

Appendix 1

METROPOLITAN POLICE AUTHORITY
METROPOLITAN POLICE SERVICE

POLICING LONDON BUSINESS PLAN

2011-14

V0.9.6

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MPA

Metropolitan Police Authority



**METROPOLITAN
POLICE**



MESSAGE FROM THE COMMISSIONER OF THE METROPOLITAN POLICE SERVICE

To FOLLOW

SIR PAUL STEPHENSON
COMMISSIONER OF POLICE OF THE METROPOLIS

DRAFT

MESSAGE FROM THE METROPOLITAN POLICE AUTHORITY (MPA)

To FOLLOW

KIT MALTHOUSE
CHAIR METROPOLITAN POLICE AUTHORITY

DRAFT

THE METROPOLITAN POLICE SERVICE

THIS PLAN DETAILS THE WAYS IN WHICH THE MPS WILL IMPROVE SAFETY AND CONFIDENCE IN LONDON'S COMMUNITIES OVER THE NEXT THREE YEARS, HOW WE WILL PLAN FOR AND DELIVER A SAFE AND SECURE OLYMPICS, AND HOW WE WILL DRIVE VALUE FOR MONEY IN A TIGHTENING FINANCIAL ENVIRONMENT



TO DELIVER SAFETY
AND CONFIDENCE
PRESENCE
PERFORMANCE
PRODUCTIVITY
PROFESSIONALISM
PRIDE

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OUR PRIORITIES

THIS SECTION OUTLINES WHAT WE INTEND TO ACHIEVE (STRATEGIC OUTCOMES AND CORPORATE OBJECTIVES) FOR LONDON AND OUR COMMUNITIES


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MPS STRATEGIC OUTCOMES AND CORPORATE OBJECTIVES

The Metropolitan Police Service delivers policing to a diverse population of over seven and a half million Londoners, and to millions of commuters, tourists and visitors to our City. Our role is clear - to cut crime and the fear of crime in London and in our National and International duties, to keep the Queen's peace, to ensure that we are Here for London. We are committed to meet these challenges for the people of London, to ensure that London remains one of the safest major cities in the World.

Our first priority remains Safety: reducing crime and anti-social behaviour, saving life, tackling violence and delivering security on our streets. We are committed to challenging the enduring and severe threat to national security from terrorism and domestic extremism, and the equally pervasive threat from serious organised crime. Partnership and collaboration will be key to achieving this and much else that we do. 

Secondly, public confidence and satisfaction remains a priority: providing a visible and accessible policing presence in our communities, understanding and responding to local priorities and delivering consistently high quality service. We are working to improve the ways that Londoners access police services and the quality and speed of our response. Much of this is being driven through the Commissioner's 5 P's, including Presence and Professionalism. Neighbourhood policing remains at the heart of what we do, working in communities to solve local problems.

Thirdly, we must deliver value for money within increasingly constrained finances whilst still prioritising frontline policing. In tackling very real and difficult financial pressures we are examining every pound we spend to build on the substantial savings we have made in recent years. We are striving to improve service delivery and to deploy resources to areas of most need. Our focus is on maintaining operational capability, delivering effective support services at the lowest cost, and making the most productive use of our operational assets. We are determined to find new and creative ways of giving the best return on public money, and to deliver effective policing in a leaner organisation. 

Our fourth priority is the Olympic and Paralympic Games, the UK's largest ever peacetime safety and security operation. We are ensuring that we have a coherent, effective plan in place to keep London safe, combining the advice and knowledge of previous host countries with our own considerable event policing experience. We will ensure that we continue to police London effectively during Games time and focus on core policing business. Increasingly we will deliver policing services for the Olympics and the considerable number of events expected around Games time.

The Commissioner has outlined our vision of a Balanced Policing Model with Safety, Confidence and Value for Money at its core. Key elements of the balanced model include an organisation that delivers a safe and secure Olympic Games; achieves a balance between local, pan-London, national and international priorities; achieves an appropriate balance between prevention, response and investigation policing; and balances the needs of the public and service users against the available budget.

Under our four strategic outcomes focused on public Safety, Confidence in policing, Value for Money and delivering a Safe and Secure Olympics, the Commissioner has set fourteen corporate objectives. The rest of this Plan sets out how we intend deliver our outcomes in this challenging environment as outlined in our 5 P's, the resources available to us, and the ways in which we will manage our performance.

STRATEGIC OUTCOMES	CORPORATE OBJECTIVES	KEY ACTIVITIES 2011/12
SAFETY		
Reduce crime and catch criminals	To reduce victimisation	<ul style="list-style-type: none"> Identify, manage and protect vulnerable individuals and groups Improve support to victims and witnesses and provide effective close liaison Prioritise repeat victims and service users, and problem solve to prevent escalation
	To target the most harmful offenders	<ul style="list-style-type: none"> Implement harm and risk based offender management to enable effective intrusion Through intelligence-led activity target the most harmful offenders and seize assets from criminals With our partners improve criminal justice outcomes and post-detection offender management
Be intolerant of violence	To reduce crime with particular reference to problem locations	<ul style="list-style-type: none"> Prioritise and pro-actively manage hotspots and major events Prevent and design out crime through partnership problem solving
Deliver security of our streets	To prevent terrorism and violent extremism	<ul style="list-style-type: none"> Prevent - Stop people becoming or supporting terrorists or violent extremists Pursue - Stop terrorist attacks through detecting, investigating and disrupting terrorists and their networks Protect - Strengthen our overall protection against terrorist attacks Prepare - Mitigate the impact of terrorist attacks where we cannot stop them
CONFIDENCE		
Convince communities we are on their side	To improve the quality of our engagement with the public	<ul style="list-style-type: none"> Understand and respond to public priorities, including in high priority communities Engage in community problem-solving to reduce crime and ASB Communicate effectively across London and inform communities about crime and policing issues
	To improve individual access to police services	<ul style="list-style-type: none"> Enhance our customer contact and information channels, including for hard to reach groups Effectively direct users through the right contact channel and develop public awareness
	To improve response policing and the satisfaction of service users	<ul style="list-style-type: none"> Improve the quality of our emergency and non-emergency response Improve our service standards and user satisfaction in all customer contact
	To improve the quality of individual interactions with the public	<ul style="list-style-type: none"> Deliver consistent high quality individual service and improve each user experience Provide a visible and accessible professional police presence in our communities and in key encounters
PRESENCE, PERFORMANCE, PRODUCTIVITY, PROFESSIONALISM, PRIDE		

