

**PRIORITY: TO INCREASE THE SECURITY OF THE CAPITAL AGAINST TERRORISM**

<b>Objective 1:</b> <b>To prevent and disrupt terrorist activity</b>	<b>Measure:</b> <b>Number of terrorist attacks</b>	<b>Target:</b>
---	---	----------------

**Key activities in support of the objective:**

Specialist Operations will:

- Enhance the collection of information to assist in counter terrorism
- In conjunction with the Directorate of Public Affairs, Specialist Operations will provide appropriate and timely briefing and informative material to police and public

**Significant enabling objectives from other units include:**

- Directorate of Property Services will provide computer aided modelling analysis to agreed timetable
- Human Resources Directorate will enhance operational reactivity of staff deployment processes to meet security needs.
- Human Resources Directorate will establish the role of community support officers for security and counter-terrorism.

**PERFORMANCE IN 2001/2002**

Whilst the total number of terrorist incidents is logged, including the number of threat calls and suspect packages, it is not considered appropriate to make these figures generally available. They can be made available to Members through a managed process.

**Conclusion:**

It is not appropriate to come up with a single consolidated figure due to the wide range of terrorist activity considered. The focus of the objective and measure is to prevent successful terrorist activities in London.

**PRIORITY: TO INCREASE THE SECURITY OF THE CAPITAL AGAINST TERRORISM**

<b>Objective 2:</b> <b>To achieve an effective response to suspected and actual terrorist incidents.</b>	<b>Measure:</b> <b>The number of scenes managed to a very good standard.</b>	<b>Target:</b> <b>To manage the scene of a suspected or actual terrorist incident to a very good standard in 80% of cases</b>
---	---	--

The judgement on whether the scene management meets the 'very good' standard is made by the anti-terrorist officer on attendance at the incident.

**Key activities in support of the objective:**

Specialist Operations will:

- Improve the care of victims and families following suspected or actual terrorist incidents
- Reassure the public following suspected or actual terrorist incidents

**Significant enabling objectives from other units include:**

- Human Resources Directorate will ensure the optimum availability of police and civil staff engaged on security activity through recruitment to target and through effective absence management.

**PERFORMANCE IN 2001/ 2002**

OBJECTIVE: 2001/02 to prevent, deter and detect terrorist offences	<b>2001/02 Target</b>	<b>2001/02 Performance</b>
PI: Percentage of scenes involving suspect improvised explosive devices where scene management was assessed as satisfactory standard	<b>100%</b>	<b>98%</b>
PI: Percentage of scenes involving suspect improvised explosive devices where scene management was assessed as very good standard	<b>No target set</b>	<b>75%</b>

**CONCLUSION:**

Having achieved a satisfactory target in 2001/02, a more challenging target of scene management to a very good standard in 80% of cases is proposed for 2002/03. The standard of scene management is a judgement made by an anti terrorist squad officer on arrival at a scene, which is initially managed by local BOCU officers.

**PRIORITY: TO CREATE SAFER COMMUNITIES FOR LONDONERS**

<b>Objective 3:</b> <b>To work with community safety partnerships to reduce the incidents of crime and disorder in the most troubled areas in each neighbourhood</b>	<b>Measure:</b> <b>Street crime rate</b>	<b>Aggregated targets:</b> <b>To drive down the growth in street crime from 39% so far this year to 10% in 2002/3</b>
	<b>Street crime judicial disposal rate</b>	<b>To achieve a 8% the judicial disposal rate for street crime</b>
	<b>Autocrime rate</b>	<b>To prevent any increase in autocrime, against a growth of 3.6% so far this year.</b>
	<b>Autocrime judicial disposal rate</b>	<b>To increase the judicial disposal rate for autocrime to 5%</b>
	<b>Burglary rate</b>	<b>To achieve a 1% reduction in burglary, having seen an increase of 3.6% so far this year.</b>
	<b>Burglary judicial disposal rate</b>	<b>To increase the current judicial disposal performance for burglary to 11%</b>

**Key actions to support the objective:**

- The primary initiative to deliver this objective is the “bottom up” planning process undertaken by each BOCU with their local partners. BOCUs have identified hotspot locations, crime types, criminals or issues that require a particular focus locally, which will when tackled, substantially affect their performance across a range of measures. Each BOCU will have a set of issues and targets, through which they will contribute to corporate targets in street crime, burglary and autocrime, as well as having a number of measures and targets particular to their issues. Their proposed targets for those measures where performance will be monitored corporately, have been subject to challenge and scrutiny, and are considered challenging but realistic.
- Whilst the issue of drugs was not selected as a priority at a corporate level, at the MPS seminar in October, and at a subsequent MPA meeting it was recognised that it would be one of the key issues where there was scope for local activity in the bottom up bespoke target setting process. As a result of this process, over half of London’s boroughs have set targets around drug supply. Many are aiming to increase the number of people charged or otherwise dealt with for a range of drugs offences. Others are aiming to target specific premises, for example, to close identified crack houses, or return properties used to supply drugs to their rightful owners.
- Several boroughs set targets to increase the number of people dealt with for possession of offensive weapons, and others have focused on disorder. Disorder priorities include particular hotspots, disturbances on licensed premises, and disorder in public places. Three boroughs have set specific targets around graffiti.
- Through development of the policing model initiative, boroughs are being equipped to tackle problem solving in a structured manner. Territorial Policing is ensuring

that each borough has the ability to maximise intelligence and information available. Currently five boroughs are piloting this enhanced focus but all boroughs will be adopting the model in future months.

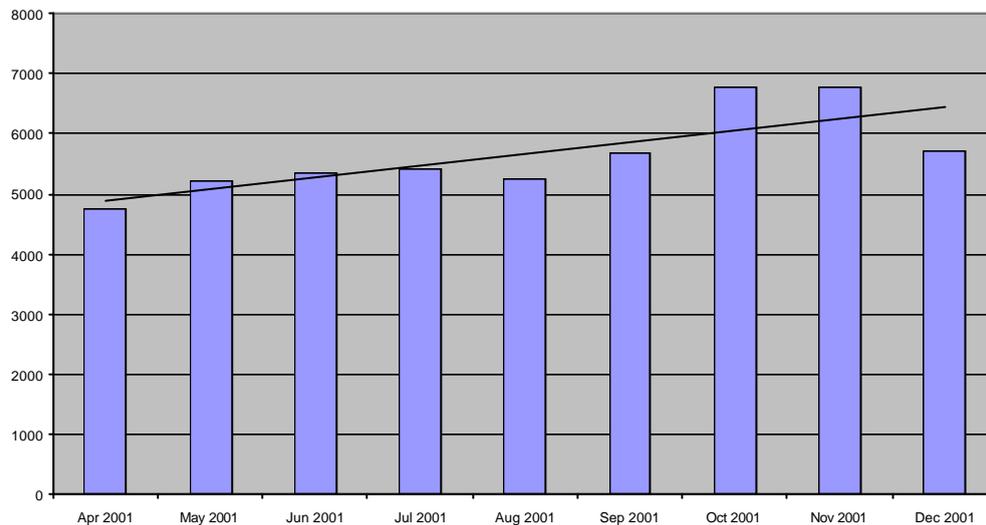
**Significant enabling objectives from other units include:**

