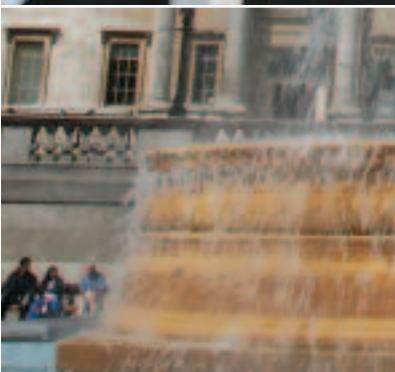
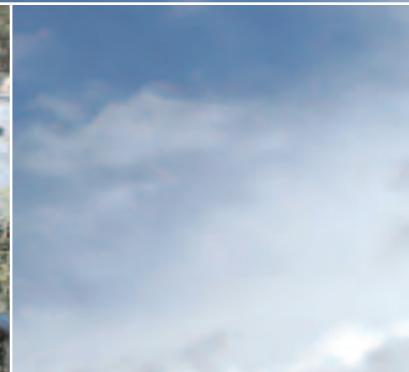




Policing London

Strategy 2006-09

Plan 2006/07



Policing London

Metropolitan Police Authority
& Metropolitan Police Service
Policing London Strategy
for 2006-09
and Policing Plan
for 2006/07

User Guide

This document is the joint Metropolitan Police Authority and Metropolitan Police Service Policing London Strategy for 2006 to 2009 that includes our plan for policing London over the year ahead (April 2006 to March 2007). 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:

Part 1 Policing London Strategy 2006-09

Part 2 Policing Plan 2006/07

Part 3 Delivery of the Policing Plan

Appendix 1 Objectives, measures and targets 2006/07

Appendix 2 Policing priority background

Appendix 3 How we did during 2005/06

Versions Available and Additional Copies

For additional copies and alternative languages please see pages 54 to 55.

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

This document explains how the Metropolitan Police Authority and the Metropolitan Police Service will continue to improve and develop the police service provided to you and the diverse communities of London.

The past year has been challenging. The incidents of 7th and 21st of July have demonstrated to us all how the complexity of policing in London has changed. We have recently announced that we will provide Safer Neighbourhoods teams in every one of the 624 electoral wards in London. We are confident that this is what you want and believe it is the greatest development in community policing in the last 40 years. While we do this, we will continue the fight against international terrorism, will dismantle more criminal networks and work to ensure the security of the 2012 Olympic and Paralympic Games.

Although challenging, this last year has also seen big successes for our organisations: more of you are satisfied with the service you have received from us; our detection rate over all crimes has increased; more people are able to recognise their local police officers and more police officer time is now dedicated to providing police services directly to you. The number of offences reported to the Metropolitan Police Service continues to fall with the total for 2005/06 standing at fewer than one million. This is the fifth reduction in a row and makes a real difference to the people and communities of London.

Both the Metropolitan Police Authority and the Metropolitan Police Service are striving to ensure Londoners receive the best possible police service. To achieve this we are working in partnership with many public and private sector organisations, the voluntary sector and the many communities of London.

This document explains our thinking, what we plan to do and how the Metropolitan Police Authority and Metropolitan Police Service will deliver the police service you want. You have helped us to identify our strategic priorities that are listed below and explained in greater detail in part 1 of this document:

- **Safer Neighbourhoods** – providing a dedicated local policing team in each electoral ward in London
- **Counter Terrorism, Security & Protection** – successfully combating terrorism and improving safety and security
- **Criminal Networks** – developing our understanding of criminal networks and reduce the harm they cause to London
- **Capital City Policing** – securing our transport network and the Olympic games, whilst ensuring the resilience to deal with major incidents
- **Information Quality** – ensuring that our staff, partners and the community have the information available they need when they need it

- **Citizen Focus** – putting what you want from our police service at the heart of what the Metropolitan Police Service does
- **Together** – improving the quality of leadership training that our workforce receives

All of this will be achieved by working together with our partners and the communities of London to make London the safest major city in the world.



Ken Durrill



[Handwritten signature]

Introduction to the Metropolitan Police Authority

The Metropolitan Police Authority oversees the Metropolitan Police Service. 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 Metropolitan Police Service. The Authority sets annual priorities and targets and monitors the performance of the service against these to secure best value.

As part of its duties the Metropolitan Police Authority seeks to listen and engage with Londoners. This consultation process informs policing priorities and reflects the way London is policed. The Policing and Performance Plan for April 2006 – March 2007 is informed by this consultation process. The plan describes our arrangements for policing London over the year ahead and gives details of our:

- **Priorities and performance targets for 2006/07**
- **Past performance for 2005/06**
- **Funding including the use of resources, and**
- **Work to support continuous improvement.**

Part 1:

Policing London Strategy 2006-09

Introduction

The purpose of the Metropolitan Police Authority and Metropolitan Police Service Policing London Strategy is to provide a clear picture of the direction and performance focus of the Metropolitan Police Service.

The Policing London Strategy provides information for Londoners on how we will deliver your police service. It provides information for our staff about what they are being asked to deliver as priorities in their work. It also provides information for our partners on our areas of focus for the next three years. This is the first strategy of its kind in that it will be refreshed every year to ensure that it remains meaningful and reflects the future needs of London.

Our Values

The Metropolitan Police Service has developed a series of values to underpin the way that we carry out our work. This is because we understand that the way in which we work is as important as what we do.

Our values will underpin the way that every member of the Metropolitan Police Service performs their role in delivering our mission. They are:

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.

Building the Policing London Strategy

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. The mission and values that underpin the service we provide to you 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.



Strategic Priority Overview

In order to achieve our mission and deliver the Policing London Strategy we have identified seven initial strategic priorities for the next three years.

Safer Neighbourhoods

Safer Neighbourhoods teams will positively change the local police service we provide in London. Each neighbourhood will have 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 by young people and other crime that negatively impacts on people's feelings of safety and security in their neighbourhood.

Through Safer Neighbourhoods the Metropolitan Police Service will close the gap between people's fear of crime and our success in reducing crime in our capital. We realise that the crime targets we are set by the government and Mayor sometimes do not reflect your local needs, although they do support crime reduction in London as a whole. We know that to improve your confidence and satisfaction in our police service we have to tackle the issues that are important to you.

By April 2006 we will have already put in place all 624 Safer Neighbourhoods 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.

Recent survey findings have confirmed that Safer Neighbourhoods teams are having a significant impact on their local communities.

Residents living in Safer Neighbourhoods wards are:

- More satisfied with the way their neighbourhood is policed than those living in the non-Safer Neighbourhoods areas
- More likely to feel that anti-social behaviour had improved or stayed the same over the past two years compared to non-Safer Neighbourhoods wards
- Less likely to worry about car crime and property crime, and
- More likely to feel that crime levels had remained the same or gone down in the last two years.



Safer Neighbourhoods teams are also key to gathering information that will help us to tackle criminal networks and terrorism in London effectively. We truly believe that through your support and the provision of Safer Neighbourhoods teams we will prevent and reduce crime and disorder significantly in every neighbourhood in London. Safer Neighbourhoods is a key initiative in the Policing London Strategy that will enable us to deliver our priorities and aims.

Counter Terrorism, Security and Protection

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 Metropolitan Police Service is that everyone has a part to play in combating terrorism and domestic extremism. Within the Metropolitan



Police Service, 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 Services 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.

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.

The Metropolitan Police Service 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 Metropolitan Police Service to pursue its widening mission to meet the needs of all London's communities.

Criminal Networks

The Metropolitan Police Service is adopting a new approach to understanding, tackling and reducing the harm criminal networks cause in our communities and neighbourhoods. Changes in technology, travel, 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 change we need to develop a new understanding of the socio-economic and political impact of criminal networks.

Criminal networks 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. 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. We know that to stop this criminal activity we need your trust and confidence so that you and your community can engage with us. Your support is central to helping us reduce the harm organised criminals cause to individuals and your communities.



Our understanding of the harm caused by criminal networks in communities is growing. It is clear that criminal networks impact on people's quality of life and increase fear of crime. We are using the information and intelligence we have to identify the best approach we should take to tackle the networks that pose the greatest threat to communities and London. We will use people with the highest quality skills and our other resources to tackle these priority and prolific offenders. This work will involve all parts of the Metropolitan Police Service, partner agencies and other law enforcement agencies to ensure that our specialist skills are effective in reducing the harm caused by criminal networks.

Capital City Policing

London is our capital city. It has national and international significance and is one of the world's greatest cultural centres. It is important that you are confident that the Metropolitan Police Service is working 24 hours a day with our partner agencies to ensure you are safe when enjoying the unique characteristics that London has to offer.

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 we will tackle those road safety and security issues we all see as being important, so we can all travel without fear.



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.

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 protect your right to lawful demonstration and celebration. We will ensure that order is kept on our streets, while minimising 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 work to make London the safest capital in the world. We want you to be safe and feel safe in your homes, in the diverse and vibrant communities where you live, in your places of work, during your leisure time, travelling in our city, visiting our city as a tourist and on the streets of London. Through focusing on capital city policing as a strategic priority we will ensure the identity of London remains exhilarating, diverse and dynamic.



Information Quality

To enable the Metropolitan Police Service 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 Metropolitan Police Service's 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 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 Command, Control, Communication and Information programme (C3i) will ensure officers responding to an incident will be aware of all available information before they arrive enabling them to provide a tailored 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 trust that we will use it to deliver the most effective and efficient policing service we can.



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 Metropolitan Police Service has 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 using 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.



Open sharing of information with our partners and communities will inspire trust and confidence in the Metropolitan Police Service. We need to demonstrate, through feedback, the difference that the information you provide makes in reducing and preventing crime in your neighbourhood and across London. The inclusion of information quality improvement in delivery of this strategy demonstrates the importance of information and intelligence in making London safer.

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. 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 and respond flexibly to meet them. This means that every member of the Metropolitan Police Service 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. All of our staff must have the confidence and the right training to enable them to use their own initiative to meet your needs.

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 Command, Control, Communication and Information programme (C3i) 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.

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.

Together

The mission of the Metropolitan Police Service is widening. Our challenge is to deliver improved local policing through Safer Neighbourhoods, continue to reduce crime such as robbery and burglary, as well as preventing terrorism. Underpinning our day-to-day work to meet this challenge will be '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, presented on page 4, Together will develop the Metropolitan Police Service 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 Metropolitan Police Service. Together will work to join all parts of the Metropolitan Police Service 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 Metropolitan Police Service 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 an organisation 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 are 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 Metropolitan Police Service will go further in achieving these changes if we work together with our colleagues, our partners and with the citizens we serve. The most effective way to make London safer is to work as one unified team.



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. These are explained below.

Communities are engaged with, confident in and 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 Metropolitan Police Service. 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 offenders 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.

Supporting the Strategic Outcomes

A modern and diverse workforce

The Metropolitan Police Service must have a diverse workforce that puts the right people in the right roles at the right time. Members of our police service should reflect the diversity of London's communities, giving us a better understanding of, and an increased ability to meet, the needs of all of London. 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.

