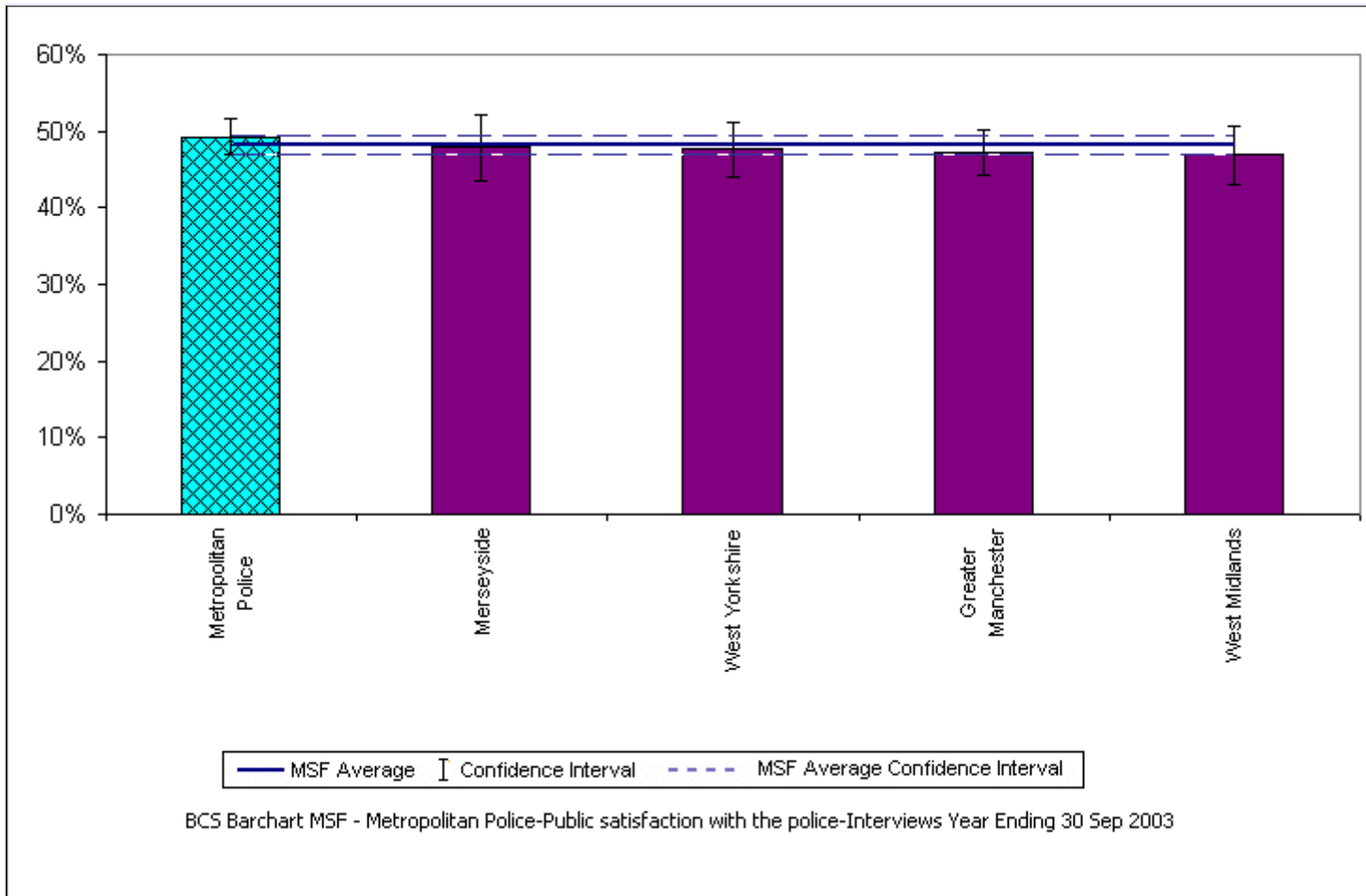
## Resource Usage

Days lost for each officer every year	9.7	10.3
Days lost for each civilian every year	10.7	11.8