- The Directorate of Public Affairs will have focused and timely publicity campaigns in specific crime hotspots to combat burglary and class A drugs.
- The Directorate of Resources will prepare financial checklists and guidance on establishing partnerships.
- The Directorate of Resources will review all Community Safety and Partnership contracts to ensure that they protect interests and to help secure any sponsorship or other additional funds for CSPs

**PERFORMANCE IN 2001/2002**

**Street crime offences**

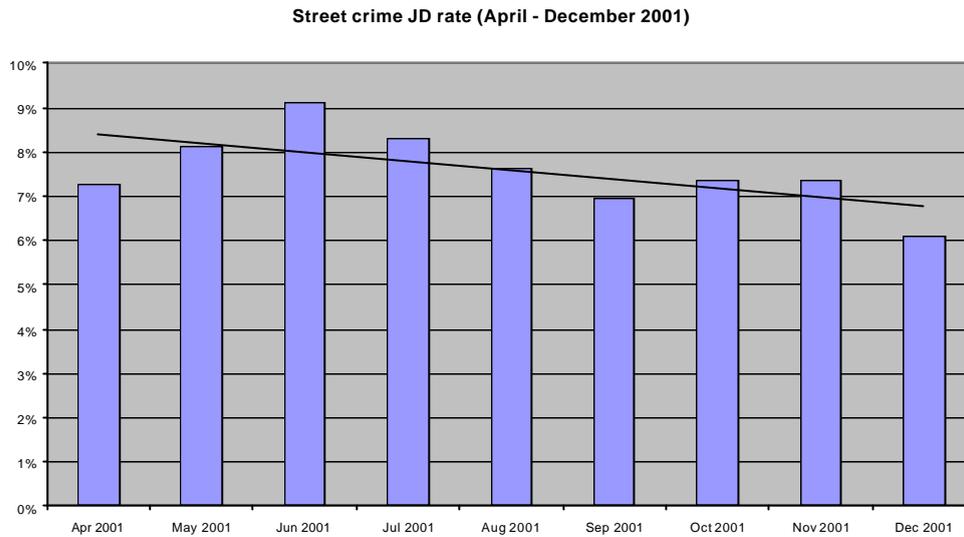
Street crime offences (April - December 2001)



The 2001/02 target is to reduce street crime by 2%. The year to date position shows a 39% increase in street crime (April – December 2001 compared with the same period in 2000/01).

The 2002/03 target is to reduce the increase shown over recent years to 10% (of the 2001/02 level).

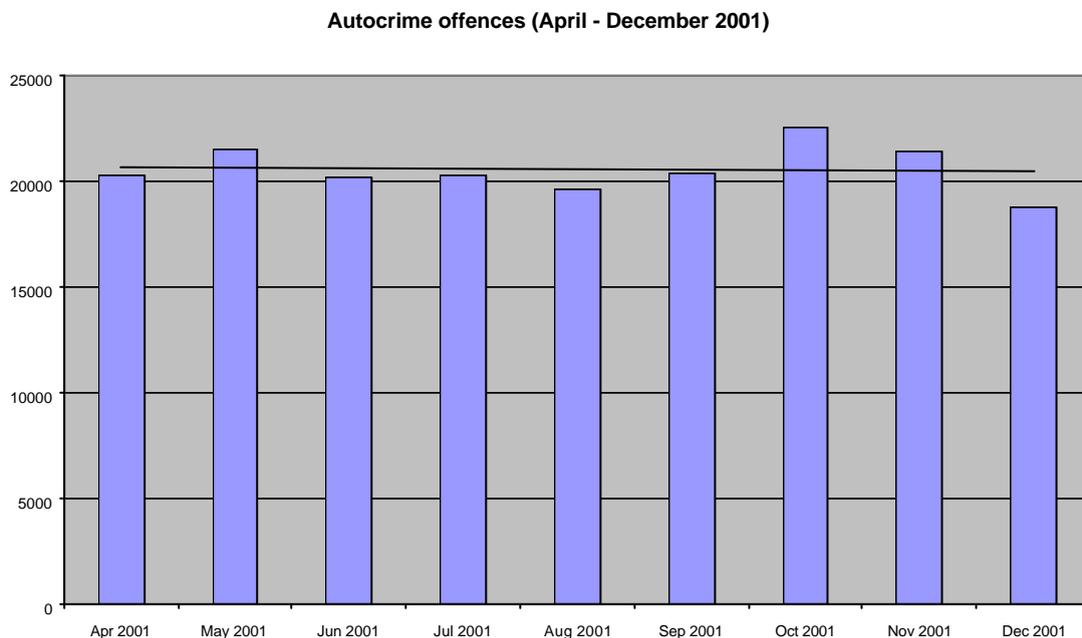
## Street crime judicial disposals



The 2001/02 target is to achieve a JD rate of 10%. The JD rate for the year to date (April – December 2001) is 7.6%.

The 2002/03 target is to achieve a JD rate of 8% based on an aggregation of borough targets.