Enabled staff

The most valuable resource of the police authority and the police service is their people. To deliver a safer London it is vital that each member of the service is equipped with the skills to perform to the maximum of their potential. We must ensure you are confident that our staff have the right equipment, knowledge and skills to deliver the service you want and that our staff feel valued and motivated.

Better use of resources

The public must know that the money used to police London is spent in the best possible way. It is important that our people, information and intelligence, equipment and technology are used in the most effective and efficient ways. Our work must be intelligence led and focused on the outcomes that they will achieve. We will work to reduce duplication of effort and bureaucracy so that we can spend more time than ever making London safer.

Cohesive partnership working

Making London safer does not only involve the police service. It is essential that both the police authority and the police service work closely with all our partners at a local, London-wide, national and international level. To deliver a comprehensive service to Londoners we must work to reduce crime through problem solving with all of our partners including the security services, local authorities and social services. Our partners will have a clear understanding of our relationship with them as we improve all of our performance.

Clear communication

To deliver the police service London deserves we will provide clear, timely and accurate communication to you and to our partners. We will be approachable and receptive when you contact us and we will listen. We want your opinions so that these can be considered in our decision-making. In return we will let you know clearly and consistently what we are doing to make London a safer place to be.

2006-09 Performance Ambition

The Home Office's Policing Performance Assessment Framework is a critical means of measuring performance improvement for the Metropolitan Police Service over the coming three years, and it has been used to inform particular areas of this plan where improvement and focus is required. We will use the experience we gain this year to enable the Metropolitan Police Authority with the Metropolitan Police Service to continue to set challenging targets in 2007/08 and 2008/09.

In addition, by April 2008 the government target is to reduce crime recorded in the British Crime Survey by 19.4% from the levels in 2003/04. The government has also set Public Service Agreements:

- for the police and our other criminal justice partners to meet the public service agreement target of the number of offences brought to justice by April 2008, the Metropolitan Police Service will need to continue to improve the sanction detection rate in 2007/08; and
- to reduce the fear of crime and anti-social behaviour and to build confidence in the criminal justice system, the Metropolitan Police Service will continue to work with it's partners to build confidence in the system.

Part 2:

Policing Plan 2006/07

This Policing Plan for 2006/07 explains what the Metropolitan Police Service will be doing between April 2006 and March 2007 to deliver the first year of the Policing London Strategy 2006-09 (see part 1 of this document). Before writing the Policing Plan for next year (April 2007 to March 2008) the Policing London Strategy will be refreshed to ensure it is up to date and provides a relevant and clear long to medium-term plan from 2007 to 2010.

In order for the Policing Plan priorities to be decided, an extensive consultation process took place between the Metropolitan Police Service, the Metropolitan Police Authority and our partners, which include the Greater London Authority, the Mayor of London, Crime and Disorder Reduction Partnerships and the people of London.

In addition we have also taken into account the following key policing documents (more detail is provided on these in Appendix 2 of this document):

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

Operational Strategic Priorities Critical Measures and Targets 2006/07

The following table sets out the critical measures and targets for the Operational Strategic Priorities for 2006/07. The Metropolitan Police Authority and Metropolitan Police Service have identified these measures and targets as the critical areas for improving our performance using the Policing Performance Assessment Framework scores and in relation to the Public Service Agreements.

Effort has gone into streamlining the number of targets to enable focused activity on the critical areas where improved performance is required. It also takes account of key areas of operational development, for example in respect of neighbourhoods with high levels of criminality, and other critical work not adequately covered by the Policing Performance Assessment Framework. An example is the work on counter-terrorism.

The targets proposed this year reflect the priorities and outcomes from the Policing London Strategy. This represents a shift in how the Metropolitan Police Authority will assess the performance of the police service. Performance across a wide range of objectives and indicators (Appendix 1) will be monitored and maintained.

STRATEGIC OUTCOMES	Critical performance area	2006/07 Targets/Indicators	2005/06 Performance year to date
Communities are engaged in and satisfied with our police service	Satisfaction with the overall service provided	81% of people or more to be satisfied, very satisfied or completely satisfied	78.9% of people at least satisfied
	Satisfaction of the victims of racist incidents with respect to the overall service provided	72% of people or more to be satisfied, very satisfied or completely satisfied	70.7% of people at least satisfied*
Security is improved and the public feel reassured	Percentage of police officer time spent on frontline duties	Indicator	69.7 (estimated)%
	Using the British Crime Survey, percentage of people worried about anti-social behaviour	25% of people or less are worried about anti-social behaviour	28% of people are worried about anti-social behaviour
	To develop a high-level Counter-Terrorism Performance Indicator	Baseline to be developed	N/A
	Reduction in 10 British Crime Survey comparator crimes	- 6.5%	+0.3%
Crime, disorder, vulnerability and harm are prevented and reduced	Violent crime (sub indicators of violence against the person and robbery also to be monitored)	-5% in British Crime Survey comparator crime	+1.5%
	To reduce crime in the most challenging wards with the highest levels of criminality	Baseline to be developed	N/A
	Percentage of domestic violence incidents where an arrest was made to related to the incident	60% (Changes made to Powers of Arrest in January 2006 may affect this target. It is currently under review and subject to alteration)	52.2%
	Reduction in the levels of gun crime	-4% across the Metropolitan Police Authority area	+7.6%
	Number of criminal networks disrupted	100	61
More offenders are brought to justice	Percentage of notifiable offences resulting in a sanction detection	20%	17.6%
	The number of offences brought to justice	179,500	130,517 (April to December)

* When the target was set for the satisfaction of victims of racist incidents with respect to the overall service provided performance was at 63% at least satisfied. Recent performance has improved and if this trend continues the Planning, Performance and Review Committee of the Metropolitan Police Authority will review the target.

Policing and Performance Assessment Framework: Local Domain

The local domain of the Policing and Performance Assessment Framework provides an opportunity for the Metropolitan Police Authority to assess the performance of the Metropolitan Police Service in priority areas not covered by Statutory Performance Indicators. The local domain indicators must be outcome focussed and have the ability to be graded on a poor/fair/good/excellent scale.

The local domain is currently being developed and will be published on the Metropolitan Police Authority and Metropolitan Police Service websites (details on the contacts page) as soon as the content has been agreed. The deadline for publishing the local domain is June 2006.

Further information on the Policing Performance Assessment Framework and the local domain can be found at:

www.police.homeoffice.gov.uk/performance-and-measurement

Policing Plans for 2006/07

The Metropolitan Police Service has identified critical areas of improvement based on the Policing London Strategy.

This has enabled a prioritisation of improvement projects to be delivered over the next three years. To assist with this, projects have been grouped into categories including:

- Improvement programmes that are the critical focus for delivery in 2006/07
- Specific projects that will be delivered in 2006/07. Examples of these include improving detective skills and the implementation of a series of changes to improve the way that the organisation responds to your needs, for example implementing the Quality of Service Commitment.

Some programmes or projects will undertake preliminary work during 2006/07 to ensure delivery during 2007-09. Examples include making the best use of police officer and police staff skills through workforce modernisation and the development of business service centres.

The four improvement programmes for critical focus in 2006/07 are as follows

Strategic Priority:	Safer Neighbourhoods
Desired Outcome:	To have a locally based team in every part of London able to respond effectively to the needs of citizens
Primary Benefits:	<ul style="list-style-type: none"> ● Increased police visibility, familiarity & accessibility ● Reduced crime and incidents of antisocial behaviour ● Increased detection of crime with offenders brought to justice ● Increased satisfaction and confidence in local police ● Increased feelings of security within neighbourhoods achieved through partnership working ● Reduced harm to vulnerable people in the community ● Increased quality of information and intelligence received from communities ● Increased protection of the interests and safety of children and young people
Key Deliverables for 2006-2007:	<ul style="list-style-type: none"> ● Introduction of teams to each London ward by the end of April 2006 ● Expansion of all Safer Neighbourhoods teams to six members by December 2006
Contributing to:	<ul style="list-style-type: none"> ● Better use of resources ● Cohesive partnership working ● A modern and diverse workforce

Strategic Priority:	Together
Desired Outcome:	Increased public satisfaction and confidence, improved quality of service and partnership working achieved through values-based leadership management training, development and support
Primary Benefits:	<ul style="list-style-type: none"> ● More effective management and leadership throughout the Metropolitan Police Service ● The Metropolitan Police Service increasingly operates as a unified team ● Police officers and staff feel more valued ● Police officers and staff are better equipped to perform their role ● Police officers and staff are better supported to maximise their potential leading to improved performance ● Police officers and staff focus on delivering more quality police services ● Improved organisational learning
Key Deliverables for 2006-2007:	<ul style="list-style-type: none"> ● Refreshed Metropolitan Police Service values and accompanying standards of behaviour ● A policy framework and selection processes consistent with our values ● Creation of the Metropolitan Police Service Leadership Academy and leadership development pathway ● Workplace leadership and management development and support ● Leadership foundation training for first and second line supervisors ● Development of coaching, a web based learning portal and action learning tools
Contributing to:	<ul style="list-style-type: none"> ● Enabled staff ● Cohesive partnership working ● Clear communication

Strategic Priority:	Information Quality and Citizen Focus: Continued roll-out of the <i>Command, Control, Communication and Information (C3i)</i> programme
Desired Outcome:	A seamless police communication service for the people of London that gives you confidence you will get the help you need, when you need it from the Metropolitan Police Service
Primary Benefits:	<ul style="list-style-type: none"> ● A modern and improved police communication system and quality of service for the public ● Improved information for police officers and staff ● Smarter deployment of police officers and staff
Key Deliverables for 2006-2007:	<ul style="list-style-type: none"> ● To continue moving our communication systems to the new command, control, communication and information centers ● Introduction of a new digital radio (Airwave) technology service
Contributing to:	<ul style="list-style-type: none"> ● Better use of resources ● Clear communication ● Enabled staff

Strategic Priority:	Information Quality: <i>Intelligence</i>
Desired Outcome:	Improved capability to manage and communicate intelligence information within the Metropolitan Police Service
Primary Benefits:	<ul style="list-style-type: none"> ● Improved standards in intelligence management ● Reduced duplication of information recording ● Improved tasking of our people and resources to maximise policing effectiveness ● Improved police service delivery during current and future national and international events
Key Deliverables for 2006-2007:	<ul style="list-style-type: none"> ● To develop a new structure of processes and systems for the management and communication of intelligence information
Contributing to:	<ul style="list-style-type: none"> ● Better use of resources ● Enabled staff

Part 3:

Delivery of the Policing Plan

This section of the document explains the wider changes and work going on within the Metropolitan Police Service under the scrutiny of the Metropolitan Police Authority. This includes a description of the Metropolitan Police Modernisation Programme and how performance within the police service is managed.

