

Policing London

Metropolitan Police Authority and
Metropolitan Police Service
Policing London Strategy for
2007-10
and Policing Plan for
2007-08

User Guide

This document is the joint Metropolitan Police Authority (MPA) and Metropolitan Police Service (MPS) Policing London Strategy for 2007 to 2010 that includes our plan for policing London over the year ahead (April 2007 to March 2008). This document provides you with information on how resources will be used for policing London and how we are working to improve your police service. This information is provided in the following sections of this document:

<p style="text-align: center;">Part 1 Policing London Strategy 2007-10</p>
<p style="text-align: center;">Part 2 Policing London Plan 2007/08</p>
<p style="text-align: center;">Part 3 Delivering the Plan</p>
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<p style="text-align: center;">Appendix 1 2007/2008 Objectives, measures and targets</p>
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Versions available and additional copies

For additional copies, or translations into alternative languages please see pages **61**.

If you would like to provide feedback or participate in consultation events please see the back cover.

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Joint Foreword by the Chair of the Metropolitan Police Authority and the Commissioner of the Metropolitan Police Service

Our message last year was about working together and delivering on our promises. This year we will continue to do just that.

We promised we would give Londoners dedicated local policing teams and we have delivered on that promise. The MPA and MPS have together ensured that 3,500 staff are providing community policing across London. This means a Safer Neighbourhoods team in each of London's 630 wards. We have given Londoners exactly what they asked for, 'visible, accessible and, specifically, local teams,' and we have done it 16 months early.

In addition to this substantial achievement, we have also continued to reduce crime. Since 2002, total crime has fallen every year and the last year has been no exception. Almost every category of crime is down, including burglary, rape and violent Crime - we are also detecting more crime.

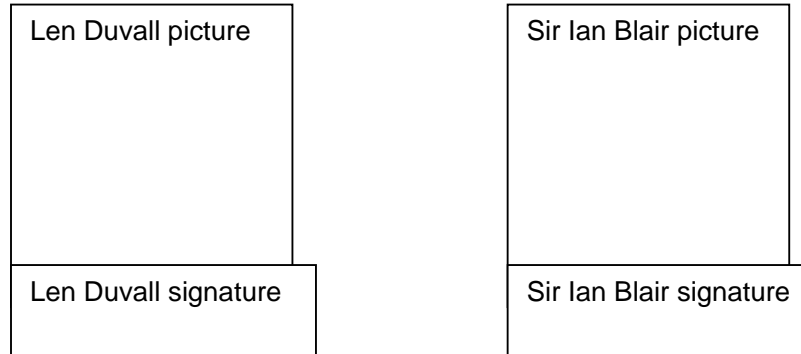
We know there are challenges for the coming year and together the MPA and MPS will face them head on:

- The next two years, in particular, look difficult financially but by increasing our productivity and through innovative partnerships we will continue to deliver the professional service Londoners expect from the Met police.
- Violent crime is worrying, particularly when it involves young people and, although statistics show violence is decreasing (5% down on last year), we know more needs to be done. The MPS will continue particularly to target gangs.
- The fight against terror will continue to dominate policing in London and across the country. There can be no greater priority for the MPA and MPS. All our staff will continue to minimise the risk of terrorist activities and, working closely with communities, try to prevent further atrocities.
- We do not get it right every time and thus trying to maximise the quality of every contact we have with the public is a major ambition for the coming year. We will be prepared to do things differently, to challenge how we work and to share experiences and ideas to improve Londoners' experience of policing, by being proactive and listening to what Londoners want from their police service.

With these challenges in mind, our existing strategic priorities of Citizen Focus; Counter Terrorism; Safer Neighbourhoods; Criminal Networks; Capital City Policing; Information Quality and Together will remain. These are set out in more detail in the pages that follow. We believe they continue to provide the right focus for all our staff to deliver for Londoners.

The MPA and MPS are proud to deliver professional policing to Londoners and we will continue to work together with our communities to make London the safest major city in the world.

Both the Metropolitan Police Authority and the Metropolitan Police Service are committed to ensuring Londoners receive the best possible service that we can provide. We intend to achieve this by working together with our partners and the communities of London to make London the safest major city in the world.



Introduction to the Metropolitan Police Authority

The MPA oversees the MPS. Its mission is to secure an effective, efficient and fair police service for London's communities. Members of the Authority, who are appointed for four years, scrutinise and support the work of the MPS. The Authority sets annual priorities and targets and monitors the performance of the service against these to ensure that London's police are accountable for the services they provide to people in the capital.

As part of its duties the MPA seeks to listen and engage with Londoners. Our consultation process informs policing priorities and reflects the way London is policed. The Policing Plan for April 2007 - March 2008 is informed by this. The plan describes our arrangements for policing London over the year ahead and gives details of our:

- priorities and performance targets for 2007/08;
- funding, including the use of resources;
- past performance for 2006/07; and
- work to support continuous improvement.

Our values

At the MPS we understand that the way in which we work is as important as what we do. This is why we have developed a set of values to provide the foundation for the way that we carry out our work..

Our values will underpin the way that every member of the service performs their role in delivering our mission. Figure 1 outlines the values of the MPS.

Working together with all London's citizens, our partners, and our colleagues:

- **We will have pride in delivering quality policing. There is no greater priority**
- **We will build trust by listening and responding**
- **We will respect and support each other and work as a team**
- **We will learn from experience and find ways to be even better**

We are one team – we all have a duty to play our part in making London safer

Figure 1 MPS Values

Part 1: Policing London Strategy 2007-10

In March 2006, the MPA and MPS produced a medium term Corporate Strategy (the Policing London Strategy) to provide a clear picture of the MPS' direction over three years and a separate annual policing plan to assist the annual performance focus. For the first time in 2006/07, a joint strategy and policing plan was produced which enabled us to link more clearly the strategy of the MPS to its key performance requirements. This year, the process has been further improved to more closely align our resources to our priorities.

Building the Policing London Strategy

London is a uniquely diverse city and it is essential that we continuously build our understanding of the different needs of people who live, work in and visit our city. This means that every member of the MPS must recognise the role they play in delivering high quality policing services, whether they work directly with the public or perform a vital support role. We will build on the improvements that we have already delivered to improve further public confidence and satisfaction with our services. We will continue to improve how we engage with all of London's communities to gain a better understanding of their different needs and respond flexibly to meet them. This is why Citizen Focus is a strategic priority for the MPS in its efforts to deliver a quality service to all of London's diverse communities.

We recognise that only by improving users' experience of our services can we increase the support we get from victims and witnesses, resulting in more offences being brought to justice. Through improving how we engage and involve all the diverse communities that we serve we will increase the level and quality of the community intelligence that we receive. This intelligence is vital if we are to effectively tackle those incidents of crime, disorder and anti-social behaviour that affect communities, as well as providing the key to unlock the most serious crimes such as terrorism and reducing the harm caused by criminal networks.

We have used many sources of information to ensure that this strategy reflects the needs of London. Public and partner consultation has been central to informing us of what London wants from its police service. The Policing London Strategy takes account of both the Government and Mayor's priorities for policing in London. Consultation with our staff has also been key in setting the values and priorities detailed within the Policing London Strategy.

Building a Policing London Strategy is a step-by-step process and it is presented so that you can understand how it has been developed. We have outlined our mission and values that underpin the service in order to set the context for our direction. From these we have identified the policing priorities we will focus on delivering to achieve our mission. We have also identified the outcomes we are aiming to achieve through delivery of the Policing London Strategy.

Figure 2 shows how our priorities help deliver our strategic outcomes, fulfil our mission and deliver improved performance.



Figure 2

Strategic Outcomes

The strategic outcomes provide a framework for every member of the Metropolitan Police Service so we all understand what to focus our effort on to achieve our mission and to make London the safest major city in the world. The Policing London Strategy seeks to deliver four strategic outcomes as follows:

Communities are engaged with, confident in & satisfied with our service

We want to involve all of London's communities in making London safer. Your engagement will help us better understand crime, from terrorism to anti-social behaviour, help us to prevent crime and bring offenders to justice. Through talking and listening to you and responding to your needs and those of your community, you will have more confidence and trust in the police service. The more positive you feel about the police service, the more you will feel confident in coming forward with suggestions and information that will help make London safer.

Safety and security is improved and the public feel reassured

We want to make you feel safe in your home, your place of work or wherever you are in London. Reassurance policing is about making you feel safe as well as reducing crime and means that we deal effectively with critical incidents as well as ensuring safety during the major events that make London a unique capital city. We will provide a local, accessible and familiar team of officers to deal with the local problems that impact on your lives and make you feel safer wherever you are.

Crime, disorder, vulnerability and harm are prevented and reduced

Reducing crime, disorder and vulnerability are key to the success of the MPS. We want to minimise the risk of you being a victim of crime but if it happens we will do everything we can to reduce the impact of that crime and work with you to prevent further crimes from being committed. Through continuing to work in and develop our partnerships we will reduce levels of crime and disorder in London to make you feel safer. This includes violent crime, gun crime, domestic violence and other forms of hate crime.

More offences are brought to justice

To ensure public confidence in the police and our criminal justice partners we need to bring those who commit crime to justice. We will continue to work more closely with our criminal justice partners to make the legal process as effective and efficient as possible.

Strategic Priority Overview

To help us achieve our mission and deliver the Policing London Strategy we have identified 7 strategic priorities for the next three years. These are outlined as follows:

Citizen Focus

Citizen focused policing is about putting what you want from our police service at the heart of what the Metropolitan Police Service does. We want to improve our understanding of your needs. To do this we need to engage and communicate with all of London's communities. By listening to your feedback we will improve our services and shape the way we do things so you feel that we are delivering the police service you want and need.

Our policing approach will mean you will have access to the Metropolitan Police Service and our services in a variety of ways that are designed to make it easy for you to contact us. Our Central Communications Command will revolutionise the way we respond to your requests for our help. Putting you at the heart of what we do will mean that your views genuinely influence the development and delivery of policing services. We will respond quickly and flexibly to questions about any aspect of our services and will develop our understanding so that we can provide information before you have to ask. Every member of our staff will consider it essential that they keep the commitments we make to you as citizens of London.

'Citizen Focus means putting the requirements of citizens at the heart of decision-making and is integral to everything we do'

We believe that connecting with communities and individuals will help to bring more offenders to justice because victims and witnesses will feel more comfortable

engaging with us throughout the criminal justice process. We also want you to feel more comfortable passing information to us, as community intelligence is vital if we are to effectively tackle crime, disorder and anti-social behaviour, as well as providing the key to dealing with the most serious crimes including terrorism and the harm caused by criminal networks.

The inclusion of citizen focused policing in the Policing London Strategy reflects the importance the Metropolitan Police Service attaches to improving our way of working. It also demonstrates our commitment to providing a service that responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority communities.

Counter-Terrorism and Security

The police service approach to countering terrorism aims to minimise risk and vulnerability to life and property, create a hostile environment for the terrorists and increase the feeling communities have of safety and confidence.

The guiding principle of the MPS is that everyone has a part to play in combating terrorism and domestic extremism. Within the MPS, Specialist Operations has lead responsibility for the investigation of terrorist offences and for the provision of personal protection for individuals under threat in the UK and abroad.

To combat terrorism successfully, and to improve safety and security, the police service as a whole is involved in gathering, analysing, passing on and acting on intelligence. Working in partnership with the Security Service and other agencies is essential. This

intelligence-led approach will reduce the opportunity for criminals to commit terrorist offences and ensure we are able to bring offenders to justice, including those who support, encourage and finance terrorism.

'Communities defeat terrorism. Embedding counter-terrorism into local policing activity will create a hostile environment in which terrorism and extremism cannot flourish'

The determination to deliver a citizen focused and responsive police service through Safer Neighbourhoods is key to countering terrorism. This initiative creates an environment that encourages and facilitates the flow of community intelligence. This critical aspect of police work increases feelings of safety, provides reassurance for communities and reduces opportunities for terrorism.