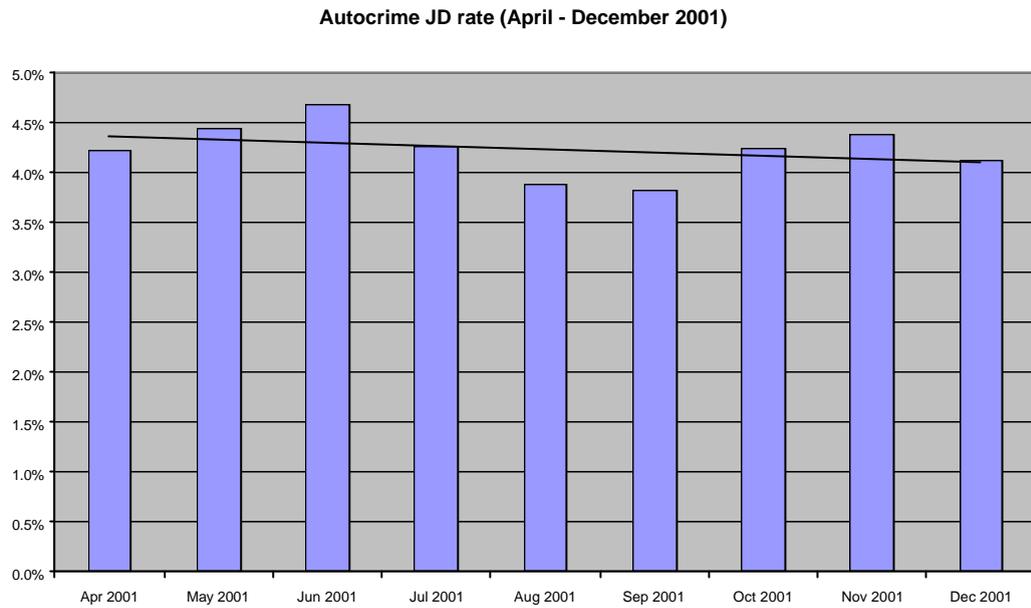
## Autocrime offences



The 2001/02 target is to reduce autocrime by 5%. The year to date position is a 3.6% increase in autocrime (April – December 2001 compared with the same period in 2000/01).

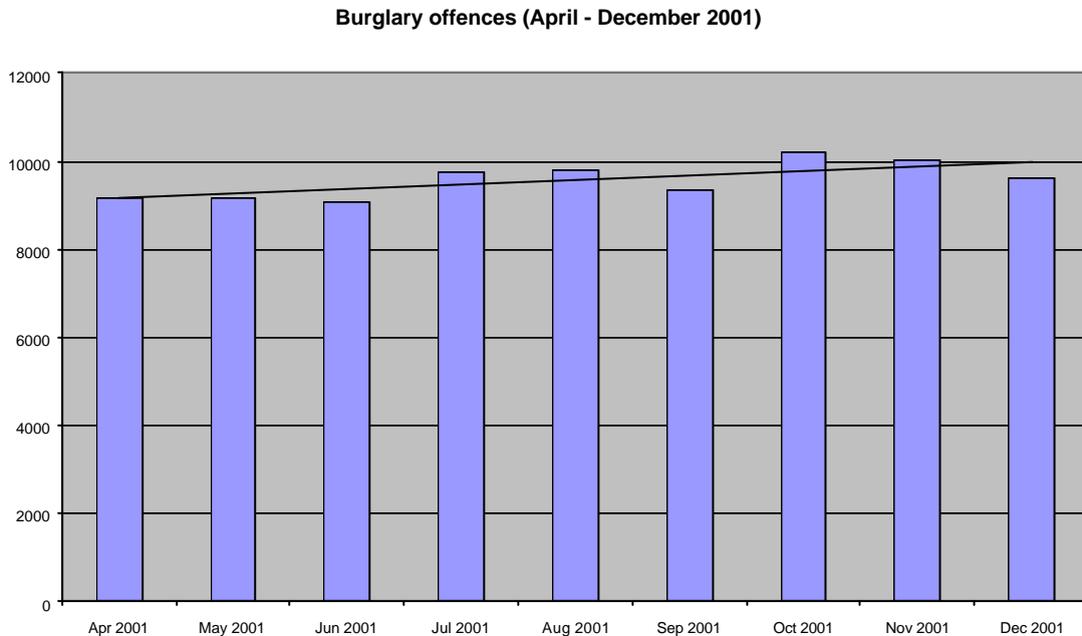
The 2002/03 target is to achieve no growth (0%) based on an aggregation of borough targets.

## Autocrime judicial disposals



The 2001/02 target is to achieve a JD rate of 5%. The JD rate for the year to date (April – December 2001) is 4.2%.  
The 2002/03 target is to achieve a JD rate of 5% based on an aggregation of borough targets.

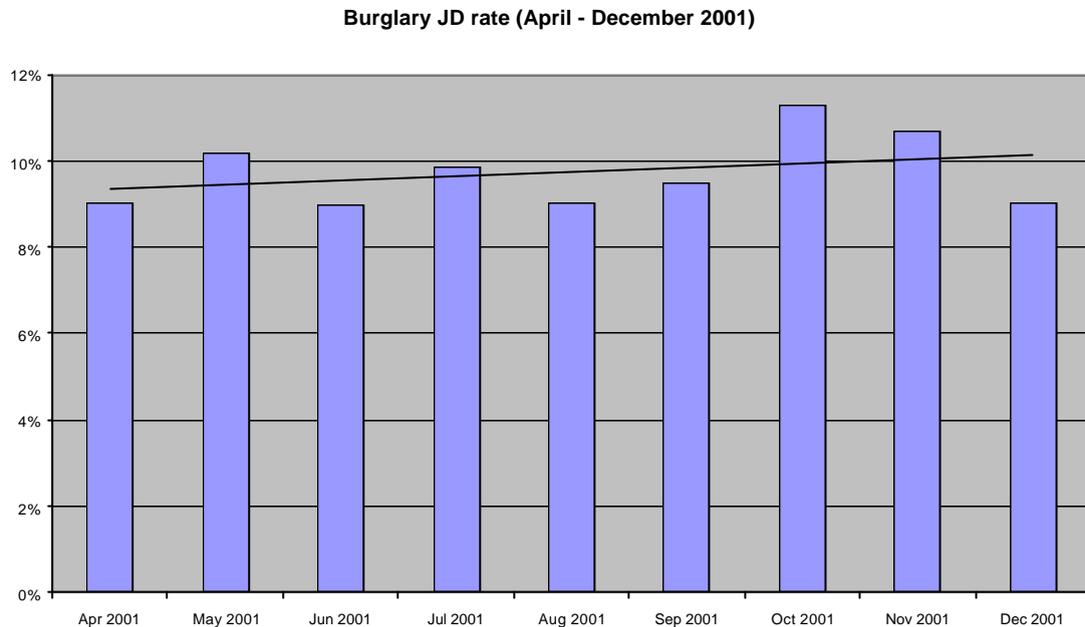
## Burglary offences



The 2001/02 target is to reduce burglary by 2%. The year to date position is a 3.6% increase in burglary (April – December 2001 compared with the same period in 2000/01).