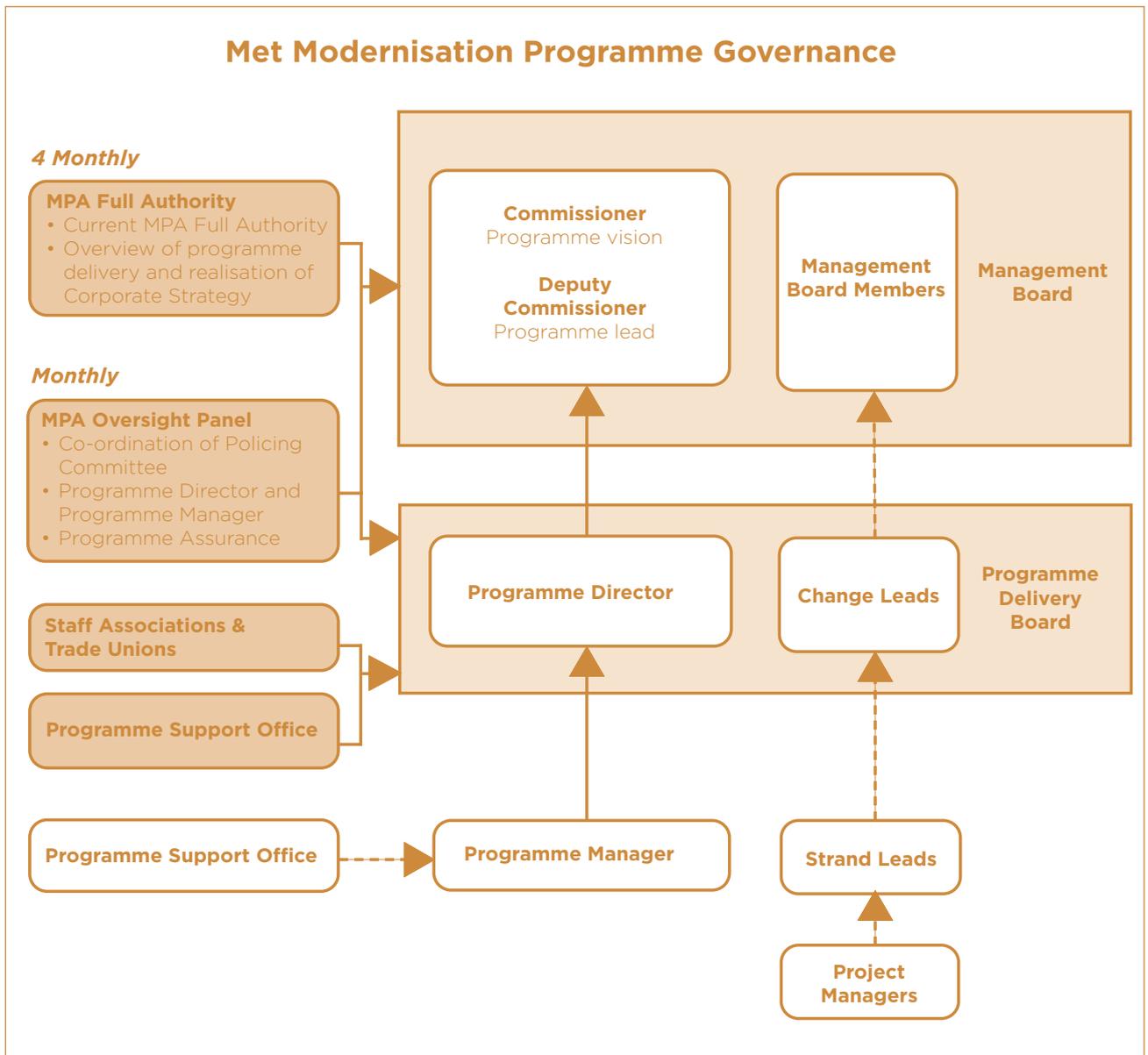
Met Modernisation Programme, Efficiency and Value for Money

The role of Performance Board is to oversee and coordinate overall corporate performance to achieve policy objectives. It is chaired by the Deputy Commissioner and is held monthly and is particularly concerned with driving activity towards the Metropolitan Police Authority Annual Policing Plan, the Home Office's Police Performance Assessment Framework and Her Majesty's Inspectorate of Constabulary's Baseline Assessment of the Police Service.

The Territorial Policing Performance Unit manages the performance of local Borough Operational Command Units. These 32 units are split into four groups to ensure that performance is compared across Borough Operational Command Units that have similar crime and resource levels. The Assistant Commissioner of Territorial Policing chairs monthly Crime Control Strategy Meetings with each group and these focus on a variety of key themes each month and involve corporate partners where appropriate. In addition boroughs also have monthly meetings with their link Commander where their performance is held to account. These cover a wide number of issues and are to congratulate good performance, share good practice and highlight areas for improvement.

The Met Modernisation Programme is tasked with delivering the overall programme of change set out by the Policing London Strategy. As with any other public service, the public expect us to deliver high quality standards on an affordable basis. The modernisation programme will co-ordinate a service-wide strategy for delivering a robust value for money culture linked to improved performance. A corporate approach to identifying and delivering efficiency savings across the service will be established to enable re-investment in key areas to deliver performance improvements. To achieve this there will be scrutiny of all business cases to ensure investment can be justified and continued monitoring to ensure efficiency savings and other benefits are realised.

The Met Modernisation Programme management and governance structure has been designed to ensure that citizens' and stakeholders' views influence changes, that there is scrutiny of investment decisions, and that benefits are realised.



Below is a diagram that visually represents how the Met Modernisation Programme will coordinate the delivery of the Policing London Strategy and Policing Plan 2006-2007. The main areas for development across 2006-09 are represented in the central circle. The four priorities in bold inside the circle are those that are prioritised for work during 2006/07. This work will enable the delivery of the Operational Strategic Priorities that are represented around the outside of the diagram. In addition, the programme has identified a number of key business processes that underpin the Metropolitan Police Service's ability to deliver longer-term improvement.



Enabling Delivery of the Plan

Analysis has shown that a greater than average volume of crimes occurs within a small number of wards. Plans are being developed which will see the Metropolitan Police Service, in conjunction with partners and communities, bring resources from across organisations to tackle the issues that regularly affect given areas. The analysis also suggests that the same locations suffer repeat victimisation with late night services such as taxi ranks and takeaways being crime hotspots in the evening, with town centres and large retailers being the crime hotspots during the day.

Of those people arrested in these challenging wards, approximately 50% arrested for acquisitive crime have tested positive for cocaine or opiates. Through better understanding of the drivers of crime, the Metropolitan Police Service is able to work with its partners to reduce the levels of crime in London. Targeting prolific offenders is a key tactic as they commit a whole range of crimes including violent crime, burglaries and criminal damage.

Through continued focus on prolific offenders, Safer Neighbourhoods teams and the other strategic priorities we will continue our work towards making London the safest major city in the world.

Appendix 1: Objectives, measures and targets 2006/07

Corporate Priorities		Corporate Priority Objectives contributing to the Strategic Outcomes			
		Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Making Neighbourhoods Safe	Objectives	<ul style="list-style-type: none"> To increase satisfaction and confidence in local police To improve the quality of community information and intelligence 	<ul style="list-style-type: none"> To increase police visibility, familiarity & accessibility Together with our partners, to improve the feeling of security within neighbourhoods 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> To increase the sanction detection rate (to support the increase of offences brought to justice).
	Indicators and Targets	<p>SPI 1 Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to</p> <ul style="list-style-type: none"> 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 81%) 	<p>SPI 3</p> <ul style="list-style-type: none"> d) Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim <p>SPI 4</p> <ul style="list-style-type: none"> a) Using the British Crime Survey, the risk of personal crime b) Using the British Crime Survey, the risk of household crime 	<p>SPI 5</p> <ul style="list-style-type: none"> 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) <p>SPI 8</p> <ul style="list-style-type: none"> a) Percentage of domestic violence incidents where an arrest was made related to the incident. <p>(Target 60% - Changes made to powers of arrest in January 2006 may affect this target, it is currently under review and subject to alteration)</p>	<p>SPI 6</p> <ul style="list-style-type: none"> b) Percentage of offences brought to justice. (achieved through SPI7A) <p>SPI7</p> <ul style="list-style-type: none"> a) Percentage of notifiable offences resulting in a sanction detection. (Target 20%) <p>PSA3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice (achieved through SPI7a)</p>

Corporate Priorities		Corporate Priority Objectives contributing to the Strategic Outcomes			
		Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Making Neighbourhoods Safe (continued)	Indicators and Targets	<p>SPI 2</p> <p>a) Using the British Crime Survey, the percentage of people who think their local police do a good job</p> <p>SPI 3</p> <p>a) Satisfaction of victims of racist incidents with respect to the overall service provided (Target 72%)</p> <p>b) Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided</p> <p>c) Percentage of PACE searches which lead to arrest by ethnicity of the person searched</p>	<p>SPI 10</p> <p>a) Using the British Crime Survey, fear of crime.</p> <p>b) Using the British Crime Survey, perceptions of anti-social behaviour</p> <p>(Target – 25% of people or less worried about anti-social behaviour)</p> <p>c) Using the British Crime Survey, perceptions of local drug use/drug dealing</p> <p>SPI 11</p> <p>a) Percentage of police officer time spent on frontline duties</p> <p>SPI 5</p> <p>b) Violent crime per 1,000 population (shared with criminal networks)</p> <p>(Target – 5% reduction in BCS crimes only – sub indicators of violence against the person and robbery also to be monitored)</p>	<p>PSA1 Reduction in 10 British Crime Survey comparator crimes (Target – likely to be around 6.5%)</p> <p>To reduce crime in problem wards with the highest criminality (baseline to be developed)</p> <p>SMT representation and attendance at Childrens' Trust meetings and local Safeguarding Children Boards</p> <p>(Target – 100% attendance on all BOCUs)</p>	<p>Number of outstanding warrants (Target – 15%)</p>
	Activities	<p>To ensure that vulnerable victims of crime are identified and receive frequent visits from Safer Neighbourhoods teams</p> <p>Undertaking effective investigations through the 'Getting it right first time' approach</p>	<p>To ensure the staffing on all 624 Safer Neighbourhoods teams reaches the minimum level of 1 Sergeant, 2 Police Constables and 3 Police Community Support Officers</p>	<p>The Safer Neighbourhoods teams to tackle the identified priorities in each electoral ward</p>	<p>All officers to receive sanction detection training</p> <p>Look into the possibility of developing measures to reduce the 'justice gap'</p>

Corporate Priorities		Corporate Priority Objectives contributing to the Strategic Outcomes			
		Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Counter Terrorism, Security & Protection	Objectives	<ul style="list-style-type: none"> To create a safer environment in London boroughs through Security, Protection and Counter Terrorism work 	<ul style="list-style-type: none"> To increase advanced identification of threats from, and opportunities for countering, terrorism To enhance the security of key locations and protected persons 		
	Indicators and Targets	<p>To increase the coverage of Counter Terrorist Intelligence Officers to 70% of London boroughs</p> <p>Suspected or actual terrorist incidents to achieve a rating of "appropriate" for scene management (Target - 90%)</p> <p>Explosives officers to attend Improvised Explosive Device and other suspect device calls within set time, 95% of the time</p>	<p>To improve our mobile response to Embassy Warning System activations to diplomatic, government and vulnerable communities within 6 minutes to 90% of the time</p> <p>To improve our attendance to all personal attack alarm and perimeter alarm activations on the main Parliamentary Estate are attended within 3 minutes to 80% of the time</p> <p>85% of Terrorist Hotline calls to be answered within set time</p> <p>No intrusions in to the Red Zone of the Parliamentary Estate</p> <p>Reduce the gap between Budget Workforce Targets and actual strength by half by 31 March 2007</p> <p>No intrusions in to the protected secure residence of a principal [red and purple zones]</p>		