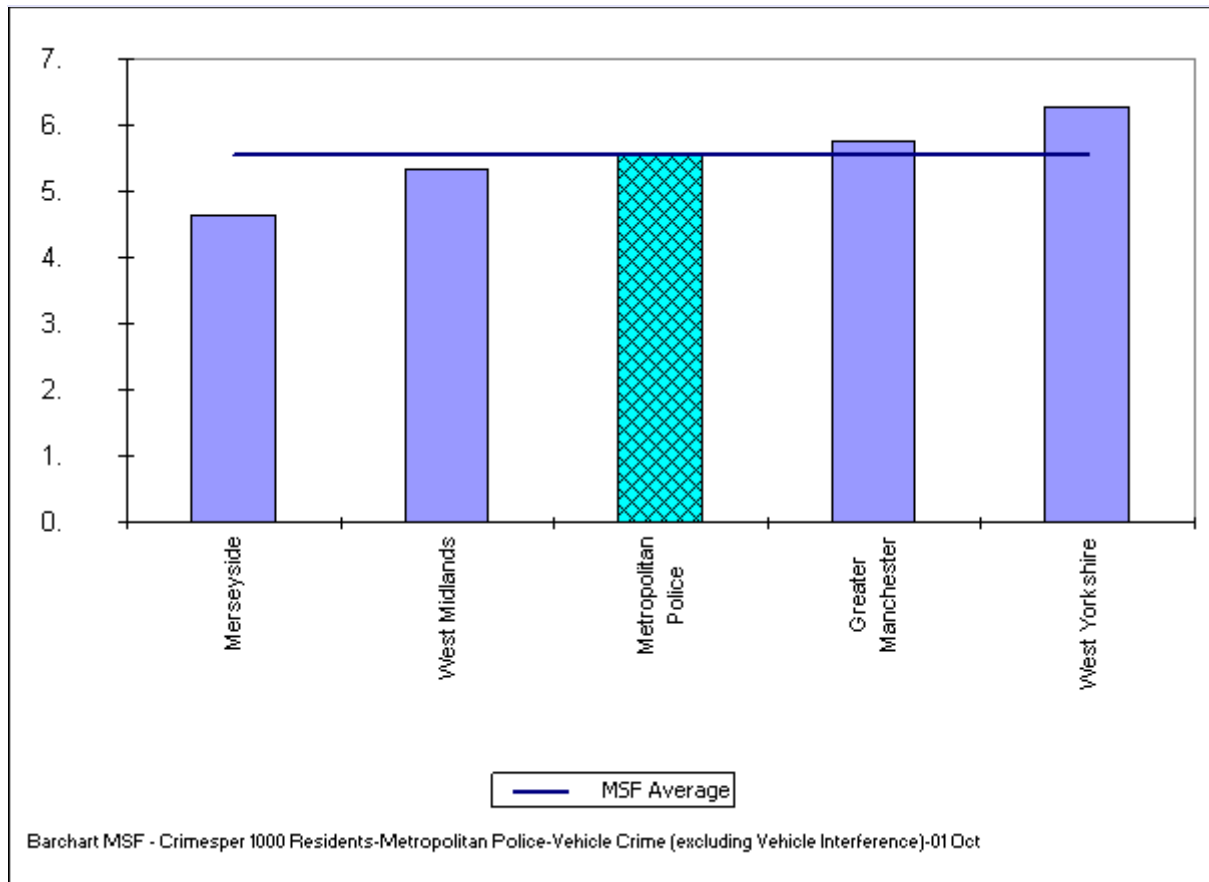
**Comparison between the MPS and most similar forces for  
the percentage of offences detected - all crime 01 Oct 2003 - 31 Dec 2003**