To support the contribution that Safer Neighbourhood teams will make to counter terrorism and to strengthen its links with borough policing, Specialist Operations have created a network of Counter Terrorism Intelligence Officers (CTIOs) across London. These officers are specially selected counter terrorism detectives who work alongside locally based colleagues. This approach enables the CTIOs to improve their own understanding of communities whilst providing a valuable source of expert advice and guidance for patrolling officers.

The MPS is committed to safeguarding communities through excellence in security, protection and counter terrorism. This requires a strengthening of our capability, and by doing so, we will be able to demonstrate the effectiveness of the police service in fighting terrorism and increase the confidence of communities we serve. The effective delivery of counter terrorism, security and protection as a key element of the Policing London Strategy will enable the MPS to pursue its widening mission to meet the needs of all London's communities.

Safer Neighbourhoods

Safer Neighbourhood teams will positively change the local police service we provide in London. Each neighbourhood now has a dedicated familiar team including a Sergeant, two Constables and three Police Community Support Officers to work with the local community on the crime and quality of life issues that are most important to them. The Safer Neighbourhoods team will listen to the needs of local people and work with partner organisations and the community to tackle issues like graffiti, abandoned vehicles, aggressive driving, general anti-social behaviour and other crime that negatively impacts on people's feelings of safety and security in their neighbourhood.

Through Safer Neighbourhoods the MPS will close the gap between people's fear of crime and our success in reducing crime in our capital. We know that to

**'Local Teams
engaging
communities and
partners in solving
problems important
to local people'**

improve your confidence and satisfaction in our police service we have to tackle the issues that are important to you.

We have now put in place all 630 Safer Neighbourhood teams across London and you may have already met members of your local team. You have told us that the work they are already doing is helping to make you feel significantly less vulnerable to becoming a victim of crime and that you value being able to influence what

your local police do through citizen panel meetings.

Safer Neighbourhoods is a key initiative in the Policing London Strategy that will enable us to deliver our priorities and aims through engaging the support of Londoners and gaining their trust and confidence in policing, in so doing helping us to tackle all levels of crime. Londoners are thereby more likely to feel it is worthwhile to invest in their communities and work in partnership with us to improve the environment in which they live and work.

Criminal Networks

Changes in technology, travel and the diversity of London's communities as well as London's increasing dominance as a major financial and cultural centre are reflected in the growing complexity and presence of criminal networks affecting our capital. To tackle this policing challenge, we need to develop a more sophisticated understanding of the social, economic and political impact the activities of these criminal networks have on individuals, neighbourhoods, communities and London itself.

Criminal networks generally do not focus on a single activity or crime type such as drug dealing or prostitution but are involved in a range of criminal activities. They tend to take crime opportunities when they occur or commit crime in order to facilitate more serious crime, for example stealing someone's identity to make people trafficking possible. Serious and organised crime can take many forms, for example kidnap, threats to kill, shootings, robberies and extortion. Gangs involved in serious crime and violence are included in the criminal network definition.

Police will always investigate crimes as they happen, but the real challenge now is to try to prevent a larger proportion of this criminality from occurring in the first place, to be pro-active in targeting the criminal networks that we know about, and to be better prepared for dealing with crimes that require a fast-time response. In order to do this, we need to tackle the criminals and their networks and support

systems as much as the crime type. We need to identify and disrupt them, in order to impact on the entire range of crime they engage in, whilst also addressing crime trends in the longer term.

Criminal role models are present in many communities and these people often attract and encourage local vulnerable young people to take part in increasing criminal activity. Targeting these criminal role models and helping to divert the vulnerable young people away from criminal activity is part of this approach.

Our intelligence suggests increased criminality associated with gang culture. Gang membership is attractive to a minority of younger people. This is clearly not a policing issue alone, but it requires a policing response. In fact, gangs should be viewed as part of the criminal network continuum, that starts with peer groupings who may be

‘Community engagement is crucial when enabling us to understand the harm being caused by criminal networks within a specific community’

involved in anti-social behaviour, criminal damage and public nuisance. Initially gangs are more concerned with their identity, status and symbols, but gang culture can easily lead them to commit volume crime offences such as theft or vehicle crime. They are often prepared to use violence to further the interests of the gang in terms of power, territory or profit, and they are then at risk of graduating to more serious and organised crimes. Because of the rewards and gains on offer, and the planning and organisation of their activities, they would then fit the criteria of a criminal network. As an organisation we will attempt, where appropriate, to include gangs into the criminal network disruption process. We will ensure prevention and youth diversionary tactics are employed to dissuade younger people from pursuing this criminal ‘career path’.

Capital City Policing

London is unique. It is one of the most diverse cities in the world, an economic powerhouse matched only by New York and Tokyo, a world creative and cultural centre and the seat of national government. This presents the MPS with a wide range of policing challenges. We work 24 hours a day with our partner agencies to protect the communities, institutions and events that make London such a successful ‘world city’.

Our capital is the home of the Royal Family, government and many national and international institutions. London is the heart of our nation’s democracy and we will

‘We want you as a resident, commuter or tourist to continue to safely enjoy the richness, culture and diversity of our world class city taking pride and pleasure in high profile events such as the 2012 Olympic and Paralympic games’

protect your right to celebration and lawful demonstration. We will ensure that order is kept on our streets, while minimising the disruption to the life of our city. London has a tradition of being a democratic and freethinking city. In order to safeguard this and enable it to flourish, we must retain our ability to respond to those that threaten our values and democracy.

We will ensure that London continues to be the chosen venue for many of the world’s major events. We want you as a resident, commuter or tourist to continue to safely enjoy the richness, culture and diversity of our world class city taking

pride and pleasure in high profile events such as the 2012 Olympic and Paralympic games. We want you to feel safe in our parks, on our waterways and in all our public spaces when you choose to participate in the breadth of activities on offer. Whether you are using Transport for London services or private transport services we will tackle those road safety and security issues we all see as being important, so we can all travel without fear. In particular, we will continue to work towards reducing the number of adults and children killed or seriously injured on London's roads, in line with government objectives.

We also want you to know that we are ensuring your safety through planning our response to major incidents both natural and man-made. We will remain at the cutting edge of disaster management, using our planning expertise to ensure we are prepared to respond. We will work closely with our partners in the public and private sectors to ensure we are ready and able to meet your needs when you most need us.

We will work to make London the safest major city in the world. Through focusing on capital city policing as a strategic priority we will contribute to ensuring the identity of London remains exhilarating, diverse and dynamic.

Information Quality

To enable the MPS to deliver the policing service that London wants, our information and intelligence must be of the highest quality.

Information underpins our ability to deliver. It enables vital decision-making, it allows us to be proactive and prevent crime before it occurs and is core to bringing offenders to justice. Good quality information is one of the MPS most valuable resources and must be reliable and complete if we are to achieve an effective police service for London.

Good quality information needs to be readily available to all of our staff whenever they need it to enable them to perform their roles well. We know it is important to make sure all our contact with you is right first time. Our Central Communications Command will ensure officers attending an incident will be aware of all available information before they arrive enabling them to provide a more effective response. Good quality information should also be available to you in a format that meets your needs whenever you want it. We want you and our staff to trust the information we hold and be confident that we will use it to deliver the most effective and efficient policing service we can.

'A 21st century police service, which optimises information to prevent crime, protect and inform citizens'

The key to making real improvements in our information quality is to change the way that we manage our information. Our staff need to better understand the value of the information the MPS holds and their own role in ensuring it is of the highest quality possible. Our information and intelligence systems must speak to each other and make the tasks of entering and accessing information for policing as simple and effective as technology allows. Our systems also need to enable improvements to working with other law enforcement agencies so that together we can provide coherent police intelligence to enhance prevention of all crime and terrorism.

Together

Together describes our style of working. It is about how we aspire to be when delivering your policing service, and the perception that our colleagues, our partners and the public have of us as an organisation. Building on our fundamental values, Together will develop the MPS in a significant and lasting way.

To deliver against the challenges we face and to achieve the performance improvement we want, changes must take place within the MPS. Together will work to join all parts of the MPS and unite every member of our staff behind our mission and priorities.

Over recent years we have focused successfully on building workforce capacity but we now need an equally strong focus on ensuring staff capability, particularly around management and leadership.

Together is about making the MPS an organisation where all individuals, regardless of the role they play or their personal background, feel valued as part of the team. Together will work to build a service where all staff feel well treated, respected and invested in so that they feel able and supported in achieving their full potential. We will seize opportunities to learn and have passion and pride in delivering a quality service, enhancing our ability to prevent and reduce crime and disorder and bring offenders to justice. Enabling leadership and improving communications will be key to achieving these outcomes.

Together will also change the way we work with all our partners and the diverse communities of London. Complementing the citizen focus approach, Together will work to ensure that the public is satisfied with and confident in the policing service they receive and that people feel positive when in contact with us. We want to build more cohesive relationships with our partners so that together we can provide the most efficient and effective service for the public. The most effective way to make London safer is to work as one unified team.

'Is about how we aspire to be when we delivering London's policing service and the perception we want our colleagues, partners and the public to have of us as an organisation'

Setting the policing priorities

In order for the Policing London Strategy priorities to be determined, an extensive consultation process took place between the MPS, MPA and our partners, which included the people of London, the Greater London Authority, the Mayor of London and Crime and Disorder Reduction Partnerships.

In addition we have taken into account the following key policing documents:

- local Policing Priorities developed by Borough Operational Command Units in conjunction with Crime and Disorder Reduction Partnership and key local partners;
- the London-wide Policing Priorities set by the Mayor; and
- the National Community Safety Plan, which contains the Home Secretary's strategic priorities.

Public and Stakeholder Consultation

Public consultation is an ongoing process and it is used annually to inform on the policing plan, with individuals and organisations invited to put forward their options

and preferences for policing priorities. Our strategic priorities are closely aligned to all of these key areas.

Some examples of how the strategic priorities are helping to address the concerns of Londoners are as follows:

- our Safer Neighbourhoods priority will help to address concerns regarding:
 - anti-social behaviour;
 - fear of crime and re-assurance;
 - visibility
- part of our Capital City Policing priority addresses traffic and road safety issues which Londoners told us are important to them;
- in addition, part of our criminal networks priority focuses on the following areas of concern to Londoners;
 - drugs and drugs related crime;
 - gun crime;
 - targeting of prolific and priority offenders;
- whilst our Citizen Focus priority aims to improve our service delivery to Londoners, with enhanced communications and greater approachability.

Part 2: Policing London Plan 2007/08

This Policing London Plan explains what the MPS will be doing between April 2007 and March 2008. We will build upon the work of 2006/07 in support of the strategic priorities, which is intended to deliver the strategic outcomes and improve service delivery. The following are examples of key activities being undertaken during 2007/08.

Citizen Focus

- Deliver the Community Engagement Strategy, improving our mechanisms for community engagement and how we act on what communities tell us;
- Roll-out victim focus desks to improve how we communicate with, care for and keep victims informed through the criminal justice process;
- Based on what service users tell us, we will continue to develop our services to be more responsive to the different needs of our diverse communities. Real opportunities for community participation and genuine joint working with processes for community involvement in policy, decision-making and priority setting.

Counter Terrorism, Security and Protection

- To have in place a range of measures to continually improve performance (through the use of performance information, defined work processes, risk assessment, continuous improvement, and supporting Operational Command Unit Commanders);
- The Counter Terrorism Command will be supported by appropriate IT and accommodation.

Safer Neighbourhoods

- By June 2007, every Safer Neighbourhoods team will be tackling a crime and disorder priority that reflects the needs of young people.
- By July 2007, Safer Transport Teams will be established in 21 Boroughs across London.
- By July 2007, 87 Safer Neighbourhoods teams of 1-2-6 will be established in wards with a population of more than 14,000; and
- Development of MPS anti-social behaviour control strategy to deliver a coordinated and effective approach to anti-social behaviour

Criminal Networks

- To review our covert surveillance capability and ensure these resources are properly aligned to corporate priorities through a robust tasking mechanism
- Bringing together the units that will form the newly created Met Intelligence Bureau by April 1st 2007 and implement the agreed change programme.
- Drugs Strategy 2007-10 – this strategy pulls together enforcement, prevention, education and reducing supply and harm; and
- Develop the understanding of the harm caused by gang related criminality and implement effective multi-agency responses

Capital City Policing

- planning and preparation for the 2012 Olympic and Paralympic Games;
- Central Command Unit - ensures the fundamental communication link between London's communities and the MPS that enables vital fast responses to public concerns; and
- Focus on reducing road users killed and seriously injured.