Corporate Priorities		Corporate Priority Objectives contributing to the Strategic Outcomes			
		Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Counter Terrorism, Security & Protection (continued)	Activities	Support by the Counter Terrorism Command to members of police senior management teams responsible for the counter terrorism element of Borough Policing Plans	Develop a plan to assess the needs of Specialist Operations for Information Technology, Human Resources, and Accommodation		
		Safer Neighbourhoods teams to receive a counter terrorism briefing by Counter Terrorism Intelligence Officers within two months of inception (Target 80%)			

Corporate Priority Objectives contributing to the Strategic Outcomes					
Corporate Priorities		Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Criminal Networks Objectives	<ul style="list-style-type: none"> To increase satisfaction with police interventions that disrupt the activities of high priority criminal networks, which impact on communities across London To increase police engagement with communities to aid the disruption of criminal networks 	<ul style="list-style-type: none"> To enhance security of partners or businesses which are targeted by criminal networks To enhance partnership working with organisations which are targeted by criminal networks 	<ul style="list-style-type: none"> To reduce crime through disruption of criminal networks To increase the number of criminal networks disrupted To maximise the number of opportunities to identify assets that can be seized from those involved in criminal networks To contribute towards harm reduction in London through the disruption of criminal networks 	<ul style="list-style-type: none"> To maximise the opportunities to bring offenders to justice through actively engaging criminal justice partners To increase the confidence of victims and witnesses in the handling of cases related to criminal networks 	
	Indicators and Targets Percentage of citizens who think organised violence between or within criminal groups or gangs is a problem (intend to establish baseline) Percentage of citizens who think organised crime is a problem (establish baseline) Percentage of citizens who think gun crime is a problem (establish baseline)	Community engagement Indicator to be developed	Number of criminal networks disrupted (Target 100) (Incorporating number of criminal networks engaged in drugs activity disrupted) Reduce gun enabled crime SPI 5 e) Life threatening crime and gun crime per 1,000 population. (shared with Safety in Neighbourhoods) (Target -4% gun crime across the Metropolitan Police Authority area) Successful interventions in kidnap offences related to criminal networks investigated by SCD	The value of assets identified by court order for seizure SPI 8 c) Value of cash forfeiture orders and confiscation orders per 1,000 population. (Linked with the value of assets identified by court order for seizure) The number of cases where the assets are restrained or cash seized. (Target 200) Achieve gun enabled crime sanction detection rate (Target 25%) Work will be carried out over the year to develop baselines and indicators that will inform the drugs strategy. Particular emphasis will be given to the potential development of indicators based around prolific and priority offenders and to the seizure of proceeds of crime	

Corporate Priorities		Corporate Priority Objectives contributing to the Strategic Outcomes			
		Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Criminal Networks (continued)	Activities	Engage more widely with communities across London who are affected by criminal network activity to help increase our understanding and prevent criminal network activity from occurring	To significantly disrupt the criminal network activity in the most challenged neighbourhoods and look to prevent displacement and re-occurrence	Continue to develop the criminal network prioritisation matrix as the primary intelligence tool for depicting criminal network activity across London Establishing a robust system for linking the prioritisation matrix into the corporate tasking system, particularly with allocation of proactive resources to ensure we are focussing on the highest priority criminal networks	Provide a fast time response to high risk, high threat criminal networks as appropriate Continue to move to a more flexible proactive response to focus enforcement on the highest priority criminal networks
				Reducing the impact of criminal networks through focusing work on victim, offender and location profiles	

Corporate Priority Objectives contributing to the Strategic Outcomes				
Capital City Policing	Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	
<p>Objectives</p> <ul style="list-style-type: none"> To ensure the safety of the transport network in London To secure the safety of the 2012 London Olympics To reassure the public that the Metropolitan Police Service is developing appropriate tactics to deal with major incidents or terrorist related activity 	<ul style="list-style-type: none"> To assist organisers in ensuring safety & security at high profile major events To improve the capability of the firearms response in London To ensure that the establishment of the Metcall service leads to improved citizen focus through enhanced response to requests for police services 	<ul style="list-style-type: none"> To enhance tasking and coordination, including development of a 24/7 365 days a year tasking capability to assist in real time tasking, to ensure transparency, focus and cost effectiveness by deploying specialist resources where they are of most benefit To ensure that the police service has planned for, and is adequately prepared for dealing with emergencies under the Civil Contingencies Act 2004 	<ul style="list-style-type: none"> To ensure Central Operations operational units through effective tasking are working with boroughs and other Operational Command Units to support the Metropolitan Police Service to achieve an increase in the number of offenders brought to justice 	
<p>Indicators and Targets</p>	<p>SPI 1a-1e Victim satisfaction with contacting police in relation to traffic accident victims</p> <p>SPI 3 b Comparison of satisfaction for white users and users from ethnic minority groups with respect to the overall service provided for traffic accident victims.</p> <p>SPI 9a (i) Number of people killed in under 30 days or seriously injured in road traffic collisions (ii) per 100 million vehicle km travelled</p> <p>Customer satisfaction surveys to measure: Passenger perception of safety and security on buses Passenger perception of safety and security at bus shelters</p>			

Corporate Priorities		Corporate Priority Objectives contributing to the Strategic Outcomes			
		Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Capital City Policing (continued)	Activities	To Work with partners to enhance safety on London's roads and to develop a service wide consultative group for stakeholders linked to road policing issues (e.g. Mayor's office, Metropolitan Police Authority, RAC, AA)	To formally identify our various partners in events planning in the capital To review the feedback from police officers who have attended public orders events to ensure that any areas for improvement are identified and addressed for future events	To develop high level capital city performance measures	To increase the amount of assets seized by Clubs and Vice OCU To expand Automatic Number Plate Recognition capability and capacity in support of Safer Neighbourhoods, Counter Terrorism, Security and Protection, and Criminal Networks
		To develop the Olympics OCU, ensuring early identification of, and engagement with, stakeholders To develop a business group led approach to openness in relation to tactics and equipment			

Additional Policing Performance Assessment Framework measures delivered within Business Group priorities:

- Directorate of Resources: SPI 12a 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 2:

Policing Priority Background Information

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

Enabling Delivery of the Policing Plan

In addition to focusing on the 13 critical performance areas the Metropolitan Police Service will undertake activity to ensure we are able to delivery the strategic priorities. This activity includes:

Enabled Staff

Training and Development

The Metropolitan Police Service understands that delivering the service you need effectively for London is dependent upon our staff having the right skills and knowledge to perform their roles successfully. The Directorate of Training and Development 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:

- Deliver the national programme for probationer training
- Continue development of the extended policing family training; and
- Further the potential of e-learning.

In support of these objectives, the Directorate of Training and Development has produced an annual costed training plan, which provides direction to all Metropolitan Police Service training providers in the disciplines of design, delivery, prioritisation and evaluation of training.

The plan also outlines the proposed training activity for the police service, broken down by the training provider and business groups, and is categorised as required by the Home Office. A costed element of all training activity is included within the plan, which is calculated using the national costing model. This provides a 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.

A Modern and Diverse Workforce

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. 2005/06 has seen the number of police officer applications from black and minority ethnic candidates increase from 21% in 2003/04 to 46%, with female applications also increasing by 10% during this period, to 38%. Female police staff representation remains high, and will continue to do so with applications rising from 22% in 2003/04 to 50% this financial year. Positively, black and minority ethnic applications have made a marked increase over this period from 23% to 36%. Black and minority ethnic and female applications for PCSO positions have remained consistently high over this period, at 46% and 30% respectively.

The online recruitment strategy continues to be developed and it is envisaged that recruitment for the police service will be a virtually paperless environment. A service centre structure will be partially implemented, with careers advisors on hand to provide advice and guidance to applicants. This process will be piloted in April for three months for PCSO and Metropolitan Special Constabulary officers and will be evaluated before full implementation in September 2006.

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. The table below shows the planned numbers of staff for 2006/07.

Function	Police officers				Police staff including Traffic Wardens & PCSOs			
	White		All minority ethnic		White		All minority ethnic	
	Male	Female	Male	Female	Male	Female	Male	Female
Operational	19360	4780	1694	490	2325	1924	864	520
Operational Support	2924	617	130	49	1865	2255	295	553
Organisational Support	1109	360	50	20	2004	3140	390	1238
Total	23393	5757	1873	559	6194	7319	1549	2311

Note: All figures are in relation to the full time equivalent and are planning assumptions, and hence may change through the course of the financial year.

Accessibility Improvements

To support the accelerated rollout of Safer Neighbourhoods teams the Metropolitan Police Service 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 within the wards in which the Safer Neighbourhoods team operates. The Metropolitan Police Service 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.

Equality Scheme

The Metropolitan Police Service published its Race Equality Scheme 2005-08 in May 2005. It sets out the legislative requirements and the arrangements to meet them in an action plan. The Scheme can be obtained from the Metropolitan Police Authority and Metropolitan Police Service websites and is also available on request as a hard copy and in other formats and languages. An annual review of the Scheme is published, with an interim six-monthly report submitted for Metropolitan Police Authority scrutiny.

Both the Metropolitan Police Authority and the Metropolitan Police Service are committed to eliminating discrimination and positively promoting equality and good relations in all its forms. Therefore, to develop a fully inclusive approach, the Race and Diversity (Confidence and Equality) Strategy 2006 - 2009 has been produced and a Single Equality Scheme, which will incorporate the six equality strands of age, disability, ethnicity, gender, religion and belief and sexual orientation will be completed by December 2006. In the coming year we will strive to ensure that:

- None of our policies adversely impact any particular group. Every policy has been through a process of review and equality impact assessment, and all new policies go through this process
- Policies are monitored and the results published
- Staff will be trained appropriately regarding diversity and equality issues based on role and need in accordance with the Police Race and Diversity Learning and Development Programme
- The service is accessible and responsive to the diversity of people living, working or visiting London, and
- Employment arrangements and processes are effectively monitored and action taken to promote equality and diversity.

Diversity performance will be measured locally and corporately in line with the Local Government Equality Standards and to meet Home Office requirements such as those contained within the Police Performance Assessment Framework.

Police Reform and the Community Safety Accreditation Scheme

As the policing family continues to grow, the Community Safety Accreditation Scheme allows powers to be provided to accredited persons, such as Police Community Support Officers, Investigation Support Officers and local authority Wardens. This scheme intends to improve standards, raise awareness, and promote and develop strong relationships between the Metropolitan Police Service and its partners. It will also coordinate resources, allow better information sharing and bring together expectations and standards. People who seek accreditation are seen as an important part of the wider police family as they contribute towards reassuring the public and help to prevent crime, disorder and anti-social behaviour. The scheme has been made possible as a result of the Police Reform Act 2002.