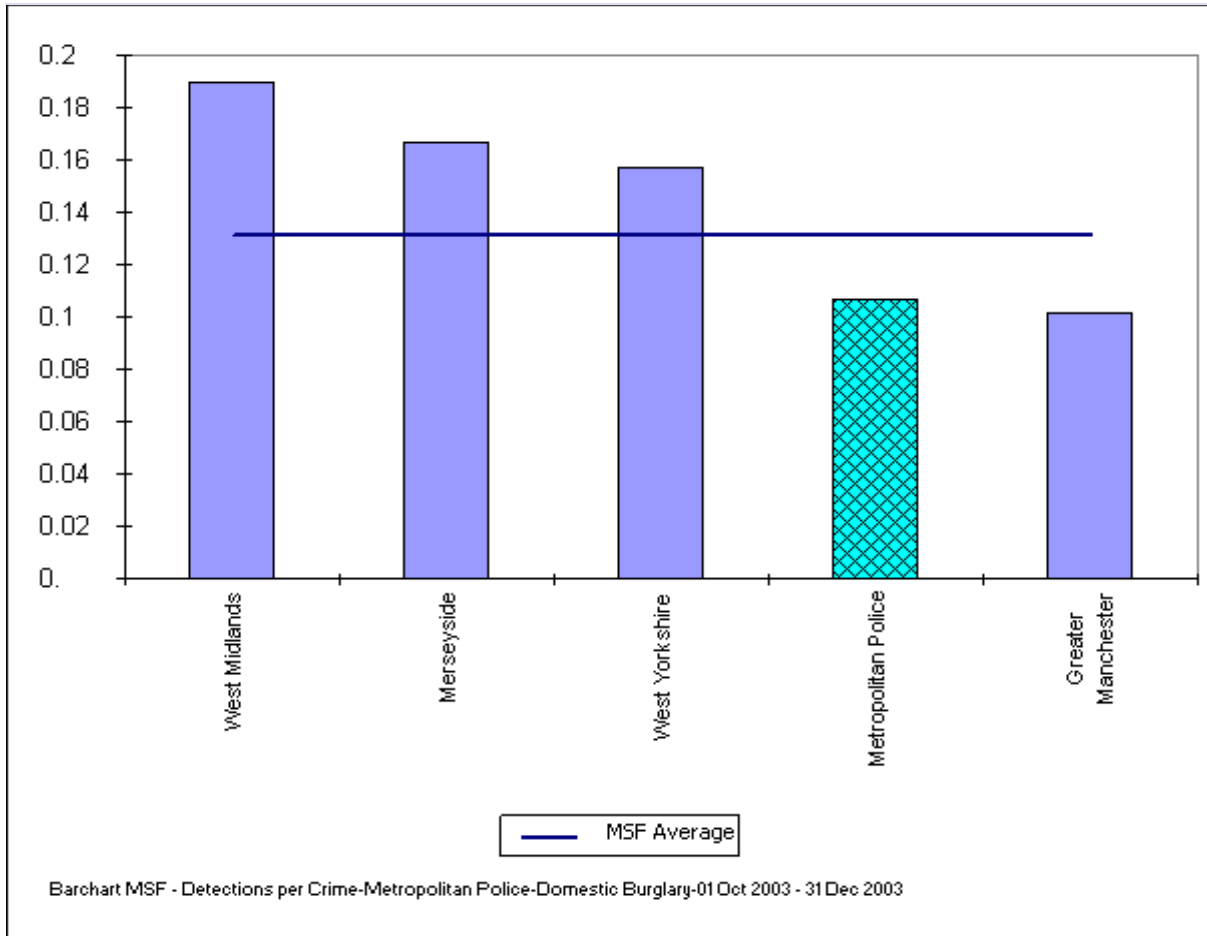
**Comparison between the MPS and most similar forces for public satisfaction with the police interviews Year Ending 30 Sep 2003**