Information Quality

- Data Quality Improvement Programme; and
- Management of Police Information (MOPI) Programme - implementing the recommendations of the Bichard Inquiry that is focusing particularly on the collection and use of information, and information systems (paper based and IT based), within the police service.

Together

- creation of the MPS Leadership Academy and leadership development pathway; and
- creating a policy framework for development and selection processes that is consistent with our values.

Other key activities

Examples of other key activities being undertaken during 2007/08 in support of our strategic outcomes or priorities are as

MPS Drugs Strategy and Delivery Plan

The MPS has developed a Drugs Strategy for 2007 to 2010 the vision of which is: to make London safer by working with partners to disrupt the supply and reduce the use of illegal drugs. The MPS' approach is based on seven key areas of activity:

- tackling Class A trafficking.
- disrupting open markets – tackling blatant use in public places.
- closing crack houses.
- disrupting cannabis cultivation.
- arresting and diverting Priority Prolific Offender (PPO) drug users.
- working together in partnership – supporting communities.
- seizing assets / disrupting funds.

Violent Crime Directorate

Directly in support of our Strategic Outcomes, the Violent Crime Directorate was formed at the end of March 2006 to provide a central focus for the delivery of performance on violent crime, with an overarching strategy to address dangerous people, dangerous places and support vulnerable victims. This work will be further progressed during 2007/08.

Alcohol-fuelled violence

In recognition of the concerns of Londoners in relation to alcohol-fuelled violence in our town centres, the MPS is working closely with the licensing trade, making use of early interventions. This includes dealing with those people who are likely to commit alcohol fuelled violence, disorder and anti-social behaviour using penalty notices for disorder. To address the issue in the longer term, the MPS is working with Local Authorities to deal with the symptoms of an excessive drinking culture.

Every Child Matters

The MPS is developing a youth crime strategy in response to the Home Office requirements under the 'Every Child Matters' agenda. This is the vehicle for implementing the recommendations of the Climbié Inquiry and will be instrumental in addressing the public concern regarding youth violence, and in protecting children, both as victims and offenders.

The Every Child Matters agenda is the driving force for the MPS to improve the way that the police engage with children, the community and work with partner agencies to ensure that all children and young people living in London are able to achieve the five key outcomes of 'Be healthy', 'Stay safe', 'Enjoy and achieve', 'Make a positive contribution', 'Achieve economic well being'. To deliver this, a change programme is in progress, which will provide improved training for all our staff, build on existing partnership work and improve information sharing so that concerns about a child or young person can be shared appropriately. In order to achieve this we are working closely with 'local children and young people focused partners agencies through the Children and Young People Strategic Partnerships, Children's Trusts, the Local Safeguarding Children Boards and the pan London organisations, which have a duty to cooperate to improve the well being of children.

Throughout the next year the MPS will be looking to:

- improve engagement with young people;
- address in partnership, the concerns affecting the five key outcomes; and
- Improve the prevention and detection of offences committed against children and young people.

Equalities, environmental management and health and safety

A large number of MPS activities and functions have a direct contribution to the quality of life of Londoners, and our mission 'working together for a safer London' is an integral part of sustainable development. In addition, the MPS has a corporate social responsibility to ensure that key sustainable development issues such as environmental management, equalities and diversity, health & safety and health are monitored and managed.

In response, MPA/MPS have produced an integrated sustainable development plan, which pulls together details of progress, key priorities and budgets for 2007/08 on the equalities, environmental management and health strands of sustainable development.

Met Modernisation Programme (MMP)

The MPA/MPS is in the second year of a programme of modernisation (MMP) that will assist in our pursuit of a more efficient and accessible police service for the people of London.

Coordinating MPS change through the MMP will ensure that programme decisions are effective and focused on delivering service improvement, in line with strategic outcomes set out in the Policing London Strategy. The MMP will do this by providing project, programme and change management support, and supporting a culture that reflects the vision of a modernised MPS.

Since the formation of the MMP, the MPS Programme Delivery Board has helped particularly in shaping the delivery of those projects identified as a priority for delivery. For 2007/2008 this will include Citizen Focus and Information Quality.

Change programmes and projects within the modernisation portfolio are categorised and prioritised for 2007/08, as **outlined in Figure 3**. A short description of each of the projects and programmes within the MMP is as follows:

Custody: Improvements to custody facilities are part of the wider work on investigating crime and dealing with offenders. This project aims to increase cell capacity across the Met by providing modern and functional borough based custody centres.

Intelligence, Covert Policing and Tasking (ICPT): As information and intelligence drives everything we do, the ICPT programme addresses the standards, business processes and the structures in the MPS that receive information and develop intelligence to inform operational tasking. The programme will provide a more joined-up way of working to support the MPS focus on priority policing problems in London. The programme contains six projects: Met Intelligence Bureau (MIB), Covert Policing Standards, Corporate Tasking, Prison and Telephone Intelligence and Operation Information Services (OIS) and Cobalt Square. The programme supports the implementation of the MPS Intelligence Strategy, under the leadership of the MPS Director of Intelligence, AC Steve House.

Public Protection: The Public Protection Programme aims to provide the MPS with a coordinated direction, including the identification of resources, to allow those involved in Public Protection to identify risk, to manage risk as best possible and to optimise public and individual safety as a consequence. The programme aims will include work in the areas of domestic violence, child protection (including Every Child Matters), the management of dangerous and sex offenders, missing persons and vulnerable people.

Modernising Business Support: This strand focuses on improving business support across the MPS it also includes work to improve Human Resource Services and Finance Services that support operational policing.

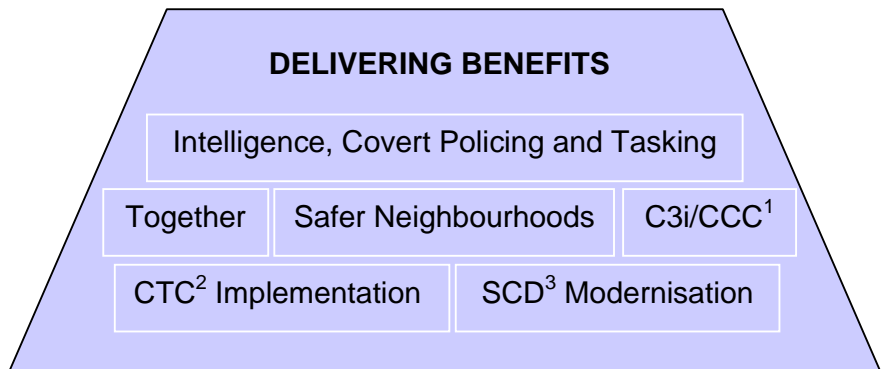
Workforce Modernisation: This strand is focused on ensuring that the right people with the appropriate skills and powers are carrying out the right role in the right place. As such it seeks to ensure that the MPS can define and then deliver the staff mix and workforce that will enable the MPS to best achieve its aims.

Olympics: This strand is responsible for leading and co-ordinating the preparation and planning of security and policing for the London 2012 Olympic and Paralympic Games.

Figure 3. 2007/08 priorities for the MMP

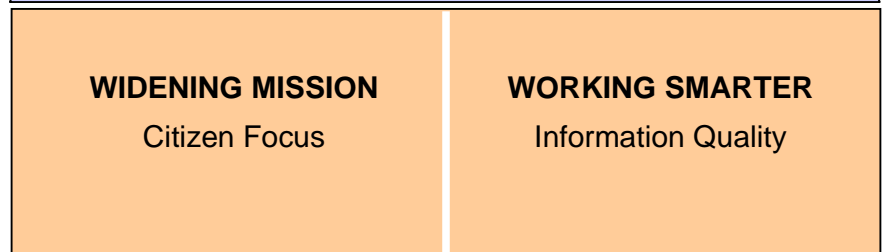
Category 0

Significantly implemented in 06/07
Benefits to be realised 07/08
Continued financial priority during implementation



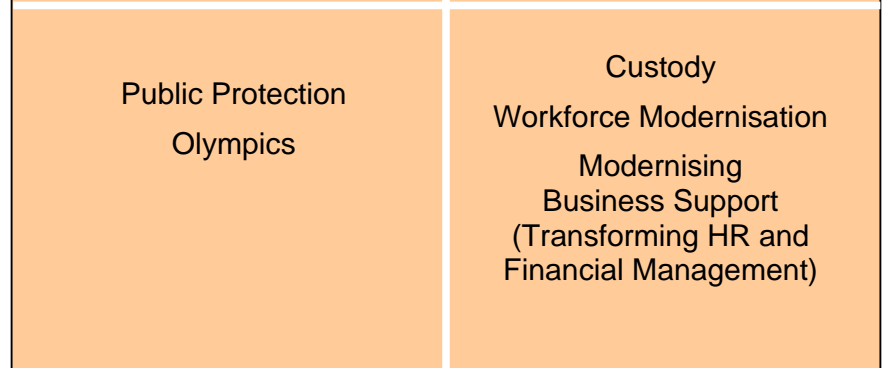
Category 1

Significant deliverables in 07/08
Prioritised for funding

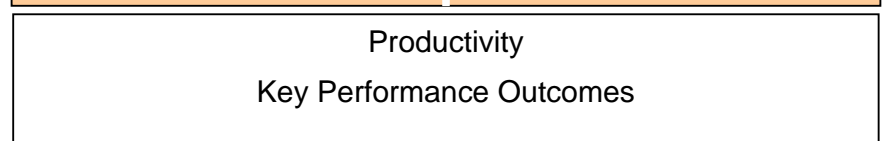


Category 2

Scoped in 06/07
Continuing implementation 07/08



Underpinning Criteria for all MMP Priorities



¹ Central Communications Command (CCC)

² Counter-terrorism Command (CTC)

³ Specialist Crime Directorate (SCD)

Part 3: Delivering the plan

Governance

Members of the MPS' Management Board are accountable for specific areas of the Policing London Strategy and Plan, the critical performance areas and MMP projects and programmes (see Figure 4). Together they will ensure, via a robust operating framework, including Investment Board, Performance Board and the MMP Programme Delivery Board, that the plan is monitored to delivery.

The MPA challenges, approves, monitors and holds the MPS to account for the plan and its delivery, as well as the resources used. This is undertaken through various committees, namely, Finance Committee, Planning, Performance and Review Committee, Equal Opportunities and Diversity Board, Coordination of Policing Committee, MPA MMP oversight and MPA Full Authority.

Performance Plan

In order to ensure that our planned activities result in improvements, we have objectives, measures and targets for our strategic priorities to assist us in monitoring our achievement in all these areas. These are outlined at **Appendix 1**.

Critical performance areas and targets

Work has gone into streamlining the number of measures to enable focused activity on the critical areas where improved performance is required. These measures and targets have been identified as the critical areas for improving our performance using the Policing Performance Assessment Framework (PPAF) scores and in relation to the Public Service Agreements (PSAs). It also allows us to take into account issues raised by the HMIC baseline assessment. To maintain focus, we have chosen only 12 Critical Performance Areas (CPAs). While these focus on a critical few areas, they do not exist in isolation, but form part of a wider performance management framework of supporting measures and targets. The CPAs for 2007/08 are outlined in **Table 2**.

The rationale for including a measure within the critical performance list is that it:

- signifies a key area of overriding importance to the people of London; and
- presents a risk to the MPS with regard to effective service delivery in relation to Home Office requirements or in comparison to other similar forces;

MMP benefits

The Modernisation Delivery Unit is working with each of the programme managers within the MMP portfolio to develop robust and measurable benefits that will help to demonstrate the success of that programme. Much of the early stages of this work have been completed in the more mature programmes such as Safer Neighbourhoods, but most of the benefits identified will begin to be realised during 2007/08. Some benefits will focus on improving service provision such as improving public confidence and satisfaction while others will focus on organisational efficiency such as workforce modernisation. The key deliverables and benefits for Citizen Focus, Together and Information Quality are shown at **Appendix 1**. The MPA Oversight group continues to play a key role in assessing progress against the plan.