Accredited employees receive targeted powers appropriate to their role and the community which may include the power to require a name and address, the power to stop vehicles for testing, the power to issue fixed penalty notices for truancy and littering, and the power to issue penalty notices for disorder.

A pilot scheme in Southwark is ready to be implemented and is awaiting final approval. Timescales of the pilot are not confirmed at present. An evaluation of the pilot will determine the benefits that are delivered before rollout across the organisation.

Better Use of Resources

Service Improvement Reviews

The Met Modernisation Programme will identify priority areas suitable for Service Improvement Reviews. It is anticipated that two reviews will be undertaken during 2006-07.

Financial Planning

Substantial further investment is planned in 2006/07 to complete the roll out of Safer Neighbourhoods teams across the whole of London. In total, funding of £75.1m is identified in the budget for an additional 368 teams. The teams will all be established at reduced strength from 1 April 2006 and brought up to full strength during the course of 2006/07. The full year cost in 2007/08 will be £118m.

Additional resources for Counter Terrorism have also been obtained with an increase of £30m in Home office grant in 2006/07 rising to an extra £45m in 2007/08. This will allow a substantial increase in the number of officers engaged in this activity, together with improved infrastructure support.

Other corporate priority areas allocated additional resources within the budget include £2.4m to develop C3i, £2m for Witness Care Units as part of the Citizen Focus priority, £2m for dealing with Criminal Networks and £1m to enhance the Together programme of staff development. These allocations may change on consideration of detailed business cases.

The Capital Programme contains substantial further investment with a growing emphasis on the Estates Strategy for modernisation of the Metropolitan Police Authority property portfolio. This provides for the replacement of inefficient and outdated buildings by more suitable premises such as Patrol Bases and Cell Clusters. Local accommodation for the new Safer Neighbourhoods teams is also included within the programme.

2006/07 Efficiency Plan

The target for efficiency savings for 2005/06 was £75 million. This has been exceeded and savings are now expected to be £87 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 Service will aim to achieve £102 million of efficiency savings in 2006/07 which will exceed its 3% target. £72 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:

- The increased use of Penalty Notices for disorder (which allow officers to remain on the street without having to return to the station to deal with offenders)
- Use of the Livescan digital fingerprinting system, and
- An increase in the number of unpaid volunteer workers at police stations.

Progress against the efficiency plan is monitored on a quarterly basis by the Metropolitan Police Authority Finance Committee.

Activity Based Costing

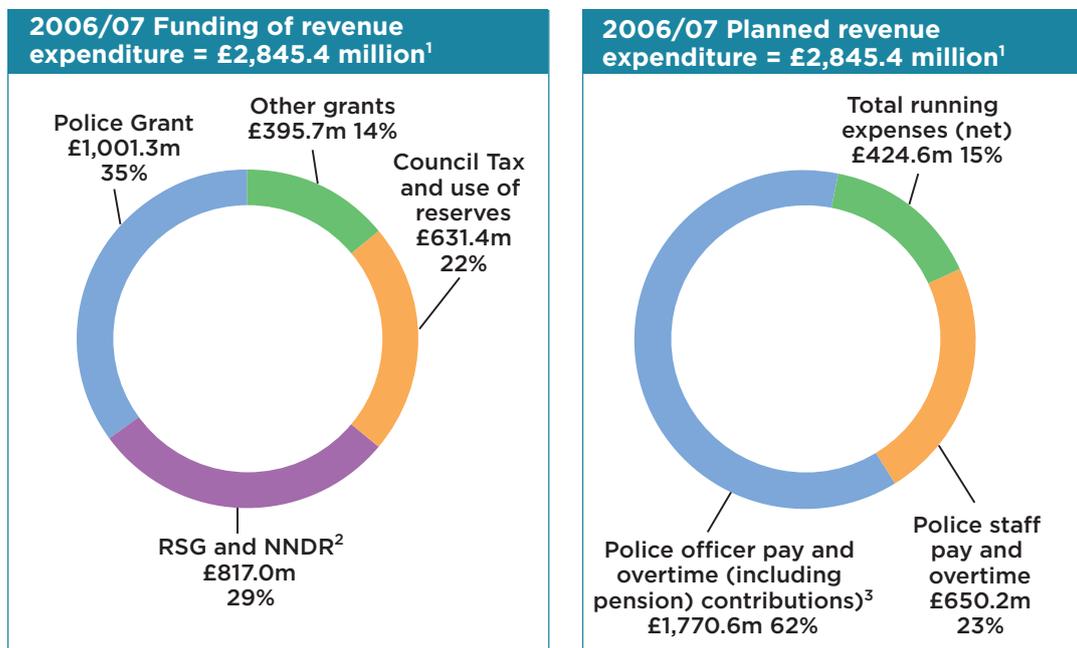
The Metropolitan Police Service delivered an Activity Based Costing during 2005/06 for the 2004/05 resource usage of the police service, in accordance with Home Office guidelines.

Activity Based Costings provide information on how the resources of the service are consumed by the activities that are undertaken. The Metropolitan Police Service will utilise this data to help identify potential areas for both efficiency and align to the Policing Plan.

Progress over this year will be monitored by both the Metropolitan Police Authority Finance and Performance Committees.

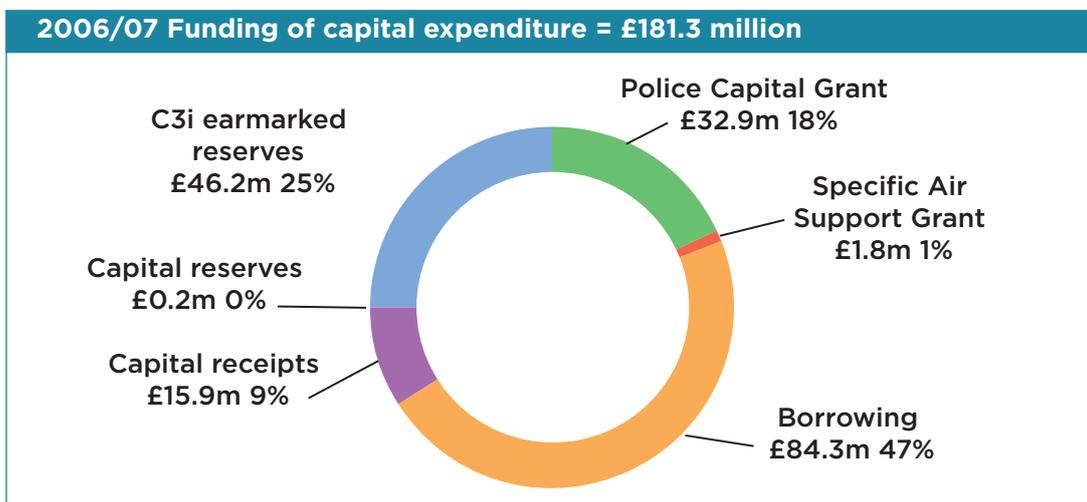
2006/07 Revenue and Capital Expenditure Programme

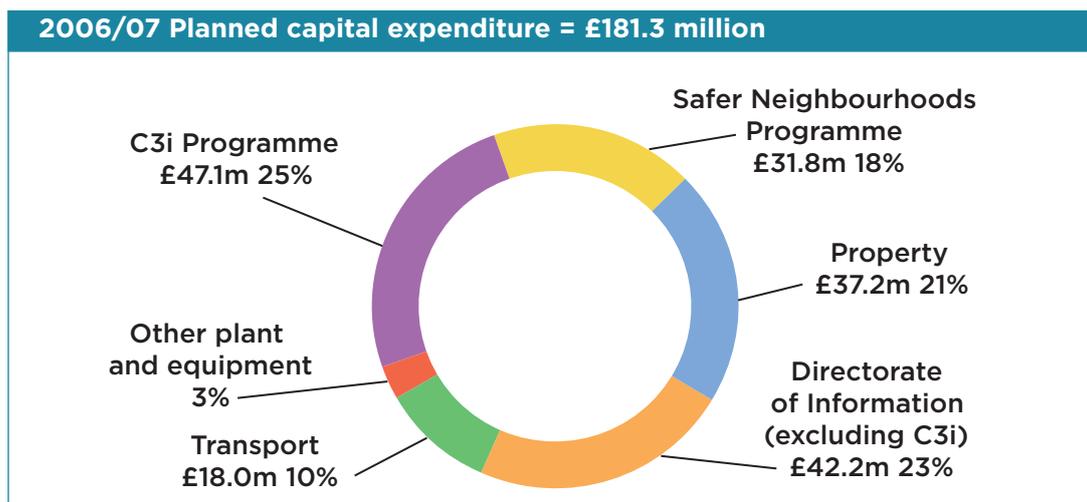
The charts below show the revenue and capital expenditure and planned revenue and capital funding for 2006/07.



Notes:

1. The total revenue funding and expenditure shown above exclude growth of £30m of counter-terrorism funding in 2006/07 as the allocation of this growth has not yet been agreed.
2. National non-domestic rates (NNDR) and revenue support grant (RSG) are effectively a single grant in support of local authority expenditure
3. Due to changes in the financing arrangements for police officer pensions, pension contributions are now shown as part of police officer pay.





Background to the Policing Plan

This section provides important background information that you will find useful in understanding how the Policing London Strategy for 2006-09 has been developed and how we have identified the key areas of focus within the Policing Plan for 2006/07.

National Policing Priorities

The National Policing Plan contains the Home Secretary's strategic priorities and performance indicators for all police services over the period 2006-09. It is found as an annex within the National Community Safety Plan 2006-09. The list of priorities are:

- Reduce overall crime by 15% by 2007/08 and more in high crime areas
- Bring more offences to justice in line with the government's Public Service Agreements
- Provide every area in England and Wales with dedicated, visible, accessible and responsive neighbourhood policing teams and reduce public perception of anti-social behaviour
- Tackle serious and organised crime including improved intelligence and information sharing between partners
- Counter terrorism
- Domestic extremism, and
- Reform to deliver these priorities.

The National Policing Performance Assessment Framework, measures performance against the government's priorities. This compares and assesses strategic performance against a comparison group known as Most Similar Forces. Comparison occurs across a range of policing responsibilities and proves to be an effective and fair way of measuring. All of the Policing Performance Assessment Framework measures are contained within the operational priorities. The most similar forces compared with the Metropolitan Police are Merseyside, West Midlands, West Yorkshire and Greater Manchester Police.