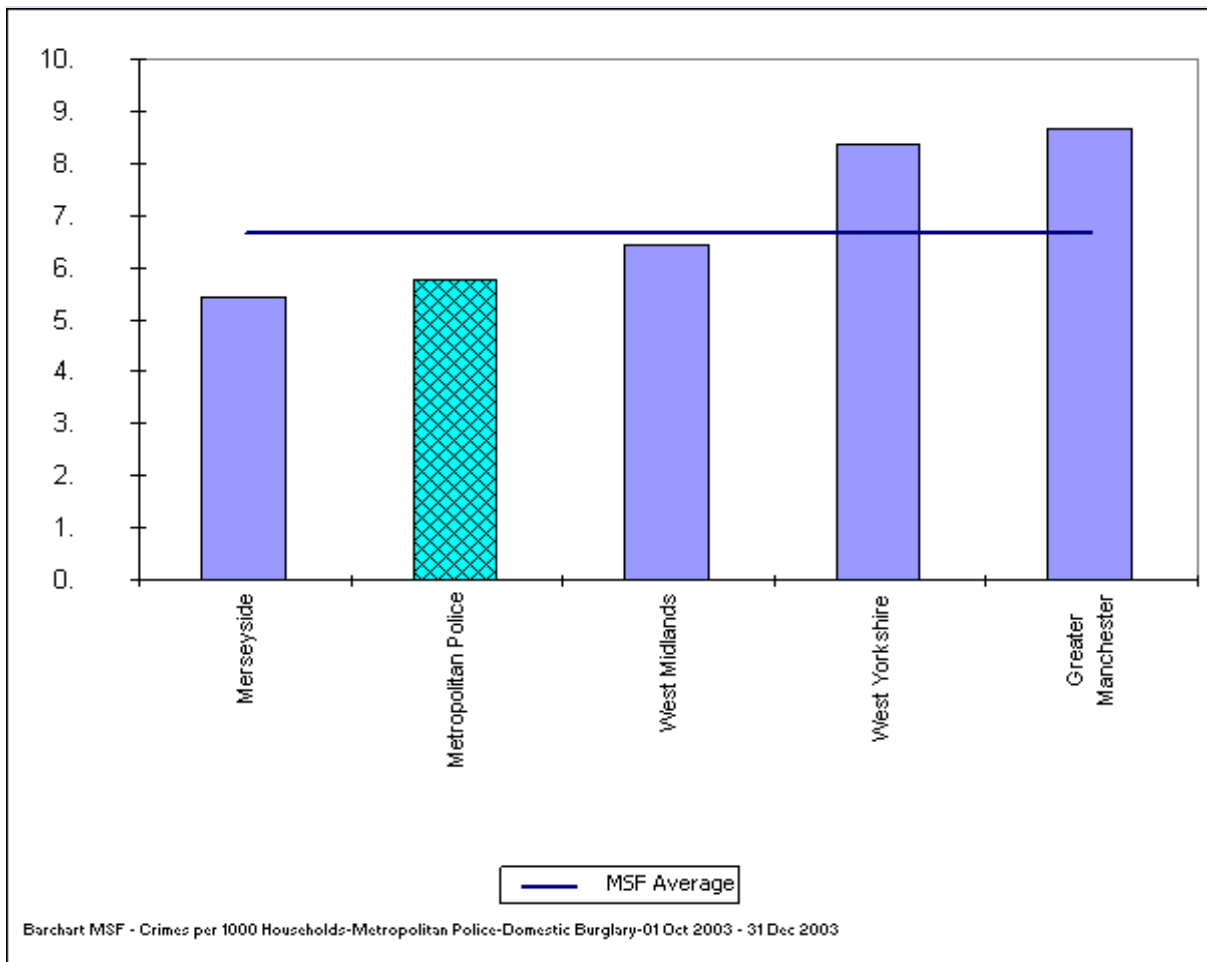
Comparison between the MPS and most similar forces for  
vehicle crime per 1000 Residents 01 Oct 2003 - 31 Dec 2003