Local Area Agreements (LAA)

The MPS uses a variable target setting process to set performance targets for each individual Borough Operational Command Unit (BOCU) which amalgamate to form a corporate target. This recognises the need for BOCUs to harmonise corporate requirements (often driven by external stakeholders) with local needs. It enables BOCUs some flexibility to align their contribution to corporate targets to local partners' requirements.

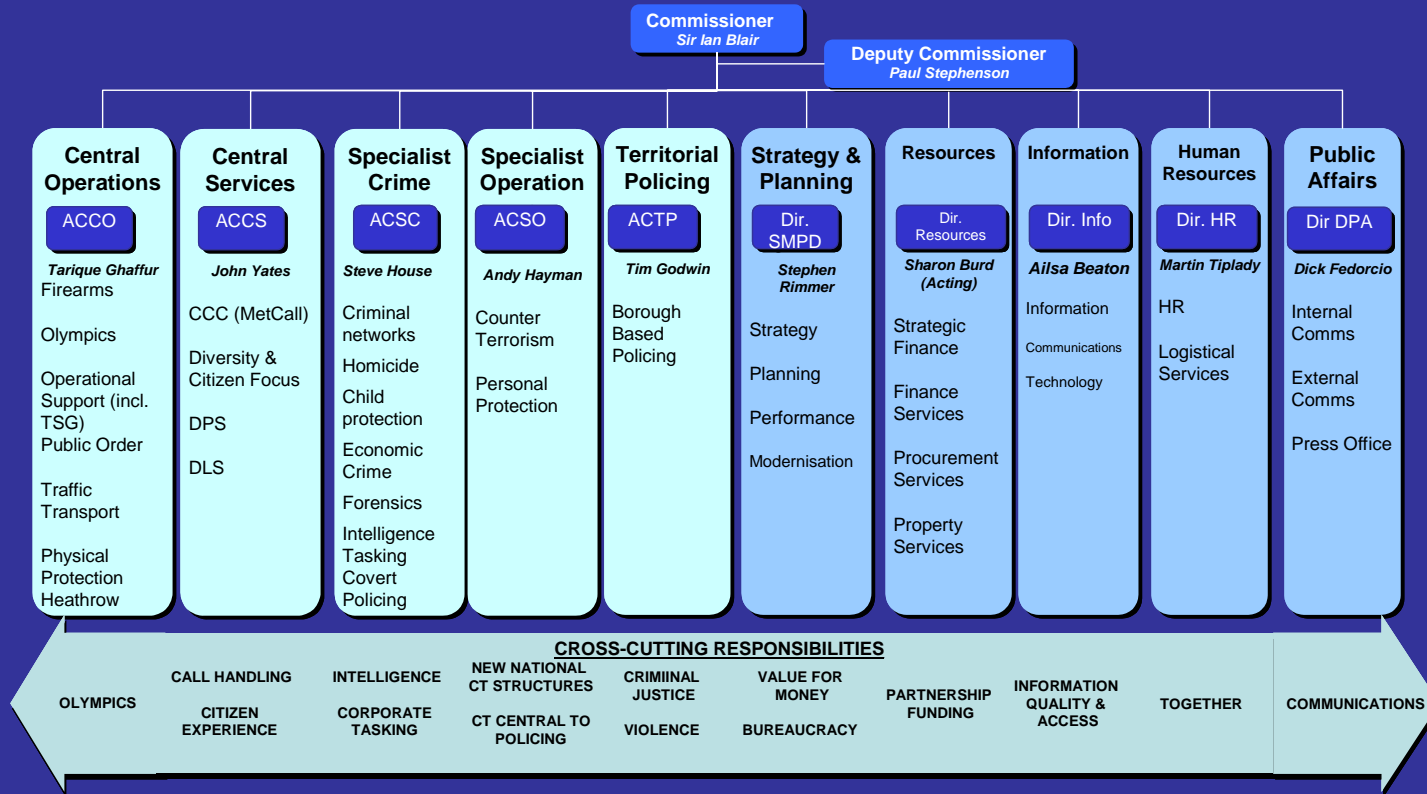
Furthermore, it is expected that BOCUs may negotiate higher targets with their CDRPs in particular areas than they are set corporately by the MPS. This may be to address local policing needs and reflect the additional value of local partnership working.

There is clearly a strategic challenge in ensuring sustainable alignment between local policing priorities set at the neighbourhood level, partnership targets set via LAAs, and the corporate requirements facing the MPS in policing London as a whole. In order to mitigate these risks, it is important to ensure that both the Planning and Performance, and the MPS target setting process continue to be both top down and bottom up.

Figure 4. MPS Management Board

MPS Management Board – One team Met, working together for a safer London

- Leadership** - To demonstrate and defend the values of the MPS and to manage and control major risk.
- Strategy** - To make key decisions about direction, priorities and choices, ensure that there is a coherent overall plan for the medium to long-term that remains relevant and adds value to the rest of the workforce and to the public.
- Performance** - To ensure that the MPS delivers its control strategies, key targets and policies on time and on budget.
- Resource Management** - To ensure that the MPS makes best use of the financial and human resource available to it, provides good value for taxpayers money and is an employer of choice.



Supported by Living Our Values

Table 2 Critical performance areas and targets for 2007/08

STRATEGIC OUTCOMES	Critical Performance Area	2007/08 Targets	2006/07 Performance [April to December 2006]
Communities are engaged in and satisfied with our police service	Crime victim satisfaction with the overall service provided [SPI 1e]	82.5%	79%
	Comparison of satisfaction for white and minority ethnic victims with respect to the overall service provided [SPI 3b]	Reduce satisfaction gap between white and minority ethnic victims by 1% point	6% point difference White victim satisfaction 80% B&ME victim satisfaction 74%
Security is improved and the public feel reassured	Percentage of people who think their local police do a good job [measured via the British Crime Survey] [SPI 2a]	Improvement of 0.5% on 2006/07	54%
	Reduction in the number of people killed or seriously injured in road traffic collisions [SPI 9a]	3% reduction	2% reduction
Crime, disorder, vulnerability and harm are prevented and reduced	Reduction in 10 British Crime Survey [BCS] comparator crimes	5% to 6% reduction ¹	6.2% reduction
	Reduction in BCS recorded violent crime ⁴	5% reduction	7% reduction
	Percentage of domestic violence incidents where an arrest was made related to the incident [SPI 8a]	50%	41%
	Reduction in the level of gun crime	5% reduction	16% reduction
	Number of criminal networks disrupted	225 (To include 158 CNs involved in Class A drugs)	93
More offenders are brought to justice	Sanction detection rate for notifiable offences ²	24%	21%
	Homicide detection rate ³	85%	79% (Sanction Detection rate 79%)
	The number of offences brought to justice	197,200	201,600

¹ To be updated when the figures become available.

² Sanction detection: charged, reported for summons or cautioned, taken into consideration by the court, or penalty notice issued

³ Homicide non-sanction detections refer to cases where evidence exists to show who the offender was but s/he has committed suicide

⁴ Other metrics are also monitored, including violence against the person and robbery

Financial plan 2007/08 – 2009/10

Sustaining high standards of local service delivery to London's diverse communities as well as maintaining the MPS involvement in national and international policing activities, inevitably requires the MPS to focus on its priorities and to use its available resources as efficiently and effectively as possible. The budget challenges experienced during the business planning process for 2007/08 have meant that difficult choices have had to be made regarding resources for next year. Investment decisions regarding the movement of resources and additional funding received have been informed by the need to deliver on the strategic priorities and outcomes, and specifically to ensure:

- the focus remains on delivery of front-line policing;
- that services are citizen focused - ensuring that the MPS/MPA responds to the needs of London's communities;
- the Safer Neighbourhoods programme is financially sustainable throughout the year; and
- continued support for Counter Terrorism.

Investment areas

Initial investment of £7.5m is planned in 2007/08 to fund police staff to take the roles currently performed by police officers in coordinating a response to request for assistance on boroughs. This is part of a programme to be rolled out across all boroughs to release police officers back to front line policing duty.

Funding is currently being negotiated with the Home Office for the costs of security for the 2012 Olympic and Paralympic Games. It is expected that the funding provided, will amount to £4m in 2007/08, rising to £9m in 2008/09 and £23m in 2009/10.

Further revenue investment of £4m in 2007/08 is planned in the Transforming HR project aimed at delivering a step change in the efficiency and effectiveness of HR services. This funding will enable a shared service centre to be delivered, achieving significant efficiency benefits that can help deliver more resources to the front line and also provide an opportunity to deliver a significant improvement in the quality of HR service delivered to the organisation.

Revenue investment of £2m is planned in 2007/08 to change the delivery of police recruit training in line with the national Initial Police Learning and Development Programme (IPLDP) by September 2007. This will deliver a progressive programme of training for recruits involving students transferring to boroughs at an earlier stage of their training and undertaking assessment in the workplace.

£15m revenue has been allocated in the 2007/08 budget to progress MMP programmes. The application for funds will go through the 'Approvals process' and will hence be subject to scrutiny – and (if appropriate) ultimate authorisation - by Investment Board.

Other priority areas allocated additional resources within the budget include £2.6m for firearms and public order training and £0.9m for a MPA Community Engagement and Improvement Programme.

The property-based schemes proposed within the capital programme reflect the rollout of the Estates Strategy and the need to respond to operational and community needs regarding the modernising policing agenda. Particular emphasis

is to be given to completion of the Safer Neighbourhoods base provision along with the rollout of patrol bases and custody centres.

Areas of major growth in IT-based capital projects are infrastructure support (technical refresh of equipment), investment in MetTIME (recording of time and duties) and mobile data terminal purchase and replacement.

The replacement of the helicopter fleet is nearing completion. Associated with this investment it has been determined that for health and safety reasons it is prudent to renew the fuelling facilities at the Lippetts Hill site and also to make improvements to the landing/runway and hard standing areas.

2007/08 Efficiency Plan

The Home Office target for efficiency savings for 2006/07 was £73.5 million. This has been exceeded and savings are now expected to be £ 112 million. Current Home Office guidance requires police authorities to:

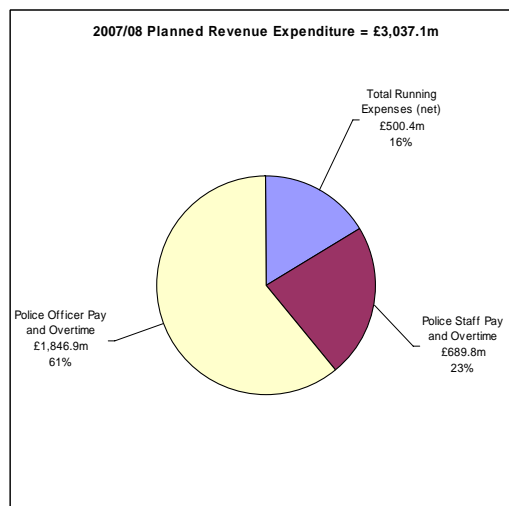
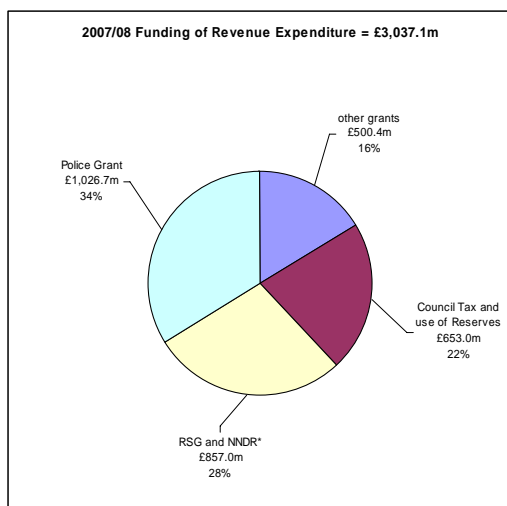
- set efficiency targets of 3% of net revenue expenditure, of which at least 1.5% must be cash releasing; and
- produce plans each year, covering a rolling three-year period.