Making London the Safest Major City in the World

STRATEGIC OUTCOMES	CORPORATE OBJECTIVES	KEY ACTIVITIES 2011/12
OLYMPICS		
Deliver security of our streets	With partners to prepare for and deliver, as far as is practical, a safe and secure Olympic games	<ul style="list-style-type: none"> • Design and implement National Olympic Security Co-ordination, pan-agency, led by the MPS in the office of the National Olympic Security Co-ordinator • Ensure effective MPS engagement and representation within the Olympic Safety and Security Programme (OSSP) during the planning stages for the Games, through the Olympic Policing Coordination Team (OPC) • Implement a strategy and plans for the policing of London in Games time that ensures a safe and secure, and cost-effective, Olympics
	To minimise, as far as is practical, the impact on policing London during games time	<ul style="list-style-type: none"> • Ensure the MPS is able to resource the Olympic plan effectively with sufficient staff including specialists as required, without undue impact on core policing business
	To ensure that opportunities for legacy and learning are seized and acted upon	<ul style="list-style-type: none"> • Deliver the MPS Thames Gateway Programme, including capitalising on the geographic legacy of the Olympic Park • Maximise organisational learning from delivering a safe and secure Games
VALUE FOR MONEY		
The right services at the right price	To deliver efficient and effective support services at the lowest possible unit cost	<ul style="list-style-type: none"> • Enhance our business processes to improve service delivery, drive efficiency and eliminate bureaucracy and waste • Implement a streamlined, more effective Human Resource function to support organisational productivity • Reduce the unit cost of service delivery through shared services, partnership and collaborative working • Continue to drive efficiencies through effective Procurement, supplier and contract management • Develop our Corporate Governance to enhance decision making and embed personal accountability
	To make the most productive use of our operational asset including our people	<ul style="list-style-type: none"> • Improve Estate utilization and streamline our asset base • Provide flexible, good-value technology for policing • Improve the recruitment, skills and professional capability of our people, and enhance organisational leadership
	To do all that we can to maintain operational capability	<ul style="list-style-type: none"> • Improve operational deployment to make best use of our capabilities • Realign resource use across the organization to meet demand • Accelerate operational efficiencies and drive change in working practices • Continue to deliver significant cashable efficiencies with an ambition to protect frontline services • Deliver quality, secure, accessible police information to enable operational capability
PRESENCE, PERFORMANCE, PRODUCTIVITY, PROFESSIONALISM, PRIDE		

Making London the Safest Major City in the World

THE LONDON POLICING CONTEXT

THIS SECTION OUTLINES THE MAJOR INFLUENCES THAT WE CONSIDER WHEN SETTING OUR DIRECTION OF TRAVEL (STRATEGIC OUTCOMES AND CORPORATE OBJECTIVES) FOR THE NEXT THREE YEARS AND BEYOND, AND IN DETERMINING THE KEY AREAS THAT WE WILL TACKLE THIS YEAR

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OPPORTUNITIES, CONSTRAINTS AND CHALLENGES

In policing the changing needs of our Capital we face unprecedented challenges. The Service must play its part in delivering significant budgetary savings on a scale not seen in decades, and in doing so we will emerge as a leaner but still effective organisation. We are determined to retain our focus on core priorities and to maintain operational capability. We must mobilise the UK's largest ever peacetime safety and security operation to deliver a successful Olympic and Paralympic Games, against a backdrop of threat from terrorism and from serious and organised crime.

CHANGING DEMANDS FROM A CHANGING POPULATION

As the world's fourth largest city economy, London attracts 1.1 million commuters each day and half a million visitors each week, as well as our 7.6 million inhabitants. London's population will grow to 8.1 million by 2016, with non-uniform population growth and greater diversity across London. Black and Minority Ethnic (BME) communities are predicted to grow faster than others, especially in some Boroughs, whilst the population of the historically most criminally active age group, 16-25, will rise significantly in some parts of London but fall in others. The challenge for the MPS and our partners is to meet this shifting demand in an effective way.

These changes across London, in particular the regeneration of East London, present an opportunity to reduce hotspots by designing out crime in existing and new developments and by building community cohesion. We must also manage risks in our communities, such as hate crime and gang culture, through community consultation and engagement.