The 2002/03 target is to reduce burglary by 1%, based on an aggregation of borough targets.

### **Burglary judicial disposal rate**



The 2001/02 target is to achieve a JD rate of 12%. The JD rate for the year to date (April – December 2001) is 9.8%.

The 2002/03 target is to achieve a JD rate of 11% based on an aggregation of borough targets.

#### **Conclusion:**

The six corporate targets proposed have been developed for the first time through a bottom up bespoke target setting process. They have, however been subject to rigorous scrutiny and challenge both within the MPS and by the MPA. The corporate targets, therefore, are considered realistic and achievable in view of this new approach.

## PRIORITY: TO CREATE SAFER COMMUNITIES FOR LONDONERS

<b>Objective 4:</b> <b>To impact on the rise in violent armed criminality</b>	<b>Measure:</b> <b>The number of gun related violent crime offences</b>	<b>Target:</b> <b>To drive down the increase in gun related violent crime from 27% this year to 10%</b>
--	--	--

The target of a 10% increase in gun related violent crime is proposed on the basis of the steep rise in offences in the latter half of 2001/2. The target as proposed will require the MPS to restrict offences to the numbers seen in recent months (i.e. zero growth against current levels).

This is a significant challenge for the service, one that requires the effort of all business groups that have an operational remit in relation to the prevention and investigation of these offences. That responsibility rests with both Specialist Operations and Territorial Policing, with SO having responsibility for approximately 44% of investigations, the remainder being dealt with by TP.

### **Key activities in support of the objective:**

#### **Specialist Operations will:**

- Provide an effective and efficient investigative response as set out in the MPS 'Firearm Related Crime Strategy' to offences falling within their remit
- Provide an operational response to those 'persons who pose a real and imminent threat to the life of another' where the resolution of that threat is beyond the capacity or capability of 'Territorial Policing', through effective tasking by the Service Co-ordinating and Tasking Group
- Provide support to boroughs (BOCUs) in relation to crime prevention advice to assist in the implementation of local crime reduction strategies
- Provide collation of information to firearms crime and through the criminal intelligence process identify, disrupt and arrest those responsible
- Each BOCU SMT to receive one visit per year from an SO19 (Force Firearms Unit) management team tasked to present the SO19 tactical options for dealing with armed criminality
- Provide awareness of crime reduction strategies to communities and commercial partners in relation to firearms related crime

#### **Significant enabling objectives from other units include:**

- Territorial Policing will provide an effective and efficient investigative response as set out in the MPS 'Firearm Related Crime Strategy' to offences falling within their remit, with particular attention in relation to the protocols for forensic submissions and criminal intelligence
- Territorial Policing will put in place a bespoke crime reduction strategy for firearm related violent crime on those boroughs where it is needed
- Territorial Policing will provide an operational response to those 'persons who pose a real and imminent threat to the life of another' when resolution is within their ability and capacity

- Policy, Review & Standards Directorate will develop a strategy to modernise Criminal Justice which will increase the number of offenders brought to justice
- The Directorate of Resources will review current contracts in consultation with the Serious Crime Group and determine any essential new requirements to support the delivery of the objective

## PERFORMANCE IN 2001/2002

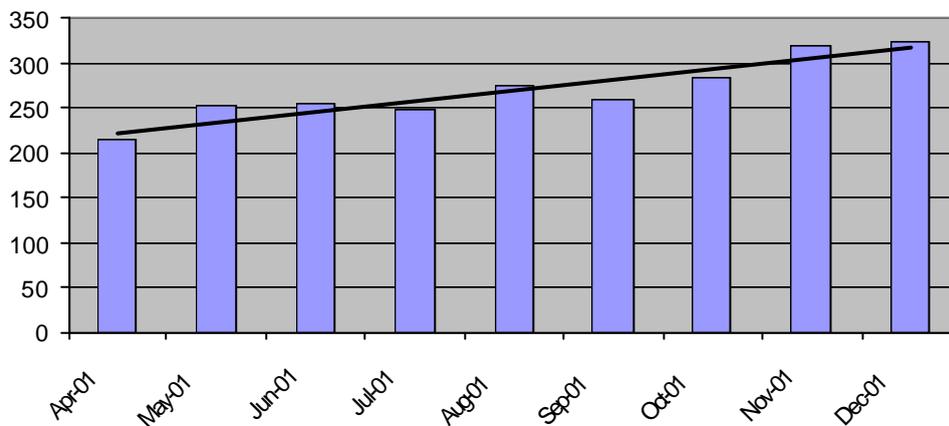
### Gun related violent crime

The 2001/02 target is to reduce gun related violent crime by 2%

Between April – December 01 there has been a 27.5% increase on the level recorded April-December 00

Given the rapid rise during the year to date, a challenging target would be to prevent any further increase beyond the level indicated by the most recent months' data, that of November and December. It is acknowledged that it will take more than twelve months to turn around this trend. Stage one is to stem the increase from where we find ourselves. If we achieve this, it will result in a year on year increase in the total number of offences of 10%, which is 17.5% less growth than we have seen so far this year.

**Gun related violent crime offences (April - December 01)**



#### **CONCLUSION:**

The number of gun related violent crimes has increased steadily through this year. The target set for 2002/3 would be achieved if the level of crime seen in November and December is held with no further increase.

**PRIORITY: TO CREATE SAFER COMMUNITIES FOR LONDONERS**

<b>Objective 5: To reduce the fear of crime</b>	<b>Measure: Public fear of crime (a great deal or fair amount, as recorded in the Public Attitude Survey)</b>	<b>Target: To reduce the fear of crime by a further 1% to 35%</b>
---	---	---

**Key activities in support of the objective:**

- BOCUs will focus attention on hotspots, agreed with their crime and disorder partners, as these will be the location or issues around which local fear of crime will be greatest. This will include the local business community. Beginning with pilots on three boroughs, there will be a focus on the development of reassurance strategies, based on visible symbols of control in hotspot locations.
- A transport OCU will be established in partnership with Transport for London (TfL), with an emphasis on tackling the fear of crime amongst the travelling public, through visible symbols of control.