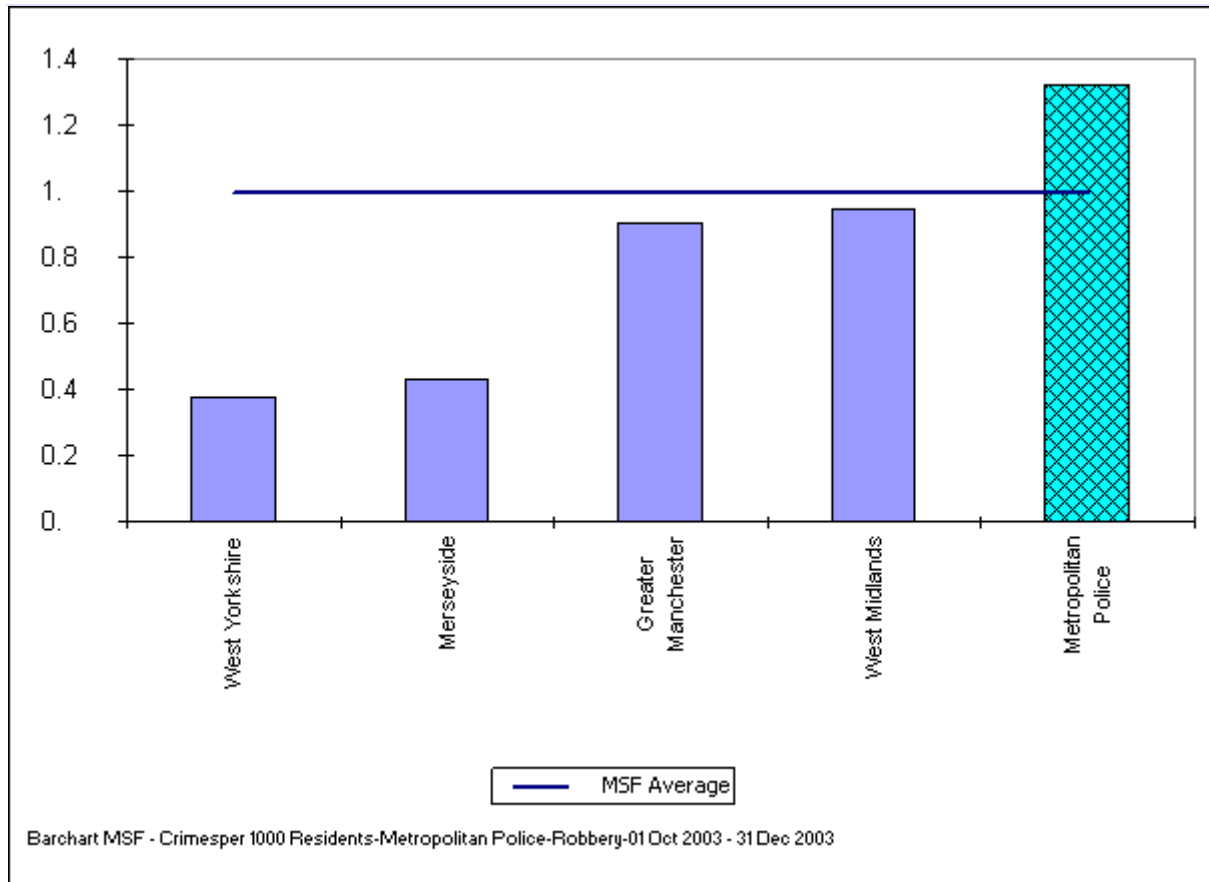
**Comparison between the MPS and most similar forces for  
the percentage of domestic burglary offences detected 01 Oct 2003 - 31 Dec 2003**



Comparison between the Metropolitan Police and most similar forces for domestic burglary offences per 1000 households 01 Oct 2003 - 31 Dec 2003