Confidence in the police and satisfaction in police services is built through shared ownership, with our partners, for safety in London. We draw on surveys, consultations (such as the MPA 'Have Your Say' survey, MPS Public Attitude Survey, GLA Annual London Survey) and partners to understand what people in London value in policing, and what their priorities for policing are. Londoners consistently prioritise *gun and knife crime, drugs and drug related crime, accessibility and visibility of the police and Anti Social Behaviour* in these consultations and suggest that *residential burglary* is their top local concern, along with *Anti Social Behaviour*.

The expectations of Londoners are changing against a backdrop of total recorded crime in London having fallen steadily over the past decade. The violent crime rate is much lower than most cities with populations above five million but the acquisitive crime rate (robbery, burglary, vehicle crime) is higher, reflecting the pattern across England and Wales. Policing violent crime in particular is resource intensive, and a potential increase in victims and offenders implied through changes in population raises challenges over resource use and relative satisfaction with police services.

The MPS is meeting these changing demands through an intelligence-led policing approach that identifies vulnerable victims and tackles problem people and problem areas to reduce crime more effectively, rather than the traditional approach of addressing crime by type, such as robbery. This Victim - Offender - Location approach maintains Neighbourhood Teams at the heart of our policing model, whilst specialists focus on violent crime, serious and organised crime and counter terrorism.

CHANGING ECONOMIC AND POLITICAL CONTEXT

The changing environment has implications for our approach to policing London, in terms of our focus and our capability, and in terms of new national and local government expectations.

Government initiatives include increasing democratic accountability, replacing the Metropolitan Police Authority with a directly elected 'Police and Crime Commissioner'. The MPS Commissioner will retain full operational control of the Service, with a recognition of national policing roles. There is also a provision for robust local crime and policing information, and for a more independent HM Inspectorate of Constabulary (HMIC) to hold police forces to account.

Another area is removing bureaucratic accountability, stripping away central targets and excessive performance management. This includes supporting professional police responsibility and cutting red tape, such as returning charging discretion to police officers for minor offences. The single national confidence indicator has been scrapped, although a focus on public confidence and satisfaction in policing remains.

Efficient policing is a major drive, with better value for money. This includes more effective deployment of warranted officers and staff to improve frontline availability, and a review of pay and conditions. A new national framework for policing is proposed, with better collaboration between forces to tackle serious criminality and a new National Crime Agency to combat organised crime and deliver border policing.

The final focus is on tackling crime together, enabling and encouraging people to get involved at a neighbourhood level, stripping out prescription and bureaucracy in partnership working, and implementing a radical reform of the Criminal Justice System including the youth justice system. This for policing includes processing criminals more efficiently by video-linking custody cells and courts.

The Mayor of London has also defined his priorities for policing. Growth to support priorities will be limited and all services must concentrate on delivering savings. The ambition for a Safer London is encapsulated in the MPA's [Met Forward](#) strategic framework, which sets a desired direction of travel for the MPS and outlines the same outcomes of reduced crime, increased confidence and value for money.

CHANGING PARTNER LANDSCAPE

Reducing crime, bringing more offenders to justice and improving safety and confidence across London is a shared responsibility. Communities, local Authorities, the Crown Prosecution Service, the courts, the probation and prison services and many others must play their part.



We work with a significant number of partners to deliver Safety and Confidence in our communities. Principally, Crime and Disorder Reduction Partnerships in each London borough engage the local authority, health, probation and police services to develop a local strategy to tackle crime and disorder. We are under a shared financial pressure and must work together to deliver effective services.

Collaboration with other police forces, partnerships and shared services are becoming increasingly important. Internal and external Shared Services programmes have the potential to deliver major benefits in improved services at less cost for the MPS at a time of increasing fiscal constraints. Longer term options could involve being a strategic provider of services, sharing platforms and infrastructure and outsourcing non-core capabilities (alone or with a partner organisation).

This is the environment in which the MPS works. The shift from real budget growth in recent years to significant financial constraint raises genuine risks to operational policing performance and delivery of policing services, and has sharpened our focus on delivering significant savings whilst doing all that we can to maintain operational capability. Within this context the Commissioner has clearly defined what we aim to achieve in policing London and the ways in which we will deliver our Service.

RESPONDING TO PRIORITIES

THIS SECTION OUTLINES HOW WE INTEND TO ACHIEVE OUR PRIORITIES (STRATEGIC OUTCOMES AND CORPORATE OBJECTIVES) FOR LONDON AND OUR COMMUNITIES, AND HOW WE ARE GOING TO DO IT THROUGH THE COMMISSIONER'S 5Ps, STANDARDS OF SERVICE DELIVERY AND THE RESOURCES AVAILABLE TO US

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MPS STRATEGIES AND ACTIVITIES

To achieve our four strategic outcomes we are re-engineering our service delivery, placing Londoners at the heart of our operational processes to drive up satisfaction rates; transforming the MPS Estate, managing fewer, fit for purpose buildings located in the right places; reducing management on-costs to levels comparable with best in class; using technology and changes to the MPS estate to improve customer access to police services & information; re-aligning resources across the MPS to reflect the changing needs of our City; and changing the culture of policing – employing diverse, responsive, flexible, capable people.

The MPS is developing an integrated set of activities to meet our corporate objectives, built around Confidence and Satisfaction, Anti-violence, Organised criminality, Counter-terrorism and the Olympics.

CONFIDENCE AND SATISFACTION

The MPS is committed to working in our communities to build a shared confidence in policing London. A significant driver in this is the quality of our engagement with communities, in understanding and responding to public priorities, problem solving to reduce crime and ASB and informing communities about crime and policing issues.