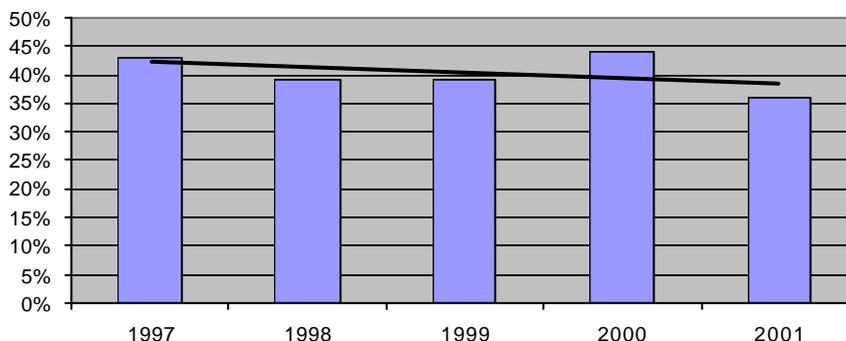
**Significant enabling objectives from other units including:**

- Diversity Directorate will promote awareness within communities of success in combating hate crime
- Directorate of Public Affairs will promote the MPS success in tackling crime
- Human Resources Directorate will seek to publicise the arrival of new probationers to Boroughs upon leaving Hendon, to demonstrate commitment to increasing the numbers of police on Boroughs
- Specialist Operations will contribute the Forensic Services external communications strategy to deterrence and reassurance.
- Policy, Review and Standards Directorate will further develop the collection and analysis of survey data in order to better monitor the performance of this objective. Consideration is currently being given as to the timing and frequency of such surveys.

**PERFORMANCE IN 2001/2002**

**The target for 2002/03 has been set at 35%**

**Extent to which crime is feared - A great deal / A fair amount**



**CONCLUSION:** Fear of crime has been gradually falling over recent years. The proposed target for 2002/03 represents a further small fall, which should be realistic if we maintain the trend.

**PRIORITY: TO CREATE SAFER COMMUNITIES FOR LONDONERS**

<b>Objective 6:</b> To increase the public's satisfaction with visible police presence	<b>Measure:</b> Public satisfaction levels (satisfied or very satisfied as recorded in the Public Attitude Survey)	<b>Target:</b> To achieve a satisfaction rating of 20% for foot patrols, up from 15% in 2001/2, and 35% for mobile patrols, up from 33% in 2001/2, (as recorded in the Public Attitude Survey)
---	---	---

**Key activities in support of the objective:**

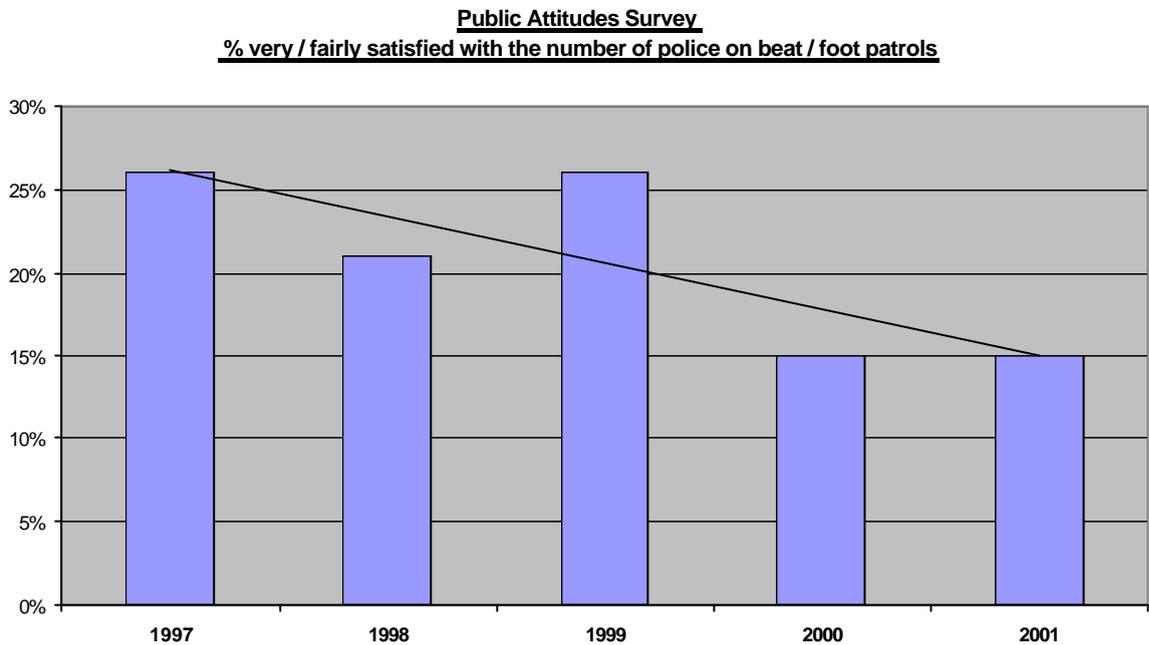
- Territorial Policing will ensure that as the number of officers arriving on boroughs takes effect, there will be an increased uniform presence and greater foot patrols on the streets of London to reassure the public
- Human Resources Directorate will increase the availability of marked fleet, providing enhanced police presence
- Human Resources Directorate will establish the role of community support officers for community policing. Subject to the necessary authorities, the new staff role will be to support patrolling and other community based policing activities, providing additional visible presence
- Resources Directorate are refitting buses to operate as mobile police stations

**Significant enabling objectives from other units include:**

- SO3 to evaluate corporate clothing for forensic science staff
- Policy, Review and Standards Directorate will increase the availability of police officers for patrolling by reducing the total number of officer days spent on suspension 2002/3 compared to 2001/2. This will be achieved by timely review of investigations and greater flexibility and use of "restricted duties" so that officers can remain active and contribute towards the business of their OCU.
- Policy, Review and Standards Directorate will further develop the collection and analysis of survey data in order to better monitor the performance of this objective. Consideration is currently being given as to the timing and frequency of such surveys.