The Metropolitan Police will aim to achieve £124.2 million of efficiency savings in 2007/08, which will exceed the 3% target. £96 million of these savings will be made through cash releasing efficiencies, allowing redirection of resources in the budget, while the remainder will be made from non-cash releasing initiatives including:

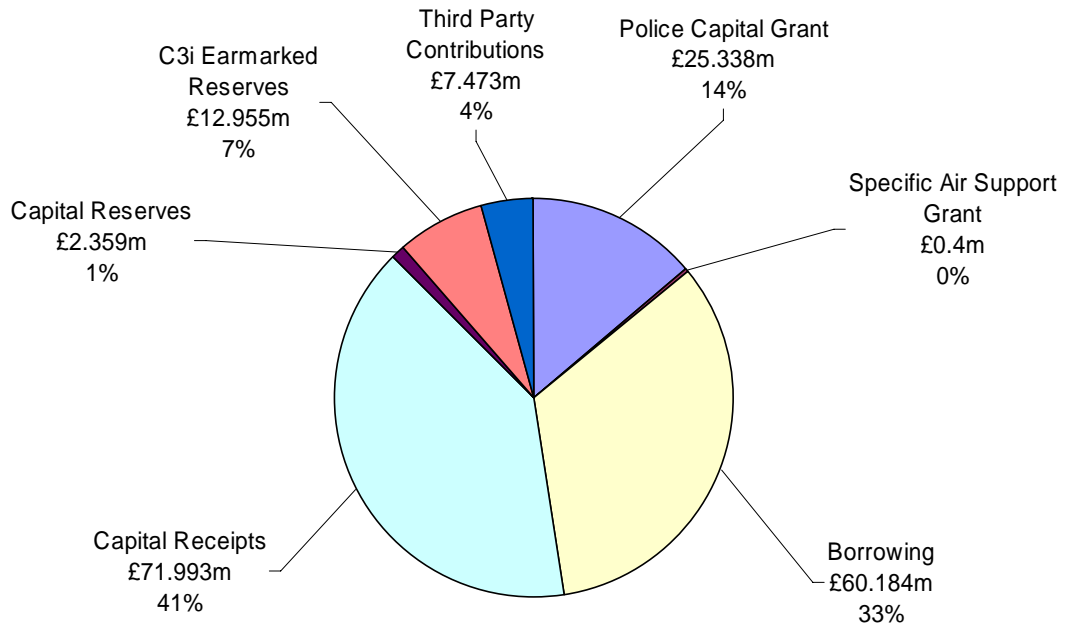
- savings arising from the introduction of the National Strategy for Police Information Systems (NSPIS), an automated custody record and case file system;
- the use of video technology in identity parades; and
- growth in the number of Special Constables.

The MPA Finance Committee monitors progress against the efficiency plan on a quarterly basis.

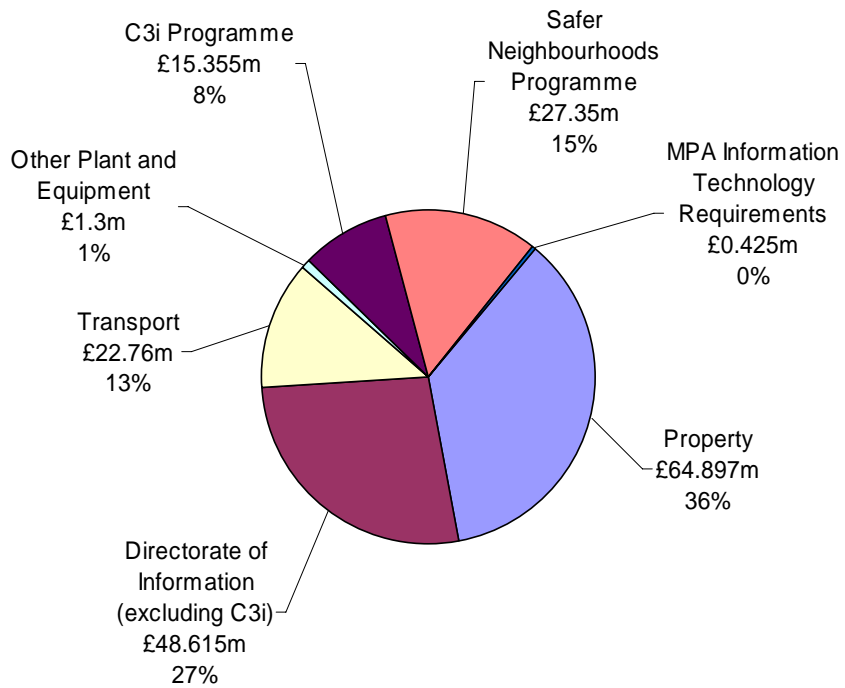
Details of the 2007/08 revenue and capital expenditure programme are shown in the tables below.



2007/08 Funding of Capital Expenditure = £180.702 million



2007/08 Planned Capital Expenditure = £180.702 million



Part 4: Making best use of resources

In striving to deliver a quality police service and value for money to Londoners, the MPS is progressing a number of areas that will assist in delivering more sustained efficiency and effectiveness, as well as improving the alignment of our resources to deliver the MPS' strategic priorities. For instance, during 2006/07, the MPS has further developed its formal Approvals process, improved the integration of business and financial planning and initiated a Productivity Strategy Board. We have also progressed a number of important programmes of work within the area of human resources, namely Together, HR Transformation, and the Leadership Academy.

Approvals process

The Approvals process requires every significant investment to demonstrate how the change will contribute towards achieving the MPA/MPS' strategic priorities and outcomes. This now includes approval points by Investment Board at certain times throughout the change process, through to the realisation of identified benefits. This governance structure ensures all significant investment requests go through a single process that involves both MPS and MPA scrutiny, approval and monitoring. This will ensure a robust return on investment, aligned to business need.

Development of the business planning process

A review was undertaken in spring 2006 of the financial planning framework to determine how financial planning could better support the MPS. This review resulted in a new business planning process for the MPS, intended to more closely align its resources to deliver its strategic priorities. This process includes ensuring that the strategy informs business planning and determines finance and resource use, as well as developing the performance framework to better facilitate review of performance against plans and assist the MPA/MPS in continuous improvement.

Developing a Productivity strategy

The Productivity Strategy Board (PSB), which is chaired by the Deputy Commissioner and includes senior stakeholders from the MPA, Home Office, Treasury, HMIC and the National Police Improvement Agency, will be responsible for scoping and commissioning Service Improvement Reviews (Productivity Reviews) during 2007/08. The PSB has been established to drive productivity work in the MPS. This requires the PSB to lead on reducing the unit cost of delivery, to continuously improve the productivity of what we do and to work with our partners to get as much as possible from our available resources.

To achieve this, the PSB will:

- lead on the development of an MPS Productivity Strategy;
- work together with partners to explore new ways of working to deliver efficiencies; and
- commission and oversee a programme of work to identify where productivity could be improved.

The key to this programme will be productivity reviews to investigate these areas, plan and implement business changes to deliver improvements.

Service Improvement Reviews

Service improvement reviews (Productivity Reviews) will be undertaken as part of the Productivity Strategy during 2007/08.

Activity Based Costing

Activity Based Costing (ABC) provides information on how the resources of the Service are consumed by the operational activities undertaken.

The MPS developed and delivered ABC during 2006/07 for the 2005/06-resource usage of the police service, in accordance with Home Office guidelines. The MPS will need to continue the development and use of data to help identify potential areas for both efficiency and performance improvement, aligned to business need.

Work will be undertaken to build on the significant developments of the previous years, to establish a management tool, both at B/OCU and corporate reporting levels, which is capable of providing a realistic picture of how the service funds its activity. This will enable challenge of resource usage, provision of data as part of the 2007/08-budget process as well as decision-making and integration to existing performance tools.

Progress over 2007/08 will be monitored by the Finance Committee and Planning, Performance and Review Committee of the MPA.

A Modern and Diverse Workforce

Human Resources (HR) clearly has a major role to play in enabling the MPS to meet its strategic objectives and outcomes as well as fully realise business benefits. The MPS must have a diverse workforce that puts the right people in the right roles at the right time to meet the needs of all London's communities. By employing the right people we will be able to deliver cost-effective high quality services and make the best use of the extended police family. The HR Strategy 'Enabling People' sets out the strategic direction for HR. This consists of four key strands: becoming an employer of choice; releasing potential; developing leaders and managers for the future; and using people effectively. Notably for HR, the major change programmes have been, and continue to be: Workforce Modernisation, HR Transformation, Together and the Leadership Academy.

Planned Numbers of Staff

The recruitment of black and minority ethnic police officers, female police officers and Police Community Support Officers (PCSOs) continues to be a success. Increased numbers of people from black and minority ethnic backgrounds and women are applying for roles within the service.

As of December 2006, the number of police officer applications from black and minority ethnic candidates has increased from 21% in 2003/04 to 33% in 2006/07, with female applications also increasing by 10% during this period, to 39%. Female police staff representation remains high constituting 51% of applications this financial year. Moreover, black and minority ethnic applications have made a marked increase over this period from 23% to 35%. Black and minority ethnic and female applications for PCSO positions have remained consistently high over this period, at 38% and 34% respectively.

From April 2006 to February 2007, 17.0% of new police officer recruits were from black and minority ethnic communities compared to a figure of 16.8% in 2003/04. Female recruits rose from 31.9% to 35.9% in the same period. The year-end figure for female recruits is expected to increase further to 37.3% of total. Police

staff recruitment continues to return strong diversity numbers. 51.7% of all staff recruits this financial year have been female whilst 25.5% have been from black and minority ethnic communities. Similarly, 30.9% of PCSO recruits in 2006/07 have been female and 34.6% from black and minority ethnic communities.

The online recruitment strategy has been rolled out to Police Officer, Transfer and Rejoiner, MSC and PCSO recruitment working towards a predominantly paperless environment. The current percentage of online applications is 71%, which is comfortably above the 60% target originally set.

Each member of the Human Resources Board has been allocated a university situated in an area with high black and minority ethnic concentration to develop relationships and market the Metropolitan Police Service as an employer of choice for graduates from all backgrounds, and those from the local black and minority ethnic communities.

Enabled Staff

The MPS understands that delivering the service you need for London is dependent upon our staff having the right skills and knowledge to perform their roles successfully. The Directorate of Training and Development, together with specialist and local training providers, is focused on supporting and equipping both police officers and police staff with these skills, knowledge and behaviours.

In addition to established training programmes the key objectives for the directorate will be to:

- fully implement the new national programme for probationer training;
- continue development of the extended policing family training; and
- further the potential of e-learning.

In support of these key objectives and the ongoing delivery of a wide portfolio of courses, the Directorate of Training and Development has produced a comprehensive training strategy, supported by policies and guidance in relation to design, delivery, prioritisation and evaluation of training. This strategy is applicable to all Metropolitan Police Service training providers.

Each year training proposals for all providers are agreed and incorporated into the Annual Costed Training Plan as required by the Home Office. This plan provides an overview of the total predicted cost of training activity broken down by individual business groups. The link between individual needs and corporate training is provided through performance development reviews and an individual's development plans.

Appendix 1: 2007/08 Objectives, measures and targets

Strategic Priority: Citizen Focus

Desired Outcome:

Citizen Focused Policing is about improving the way the MPS understands, communicates with and engages with its communities, whether as direct users of services or as members of the wider public. It is a way of working that puts the requirements of citizens at the heart of decision-making and is integral to everything we do.