Our **Safer Neighbourhoods Teams** (SNT) remain at the heart of our policing approach in London. They will continue to lead problem solving policing and work to improve the quality of our engagements and communication so that we understand and focus on priorities that reflect what our communities want. Local engagement is supported by surveys - we know from these that anti-social behaviour (ASB), gun and knife crime and the accessibility and visibility of the police are important to local communities. These priorities require a local response.

We understand that people who feel well informed about local policing feel more confident in their local police and are more likely to believe that local crime and anti-social behaviour have improved. Our Safer Neighbourhoods Teams will continue to hold regular public meetings, at least monthly, to provide updates and information about local crime and policing issues and promote our crime mapping website.

We will enhance our communications by identifying our audiences and the best channels to reach them, including using bespoke services to reach specific audiences. Our publicity campaigns are designed around the target audience and the channels used to deliver key messages and we will continue to work with ethnic and specialist media (ESM) to reach specific communities in London.

Building confidence is also dependant on the quality of individual interactions with people, in a visible and accessible police presence, and in delivering consistent high quality individual service. We know from local feedback that a greater police presence makes officers more approachable, deters offenders and make people feel safer. We will increase single patrolling where possible, enabling more effective engagement and better use of available capacity - since the start of 2010 we have carried out an additional 330 visible patrols every day across London.

The MPS is committed to improving the satisfaction of Londoners with our service. We will improve individual access to police services by enhancing the ways in which people can contact us and in which we provide information, and directing people through the right way. We are developing Contact Management solutions that will allow choice in how people contact us so that we best support the needs of local communities.



In terms of user experience, satisfaction and access to police services, our proposed Centralised Crime Reporting and Investigation Bureau (CCRIB) will provide a 'one stop shop' for people to report crime. Currently being trialled, it will be the single point of contact for all crime that is reported direct from crime scenes by frontline staff, from front offices or through the internet, or through other police forces.

The MPS will improve engagement with the people of London and encourage people to report crime. This includes enabling an accessible online presence, including for those with sight or hearing impairment or language needs, and developing our social media pilot, involving You Tube and Flickr, to deliver our messages and information in more contemporary ways. We will engage with children and young people through the MPS **Youth Strategy**, enabling them to understand how to access our services and offering confidence that we will respond - our Youth Website will make policing more accessible through a channel that is familiar and comfortable for young people.

The MPS is committed to providing a quality response service twenty four hours a day. As part of our **Customer Service Strategy** we aim to provide resolution at first contact. We are developing a response policing model that will enable efficient and effective prioritisation of demand and resource assignment based on the needs of the customer. This will ensure that our response to calls from the people of London, including more than two million 999 calls that we respond to each year, reflects their needs and includes the opportunity to schedule appointments.

We will increase the proportion of non-emergency response policing that is delivered through scheduled appointments. As we alter the remit of our emergency response teams to concentrate on urgent 999 calls that require immediate significant response, we will enhance the use of appointments through neighbourhood response teams to meet the needs of those who do not require an urgent response. We will evaluate the impact of these improvements on levels of customer satisfaction, efficiency and value for money to help us improve the model.

SAFER NEIGHBOURHOODS AND ASB

Our Safer Neighbourhoods approach to delivering local problem solving policing through dedicated teams is being translated into other areas of policing, supported by the recruitment of Metropolitan Special Constables, including Safer Transport Teams, Transport Hub Teams and Town Centre Teams. These teams remain at the forefront of our work with communities to tackle crime and the fear of crime and to identify and address crime hotspots. We will continually improving our capability to reduce anti-social behaviour and disorder.



We are committed to tackling crimes that matter to the community with a focus on personally invasive crimes, including serious acquisitive crime (robbery, residential burglary and motor vehicle crime). We will target and reduce residential burglary. We will continue enforcement initiatives to reduce local street drinking and anti-social behaviour and to tackle crack houses and other drugs hotspots. We will assess new technology to tackle knife based crime and reduce alcohol-fuelled violence by enforcing licensing legislation.

We will continue to reduce crime and anti-social behaviour by policing transport routes. Our partnership approach to policing on buses with Transport for London (TfL) and the British Transport Police (BTP) is significantly reducing crime. Our Safer Transport Command (STC) will work in partnership to Keep London Moving Safely by policing across the transport network, providing reassurance to passengers, assisting with traffic congestion and tackling taxi touts.

Our new Territorial Policing model will effectively support our Boroughs, providing a more effective response to cross border crime and crime on our transport systems. This will allow us to identify and analyse crime hotspots across London, deploy appropriate resources to reduce and prevent crime in these locations, and better manage our investigations and response.

The **MPS Crime Prevention Strategy** will place crime prevention at the core of our approach to Policing London, reducing the opportunities for criminality. We will achieve this through situational crime prevention (designing out crime), and through social development crime prevention (working with people). In designing out crime we aim to reduce the opportunities for crime, changing the way the environment or target of crime is managed or designed so that the risk or effort required to commit the offence is increased, the rewards reduced or the triggers removed.

To mitigate the impact of new and expanding town centres our Safer Neighbourhoods patrols will provide additional visible presence in areas that have high levels of crime, including through single patrolling. We will complement this through effective partnership to achieve the ACPO Secured by Design standard. The challenge for the MPS and our partners is to go beyond Secured by Design to support the communities that move into new developments, ensuring that they do not experience the same crime and ASB as current problem estates. To achieve this social crime prevention we will work closely with Local Authorities, Housing Agencies and private sector developers.