London-wide Policing Priorities

Priorities set by the Mayor

As well as the national priorities, the Mayor of London has also identified a number of specific issues for the Metropolitan Police Authority to consider. These include:

- A 20% reduction of crime by 2007/08. This will include a decrease in robbery, burglary and violent crimes in the capital, while at the same time reducing the volume and victimisation rate for race and religious hate crime, rape, sexual offences and violence against women
- Reassuring the public, reducing the fear of crime and anti-social behaviour, and building confidence in the criminal justice system without compromising fairness. This will be done through many ventures including increasing safety in public areas, increasing the safety of transport interchanges through joint work with Transport for London and British Transport Police, as well as proposing to fully staff all 624 Safer Neighbourhoods teams
- Reducing the harm caused by illegal drugs including substantially increasing the number of drug misusing offenders entering treatment through the criminal justice system
- Continuing to bring more offences to justice in 2007/08 by bridging the gap to increase the number of successful prosecutions and convictions for rape and sexual offences as well as an increase the number of successful convictions for race and religious hate crime
- Support to victims and witness to increase the number of successful prosecutions so that more guilty offenders are convicted for their crimes
- Dealing with terrorism and other catastrophic events, and
- Supporting the London 2012 Olympics.

Local Policing Priorities

Borough Operational Command Units (BOCUs) have local priorities that are informed by Crime and Disorder Reduction Partnerships (CDRPs). These are developed in conjunction with local key partners. The main borough objectives arising from this year's CDRPs include:

- Anti-social behaviour
- Burglary
- Domestic violence
- Gun crime
- Preventing young people from entering drug and alcohol related crime
- Tackling the fear of crime
- Creating Safer Neighbourhoods
- Targeting prolific and priority offenders, and
- Robbery.

Partnership work continues to develop rapidly with half of the boroughs in London entering into Local Area Agreements in April 2006. These will see Borough Operational Command Units working even closer with local authorities and other local partners to help deliver safer and stronger communities.

Public consultation is an ongoing process and it is utilised annually to inform the Policing Plan, with individuals and organisations invited to put forward their options and preferences for policing priorities. Some of these organisations may work closely with the police as statutory partners but for some individuals it may be the first occasion that they have aired their views. Each has a different perspective and may have a sole interest in only one issue. The process allows contributors to see what others have submitted and allows them to see options they may not have considered, or where their submission has strong crossovers with others. The following are the key themes that emerged in sequence from the overall 2005 consultation process:

- Anti-social behaviour and low level crime
- Visibility, numbers of police and reassurance
- Traffic and road safety offences
- Youth crime and other youth issues
- Reporting systems and response times, and
- Drugs and drug related crime.

Metropolitan Police Business Group Policing Priorities

The police service also develops Business Group priorities which relate to significant areas of business that are the responsibility of a specialist unit or support directorate. Some examples of Business Group priorities include homicide investigation and the role of the Child Abuse Investigation Command in the Specialist Crime Directorate to safeguard children and young people from physical, sexual and emotional abuse.

Appendix 3: How we did during 2005/06

Summary of our Performance Achievements

The Metropolitan Police Service has achieved a number of successes against last year's objectives and targets. It has however been a challenging year, especially with the terrorist bombings in London where resources were stretched significantly. Despite this, the police service has met the majority of the priorities and targets set by the Metropolitan Police Authority, particularly in terms of citizen focus, criminal justice and terrorism. Below is an overview of some of the performance achievements between April 2005 and January 2006:

- Overall victim satisfaction of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to police contact is at 86% compared to a target of 82%
- The value of assets identified by court order for seizure has totalled £18.7million against a target of £5million
- Road casualties have decreased significantly – the number of people killed or seriously injured is down by 14%, as well as child casualties being reduced by 16%
- The sanction detection rate for domestic burglary is 2.6% above the target.

This past year has seen a number of challenges and as a result not all targets have been met. Most notably:

- Gun enabled crime has risen by 7.6%. Contributory factors include an increase in the quality and use of modified firearms and the decreasing age of offenders
- Serious Violence has risen, and in particular robbery has risen by 14.7%. This is in part due to the increased ownership of mobile phones. Two of the most similar forces to the Metropolitan Police Service have suffered similar increases.

Summary of the Service Improvement Review

A review into the security guarding of all police authority premises was completed in the summer of 2005. This review was part of the 2004/05 programme of reviews.

The review made a number of recommendations that are intended to increase the effectiveness of police security guarding arrangements. The main areas for improvement recommended by this review are:

- The development of a risk management strategy to minimise the potential impact of the introduction of Security Industry Authority licensing on guarding service levels within the Metropolitan Police Service
- A more systematic process for identifying the operational requirements for guarding services at police authority premises

- The optimisation of guarding arrangements based on cost and effectiveness
- Measures to improve the management and control of guarding
- Immediate action to deliver service improvements for guarding, and
- The development of an overall strategy for building security.

As with all Service Improvement Reviews progress on the implementation of the recommendations from this review are reported to the Metropolitan Police Authority on a six-monthly basis.

Inspections by Her Majesty's Inspectorate of Constabularies

On 27 October 2005 Her Majesty's Inspectorate of Constabulary (HMIC) published a high-level diagnostic assessment of each police force's performance during 2004/05, measuring progress and gauging performance against agreed standards and known good practice.

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

HMIC have graded forces using four grades of achievement:

- Excellent – comprehensive evidence of good performance and effective processes. Low priority for inspection or in-force improvement effort
- Good – evidence of average/above average performance and effective activity. Low priority for inspection or in-force improvement effort, but kept under review
- Fair – evidence of effective activity covering some areas, but concerns in others. Expectation that this area will feature in the Inspection Plan, unless the force demonstrates that remedial action is planned or under way. Force would be expected to prioritise this as an area for improvement, and
- Poor – no or limited evidence of effective activity. It would be expected that the force acknowledges that this assessment will generate concern; unless exceptional circumstances exist, HMIC will regard this as a high priority both for in-force improvement activity and inspection.

HMIC also noted a 'direction of travel' grade. These are Improved, Stable and Deteriorated.

The table below shows the grades awarded to the Metropolitan Police Service, together with the direction of travel. The report is available at:

www.inspectorates.homeoffice.gov.uk/hmic/inspect_reports1/baseline-assessments-ho-0506/mps-baseline05.pdf

Summary of judgements	Grade	Direction of travel
Citizen Focus		
Fairness and equality	Fair	
Neighbourhood policing and community engagement	Good	Improved
Customer service and accessibility	Fair	Stable
Professional standards	Good	
Reducing Crime		
Reducing hate crime and crimes against vulnerable victims	Good	Improved
Volume crime reduction	Poor	Improved
Working with Crime and Disorder Reduction Partnerships to reduce crime	Good	Improved
Investigating Crime		
Investigating major and serious crime	Excellent	
Tackling level 2 criminality	Excellent	
Investigating hate crime and crimes against vulnerable victims	Good	Improved
Volume crime investigation	Poor	Improved
Forensic management	Fair	Improved
Criminal justice processes	Fair	Improved
Promoting Safety		
Reassurance	Fair	Improved
Reducing anti-social behaviour and promoting public safety	Fair	Improved
Providing Assistance		
Call management	Fair	Improved
Providing specialist operational support	Good	Improved
Roads policing	Excellent	Improved
Resource Use		
Human resource management	Good	Improved
Training and development	Fair	Improved
Race and diversity	Fair	
Resource management	Good	Improved
Science and technology management	Good	Improved
National intelligence model	Good	Improved
Leadership and Direction		
Leadership	Good	
Strategic management	Good	Improved
Performance management and continuous improvement	Fair	Improved

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

The 2006 Baseline Inspection process will take place between January and October 2006. HMIC has reduced the number of frameworks this year from 27 to 23, following consultation with Association of Chief Police Officers and all forces. The results from the 2005 action plan will be integrated into the 2006 Baseline Assessment process.

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

On 27 October 2005 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.

The table below shows the grades awarded. Details are also available at www.police.homeoffice.gov.uk/performance-and-measurement/performance-assessment/assessments-2004-2005/metropolitan-police

Domain	Grading	Direction of travel
Citizen focus	Poor	Stable
Reducing crime	Fair	Stable
Investigating crime	Poor	Stable
Promoting safety	Poor	Stable
Providing assistance	Good	Improved
Resource use	Good	Improved
Local policing	Good	Improved

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

Audit of Policing and Performance Plan 2005/06

The Audit Commission issued an unqualified report on the best value performance plan on 30 November 2005. The Commission stated that this was a significant achievement for the Metropolitan Police Authority and the police service. There were improvements in the quality of performance information contained within the best value performance plan.

They reserved their opinion on only one statutory performance indicator 11a - 'The amount of Police Officer time available for frontline policing'.

Metropolitan Police Authority Response

The police authority is happy with the improvements made. The police service has resolved to ensure that there are sufficient quality checks to resolve the problem highlighted with the indicator mentioned above. The Authority will monitor progress of activity based costing and activity analysis data collection through the Finance Committee.

Objectives, Targets, Measures and Current Performance Against 2005/06 Priorities

Measures	2004/2005 Performance year	2005/06 target	2005/06 Performance year to date (April-Dec 05)	Comment
Objective 1: To minimise the risk from terrorist activity and to maintain an effective response to terrorist incidents				
PP	Terrorist Incident scene management. Suspected or actual terrorist incidents achieve rating of appropriate scene management	90%	98.5%	
PP	Percentage of other (non-Police and Criminal Evidence) stop/searches which lead to arrest by ethnicity of the person stopped	White 1.1% Black and minority ethnic 2.5%	White 1.1% Black and minority ethnic 2.6%	The measure will be used to monitor community impact
PP	Special Branch to focus on operations countering the most serious terrorist threats to security	70% of operations to be against priority targets	98%	
PP	To provide a high quality service to calls made to the Anti-Terrorist Hotline 0800 789 321	85% of Anti-Terrorist Hotline calls to be answered within the set time	78%	There were 24,000 calls received in July 2005, compared with a monthly average of 690 for the rest of the year. Under the increased volume in July, 74% of calls were answered in target time
PP	To maintain the security of the Royal Palaces and Parliamentary Estate	No intrusions to key designated areas	0	
PP	To undertake a review of security at every MPS building designated as 'mission critical'	Target to complete all security reviews before 31 March 2006	Priority 1- 100% Priority 2 - 81%	

Objectives, Targets, Measures and Current Performance Against 2005/06 Priorities

Measures	2004/2005 Performance year	2005/06 target	2005/06 Performance year to date (April-Dec 05)	Comment
Objective 2: To reduce the level of gun enabled crime				
SPI 5e	Life threatening crime and gun crime per 1,000 population	0.92	0.81	Shared lead with Violence Delivery Plan. Target set for level of gun enabled crime
PP	Reduce level of gun enabled crime	-7.9%	+7.6%	
PP	Improve detection rate for gun-enabled crime	18.5%	18.9%	
Objective 3: To disrupt organised criminal networks, the activities they are involved in and to seize their assets in order to reduce harm in neighbourhoods and communities.				
PP	The value of assets identified by court order for seizure	£21.5M	£18.7M	
PP	The number of disruptions to organised criminal networks	41	50 networks disrupted	61
PP	The number of cases where assets are restrained or cash seized	N/a	156	New measure - baseline to be established 2005/06