Primary Benefits:

- An easily accessible service with consistent quality of service standards that includes answering 90% of emergency calls in 10 seconds and 90% of non-emergency calls in 30 seconds. Internet sites will be constantly reviewed to ensure accuracy and letters from the public will receive a meaningful response within 10 working days
- Accessible and responsive customer feedback mechanisms, with all front counter services maintaining a local feedback mechanism
- A seamless and responsive service, which provides informative updates on progress. Through implementation of the Code of Practice for Victims of Crime we will achieve an improvement in satisfaction with SPI 1c of keeping victims informed
- Services that are designed around the needs of their users rather than for own internal convenience. Measured by achievement of an improvement in SPI 1e for overall experience satisfaction with service
- Staff awareness around user experience, community needs and diversity issues with citizen focus seen as a fundamental part of their work
- More effective and ongoing dialogue with communities and information tailored to local needs
- Real opportunities for community participation and genuine joint working with processes for community involvement in policy, decision-making and priority setting. Increased responsiveness of service delivery based on understanding community needs
- Ensuring the 'user experience' is reflected more broadly in corporate performance, as all Business Groups incorporate user experience input into their performance plans

Key Deliverables for 2007- 08:

- Working towards full compliance on the MPS Quality of Service Commitment, which includes ensuring ease of contact to us, providing a professional and high quality service and keeping you informed
- Development of a Corporate and Business Group Performance Framework to more broadly reflect Citizen Focus outcomes
- Full Customer Call-back process in place
- Continued dissemination of Citizen Focus Good Practice across the MPS
- Implementation of 'Your Voice Counts' system for public to leave comments

Contributing to:

- Enabled staff
- Cohesive partnership working
- Clear communication to help ensure
- Improving satisfaction of victims of racist incidents (SPI 3a)
- Improving crime victim satisfaction (SPI 1a-e)
- Improved confidence in policing (SPI 2) closing the satisfaction gap between white and BME victims of crime (SPI 3b)

Strategic Priority Counter Terrorism, Security & Protection

Objective: Communities are engaged with, confident in & satisfied with the police

- To create a safer environment in London Boroughs through Security, Protection and Counter Terrorism work

Targets and Indicators:

- Suspected or actual terrorist incidents to achieve a rating of “appropriate” for scene management
Target: 90% of the time
- Explosives officers to attend Improvised Explosive Device and other suspect device calls within set time
Target: 95% of the time
- Every Safer Neighbourhood Team (SNT) member to receive a counter terrorism briefing by Counter Terrorist Intelligence Officers (CTIO) within two months of appointment
Target: 80% of the time
- To increase the dedicated coverage of Counter Terrorist Intelligence Officers (CTIO)
Target: At least 85% of London Boroughs

Objective: Security is improved & the public feel reassured

- To increase advanced identification of threats from, and opportunities for countering, Terrorism.
- To enhance the security of key locations and protected persons

Targets and Indicators:

- Calls to ‘Anti-Terrorist Hotline’ are answered within set time
Target: 85% of the time
- No intrusions into the secure Royal residence (Red zone or Purple zone)
Target: 100% of the time

Strategic Priority: Making Neighbourhoods Safe

Objective: Communities are engaged with, confident in & satisfied with the police

- To increase satisfaction and confidence in local police
- To improve the quality of community information and intelligence

Targets and Indicators:

Statutory Performance Indicator 1

Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to

- a) Making contact with the police
- b) Action taken by the police
- c) Being kept informed of progress
- d) Their treatment by staff
- e) The overall service provided (Target 82.5%)

Statutory Performance Indicator 2

- a) Using the British Crime Survey, the percentage of people who think their local police do a good job

Statutory Performance Indicator 3

- a) Satisfaction of victims of racist incidents with respect to the overall service provided
- b) Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided
- c) Percentage of PACE searches, which lead to arrest by ethnicity of the person searched

Objective: Security is improved & the public feel reassured

- To increase police visibility, familiarity & accessibility
- Together with our partners, to improve the feeling of security within neighbourhoods

Targets and Indicators:

Statutory Performance Indicator 3

- d) Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim

Statutory Performance Indicator 4

- a) Using the British Crime Survey, the risk of personal crime target
- b) Using the British Crime Survey, the risk of household crime

Statutory Performance Indicator 10

- a) Using the British Crime Survey, fear of crime
- b) Using the British Crime Survey, perceptions of anti-social behaviour
- c) Using the British Crime Survey, perceptions of local drug use / drug dealing

Statutory Performance Indicator 11

- a) Percentage of police officer time spent on frontline duties

Statutory Performance Indicator 5

- b) Violent crime per 1,000 population (shared with criminal networks)
- (Target – 5% reduction in BCS crimes only – sub indicators of violence against the person and robbery also monitored)

Objective: Crime, disorder, vulnerability & harm are prevented & reduced

- To reduce crime and anti-social behaviour
- To reduce the harm to vulnerable people in the community
- To protect the interests of and to ensure the safety of children and young people

Targets and Indicators:

- 50% increase in all Priority Prolific Offenders considered for DIP intervention through inspectors' drug test authorisations
- An assessment of the effectiveness of Local Safeguarding Children Boards focusing specifically on police involvement.

Statutory Performance Indicator 5

e) Life threatening crime and gun crime per 1,000 population

f) Acquisitive crime per 1,000 population (acquisitive crime per 1,000 population, includes domestic burglary, personal robbery, vehicle crime)

Statutory Performance Indicator 8

a) Percentage of domestic violence incidents where an arrest was made related to the incident

Target 50% - Changes made to powers of arrest in January 2006 may affect this target, it is currently under review and subject to alteration

PSA1 Reduction in 10 British Crime Survey comparator crimes (Target –likely to be around 6.5%)

Objective: More offences are brought to justice

- To increase the sanction detection rate (to support the increase of offences brought to justice).

Targets and Indicators:

Number of outstanding fail to appear warrants (Target –6'500)

Statutory Performance Indicator 6

b) Percentage of offences brought to justice (Achieved through SPI7A)

Statutory Performance Indicator 7

a) Percentage of notifiable offences resulting in sanction detection. (Target 24%)

PSA3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice (achieved through SPI7a)

Strategic Priority: Criminal Networks**Objective:** Communities are engaged with, confident in & satisfied with the police

- To identify & target emerging criminal networks
- To improve police engagement with those communities linked to priority criminal networks

Targets and Indicators:

The number of taskings commissioned regarding Criminal Networks from the Criminal Networks Prioritisation Meeting (Baseline)

Percentage of citizens who think gun crime is a problem

Target: No increase

Under development

Number of IAGs within communities¹

- ¹ This indicator will be developed further through out the year, for example the increase in reports from those communities targeted with CN marketing campaigns
- ² The process for this measurement would be to take those individuals named on the Disruption Assessment forms as arrested, and measures the percentage eventually charged with an offence.

Objective: Security is improved & the public feel reassured:

- To target those criminal networks causing the greatest level of harm to business communities
- To work with the business community to enhance security against the activities of criminal networks

Targets and Indicators:

- Number of Criminal Networks disrupted impacting on the business community

Target: 75

- Number of Prevention initiatives targeting the business community

Target: 20

To be reviewed after 1st Quarter

Objective: Crime, disorder, vulnerability & harm are prevented & reduced:

To increase the number of criminal networks disrupted

To reduce harm to communities through the disruption of criminal networks

To increase the number of Criminal Networks involved in the supply of Class A drugs disrupted

Targets and Indicators:

- Number of Criminal Networks disrupted (incorporating the number of criminal networks engaged in drugs activity disrupted)

Target: 225

To be reviewed after 1st Quarter

(To include 158 CNs involved in Class A drugs)

- Reduce gun-enabled crime
(**SPI 5e**) Gun crime per 1,000 population)

Target: -5%

Objective: More offenders are brought to justice

- To maximise the disruption of criminal networks by targeting cash and assets
- To increase the confidence of victims and witnesses in the handling of cases related to Criminal Networks
- To reduce harm by maximising opportunities to bring criminal networks involved in drug and firearms offences to justice

Targets and Indicators:

- The value of assets identified for court seizure

Statutory Performance Indicator 8

c)Value of cash forfeiture orders and confiscation orders per 1,000 population)

Target: £35m

- The number of cases where assets are restrained or cash seized

Target: 1000

- Improve on 2006/07 gun-enabled crime sanctioned detection rate

Target: 25%

- Number of criminal network nominals arrested that are charged with an offence ²

Target: 80%

To be reviewed after 1st Quarter

- Victim Satisfaction as measured by Victims Satisfaction Survey project for commercial robbery (Baseline)

Strategic Priority: Capital City Policing**Objective:** Communities are engaged with, confident in & satisfied with the police:

- To increase satisfaction and confidence in the way we deliver Capital City Policing.

Targets and Indicators:

- Satisfaction level of victims in the contact they have with Central Operations
- Satisfaction level of stakeholders in the service they receive from Central Operations
- Communicating messages to the public and the level of satisfaction with these messages
- Customer Satisfaction Surveys to measure:

Passenger Perception of Safety and Security on buses

Passenger Perception of Safety and Security at bus shelters

Statutory Performance Indicator 1a-1e

Victim satisfaction with contacting police in relation to traffic accident victims

Statutory Performance Indicator 3

Comparison of satisfaction for white users and users from ethnic minority groups with respect to the overall service provided or traffic accident victims

Objective: Security is improved & the public feel reassured

- To increase the levels of satisfaction with the way we protect London's people, buildings and infrastructure.
- To ensure proper and effective planning of the Olympic and Paralympic Games, coordinating with other security and emergency services, in line with the key milestones of the Olympic Security Program.

Targets and Indicators:

- Satisfaction with the level of resources allocated
- Number of deployments agreed through Security Review Committee
- Number of post-incident deployments
- Perceptions of passenger safety on transport network
- To provide an emergency response to personal attack and perimeter alarm activations on the Parliamentary Estate within 3 minutes
Target: 80% of time
- To provide an emergency mobile response to Embassy warning system activations to diplomatic, government and vulnerable communities within 6 minutes
Target: 90% of the time
- No intrusions into the Parliamentary estate (Red Zone).
Target: 100% of the time

Objective: Crime, disorder, vulnerability & harm are prevented & reduced:

- To increase the level of satisfaction with the specialist policing resources we provide to prevent and reduce crime, disorder, vulnerability and harm
- To assist in the reduction of crime, disorder, vulnerability and harm through the provision of specialist policing services

Targets and Indicators:

- Satisfaction with the level and quality of resources provided
- Levels of crime and disorder
- Reduction in Adult and Child road casualties (KSI) against government targets

Statutory Performance Area 9a

(i) Number of people killed in under 30 days or seriously injured in road traffic collisions

(ii) Per 100 million vehicle km travelled

Objective: More offenders are brought to justice:

- To improve arrest and conviction rates for priority offences

Targets and Indicators:

- The number of arrests for priority crime
- The number of convictions for priority crime

(Also consider rates per officer)

Strategic Priority: Information Quality**Desired Outcome:**

To provide trusted information, that is fit for purpose that enables and supports a modern and effective police service.

Primary Benefits:

- Information is re-used, rather than re-keyed.
- Time is given back to operational officers.
- Better quality information is available for policing.
- Information is linked for improved, faster decision making.
- Access to information is made easier, while security is maintained.
- Information is shared securely, internally and with partners.
- Information is captured and deployed close to where it is needed.
- An organisation more responsive to change is enabled.
- Legislative compliance including Management Of Police Information is achieved, and better management of information on high-risk crimes and offenders is targeted.
- Paper volumes including the need for storage is reduced.
- Systems investment is better aligned to cost and risk.

Key Deliverables for 2007-2008:

- Saving officer time through less re-keying of information, by joining more systems together, and simplifying access to them securely using single-sign on.
- Increasing detection rates by making better connections between information stored on our systems.
- Making our officers better informed through targeted data quality improvements and sharing of good practice, focusing on front-line systems.
- Faster, more accountable decision making by improving the way we manage electronic documents.
- Better access to stored documents using an improved intranet-searching tool.
- Helping officers to protect children and vulnerable people by sharing appropriate information with our business partners.
- Enabling officers to capture information from incidents by trailing and extending mobile devices.
- Improving the way officers manage information by adjusting attitudes and values.