ANTI-VIOLENCE STRATEGY

The **MPS Anti-violence Strategy** aims to coordinate and improve the police response to violence and to ensure that the MPS drives a partnership approach. The Strategy recognises the impact of violence on public safety and the perception of safety in London and the need to increase victim satisfaction. It aims to reduce the level of violent crime in London, improve victim care and satisfaction and public perception of safety, achieve criminal justice outcomes, and reduce the cost of violent crime in London.



We will focus on vulnerable and repeat victims, dangerous offenders and dangerous locations in tackling violence across London, concentrating our activity on victim support and satisfaction, on reducing and mitigating violence with injury, violence against women and serious sexual offences, youth violence and gangs, knife and gun crime. We will work to deliver this through use of Intelligence, active Prevention, and intrusive Enforcement.

The Met Intelligence Bureau (MIB) analyses the intelligence picture for London to gather, link and share intelligence on dangerous people, vulnerable victims and risky locations, supported by five Area Intelligence Units covering violent crimes including sexual offences, domestic violence, and hate crime, burglary, robbery, drugs, gangs and criminal networks. We will improve the sharing of data with partner agencies to ensure that we make effective interventions to protect vulnerable individuals and groups and to target serious offenders.

The MPS operates an Anti Violence Board to drive forward our work to tackle all forms of violence across London. Through the Board we will coordinate our activity and our work with partners and others who have a vital role to play in reducing harm. This includes intelligence on individuals or criminal networks involved with illegal firearms, on serious sexual offenders with a priority on repeat stranger offenders, and on homicide and weapon-enabled violence, including gangs and youth violence.

VIOLENCE AGAINST WOMEN, SERIOUS SEXUAL OFFENCES AND VICTIM SUPPORT

We will enhance our response to 'Violence Against Women and Girls'. We remain committed to tackling rape and serious sexual violence, and to supporting victims. Our response includes dedicated Sapphire teams, Public Protection Groups, Sexual Assault Referral Centres and Forensic support. Public Protection Groups on Boroughs effectively manage dangerous & risky places, dangerous people and vulnerable people and improve our response in these areas.



The MPS Specialist Crime Investigations Command tackles serious offending around Child Abuse, Rape and serious sexual offences and Homicide. We will investigate all cases of neglect and abuse against children by those responsible for their care and work to bring offenders to justice. Long-term work focuses on developing our understanding of sexual offenders. We will continue to work with partners in Child Social Care to ensure the safety and welfare of children through early interventions, to deliver on the 'Every Child Matters' programme, and will employ their skills as specialist investigators to bring those who offend against children to justice.

Sapphire teams investigate rape and serious sexual assault, supported by specially trained forensic practitioners. They work closely with community stakeholders and staff at the 'Havens'. The teams now operate from 18 sites across London - this will improve our deployment and 24-hour capability, supported by a new intelligence unit and a continuous improvement team. Our Sapphire intelligence unit will identify dangerous offenders to inform a pro-active response into linked series, stranger and group offences, focusing on the risk posed by violent offenders. Arrests of known offenders are expedited through a dedicated offender tracking unit that specialises in finding offenders who have gone to considerable lengths to avoid capture.

As the conviction rate for rape affects confidence and the willingness to report crimes, we will work with criminal justice agencies and partners to improve victim support and build successful prosecutions. The police, probation and prison services will, through Multi-Agency Public Protection Arrangements (MAPPA), risk assess and manage risks posed by specified sexual and violent offenders.

In supporting victims of domestic violence we will continue to work with London's 32 borough partnerships to ensure that they attain the 8 London Mainstream model minimum standards of support, including supporting courts working towards specialist domestic violence courts (SDVC) accreditation. These initiatives are designed to improve public confidence and satisfaction, improve the support, safety and satisfaction of domestic violence victims and ultimately bring more offenders to justice. We will continue to tackle dangerous and violent offenders.

Our approach to reducing victimisation is based on assessing vulnerability, identifying vulnerable people, dangerous people and risky locations and, with our partners, developing a preventative and protective environment. Victim Focus Desks and Witness Care Units established across London will provide a dedicated response to victim care, providing victims and witnesses of all crimes with a single point of contact, regular information about their crime and any necessary support, from the point of reporting throughout any subsequent investigation to the point of charge.

We will reduce levels of repeat victimization by developing our intelligence and problem-solving capability. We will engage a hate crime early warning system to provide an intelligence framework for the identification and management of dangerous offenders, dangerous places and vulnerable victims, particularly victims of Lesbian, Gay, Bisexual and Transgender hate crime and all disabled victims.

YOUTH VIOLENCE, GANGS, KNIVES AND GUNS

We will work with young people to keep them safe from harm. Our Safer Neighbourhoods on-line youth survey helps us to understand young people's fears and perceptions of crime in London - young people are most concerned about knife crime, fear of mugging or physical attack, teenagers hanging around on the streets and people using drugs. This intelligence will enable engagement teams to formulate individual youth action plans and to provide local solutions.



We will identify young people who are vulnerable to crime, either as victims or offenders, and analyse intelligence to compile a risk assessment with partners including Youth Offending Teams (YOTs). This Youth Safety Assessment Tool enables support and diversions to be provided in multi-agency plans, with activity focused on tackling youth violence and knife crime. We will focus on the prevention and reduction of violent offences. The Safer Schools Partnership between schools, the police and local agencies will reduce crime, anti-social behaviour and victimisation amongst young people in schools and their wider community.