Objectives, Targets, Measures and Current Performance Against 2005/06 Priorities

Measures	2004/2005 Performance year	2005/06 target	2005/06 Performance year to date (April-Dec 05)	Comment
Objective 4: To improve neighbourhood safety				
SPI 3c	Percentage of stop/searches which lead to arrest by ethnicity of the person stopped	White: 9.8% Black and minority ethnic: 10.4%	White: 12.3% Black and minority ethnic: 13.8%	Data refers to April to December 2005
SPI 4a & 4b	(a) Using the British Crime Survey, the risk of personal crime; (b) Using the British Crime Survey, the risk of household crime	a) 8% b) 20%	a) 7.6% b) 20%	British Crime Survey data for year to September 2005
SPI 5a	Domestic burglaries per 1,000 households	19.5	16.7	
SPI 5d	Vehicle crime per 1,000 population	18.4	15.6	
SPI 9a	Number of people killed in under 30 days or seriously injured in road traffic collisions	3,661	1,908	Data refers to April to September 2005
	Number of people killed or seriously injured per 100million vehicle kilometre travelled	11.2	5.9	Data refers to April to September 2005
SPI 10a	Using the British Crime Survey, fear of crime	<ul style="list-style-type: none"> Burglary 18% Car crime 20% Violence 26% 	<ul style="list-style-type: none"> Burglary 19% Car crime 19% Violence 25% 	British Crime Survey data for year to September 2005
SPI 10b	Using the British Crime Survey, perceptions of anti-social behaviour	31%	28%	British Crime Survey data for year to September 2005
SPI 10c	Using the British Crime Survey, perceptions of local drug use/drug dealing	34%	32%	British Crime Survey data for year to September 2005
SPI 11a	Percentage of police officer time spent on frontline duties	65.6%	69.7% (estimated)	
PP	Reduction in 10 British Crime Survey comparator crimes, Borough Operational Command Unit target setting to produce MPS target	-6.3%	+0.3%	

Objectives, Targets, Measures and Current Performance Against 2005/06 Priorities

Measures	2004/2005 Performance year	2005/06 target	2005/06 Performance year to date (April-Dec 05)	Comment
Objective 4: To improve neighbourhood safety (continued)				
PP	The number of crack house closure orders obtained and the number of crack houses closed as a consequence of the orders	221	<ul style="list-style-type: none"> Obtained 155 Closed 155 	The figure given for 2004/05 is only for five boroughs. 2005/06 data refers to period April to December.
PP	Sanction detections for domestic burglary	11.9%	16.6%	
PP	Sanction detections for vehicle crime	4.7%	6.6%	
PP	Reduction in the number of child casualties as per Mayor's London Road Safety Plan	-8.9%	-19.4%	Data refers April to September 2005
Objective 5: To improve our contribution to the criminal justice system				
SPI 6a	Number of notifiable/recorded offences resulting in conviction, caution, street warning for cannabis possession, taken into consideration at court or for which a penalty notice for disorder has been issued	12,580	14,502	
SPI 6b	Percentage of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court	14.7%	17.6%	
SPI 7a	Percentage of notifiable/recorded offences resulting in charge, summons, caution or taken into consideration at court	14.7%	17.6%	
PP	Reduce the rate of ineffective trials	N/a new indicator	24.4%	

Objectives, Targets, Measures and Current Performance Against 2005/06 Priorities

Measures	2004/2005 Performance year	2005/06 target	2005/06 Performance year to date (April-Dec 05)	Comment	
Objective 5: To improve our contribution to the criminal justice system (continued)					
PP	Number of outstanding warrants	Owned 13,695 Residing 12,274	20% reduction	Owned 10,041 Residing 9,467	
PP	Percentage of victims and witnesses who are satisfied	68%	Improved performance on 2004/05	79%	
Objective 6: To improve the citizen experience in their contacts with the police					
Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to:					
SPI 1a	Making contact with the police	81.7% (satisfied) 47.3% (completely/very)	Improved performance	86.1% (satisfied) 55.2% (completely/very)	Data refers to April to December 2005
SPI 1b	Action taken by the police	63.5% (satisfied) 37.0% (completely/very)	Improved performance	77.7% (satisfied) 44.3% (completely/very)	Data refers to April to December 2005
SPI 1c	Being kept informed of progress	48.2% (satisfied) 22.5% (completely/very)	Improved performance	59.2% (satisfied) 27.6% (completely/very)	Data refers to April to December 2005
SPI 1d	Their treatment by staff	86.3% (satisfied) 58.7% (completely/very)	Improved performance	92.3% (satisfied) 67.8% (completely/very)	Data refers to April to December 2005
SPI 1e	The overall service provided	68.0% (satisfied) 39.3% (completely/very)	Improved performance	78.9% (satisfied) 46.9% (completely/very)	Data refers to April to December 2005

Objectives, Targets, Measures and Current Performance Against 2005/06 Priorities

Measures	2004/2005 Performance year	2005/06 target	2005/06 Performance year to date (April-Dec 05)	Comment
Objective 6: To improve the citizen experience in their contacts with the police (continued)				
SPI 2	Using the British Crime Survey, the percentage of people who think their local police do a good job	Improved performance on 2004/05	53.2%	British Crime Survey data for year to September 2005.
SPI 3a	Satisfaction of victims of racist incidents with respect to the overall service provided	Improved performance	70.7% (satisfied) 47.9% (completely/very)	Data refers to April to December 2005
SPI 3b	Comparison of satisfaction for white users and users from black and minority ethnic groups with respect to the overall service provided	Improved performance	White: 80.6% (satisfied) 48.6% (completely/very) Black and minority ethnic: 72.0% (satisfied) 40.9% (completely/very)	Data refers to April to December 2005
PP	Subject Access requests – to respond to any appropriate request for personal information with 40 days	To respond within 40 days and establish baseline compliance issues	77.6%	
PP	Freedom of Information requests – to respond to any appropriate request for any other information under the Freedom of Information Act within 20 working days	To respond within 20 working days and establish baseline compliance issues	85.6%	
PP	Call handling – the percentage of incoming external 999 telephone calls not answered within target time	Improved performance	15.9%	

Objectives, Targets, Measures and Current Performance Against 2005/06 Priorities

	Measures	2004/2005 Performance year	2005/06 target	2005/06 Performance year to date (April-Dec 05)	Comment
Objective 6: To improve the citizen experience in their contacts with the police (continued)					
PP	Call Handling – the percentage of incoming external standard telephone calls not answered within target time	57.6%	Improved performance	53.5%	
PP	Police Response – percentage of 'I' graded incidents attended within target time – 12 minutes	70.6%	To maintain performance on 2004/05	67.1%	
PP	Police Response – Percentage of 'S' graded incidents attended within target time – one hour	53.4%	To maintain performance on 2004/05	47.4%	
Objective 7: To reduce the level of violence and increase the number of violent offenders brought to justice					
SPI 3d	Comparison of percentage detected of violence against the person offences by ethnicity of the victim	White victims: 15.6% Black and minority ethnic victims: 11.1%		<ul style="list-style-type: none"> White victims: 19.9% Black and minority ethnic victims: 15.5% 	This measure will be used to monitor performance and community impact
SPI 5b	Violent crime per 1,000 population	34.1	2% reduction	29.4	
SPI 5c	Robberies per 1,000 population	5.3	2% reduction	5.0	
SPI 8a	Percentage of domestic violence incidents with a power of arrest where an arrest was made related to the incident	46.0%	To improve performance, month on month, towards the national average	52.2%	
PP	Sanction detections for violent crime	20.7%	25% sanction detection rate	22.6%	
PP	Grievous bodily harm and actual bodily harm (excluding domestic violence and hate crime) per 1,000 population	6.39	4% reduction	6.48	
PP	Sanction detections for grievous bodily harm and actual bodily harm (excluding domestic violence and hate)	13.5%	15% sanction detection rate	15.1%	

Objectives, Targets, Measures and Current Performance Against 2005/06 Priorities

Measures	2004/2005 Performance year	2005/06 target	2005/06 Performance year to date (April-Dec 05)	Comment
Objective 7: To reduce the level of violence and increase the number of violent offenders brought to justice (continued)				
PP Sanction detections for all robbery	11.9%	12% sanction detection rate	12.6%	
PP Total detection rate for rape	38.4%	38% total detection rate	32.3%	
PP Sanction detection rate for rape	25.1%	27% sanction detection rate	27.8%	
PP Total detection rate for racist crime	34.2%	36% total detection rate	36.9%	
PP Sanction detection rate for racist crime	18.3%	21% sanction detection rate	23.8%	
PP Total detection rate for homophobic crime	32.3%	37% total detection rate	33.4%	
PP Sanction detection rate for homophobic crime	16.9%	22% sanction detection rate	18.2%	
PP Total detection rate for domestic violence	55.1%	60% total detection rate	59.4%	
PP Sanction detection rate for domestic violence	19.1%	27% sanction detection rate	25.9%	
To establish accurately the level of knife enabled crime and knife possession in public places across London (supported by the range of activities within Operation Blunt - MPS response to knife crime)	N/a		To be assessed at year end	

Key

SPI = Statutory Performance Indicator

PP = Policing Plan indicator

Objectives, Targets, Measures and Current Performance Against 2005/06 Priorities

Measures	2004/2005 Performance year	2005/06 target	2005/06 Performance year to date (April-Jan 06)	Comment
Other Statutory Performance Indicator Areas				
SPI 3e	15.6%	29%	13.2%	
Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population	26.1%		26.1%	
SPI 3g	19.5%	20%	20%	
Percentage of female police officers compared to overall force strength				
SPI 13a	42	64 hours	40	
Average number of working hours lost per annum due to sickness per police officer				
SPI 13b	48	64.8 hours	48	
Average number of working hours lost per annum due to sickness per police staff				
SPI 12a	£57.05 million	£75m (3% of net revenue expenditure)	£100.5 million	
Delivery of cashable and non-cashable efficiency targets				

Key

SPI = Statutory Performance Indicator

PP = Policing Plan indicator

Further Copies and Alternative Languages

This document is the joint Metropolitan Police Authority and the Metropolitan Police Service Policing London Strategy for 2006 to 2009 and includes our plan for policing London over the year ahead (April 2006 to March 2007). The document can be made available in Braille, audiotape, large print or in the languages below by writing to the Director of Communications at the Metropolitan Police Authority whose address can be found on the back cover.

Arabic

هذه الوثيقة هي الإستراتيجية المشتركة لبيئة شرطة العاصمة وجهاز شرطة العاصمة للسنوات 2006 إلى 2009 وتتضمن خططنا المتعلقة بحفظ الأمن في لندن على مدى الفترة ما بين (أبريل/ نيسان 2006 ومارس/ آذار 2007). ويمكنكم الحصول على هذه الوثيقة مكتوبة بطريقة بريل أو على أشرطة سمعية أو بالحروف الغليظة أو في اللغات المبينة أدناه وذلك بالكتابة إلى مدير الاتصالات في هيئة شرطة العاصمة وعنوانه موجود على ظهر الغلاف.