Contributing to:

- Better Use of Resources
- Safer Neighbourhoods
- Criminal Networks
- Capital City Policing
- Citizen Focus
- Clear Communication
- Cohesive Partnership Working
- Enabled Staff

Strategic Priority: Together
Desired Outcome: Improved public satisfaction and greater public confidence in the MPS through the delivery of values based leadership and support.
Primary Benefits: <ul style="list-style-type: none"> • Becoming an employer of choice • Improved management and leadership capability • Improved performance management • Improved organisational learning and information sharing • Improved communication • Improved team working • Maximising staff potential
Key Deliverables for 2007-2008: <ul style="list-style-type: none"> • Tailored local intervention delivered to Operational Command Units to enhance management and leadership capability • Leadership development programme for Command Leaders (Chief Superintendents and Police staff equivalents) • Leadership development programme for MPS Programme Leaders (Commanders, Directors and Deputy Assistant Commissioners) • Development of a web-based learning portal to be available on the local intranet and the internet.
Contributing to: <ul style="list-style-type: none"> ▪ Enabled staff ▪ Clear communication

Additional Policing Performance Assessment Frameworks measures delivered within Business Group

Priorities:

Directorate of Resource:

Delivery of cashable and non-cashable efficiency targets (Target 3% of net revenue expenditure)

Directorate of Human Resources:

SPI 3e Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population

SPI 3g Percentage of female police officers compared to the overall force strength

SPI 13a average number of working hours lost per annum due to sickness per police officer

SPI 13b average number of working hours lost per annum due to sickness per police staff

Appendix 3: Policing priority background information

This appendix contains information that the MPA is required to present under the Home Office Best Value and Planning Guidance for Police Authorities and Forces 2003.

Accessibility Improvements

To support the accelerated rollout of Safer Neighbourhoods Teams the MPS is continuing to improve its accessibility to the public with the addition of public 'contact points' to Safer Neighbourhoods bases wherever possible. These contact points are located close to or within the wards in which the Safer Neighbourhoods team operates. The MPS is also providing front counters in some locations to improve community access. These contact points and front counter facilities are being provided specifically for their ease of access. Additionally, changes continue to be made to police buildings throughout the estate to improve accessibility for those with disabilities.

MPS Equalities Scheme

Both the MPA and the MPS are committed to eliminating discrimination and positively promoting equality and good relations in all its forms. Therefore, to develop a fully inclusive approach, the MPS Equalities Scheme has been developed. This is a framework that will, when complete, contain both general (or common) and specific sections relating to the six diversity strands of age, disability, ethnicity, gender, religion and belief and sexual orientation. In line with statutory requirements of the Disability Discrimination Act 2005, the MPS Equalities Scheme was published on the 4th December 2006 with the general and disability sections complete. The other strand sections will be completed in line with the timetable outlined in the MPS Equality Scheme and set to run through to late 2007. Annual reviews will be published from December 2007.

The MPS Equality Scheme is not published in a hard copy format due to the developing nature of the project. Electronic versions and other formats, such as Braille, can be accessed through the MPS Internet and Intranet sites.

In the coming year the MPS will strive to ensure that:

- diversity performance is measured locally and corporately against the MPS Equality Standard. The MPS will look to drive a consistent level of quality throughout the MPS;
- every one of our policies (which includes corporate and local policies, corporate change, projects, procedures, functions, strategies, strategic decisions, pre-planned operations, policing plans and schemes) will go through a process of review and equality impact assessment to ensure that they do not adversely impact on any particular group/community;
- the implementation and impact of our policies is monitored and the results published via the MPS FOIA Publication Scheme page
http://www.met.police.uk/foi/our_policies.htm
- staff will be trained appropriately regarding diversity and equality issues based on role and need in accordance with;
- the MPS is accessible and responsive to the diversity of people living, working or visiting London;

- employment arrangements and processes are effectively monitored and action taken to promote equality and diversity;
- the new streamlined governance arrangements, set out in the MPS Equalities Scheme, will lead to more effective community involvement in oversight, access to relevant information and meaningful progress.

Police Reform and the Community Safety Accreditation Scheme

Section 40 of the Police Reform Act 2002 enables the Chief Officer of a police force to 'Accredit' employers and employees, not employed by the police, to discharge community safety functions. 'Accreditation' enables the Chief Officer to confer powers to assist police in tackling crime, disorder, public nuisance and anti-social behaviour. The MPS draft Community Safety Accreditation Scheme policy is in place but to date there have been no complete applications from any organisations seeking Accredited status.

Only a small number of forces in England and Wales have been proactive in marketing accreditation schemes. Many others see the sale of Police Community Support Officer services as the preferred option and so do not actively pursue the section 40 Police Reform Act opportunities.

The previously proposed Southwark Warden pilot scheme has not progressed due to ongoing deliberations about purchase of Police Community Support Officer (PCSO) services as an alternative. The MPS has been successful in encouraging local authorities to purchase PCSO services in a number of London boroughs. Transport for London has also recently agreed funding for additional PCSOs to improve security on transport routes. PCSOs have to date proved preferable to external Accredited personnel as communication, tasking and accountability remains within the MPS.

There has recently been an approach from another London borough that may seek accredited status for their wardens. Two security companies have also expressed an interest in accreditation for themselves and their employees. These wardens and security personnel already work closely with Safer Neighbourhoods teams and accreditation could enable personnel to become more effective in tackling nuisance and anti-social behaviour.

The processes are in place to progress these applications and monitor performance at a local level. An evaluation of the benefits would then influence future MPS proactivity in this area.

Background to the Policing Plan

This section provides important background information that you may find useful in understanding how the Policing London Strategy for 2007-2010 has been developed and how we have identified the key areas of focus within the Policing Plan for 2007/08

National Community Safety Plan

The MPS' strategic priorities and outcomes are closely aligned to Government's five key strategic priorities for the police service for 2007/08. These are outlined below:

- reduce overall crime in line with the national Public Service Agreement (PSA) target to reduce crime by 15%, with particular emphasis on violent crime;
- enable people to feel safer in their communities, this includes embedding the neighbourhood policing principles, improving service delivery as well as reducing the public perception of anti-social behaviour;
- continuing to bring offenders to justice in partnership with criminal justice agencies in line with the Government's PSA target;
- strengthen public protection by increasing capacity and capability for dealing with widespread threats, particularly with regard to organised crime;
- protect the country from terrorism and domestic extremism.

London-wide Policing Priorities

Priorities set by the Mayor

The **Mayor's budget proposals** are a reflection of the Mayor's priority aims and objectives, the aims of which are to make real progress in achieving the Mayor's vision of an exemplary sustainable world city.

For 2007-08 the Mayor's top priority is to use the budget development process to help ensure that London is able **to mitigate and adapt to climate change**. Both the MPS' strategic outcomes and priorities are consistent with the priorities of the Mayor. For example, we are working to improve the quality of life for Londoners, assist them in feeling safer with our Safer Neighbourhoods programme, to reduce crime, and to improve the way we respond to the terrorism threat.

To deliver on the Mayor's priorities for 2007-08 regarding sustainable development, the Greater London Authority (GLA) has used the budget development process to convey the Mayor's objectives. Some examples of these are to do more in the following areas:

- highest priority given to counter terrorism and capacity to respond to major catastrophic events;
- fall in crime in the capital;
- Londoners feeling safer and respecting the capital;

- sustainable increase in living standards and quality of life of Londoners including maximising the level of employment for Londoners;
- maximise the economic, social, health and environmental benefits the 2012 Olympic and Paralympic Games bring to London;
- consumption of fewer non-renewable resources, reducing future carbon emissions and improvements to the quality of London's environment;
- greater use of renewable energy;
- increased levels of recycling.

Priorities for local neighbourhoods

Priorities for local neighbourhoods Borough Operational Command Units (BOCUs) have local priorities, which are informed by Crime and Disorder Reduction Partnerships (CDRPs) and the strategies they produce. The themes emerging from the 2005/08 CDRP strategies include:

- anti-social behaviour
- burglary
- domestic violence
- gun crime
- preventing young people from entering drug and alcohol related crime
- tackling the fear of crime
- implementing the Safer Neighbourhoods programme
- targeting prolific and priority offenders
- personal robbery

Partnership work continues to develop rapidly with 15 London boroughs signing three-year Local Area Agreements (LAAs) to commence April 2006, the remaining boroughs will sign up to LAAs in April 2007. These agreements, developed and monitored through the Local Strategic Partnership, cover the full spectrum of public service provision. They aim to express the local intentions in the form of a number of stated outcomes, with a series of targets associated with the delivery of these outcomes. A number of the targets will be policing related, although partners will clearly contribute to their achievement.

From April 2008, we will see the broader implementation of Crime and Disorder Act Review recommendations. Amongst these will be the move away from the CDRP strategy/audit process to a process based on the National Intelligence Model. As a result, the LAA will assume a greater strategic status at borough level.

Local Policing Summaries

At the heart of the police reform programme is a commitment to strengthen community engagement in policing. The provision of relevant and useful information on how local policing is being delivered is central to this commitment. By understanding how policing is delivered locally, communities can play a greater role in local policing. In addition, providing practical information on local policing to communities ensures that policing is accountable and transparent to members of the public.

This need to provide practical information to communities has been reiterated by the introduction of the Serious Organised Crime and Police Act 2005. This act places a new obligation on all police authorities to provide local information - Local Policing Summaries - to every household in the authority's area on the policing service that has been and is being delivered. The Summaries are to be produced annually and the Home Office has provided clear guidelines on the type of information that the authorities needs to include in the summaries, including the need to outline how police forces/services have met the policing priorities set for the previous year.

The MPA and the MPS have welcomed the opportunity that the summaries provide. The obligation fulfils a key joint commitment to strengthen community-police engagement and existing commitments to the citizen focused police agenda. The MPA and MPS are currently working together to produce the 07-08 Local Policing Summary, which will be distributed across London later on in the year.

Appendix 4: How we did during 2006/07

Summary of our Performance Achievements

The MPS has achieved a number of successes against last year's objectives and targets.

The police service has met the majority of the priorities and targets set by the MPA, particularly in terms of citizen focus, criminal justice and terrorism.

Below is an overview of some of the performance achievements between April 2006 and February 2007:

- gun enabled crime has reduced by 12.8%. The challenge for next year is to sustain this improvement;
- the overall sanction detection rate is 21.2% against a 20% target. The MPS has continued to show increases year on year;
- offences brought to justice are at the highest comparable level for the MPS and current performance is ahead of target;
- overall violent crime is down by 4.9%, despite the rise in robbery of 2.3%. Robbery of mobile phones and MP3 players being a significant contributory factor to the year on year. Two of the most similar forces to the MPS have suffered similar increases;
- the past year has seen a number of challenges and as a result not all targets have been met. Most notably;
- satisfaction across the MPS is currently just under target at 79% (target 81%);
- Satisfaction of victims of racist incidents of overall service is 62% against 72% target.

Inspections by Her Majesty's Inspectorate of Constabularies (HMIC)

On 24 October 2006 HMIC published a high level assessment of each police force's performance during 2005/06, focusing on high level processes and results.

This provided a baseline point against which future progress or deterioration in performance could be measured and a comparison with peers. This tool enables inspection efforts to be targeted where they are most needed.

The HMIC have graded forces using four grades of achievement:

- excellent – Highest level of performance in service delivery. Also recognised as a 'beacon' to others and accepted as a source of leading-edge practice.
- good - Evidence of performance that is above the Most Similar Forces average.
- fair - Evidence of delivery of an acceptable level of service.
- poor – Evidence of an unacceptable level of service.

The HMIC also noted a 'direction of travel' grade –

- improved – reflecting a significant improvement in performance;
- stable – denoting no change in performance; and
- deteriorated – reflecting a significant decline in performance.

In comparison with last year's Baseline Assessment, improvements in performance have been made, with the MPS receiving higher gradings in seven frameworks.

Table 1 shows those grades awarded to the MPS, together with the direction of travel. The full report is available on the HMIC website.