Our youth inclusion projects such as Met-Track and Kickz will help to steer young people from crime and fulfil their potential. Kickz is a football project that brings professional football players into communities, with over 7,000 young people involved. The projects will offer crime prevention activity such as workshops to prevent knife use, highlight the dangers of guns and encourage personal safety.

The MPS will continue to police gun and knife crime in London through proactive intelligence-led policing such as **Operation Blunt 2**, creating a hostile environment for the carriage and use of knives, and for the use of guns through **Trident** prevention activity. The MPS **Gun Crime Strategy** provides a framework for better understanding the intelligence picture and will enable pro-active activity through co-ordinated police action and tactics to mitigate gun crime.

Through the MPS Anti Violence Board we will develop methodology to identify repeat and vulnerable victims in the gang arena. We provide an enhanced victim service for victims identified as vulnerable, which includes those who are likely to become repeat victims and those who become offenders after being a victim of crime - many victims are also known offenders. Through intelligence we will identify gangs and groups that have been involved in a high level of violent offending and ensure that we target those causing the most harm.

We will continue to deliver the Pathways programme, with the London Criminal Justice Board in partnership with local communities and partners, to reduce violent gang offending by supporting those who wish to exit their gang lifestyle and using robust enforcement techniques against those who continue to offend.

We will tackle hotspots for group and gang offending and other violent offending. These are either driven by the night-time economy, through public areas where rival groups may congregate, or through deprivation, unemployment and low social cohesion. Much of our location focused work, for example around schools and colleges, will directly impact on those involved in group and gang offending.

The MPS Harm Reduction Matrix, developed in conjunction with academic institutes and expert partners, will enable us to assess law enforcement activity against criminal networks and gangs operating within London. We will be able to quantify and express the harm reduction as a consequence of police intervention and activity, and build organisational learning.

CRIMINAL JUSTICE AND OFFENDER MANAGEMENT

We are committed to improving criminal justice outcomes particularly for repeat offending and victimisation and, with our partners, to managing offenders in our communities. Our **Criminal Justice** initiatives are aimed at improving the efficiency and effectiveness of the criminal justice system, increasing successful prosecutions for the most harmful offenders, improving victim support, providing alternatives to prison for potential first time entrants, and implementing a multi agency response to prevent re-offending.



The MPS, with the London Criminal Justice Board, is supporting the expansion of the **Virtual Courts** pilot. Defendants on first court hearings are appearing before Magistrates via a video conferencing link shortly after they are charged. The court operates for first hearings for both 'in custody' and bail cases and enables the electronic sharing of case information with the Court Service and Crown Prosecution Service (CPS). This will see speedier and simpler justice for victims and increase the efficiency of the magistrates' court process.

Integrated Prosecution Teams is an initiative to co-locate MPS and CPS staff in police stations to deliver a more effective service. Joint activity between the MPS and Crown Prosecution Service London Direct will improve timely and efficient case disposal, enhancing efficiency and productivity within the criminal justice system.

We will develop our capability and systems to reduce the number of wanted offenders at large across London. We will continue to ensure that offenders are only released on Police bail when necessary, and for the minimum period possible. We will work with Criminal Justice and Borders Agencies to maximise the enforcement of Failing to Appear Warrants, Prison License Recalls and Community Penalty Breach Warrants by improving operational processes.

We will continue to implement the **MPS Restorative Justice Model**, providing the opportunity to more effectively tackle low level crime and anti-social behaviour. This supports alternative outcomes, particularly for potential first time entrants into the criminal justice system and for young people, and puts the victim and local community at the heart of the decision making process. For example, Community Payback offers offenders the chance to work unpaid in a bid to repay local residents.

The MPS will develop **Integrated Offender Management**, managing a locally defined cohort of offenders who cause the most concern in the community, whether they are under statutory supervision or not. This builds on current programs such as National Offenders Management Service statutory offenders work, local Prolific Priority Offender schemes, Multi-Agency Public Protection Arrangements (MAPPA) and the Drug Interventions Program.

The **Diamond Districts** initiative is part of the wider Criminal Justice Programme implementing a multi agency response to prevent re-offending. It builds on the Safer Neighbourhoods model with targeted geographic offender management in identified wards as a means to reduce re-offending. Diamond initiative pilot teams are active in six London boroughs, where we will conduct initiatives with the probation service to enable communities to feel confidence that offenders are being brought to justice.

We will continue the management of sexual, violent and serious violent offenders through the **Multi Agency Public Protection Arrangements** (MAPPA). We will continue to support and work with the prison service and the London Probation trust as well as our duty to co-operate with partners such as the Mental Health Trust.

ORGANISED CRIMINALITY AND DRUGS STRATEGY

The **MPS Criminal Networks strategy** will understand and tackle criminal networks at all levels in order to reduce the harm and fear they cause to communities. We will, as a priority, identify those networks causing the most harm and target our resources to disrupt them.



We are working to remain ahead of networks and their ability to adapt, evolve and develop. There are three elements to criminality where we will intervene. These are Precursors, the supplies and materials needed to start their criminality; Enablers, the facilities required to sustain and flourish, and Money movement, the businesses that allow networks to realise their criminally obtained assets. We will exploit all available legislation and tactics, such as the Proceeds of Crime Act and Serious Crime Prevention Orders, to maximise disruptions.