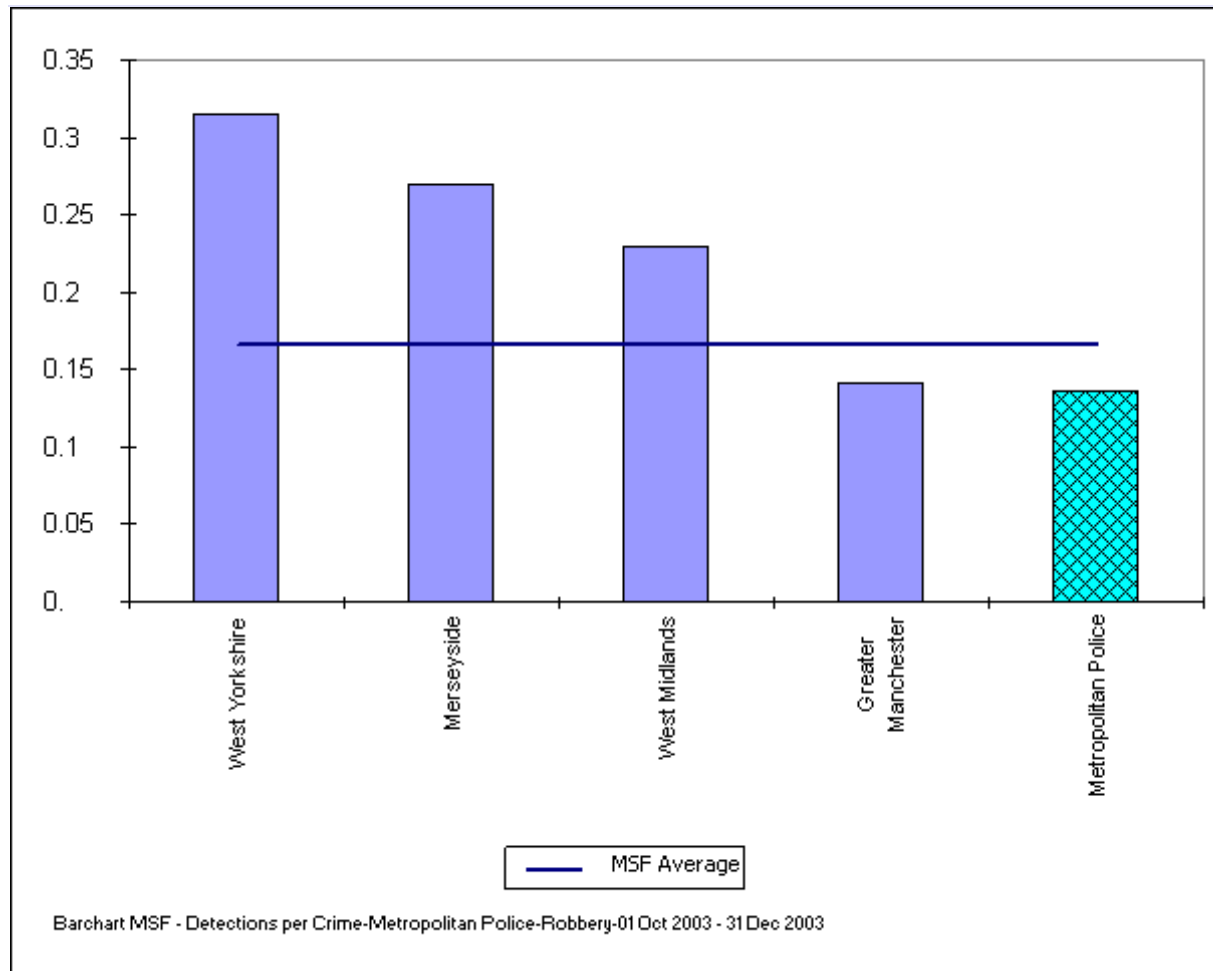


**Comparison between the Metropolitan Police and most similar forces for robbery offences per 1000 residents 01 Oct 2003 - 31 Dec 2003**





**Comparison between the MPS and most similar forces for  
the percentage of robbery offences detected 01 Oct 2003 - 31 Dec 2003**



## RACE EQUALITY SCHEME

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

Specific duties mirroring the MPS Race Equality Scheme	MPS Progress 31 May 2002 to 21 January 2004
Identifying relevant policies	The Policy Clearing House (PCH) is co-ordinating the identification and review of all relevant policies. This process exceeds the statutory requirement to assess the impact of all new and proposed policies by including a review of those that already exist. All reviews by policy units on behalf of the 16 Strategic Committees will be completed by December 2004.
Assessing and consulting on the likely impact of proposed policies	The PCH workbook for policy developers, supported by the Commission for Racial Equality has been revised and updated. It is supported by a guide and ensures that as policy is developed the process includes assessments and consultations.
Arrangements for monitoring policies for adverse impact	The PCH workbook ensures that policy developers have a responsibility to monitor their own policies for adverse impact. In the key area of stop and search this is done at a corporate and a local level.
Arrangements for publishing the assessment, consultation and monitoring	MPS policies are published on the MPS website through the Publication Scheme.
Public access to information and services	The Publication Scheme supports fair access to information. The Directorate of Public Affairs tailor information and literature to specific communities and this is supported by the work of Linguistic Services.
Employment  Staff in post Employment (recruits) Applicants for jobs (internal) Applicants for promotion Applicants for training	Ethnicity of staff is captured on recruitment through self-assessment using 21 ethnicity categories. These categories are used to look at overall staff strengths.  Data collected Data collected Data collected Data collected Being progressed – Met HR 2 computer programme will enable improved monitoring

<p>Performance appraisal</p> <p>Disciplinary and grievance procedures Dismissals and reasons for leaving</p>	<p>Police Officers –data collected as performance appraisals relate to competency related threshold payments.</p> <p>Data collected</p> <p>Data collected</p> <p>Collected data is analysed quarterly for disproportionality.</p>
<p>Complaints</p>	<p>System in place to deal with complaints regarding non-compliance with the scheme. No complaints received during this period.</p>
<p>Communication Strategy</p>	<p>The Race Equality Scheme is available on the internet and was distributed widely amongst key partners and to London libraries. In the last 12 months the scheme has been downloaded from the MPS website on 2,135 occasions, representing nearly 5% of all hits. An annual review of the scheme will be published in April / May 2004.</p>

## Community Safety Accreditation Scheme

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

During 2003/04, the MPS has worked with Association of Chief Police Office (ACPO) and the Home Office to develop standards and guidelines for forces. The MPS has consulted widely on the subject, and has found a generally low level of interest in accreditation. In particular, the MPA has a number of concerns about the concept, and has given permission only for a limited trial of the scheme.