Summary of Judgements	Grade	Direction of travel
Citizen Focus		
Fairness and Equality	Fair	Improved
Neighbourhood Policing and Problem Solving	Good	Improved
Customer Service and Accessibility	Fair	Improved
Professional Standards	Good	Not Graded
Reducing Crime		
Volume Crime Reduction	Fair	Improved
Investigating Crime		
Managing Critical Incidents and Major Crime	Excellent	Stable
Tackling Serious and Organised Criminality	Excellent	Improved
Volume Crime Investigation	Fair	Improved
Investigating Crime		
Improving Forensic Performance	Good	Improved
Criminal Justice Processes	Fair	Improved
Promoting Safety		
Reducing Anti-Social Behaviour	Good	Improved
Protecting Vulnerable People	Fair	Improved
Providing Assistance		
Contact Management	Fair	Improved
Providing Specialist Operational Support	Good	Improved
Strategic Roads Policing	Excellent	Stable
Resource Use		
Human Resource Management	Good	Improved

Training, Development and Organisational Learning	Good	Improved
Race and Diversity	Good	Improved
Managing Financial and Physical Resources	Fair	Stable
Information Management	Good	Stable
National Intelligence Model	Good	Improved
Leadership and Direction		
Leadership	Good	Not Graded
Performance Management and Continuous Improvement	Good	Improved

The MPS has developed an action plan to address the findings of HMIC statement, by which progress is monitored and reported to senior management and the MPA on a regular basis.

The next Baseline Inspection process will take place between March 2007 and February 2009. HMIC have reduced the number of frameworks to be inspected, following consultation with ACPO and all Forces. The MPS will integrate the results from the 2006 action plan into the next Baseline Assessment process.

The HMIC will risk assess the results to determine the extent and nature of their inspection activity in the coming year.

On 24 October 2006, the HMIC delivery gradings and direction of travel grades were also combined with the forces' results against statutory performance indicators to produce a combined assessment with each of the seven domains of the Police Performance Assessment Framework (PPAF).

In comparison with last year's PPAF gradings, improvements in performance have been made, with the MPS receiving higher in six domains.

Listed in the table below are the grades awarded to the MPS. Details are also available on the Home Office website.

Domain	Grading	Direction of Travel
Citizen Focus	Fair	Improved
Reducing Crime	Fair	Stable
Investigating Crime	Good	Improved
Promoting Safety	Fair	Improved
Providing Assistance	Good	Improved
Resource Use	Good	Improved
Local Policing	Excellent	Improved

The MPS has developed a strategy in order to address the issues identified in the assessment, which is incorporated in the ongoing monitoring of performance.

All data for the current year refers to the period April to January unless otherwise indicated.

Audit of Policing and Performance Plan 2005-2006

The Audit Commission issued an unqualified report on the best value performance plan on 30 November 2006.

Metropolitan Police Authority response

The MPA is pleased with this audit, particularly as it demonstrates the success of the improvements the MPS has made in the last year to ensure there are sufficient quality checks in place to provide integrity to the performance indicators included in the policing plan.

Critical Performance Areas	2005/06 Performance Year	Target	2006/07 Performance Year to date (April to Dec06 unless stated otherwise)	Trend & Additional Information
Victim satisfaction with overall service (SPI 1e)	79%	81%	79%	MSF rank: 4
Victims of racist incidents' satisfaction with overall service (SPI 3a)	73%	72%	62%	MPS working on ways to improve size. MSF rank: 1
% of police officer time spent on frontline duties (SPI 11)	61.9%	Monitor	61.9% 2005/06	Provided by the Home Office on an annual basis therefore unchanged MSF Rank: 2
% of people who think anti-social behaviour is a problem (SPI 10b) - % is for Year to September 2006	25%	25%	26%	Twelve months to the end of September = MSF rank: 5
Counter-Terrorism Performance Indicator	N/A		N/A	Proposed not to set target
Change in BCS recorded crime basket (PSA 1 proxy)	-0.9%	-6.3%	-6.2%	Eight of the basket of 10 is showing reductions. MSF rank: 2
Change in BCS recorded violent crime	-2.7%	-5.0%	-7.0%	Common Assault down 8.3%, Wounding down 6.2%. MSF rank: 5
[Change in VAP]	-2.3%		-6.9%	MSF rank: 5

Critical Performance Areas	2005/06 Performance Year	Target	2006/07 Performance Year to date (April to Dec06 unless stated otherwise)	Trend & Additional Information
[Change in robbery]	16.1%		+2.5%	MSF rank: 5
Crime in most challenging wards	N/A		N/A	Proposed not to set a target for 2006/07
% Domestic violence incidents where an arrest was made related to the incident (SPI 8a)	36%	40%	41%	No significant change. On target
Change in gun crime	4.2%	-4%	-15.9%	MSF rank: 2
Number of criminal networks disrupted - monthly average	9.6	12.5	10.3	Performance improving, but still below target
Sanction detection rate for notifiable offences (SPI 7a)	18.0%	20%	20.8%	On target, six consecutive months above 20%. MSF rank: 5
The number of offences brought to justice - monthly average (PSA 3)	15,190	15,417	16,755	PYTD is highest in comparable records for MPS. MSF rank: 5

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: Communities are engaged with, confident in & satisfied with the police					
SPI 1a	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to ease of contact	86%	No Target	85%	
SPI 1b	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to actions taken by police	77%	No Target	73%	
SPI 1c	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to being kept informed	59%	No Target	58%	
SPI 1d	Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to treatment	92%	No Target	92%	
SPI 2a	Using the British Crime Survey, the percentage of people who think their local police do a good job	54%	No Target	54%	British Crime Survey for the twelve months ending September 2006

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: Communities are engaged with, confident in & satisfied with the police					
SPI 3b	Comparison of satisfaction for white users and minority ethnic groups with respect to the overall service provided				
	White	80%	No Target	80%	
	B&ME	73%	No Target	74%	
SPI 3c	Percentage of PACE searches which lead to arrest by ethnicity of person searched				
	White	12.1%	No Target	12.0%	
	B&ME	13.7%	No Target	13.1%	
PP	To increase the coverage of Counter Terrorist Intelligence Officers to 70% of London boroughs	55%	70%	70%	Currently 23 boroughs have CTIOs. The target was achieved in November

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: Communities are engaged with, confident in & satisfied with the police					
PP	Suspected or actual terrorist incidents to achieve a rating of "appropriate" for scene management	98%	90%	98%	Performance consistently above target throughout 2006
PP	Explosives officers to attend improvised explosive device and other suspect device calls within set time	100%	95%	100%	Performance consistently above target throughout 2006
PP	Percentage of citizens who think organised violence between or within criminal groups or gangs is a problem	3%	Baseline	5%	Public Attitude Survey data refers to April to September 2006
PP	Percentage of citizens who think organised crime is a problem	5%	Baseline	4%	Public Attitude Survey data refers to April to September 2006
PP	Percentage of citizens who think gun crime is a problem	9%	Baseline	9%	Public Attitude Survey data refers to April to September 2006
SPI 9a(i)	Number of people killed in under 30 days or seriously injured in road traffic collisions (Monthly Average)	323	No Target	312	2006/07 data refers to April to October 2006
SPI 9a (ii)	Number of people killed in under 30 days or seriously injured in road traffic collisions per 100 million vehicle km travelled	1.0	No Target	1.0	2006/07 data refers to April to October 2006

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: Security is improved & the public feel reassured					
SPI 3d	Comparison of sanction detection rates for violence against the person offences by ethnicity of victim: (December)				
	White victims	20%	No Target	25%	
	B&ME victims	15%	No Target	19%	
SPI 4a	Using the British Crime Survey (BCS), the risk of personal crime	8%	No Target	9.3%	British Crime Survey for the twelve months ending September 2006
SPI 4b	Using the British Crime Survey, the risk of household crime	20%	No Target	20.5%	British Crime Survey for the twelve months ending September 2006
SPI 10a	Using the British Crime Survey, the fear of crime (Burglary)	18%	No Target	17.7%	British Crime Survey for the twelve months ending September 2006
SPI 10a	Using the British Crime Survey, the fear of crime (Vehicle Crime)	18%	No Target	19.0%	British Crime Survey for the twelve months ending September 2006
SPI 10a	Using the British Crime Survey, the fear of crime (Violent Crime)	27%	No Target	29.1%	British Crime Survey for the twelve months ending September 2006

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: Security is improved & the public feel reassured					
SPI 10c	Using the British Crime Survey, perceptions of local drug use/dealing	31%	No Target	34.1%	
PP	To improve our mobile response to Embassy Warning System activations to diplomatic, government and vulnerable communities within 6 mins	94%	90%	96%	
PP	To improve our attendance to all personal attack alarm and perimeter alarm activations on the main Parliamentary Estate to within 3 mins	93%	80%	88%	
PP	Calls to anti-terrorist hotline answered within set time	78%	85%	97%	
PP	Intrusions within the red zone of the Parliamentary Estate	0	0	0	
PP	Intrusions into the protected secure residence of the Principal (red and purple zones)	0	0	1	One intrusion occurred in August
PP	Reduce the gap between Budget Workforce Targets and actual strength by half by 31 March 2007	N/A	-50%	N/A	This indicator will be reported towards the end of 2006/07

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: Crime, disorder, vulnerability & harm are prevented & reduced					
SPI 5b	Violent Crimes per 1000 population his indicator is different to the violent crime indicator in the critical 13, as it includes all violent crime offences including robbery.	-0.1%	No Target	-5.2%	
SPI 5e	Life threatening and gun crime per 1,000 population	+1.2%	-4%	-18.0%	
SPI 5f	Acquisitive crime per 1,000 population	+4.0%	No Target (forms part of BCS overall crime)	-6%	
PP	SMT representation and attendance at Children's' Trust meetings and local Safeguarding Children Boards	N/A	100%	95%	
PP	Successful interventions in kidnap offences related to criminal networks investigated by SCD	0	No Target	1	

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Objective: More offenders are brought to justice					
PP	Number of outstanding warrants				
	Owned	9406	8,500	7,526	
	Residing	8668	7,985	7,012	
PP	The value of assets identified by court order for seizure	35.2m	No Target	£16.7m	
SPI 8c	Value of cash forfeiture orders and confiscation orders per 1,000 population	£4,744	No Target	£2,251	
PP	The number of cases where assets are restrained or cash seized	207	200	516	
PP	Achieve gun enabled crime sanction detection rate	21.2%	25%	19.2%	

Performance Indicator ID	Measure	2005/06 Performance Year	2006/07 TARGET	2006/07 Performance Year to Date April to December 06 unless stated otherwise	Comment
Additional PPAF measures delivered within Business Group Priorities					
SPI 12a	Delivery of cashable and non-cashable efficiency targets (Home Office targets) (Cashable are actual to date & non-cashable are projected for the year)	1.9%C 1.4%NC	3% (for year) 1.5%	2.7% 1.8%	2006/07 data refers to April to October 2006
SPI 13a	Percentage of available hours lost due to sickness for police officers	3.1%	No Target	3.1%	
SPI 13b	Percentage of available hours lost due to sickness for police staff	4.3%	No Target	4.2%	
SPI 3e	Minority ethnic recruitment	13.3%/26%	No Target	12%/26%	
SPI 3g	Female officer representation	20.1	No Target	20.6	

Further copies and alternative languages

This document is the joint MPA and the MPS Policing London Strategy for 2007 to 2010 and includes our plan for policing London over the year ahead (April 2007 to March 2008). The document can be made available in Braille, audiotape, and large print or in languages as requested, by writing to the Director of Communications at the MPA whose address can be found below.

Arabic

Bengali

Chinese

Greek

Gunjurati

Hindi

Punjabi

Turkish

Urdu

Vietnamese

Contacts

How to contact us

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

The Chief Executive and Clerk,
Metropolitan Police Authority,
10 Dean Farrar Street,
LONDON,
SW1H 0NY.

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

Further copies of the Policing London Strategy and Plan can be obtained from the police authority by contacting the e-mail address shown above, calling on 0207 202 0202, or by writing to:

The Director of Communications
Metropolitan Police Authority
10 Dean Farrar Street
LONDON
SW1H 0NY

Consultation opportunities

The MPA holds regular meetings with the people who live and work in London about policing. Details of these can be found in main libraries, on the Metropolitan Police Authority Internet site or by ringing us on 0207 202 0202.

Internet addresses

The Internet address for the:

Metropolitan Police Authority is www.mpa.gov.uk

Metropolitan Police Service is www.met.police.uk

Her Majesty's Inspectorate of Constabulary is:
<http://inspectrates.homeoffice.gov.uk/hmic/>