The **MPS Drugs Strategy** will reduce the availability and demand for illegal drugs, with a priority on class A drug trafficking, through effective intelligence, enforcement, prevention and treatment. We will work extensively with partner agencies, including the Serious and Organised Crime Agency, UK Borders Agency and Her Majesty's Revenue and Customs, targeting criminal networks responsible for large scale drug importation. The direct and indirect harm caused by drugs impacts individuals, families, communities and businesses regardless of age, gender or ethnicity. By aggressively targeting these networks we will deploy the latest methodologies and techniques available, in overt and covert police interventions.

The **Proceeds of Crime Act (POCA)** enables us to mainstream our response to confiscating profits gained from criminal activity. We will actively target criminal's assets, including but not exclusively money, as criminals seek to distance themselves from their crimes and find methods of hiding or legitimising acquisitions. Through our trained financial investigators we will seek to ensure that we create a disincentive to criminals by successfully taking the cash out of crime.

TERRORISM AND VIOLENT EXTREMISM

Terrorism continues to present a significant and enduring threat to the United Kingdom. The Commissioner has a key responsibility for countering terrorism and as such the MPS remains at the heart of the national response to the threat. It is likely that our future responsibilities in countering terrorism and extremism, and those of the police service nationally, will be strongly influenced by Government reviews of national policing functions and counter-terrorism legislation, and of the funding available to combat terrorism and violent extremism.



The focus of our counter-terrorism effort is simple – we are committed to reducing the risk from international terrorism. However, the policing activity that underpins this is extremely broad and involves work across the MPS. Working alone or in partnership, our aims includes preventing or disrupting terrorist activity, providing protection against attacks and mitigating impact through effective planning and preparation.

Our Counter Terrorism Strategy provides a vision and co-ordination for activity, with four clear aims - *Prevent, Pursue, Protect, Prepare*. These aims mirror Government **CONTEST** Strategy in relation to international terrorism and directly support the Mayor's priorities for 2010/11. There are four key supporting activities.

During 2011/12 we will maintain our effort on further embedding **Prevent** activity into neighbourhood policing. This will ensure that effective relationships and partnerships exist to identify any potential for radicalisation or violent extremism and support those who may be vulnerable. In partnership with other agencies, we aim to support the

implementation and development of local initiatives to divert vulnerable individuals away from the risks of being radicalised into violent extremism. The *Channel Project*, a multi-agency scheme that diverts people away from violent extremism, is already running in Lambeth and Waltham Forest. We will build on the knowledge and experience from these initiatives in supporting the development of further schemes.

We are also improving the collation and sharing of local information and intelligence through the delivery of Counter Terrorism Local Profiles to all Borough Commanders.

A critical part of our role is to disrupt the activities of terrorists, domestic extremists and their networks through investigation, intelligence development and effective tasking. To deliver on this, we are improving our capacity to gather, assess, analyse and develop intelligence relating to terrorism and domestic extremism in order to support our operational activities. As well as providing an investigative capacity and capability, the MPS will continue to manage all intelligence relevant to our counter-terrorism activity. The efficient flow of information and the appropriate sharing of intelligence with our key partners will be vital in supporting all of our effort.

We are working to strengthen our overall protection against terrorist attacks including the security of crowded places and iconic sites, protected persons and premises and, in partnership, maintaining the security of London's airports infrastructure. We will ensure that appropriate protection measures exist for both people and locations at particular risk and that contingency plans are fully tested. An important focus for activity is our preparations for the 2012 Olympic Games. We will develop the London Security Plan, deliver the commissioned Olympic Projects in line with the Olympic Safety and Security Plan (OSSP) (including Site and Venue Security, VIP Protection and International Liaison) and reshape the Counter Terrorism infrastructure to deliver a safe and secure Games.

The MPS is determined to mitigate the impact of terrorist attacks where we cannot stop them by providing an efficient and effective response to the scenes of real or suspected terrorist incidents and other explosive devices. Providing an immediate response to the scenes of suspected or actual terrorist incidents is part of 'business as usual'. In the vast majority of cases such responses are judged to be appropriate to ensure public safety and the attendance of specialist resources is timely. Contingency planning, designed to mitigate the impact of terrorist attacks and effectively manage the consequences, is very closely linked to our planning for other types of major incident or disaster. The plans are build on strong partnerships with a number of statutory and voluntary agencies. We will ensure that these relationships continue in order to maximise the effectiveness and co-ordination of any response.

DELIVERING A SAFE AND SECURE LONDON 2012 GAMES

The MPS is playing a leading role in delivering a safe, secure and resilient London 2012 Olympic and Paralympic Games. Working with the Home Office Olympic Security Directorate (OSD), other police forces, partner agencies and the community, the MPS will deliver on projects commissioned through the Olympic Safety and Security Plan (OSSP). The Games will require the UK's largest ever peacetime safety and security operation - we have been planning for several years, drawing on the advice and knowledge of previous host countries and our own considerable event policing experience to ensure that we have an effective plan that will keep London safe. **2012**

The Olympic and Paralympic Policing Coordination Team (OPC), working to the National Olympic Security Coordinator (NOSC), is responsible for coordinating police-led projects and plans to ensure that the requirements of the Olympic Safety

and Security Programme, led by the Home Office, are met. Counter-terrorism experts are leading on areas such as site and venue security and VIP protection, with specialist officers tackling the threat of Olympic related serious and organised crime. Our national Olympic Intelligence Centre (OIC) will work closely with the National Olympic Co-ordination Centre (NOCC), established in New Scotland Yard, to ensure that the NOSC and other senior partners have the latest intelligence picture, and can respond to threats to the security of the Games. An expanded Met Intelligence Bureau (MIB) will provide the same service specifically for London, and feed issues into the OIC as required.