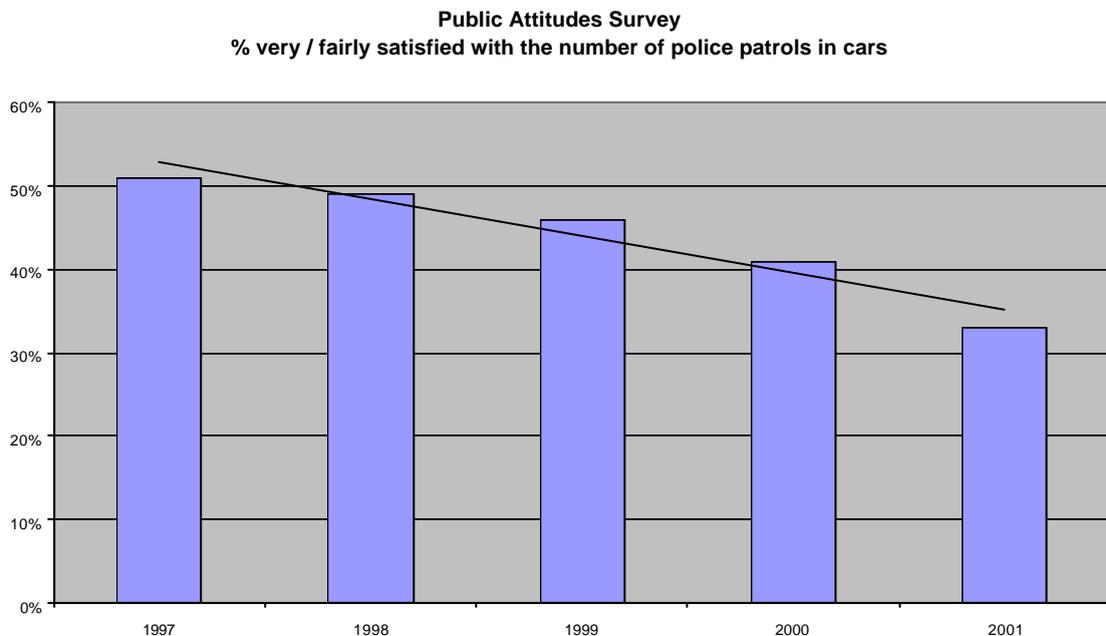
## PERFORMANCE IN 2001/2002

### Public Attitude Survey – satisfaction with foot patrols



### Public Attitude Survey – satisfaction with mobile patrols

The 2002/03 target has been set at 35%



#### **CONCLUSION:**

We intend to reverse the recent decline in public satisfaction with foot patrols and consider 20% to be a challenging target for 2002/03. Similarly for mobile patrols to reverse the decline and achieve a 35% satisfaction rating in 2002/03



**PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

<b>Objective 7:</b> To improve child protection procedures following recommendations from HMI and Ministerial Inquiries	<b>Measure:</b> Implementation of action plan	<b>Target:</b> To implement the action plan following the outcome of the Climbie Inquiry
--	--	---

**Key activities to support the objectives:**

- Specialist Operations will implement a Child Abuse Prevention Strategy with internal/external partners
- Specialist operations will provide appropriate and timely training for SO5 staff
- Specialist Operations to work in partnership with Property Services Department and Directorate of Information to achieve Phase 1&2 of the Headquarters Building strategy. This will ensure compliance in minimum standards for Child Protection Team Offices and improve the environment for victims
- Territorial Policing will enhance the knowledge and awareness of child protection procedures by the design and delivery of appropriate training packages

**Significant enabling objectives from other units include:**

- Human Resources Directorate will improve the development of skills of all relevant staff for dealing with all types of vulnerable victims through the delivery of effective training courses in line with customer needs.
- Human Resources Directorate will review, and where necessary, adjust activities and systems to meet the needs of staff dealing with vulnerable victims, including developing relationships with representative groups to improve the understanding of the needs of vulnerable victims.

**PERFORMANCE IN 2001/2002**

As no specific targets have been set for the coming year direct comparison is not possible.

**Conclusion:**

We await the detailed outcome of the current Ministerial Inquiry into this field. We are preparing to respond rapidly to implement relevant recommendations.

**PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

<b>Objective 8:</b> <b>To improve victim satisfaction with investigation of racist incidents and racist crimes</b>	<b>Measure:</b> <b>Racist crime Judicial Disposal (JD) rate</b>	<b>Target:</b> <b>17% JD rate, up from 16.2% in 2001/2</b>
---	--	---

**Key activities in support of the objective:**

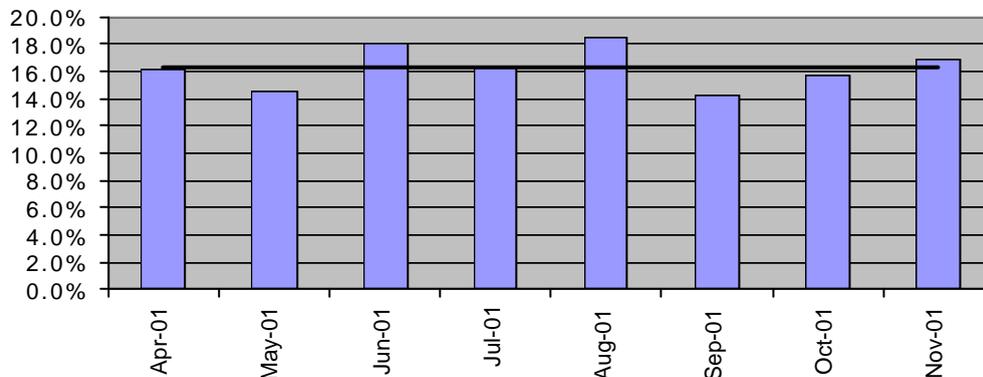
- Diversity Directorate will review and develop Family Liaison policy and training by June 2002, and
- Develop a pan-London database of agencies offering support to hate crime victims by October 2002

**Significant enabling objectives from other units include:**

- Resources Directorate will provide crime scene reconstruction services for individual project plans, witness appeal boards and provide and maintain a network of accredited linguists via CAD; and
- Policy, Review and Standards Directorate will provide advice and support to the Racially Motivated Crime Programme Board.

**PERFORMANCE IN 2001/2002**

**Race crime JD rate April - November 2001**



**CONCLUSION:**

The target for 2002/03 has been retained at 17%. This is based on trying to achieve an improvement on the JD performance of 16.2% and is seen as a realistic but challenging target.

**PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

<b>Objective 9:</b> <b>To improve the investigation of homophobic crimes</b>	<b>Measure:</b> <b>The homophobic crime Judicial Disposal (JD) rate</b>	<b>Target:</b> <b>To increase the Judicial Disposal rate to 15% in 2002/3 from 14.6% in 2001/2.</b>
---	--	--

**Key activities to support the objectives:**

- Specialist Operations will investigate those murders categorised as homophobic crimes to the satisfaction of the victim's extended family unit
- Directorate of Public Affairs will increase levels of publicity to help the development of third party reporting
- Policy, Review & Standards Directorate will develop policy to improve the treatment of witnesses and victims

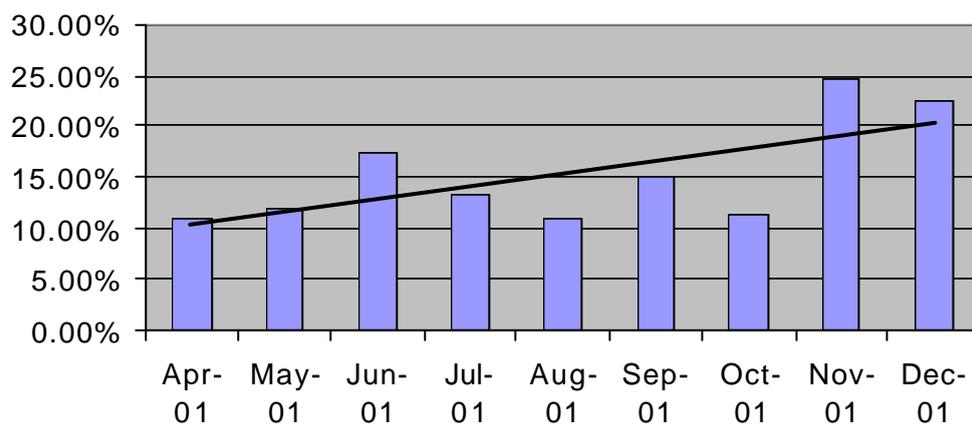
**Significant enabling objectives from other units include:**

- As part of the BOCU bespoke target setting process, some boroughs are setting themselves more challenging targets than that proposed corporately.

**PERFORMANCE 2001/02**

The April-December 01 JD rate stands at 14.6% against a target of 13%.

**Homophobic JD rates**



**CONCLUSION:**

The target Judicial Disposal rate for 2002/03 is increased to 15%. This is seen as a realistic and challenging target in view of the current performance.

**PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

<b>Objective 10:</b> To improve the investigation of domestic violence	<b>Measure:</b> Domestic violence judicial disposal rate	<b>Target:</b> To increase the judicial disposal rate to 15%, from 14% this year.
---	---	--

**Key activities to support the objectives:**

The Diversity Directorate will:

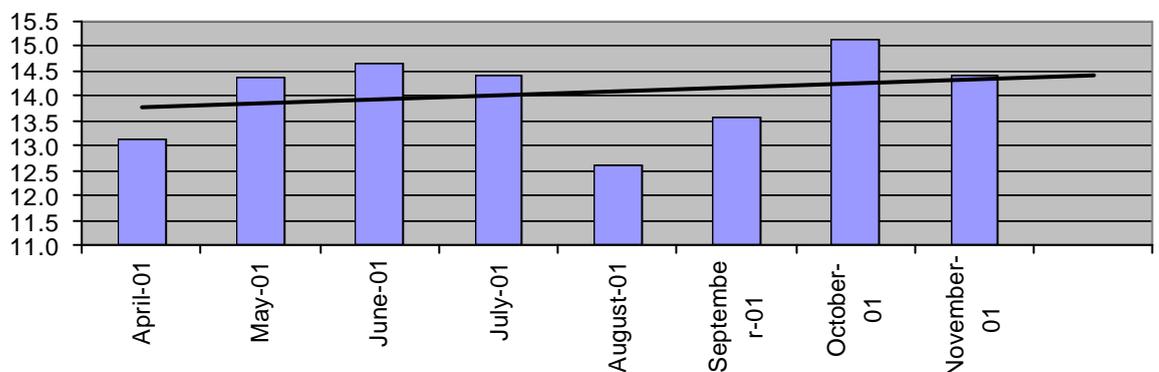
- Provide direction and support to Community Safety Units to ensure efficient and effective investigation, and
- Utilise intelligence-led methods to prevent and detect hate crime

**Significant enabling objectives from other units include:**

- The Directorate of Public Affairs will conduct focussed and timely publicity campaigns to combat domestic violence, and
- Policy, Review and Standards Directorate will develop policy around the Victim Support Scheme by 30<sup>th</sup> October 2002

**PERFORMANCE IN 2001/2002**

**Domestic violence JD rate April - November 2001**



The line indicates the trend over time period.

**CONCLUSION:**

Next year's Judicial Disposal target has therefore been proposed at 15% based on the achievement of this years target and improvement during recent months.

**PRIORITY: TO IMPROVE THE POLICE RESPONSE TO VULNERABLE VICTIMS**

<b>Objective 11:</b> <b>To improve victim care and investigations in cases of rape</b>	<b>Measure:</b> <b>Judicial Disposal rate for rape cases</b>	<b>Target:</b> <b>To achieve a Judicial Disposal rate for rape cases of 25%, as compared to a rate of 20.6% so far this year.</b>
---	---	--

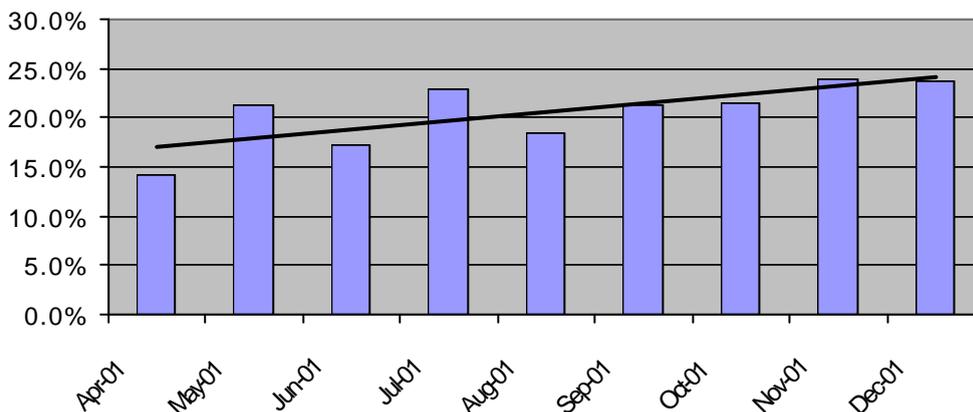
**Key activities to support the objectives:**

- Specialist Operations will increase forensic intervention in rape investigation
- Through Project Sapphire, Territorial Policing will seek to improve the service given to victims of rape by extending the accessibility of rape havens across the MPS
- Policy, Review and Standards Directorate will provide advice and support to the Sex Offenders and Sex Offences Strategy, and develop policy around communication with the Victim Support Scheme

**PERFORMANCE IN 2001/2002**

The April – December 2001 Judicial Disposal rate stands at 20.6% against a target of 25%. The trend line shows an improving performance in recent months and the target was only narrowly missed in November and December.