The MPS is now taking part in a joint pilot with the Home Office, Department for Transport and ACPO for a small number of officers of the Vehicle and Operator Services Agency (VOSA), formerly the Vehicle Inspectorate) to be authorised to stop vehicles for the purpose of testing.

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

- a) A pilot CSAS exists within the Metropolitan Police area, and is managed by Community Safety & Partnerships Unit.
- b) Not applicable
- c) The CSAS may expand during the 2004/05 planning year, depending on business benefits to the MPS.
- 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. The CSAS is separate to and will not supplement MPS arrangements to employ PCSO's."

**Inspections by Her Majesty's Inspectorate of Constabularies**

Her Majesty's Inspectorate of Constabulary (HMIC) is an independent inspectorate 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 has strengthened and developed 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 2003/04 and also in as far as possible the inspections anticipated in 2004/05.

**2003/04 Inspection Activity****Borough Inspections**

During 2003/04 HMIC published reports following inspections into MPS borough policing units in Havering, Redbridge, Southwark, Harrow, Newham, Kensington & Chelsea and Hillingdon. The inspections were part of the '*Going Local*' programme, a programme that 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 BCUs.

Work is in hand on all of these Boroughs to action the various recommendations from within the reports.

A further inspection as part of the '*Going Local*' programme has been carried out in the MPS BOCU of Wandsworth. Although the report has not yet been formally published, action plans are being considered based upon the draft report and HMIC local debrief to the Borough commander.

**HMIC Baseline Assessment in the MPS in 2003/04**

During the last year, HMIC has reviewed its force-level inspection methodology. The new approach – known as Baseline Assessment – will allow HMIC to undertake a

regular appraisal of a force's performance and help focus individual force's attention on the areas where performance improvements can be secured. The new methodology reflects the changing environment in which police forces and authorities operate, particularly in respect of the Police Reform Act, the National Policing Plan and the emerging Policing Performance Assessment Framework (PPAF).

Between 29 September and 10 October 2003, officers from the Regional HMIC office in Cambridge, gathered evidence by way of document analysis, structured interviews at headquarters and BOCUs, a Best Value Review of "Bringing Offenders to Justice" and consultation with many of the force's partner agencies and other stakeholders, to inform the creation of a strategic Baseline Assessment for the MPS. The Regional HMI – Sir Ronnie Flanagan - has reviewed this assessment to ensure that a fair, robust, consistent approach has been adopted in evaluating the evidence collected and in generating the gradings. When all of the Baseline Assessments for England and Wales have been drafted, a similar process will be carried out nationally to moderate the findings across the four regions.

Since the provisional assessment was made in October, the report has been updated to take account of performance and other changes up to 31 December 2003. Findings will be shared with the Commissioner and the MPA. Following publication early in the new financial year, a three-year inspection programme will be planned, tailored to the inspection needs of the MPS and taking into account the MPS's own strategic development programme. This programme of activity will include focused inspections on areas of special concern. The quarterly visits will be used to check progress in areas highlighted during the initial assessment and will incorporate other routine HMIC monitoring in areas such as overtime monitoring and efficiency plans. By integrating these activities, there will be a move towards continuous assessment and monitoring of progress, rather than periodic snapshots of performance.

It is planned, in the autumn of 2004, to republish the Baseline Assessments, following realignment with the PPAF domains. Thereafter they will be published annually in the autumn.

### **HMIC National Thematic Inspections**

HMIC also carried out a number of national inspections throughout 2003/04 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:

*Gun Crime* – an investigation into the illegal use of firearms has been undertaken in order to take stock of, and further develop, work already underway throughout forces. The report is due to be published in April 2004.

*Civilianisation and the use of non-sworn police staff in the service* – this thematic inspection is a comprehensive assessment of the civilianisation process and the roles of police staff in policing. It has focused upon how police organisations determine and effectively manage the optimum mix of officers and police staff required to deliver the increasingly complex services of a modern police force. It has also included detailed consideration of the potential to further deploy non-sworn police staff to support frontline policing, on-going attempts to reform and modernise workforce organisation and planning and the developing ‘mixed economy’ approach to service delivery. The report is due to be published at the end of June 2004.