The MPS is also leading engagement to reassure partners and ensure that our plans are consulted upon and properly understood. An International Liaison Unit is in place and we are engaging with local communities. However, at the heart of our plans is our work with the London Organising Committee for the Olympic Games (LOCOG).

All our emerging plans will come together into one coherent approach to keeping Londoners and visitors to our city safe and secure in 2012. A Gold Commander and a broad command team will be responsible for ensuring that the overall London plan works effectively, in liaison with the NOSC on issues with a critical or national dimension. The MPS will not be alone in 2012. In addition to support from partner agencies such as the Fire Brigade and the Ambulance Service, we are drawing on police officer colleagues, including specialists with particular skill sets, from across the country through a process known as 'mutual aid'. The MPS will also ensure that we continue to police the rest of London effectively during Games time and focus on core policing business, in addition to Olympic-related demand.

Plans at both national and London level will be tested through an exercise programme, to ensure that they are match fit for Games time. This general approach is taken not only to operational and command planning, but also to kit and equipment, particularly ICT systems.

We are mindful of the need to ensure value for money, not just in terms of overall levels of resourcing but also during our procurement of Olympic related goods and services and our developing, designing and delivery of additional facilities.

It is critical that opportunities for legacy and learning from the Games are seized and acted upon. Beyond the planning and implementation of a safe and secure Olympics, the 2012 Games present opportunities for London as a whole, for East London specifically, and for the future policing of the Capital. The MPS is planning for long term changes to London, working to identify and optimise opportunities arising from the 2012 Games.

We are responding to Legacy in two ways. The first surrounds the geographic legacy of the Olympic Park with the ambition to create a safe, low crime neighbourhood with high social cohesion and engagement with police. This neighbourhood will act as the springboard for the wider neighbourhood regeneration of East London and improved community engagement with the police.

This work, underway now for two years, forms a key work stream under the MPS Thames Gateway Programme. This aims to position the MPS to meet the new and complex challenges from East London's growth and regeneration. Specifically, the MPS will:

- Work with Local Authorities, the Mayor and private developers to ensure new developments meet minimum standards of design and crime prevention

- Work with Crossrail PLC, British Transport Police, and Transport for London to ensure that Crossrail construction and operation incurs minimal crime, disruption or impact on the public
- Work with Communities and Local Government and the Homes and Communities Agency to provide a policing input to regional planning and strategy
- Ensure that the growth of East London and the challenges this brings inform better resource allocation and investment - minimising wastage by ensuring MPS infrastructure is future-proofed.

The second part of the Olympic Legacy surrounds the organisational learning from delivering a safe and secure Games. Work is progressing in three areas:

- Security and events learning - the 2012 Games are a national challenge requiring a coordinated response from the MPS and county forces. In the longer term England will host the 2015 Rugby World Cup, and possibly the 2018 FIFA World Cup. The MPS will capture the learning from 2012 to inform the effective policing of these events.
- An improved organisation - delivering the Games involves operational policing and organisational support functions working together. The Service is learning from experiences in preparing for the Olympics and recognises the need to sustain these new skills to improve police services for London beyond 2012.
- Community confidence and reputation - As a leader in policing, the global community will look to the MPS post-2012 to help other national forces and international agencies deliver safe and secure global events. Policing of the 2012 Games will impact the global community as well as Londoners.

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VALUE FOR MONEY AND SERVICE IMPROVEMENT

THIS SECTION OUTLINES MAJOR CHANGE AND SERVICE IMPROVEMENT PROGRAMMES UNDERWAY ACROSS THE ORGANISATION TO SUPPORT OUR CORPORATE OBJECTIVES AND DELIVER VALUE FOR MONEY, EFFICIENT AND EFFECTIVE POLICING SERVICES TO LONDON

DRAFT

USING OUR RESOURCES EFFECTIVELY

THIS SECTION OUTLINES THE FINANCIAL ENVIRONMENT WITHIN WHICH WE OPERATE AND SETS OUT THE RESOURCES AVAILABLE US TO SUPPORT DELIVERY OF OUR CORPORATE OBJECTIVES

DRAFT

MANAGING OUR PERFORMANCE

THIS SECTION OUTLINES THE PERFORMANCE FRAMEWORK AGAINST WHICH WE ARE MEASURED, OUR APPROACH TO MANAGING PERFORMANCE IN THE MPS, AND DETAILS OUR KEY PERFORMANCE INDICATORS FOR 2010/11

DRAFT

CONTACT DETAILS

How to Contact Us

We welcome feedback and if you have any comments about this MPA/MPS Budget and Business London Plan 2011-14 they should be sent to the:

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You can also e-mail us at: enquiries@mpa.gov.uk

Consultation Opportunities

The MPA holds regular meetings about policing with people who live and work in London. Details of these can be found on the Metropolitan Police Authority Internet site, accessible through main libraries, or by ringing 020 7202 0202.

Paper Copies

The Policing London Business Plan 2011-14 is published (in March 2011) as an internet document but is available in large print, audiotape or Braille by writing to the MPA address below, contacting us at the MPA e-mail address above or by calling 0207 202 0202.

A language translation service is also available. This may, in certain cases, incur a charge.

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