**Rape Judicial disposal rates**



**CONCLUSION:**

The target of a 25% Judicial Disposal rate has been retained for 2002/3. There has been an improvement in the last two months and this needs to be sustained over a twelve month period.

**PRIORITY: TO TACKLE YOUTH OFFENDING**

<b>Objective 12:</b> To improve the diversion of youth away from crime, through enhanced multi-agency activity	<b>Measure:</b> Known youth offending per 1,000 population.  Number of offences with child victims (under 17)	<b>Target:</b> Reduction targets will be set once baselines have been established
---	--	--

**Key activities to support the objectives:**

Policy, Review and Standards Directorate will:

- Develop with Youth Justice Board information sharing rules
- Benchmark London Youth Offender Teams (YOTs) performance
- Develop with Government Office for London (GOL), crime prevention toolkits for boroughs
- Set up multi-agency schemes to divert potential active criminals of the future away from criminality
- Enable operational units to improve their performance in establishing multi-agency schemes
- Build on relationships with partners such as probation service, health service and education to establish best practice

**Significant enabling objectives from other units include:**

- Human Resources Directorate will actively encourage its staff to participate as volunteers in local youth offending diversion schemes by recognising such activity in existing personal development, leadership skills, etc.

**PERFORMANCE IN 2001/2002**

No comparable data available

**CONCLUSION:**

These are newly established measures. Discussions currently underway to establish baselines and set up monitoring regime. Targets will be agreed in conjunction with partners.

**PRIORITY: TO TACKLE YOUTH OFFENDING**

<b>Objective 13:</b> <b>To reduce re-offending by Persistent Young Offenders (PYO)</b>	<b>Measure:</b> <b>Persistent young offenders re-offending rate.</b>	<b>Target:</b> <b>Awaits baselining</b>
	<b>Percentage of PYOs dealt with from arrest to charges in two days.</b>	<b>A 70% target is retained with current year performance at 66.3%.</b>
	<b>Percentage in PYOs dealt with from charge to first court listing in seven days.</b>	<b>A 70% target is retained with current year performance at 69.5%</b>
	<b>Percentage of PYOs dealt with from charge to sentence in 71 days.</b>	<b>Awaits baselining</b>

**Key activities to support the objectives:**

Territorial Policing will:

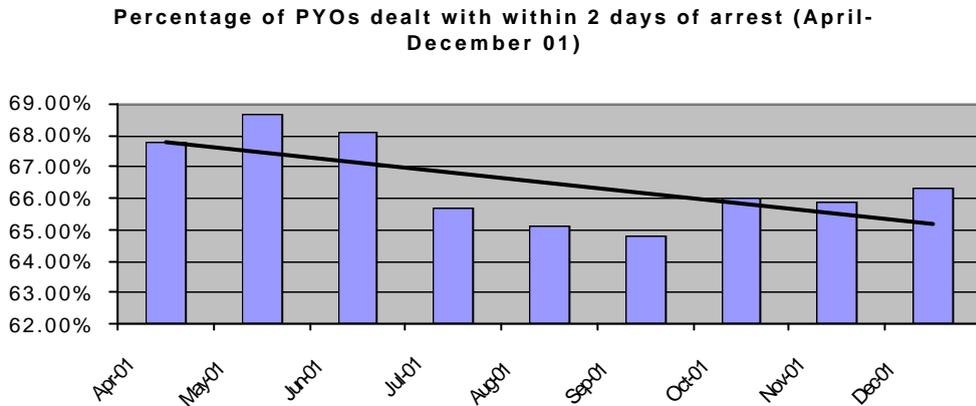
- target minimum of ten prolific offenders on each borough
- Deploy Persistent Young Offenders Task Force to poorly performing boroughs
- Implement MPS Desistance Model

**Significant enabling objectives from other units include:**

- Directorate of Public Affairs will develop a focused publicity campaign targeted at 'youth' publications to deter youngsters from crime and/or becoming the victims of crime and produce a focused and timed publicity campaign - *A lot like you* - to combat youth hate crime
- Policy, Review and Standards Directorate will develop a policy on early multiple interventions in youth offending and on a corporate framework for bail applications in youth street crime cases

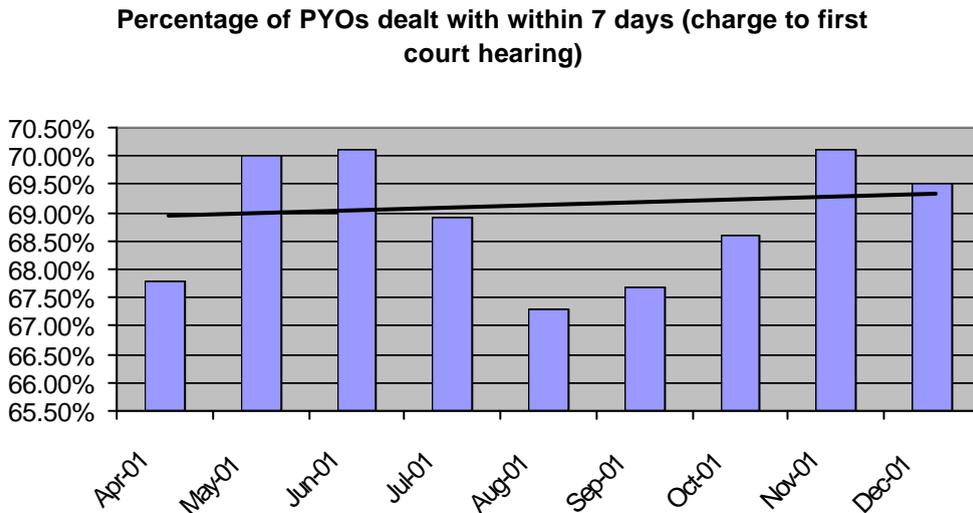
## PERFORMANCE IN 2001/02

Percentage of PYOs dealt with within 2 days of arrest



The 2001/02 target is 70%  
 The performance year to date is 66.3%  
 The target for 2002/03 remains at 70%

### Percentage of PYOs dealt with within 7 days (charge to first court hearing)



The 2001/02 target is 70%  
 The year to date performance (April – December 01) is 69.5%  
 The target for 2002/03 remains at 70%

**CONCLUSION:** For the two measures where we have previously monitored performance, we propose to retain targets 2002/03 at 70%. The other measures have not been previously monitored and require baselining before being set.