Bengali

এটা হচ্ছে 2006 সাল থেকে 2009 সাল পর্যন্ত মেট্রোপলিট্যান পুলিশ অথরিটি ও মেট্রোপলিট্যান পুলিশ সার্ভিসের লন্ডন-এর আইন, শৃঙ্খলা ও শান্তি রক্ষার কৌশলের পরিকল্পনা। আগামী বছরে (এপ্রিল 2006 থেকে সালের মার্চ 2007) আমরা কিভাবে লন্ডন-এর আইন, শৃঙ্খলা ও শান্তি রক্ষা করব তা এতে বলা হয়েছে। পিছনের পৃষ্ঠায় দেওয়া ঠিকানায় মেট্রোপলিট্যান পুলিশ অথরিটিতে ডাইরেক্টর অফ কমিউনিকেশনকে চিঠি লিখলে, নিচের তালিকার ভাষাভাষিতে, বড় ছাপার, কানে শোনার টেপ অথবা ব্রেইল-এ এই তথ্যের কাগজটি পাওয়া যাবে।

Chinese

這份文件是首都警察監管局與首都警隊聯合制定的 2006 至 2009 年度倫敦警察服務策略，並包括我們在未來一年 (2006 年 4 月至 2007 年 3 月) 的倫敦警察服務計劃。我們可以提供這份文件的凸字版、錄音帶、大字體版或以下各種語文的譯本，請致函首都警察監管局的通訊署長索取，地址請見背頁。

French

Ce document constitue la stratégie commune de maintien de l'ordre à Londres de la Metropolitan Police Authority et du Metropolitan Police Service pour 2006 à 2009 et inclut notre plan pour maintenir l'ordre à Londres au cours de l'année à venir (avril 2006 à mars 2007). Ce document est disponible en braille, sur cassette audio, en gros caractères ou dans les langues ci-dessous en écrivant au Directeur des Communications de la Metropolitan Police Authority dont l'adresse figure sur la couverture arrière.

Greek

Αυτό το έγγραφο είναι η Κοινή Στρατηγική Αστυνομόμευσης Λονδίνου της Αρχής της Μητροπολιτικής Αστυνομίας και της Υπηρεσίας της Μητροπολιτικής Αστυνομίας, για το χρονικό διάστημα μεταξύ 2006 και 2009 και περιλαμβάνει το σχέδιο αστυνόμευσης Λονδίνου για το τρέχον έτος (Απρίλιος 2006 με Μάρτιο 2007). Το πρόγραμμα μπορεί να διατεθεί σε Μπράιλ, σε μαγνητοταινία, σε γράμματα μεγάλου μεγέθους ή στις παρακάτω γλώσσες, γράφοντας στον Διευθυντή Επικοινωνιών στην Αρχή της Μητροπολιτικής Αστυνομίας στη διεύθυνση που βρίσκεται στο οπισθόφυλλο.

Gujarati

આ દસ્તાવેજ મેટ્રોપોલીટન પોલીસ ઓથોરિટી અને મેટ્રોપોલીટન પોલીસ સર્વિસની 2006થી 2009 માટેની સંપૂર્ણ 'પોલીસિંગ લંડન સ્ટ્રેટીજી' (લંડનમાં પોલીસ વ્યવસ્થા માટેની વ્યૂહરચના) છે અને તેમાં આગામી વર્ષ (એપ્રિલ 2006થી માર્ચ 2007) માટે લંડનમાં પોલીસ વ્યવસ્થા માટેની અમારી યોજનાનો સમાવેશ કરેલો છે. આ દસ્તાવેજ બ્રેઈલમાં, ઓડિયો ટેપ ઉપર, મોટા અક્ષરોમાં અથવા નીચે જણાવેલી ભાષાઓમાં, મેટ્રોપોલીટન પોલીસ ઓથોરિટીમાં ડ્રઈરેક્ટર ઓફ કમ્યુનિકેશન્સને લખીને મેળવી શકાય છે. તેમનું સરનામું ચાલુના પાને આપેલું છે.

Hindi

इस दस्तावेज में मेट्रोपोलीटन पुलिस अथारिटी और मेट्रोपोलीटन पुलिस सर्विस की लंदन में 2006 से 2009 तक के समय में पुलिस का काम करने की साँझी कार्यनीति (पोलीसिंग लंदन स्ट्रेटिजी) और अगले वर्ष (अप्रैल 2006 से मार्च 2007) में लंदन में पुलिस के काम की योजना के बारे में जानकारी पेश की गई है। इसकी कॉपी ब्रेल लिपी में, ऑडियो टेप पर, बड़े अक्षरों में या निम्नलिखित भाषाओं में लेने के लिए आप मेट्रोपोलीटन पुलिस अथारिटी में डायरेक्टर ऑफ कम्प्युनिकेशन्ज को पत्र लिखें, जिसका पता पिछले कवर के अंदर की ओर दिया गया है।

- Portuguese** Este documento constitui a Estratégia comum para o Policiamento de Londres de 2006 a 2009 da Metropolitan Police Authority [Autoridade da Polícia Metropolitana] e do Metropolitan Police Service [Serviço da Polícia Metropolitana] e inclui o plano para o policiamento de Londres para o próximo ano (de Abril de 2006 a Março de 2007). O documento está disponível nos formatos de Braille, gravação áudio, impressão em letras grandes ou nas línguas a seguir indicadas. Para obtê-lo, queira por favor escrever ao *Director of Communications* junto da *Metropolitan Police Authority*, cujo endereço vem apresentado no verso.
- Punjabi** ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚ ਮੈਟ੍ਰੋਪੋਲੀਟਨ ਪੁਲਿਸ ਅਥਾਰਿਟੀ ਅਤੇ ਮੈਟ੍ਰੋਪੋਲੀਟਨ ਪੁਲਿਸ ਸਰਵਿਸ ਦੀ ਲੰਡਨ ਵਿਚ 2006 ਤੋਂ 2009 ਤਕ ਦੇ ਸਮੇਂ ਵਿਚ ਪੁਲਿਸ ਦਾ ਕੰਮ ਕਰਨ ਦੀ ਸਾਂਝੀ ਕਾਰਜਨੀਤੀ (ਪੋਲੀਸਿੰਗ ਲੰਡਨ ਸਟ੍ਰੈਟੀਜੀ) ਅਤੇ ਅਗਲੇ ਸਾਲ (ਅਪ੍ਰੈਲ 2006 ਤੋਂ ਮਾਰਚ 2007) ਲੰਡਨ ਵਿਚ ਵਿਚ ਪੁਲਿਸ ਦੇ ਕੰਮ ਦੀ ਯੋਜਨਾ ਬਾਰੇ ਜਾਣਕਾਰੀ ਦਿੱਤੀ ਗਈ ਹੈ। ਇਹਦੀ ਕਾਪੀ ਬ੍ਰੇਲ ਲਿਪੀ ਵਿਚ, ਆਡੀਓ ਟੇਪ 'ਤੇ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਜਾਂ ਹੇਠ ਲਿਖੀਆਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਲੈਣ ਲਈ ਤੁਸੀਂ ਮੈਟ੍ਰੋਪੋਲੀਟਨ ਪੁਲਿਸ ਅਥਾਰਿਟੀ ਵਿਚ ਡਾਇਰੈਕਟਰ ਆਫ ਕਮਿਊਨੀਕੇਸ਼ਨਜ਼ ਨੂੰ ਖਤ ਲਿਖੋ, ਜਿਹਦਾ ਪਤਾ ਇਹਦੇ ਪਿਛਲੇ ਕਵਰ ਦੇ ਅੰਦਰ ਵਾਲੇ ਪਾਸੇ ਦਿੱਤਾ ਹੋਇਆ ਹੈ।
- Somali** Dukumeentigani waxaa iska kaashaday Mas'uuliyiinta Boliiska Metroboolitaanka (Metropolitan Police Authority) iyo Adeegga Istaraatiijiyada Metroboolitanka Boliiska ee London (Metropolitan Police Service Policing London Strategy) ee 2006 ilaa 2009 waxaana ka mid ah qorshooyinka adeegga boliiska ee London ee ilaa sanadka soo socda (Abril 2006 ilaa Maarso 2007). Waxaad heli kartaa dukumeentigani oo ku qoran farta Baraylka, ama ku duuban cajalad ama ku qoran far waweyn ama ku qoran luqadaha hoos ku qoran, waxaadna kala soo xiriiri kartaa Maareeyaha Isgaarsiinta ee Adeegyada Metroboolitanka Boliiska (Director of Communications at the Metropolitan Police Authority) oo cinwaankiisa ku qoran yahay dhanka kale ee xaashida.
- Spanish** Este documento es la estrategia conjunta de mantenimiento del orden público en Londres de la Jefatura de la Policía Metropolitana y el Servicio de la Policía Metropolitana para 2006 a 2009 e incluye nuestro plan de mantenimiento del orden público en Londres para el año que viene (abril de 2006 a marzo de 2007). El documento puede proporcionarse en braille, cinta de audio, impresión en letra grande o en los idiomas indicados más adelante, solicitándolo por escrito al director de comunicaciones de la Jefatura de la Policía Metropolitana, cuya dirección figura al dorso.
- Turkish** Bu, Metropolitan Polis «daresi'nin (Metropolitan Police Authority) Metropolitan Polis Servisi (Metropolitan Police Service) için Nisan 2006 ile Mart 2007 aras» döneme ait Polis Hizmetleri ve Performans Planı'dır. Plan, adresi arka kapakta verilen «letiflim Müdürü'ne (Director of Communications) mektup yazmak suretiyle, körler için Braille alfabetiyle, ses kaseti halinde, büyük punto baskı» olarak ya da aflu»da sayılan dillerde edinilebilir.
- Urdu** یہ دستاویز میٹروپولیٹن پولیس اتھارٹی اور میٹروپولیٹن پولیس سروس کی 2006 سے 2009 کے لئے لندن میں پولیس کے کام کی مشق کی حکمت عملی ہے اور اس میں لندن میں اگلے سال (اپریل 2006 سے مارچ 2007) میں پولیس کے کام کا ہمارا منصوبہ بھی ہے۔ یہ دستاویز بریل، آڈیو ٹیپ، بڑی چھپائی یا نیچے دی گئی زبانوں میں میٹروپولیٹن پولیس اتھارٹی کے دفتر میں ڈائریکٹر آف کمیونٹی کیشنز کو لکھ کر حاصل کی جاسکتی ہے جن کا پتہ پچھلی طرف کے کور پر مل سکتا ہے۔
- Vietnamese** Tập tài liệu này là Bản Sách Lược Sự Vụ Cảnh Sát năm 2006 đến 2009 do Cục Thẩm Q Cảnh Sát Đô Thành và Dịch Vụ Cảnh Sát Đô Thành cùng đưa ra, nội dung bao gồm dự của chúng tôi đối với các sự việc cảnh sát tại Luân Đôn trong niên khóa tới (tháng 4-2006 đến tháng 3-2007). Tập tài liệu này có sẵn bản chữ nổi cho người mù, băng thâu âm và in lớn, hoặc bằng các ngôn ngữ dưới đây, nếu muốn xin hãy viết thư gửi cho Giám Đốc Thông Tin thuộc Cục Thẩm Quyền Cảnh Sát Đô Thành theo địa chỉ ở bìa sau của tập tài

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 Authority 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://inspectors.homeoffice.gov.uk/hmic/>

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