### **Working with other Inspectorates.**

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

*Streets Ahead* – this report, published in July 2003, is the product of extensive collaborative work by six CJS inspectorates, together with Ofsted and the Social Services Inspectorate. It highlights the achievements of the Street Crime Initiative and seeks to highlight good practice where it occurred. It also identifies significant areas for improvement.

*Arresting Arson: a Review of Arson Reduction Partnerships* – this joint review between HMIC and HM Fire Service Inspectorate examines the effectiveness of the existing working relationship between the police and fire services in tackling arson. The report, published in December 2003, contains 14 recommendations.

*Domestic Violence* – this joint inspection led by HM Crown Prosecution Service Inspectorate, looks at how key services respond to domestic violence incidents. The report, published in February 2004, makes 22 strategic recommendations and identifies action points, which relate either to the implementation of existing policy and practices, or to other issues for practitioners and supervisors.

## **2004/05 Inspection Activity**

Activity includes a Best Value Review Inspection of Managing Demand, which is currently ongoing in the MPS. The HMIC, in conjunction with the MPS, has selected a further three borough command units for inspection as part of the *'Going Local'* Programme during 2004/05. This programme commences with the inspection of Westminster BOCU in March 2004, followed by Bromley BOCU in April 2004 and Hackney in June 2004. Discussions are still in hand as to which other five borough command units will be selected for the remainder of the programme.

The new National Recruitment Standards (NRS) have been designed for national implementation by Spring 2004. There have been a number of concerns voiced about the process and HMIC has decided to undertake a tightly focused, short inspection to determine the current position and to identify the key issues. As part of this inspection, HMIC will be seeking the views of a number of key individuals and organisations, including the MPS in March 2004, to provide an external perspective. Following on from the Police Standards Unit and Audit Commission audit of National Crime Reporting Standards (NCRS) compliance in 2003, HMIC has been invited to undertake a more comprehensive detections audit. The purpose at this stage is to identify the steps currently being taken by forces to ensure that their detection data complies with the counting rules.

A national thematic inspection on Child Protection commences in April 2004. This will focus on the effectiveness of police child protection policies, procedures and working practices together with the progress on the implementation of the Victoria Climbié Inquiry recommendations.



**AUDIT OF POLICING AND PERFORMANCE PLAN 2004/05**

This section summarises the report from Audit Commission on our policing and performance plan 2003/04 and on our actions in response to their recommendations.

**Audit Commission's conclusion**

The Audit Commission considered that our 2003/04 plan was a well presented and useful document. However, the audit report included an opinion which was 'qualified'.

The Audit Commission reported reservations about seven of the BVPIs, either because the MPS could not produce the BVPI in question or was unable to satisfy them on their accuracy. A further two of the BVPIs submitted for audit were amended as the result of the audit work. The Commission recommended that action was taken to strengthen the procedures for producing BVPIs.

**Initial MPA response**

The Audit Commission published their findings in December 2003. We welcomed the report and considered it to be fair and helpful. We thought the process of audit was useful and identified ways that would improve liaison between the MPA and MPS and would add value to the processes involved. Work has since been carried out by both the MPA and the MPS to address the recommendations in the report and the MPA will be requiring the MPS to provide an action plan to address any outstanding recommendations.

The auditors' report and opinion, have been considered by MPA Committee and has been published on both the MPA and MPS Internet sites.

**Recommendations**

The Audit Commission made a number of detailed recommendations. The following lists the key recommendations and the relevant action taken to date:

The MPA/MPS should ensure that systems are put in place to enable compliance with the statutory requirement of providing the auditor with an annex showing full year BVPIs figures for 2003/2004 by 30th June 2004.

The MPA/MPS should ensure that the audited Performance Indicators (PI's) for 2002/03 are published on their respective websites.

*The PI's for 2002/2003 have now been published on both the MPA and MPS websites.*

The MPA should ensure that it has a named officer for PI's to whom audit can direct high level queries.

A named officer has now been appointed to deal with high level queries at the MPA.

The MPS should ensure that there is a named officer responsible for the collation and submission of PI's. Their roles and responsibility should ideally include:

- ◆ Compiling/collating a summary working paper for each PI with a named contact
- ◆ A quality assurance process to ensure errors and uncertainties are identified prior to submission of the PIs for audit.
- ◆ Providing/collating initial working papers for each PI

*A named officer responsible for the collation and submission of PIs has been appointed by the MPS.*

*A system is currently being developed by the Corporate Performance Group at the MPS to ensure that a data trail is available for audit.*