

PRIORITY FOR LONDONERS: A		IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS			
Objective	1. To increase visible police presence				
Measure	1. The number of police officers, PCSOs and civil staff in visible posts 2. Public satisfaction levels with the number of foot patrols (as recorded in the Public Attitude Survey [PAS])				
Targets	1. An increase of 4% of officers in visible posts by March 2004 compared with March 2003. 2. To achieve a satisfaction rating of 20% for foot patrols				
Current performance	There are currently approximately 15,000 officers in visible posts. This data is being quality assured to provide an accurate figure at the end of March.				
		2000/01	2001/02	2002/03 (YTD)	
	Public satisfaction levels with the number of foot patrols recorded as 'satisfied' or 'very satisfied'	15%	15%	14%	
MPS lead	AC TP	Business Group lead	DAC Operational performance improvement & co-ordination	Timeframe 1,2 ,3 year	1
Key activities in support of objective	<ul style="list-style-type: none"> HR continue to recruit police officers and PCSOs to the corporately funded strength targets Allocate additional 600 police officers to BOCUs in line with the Resource Allocation Formula Recruit additional PCSOs for BOCUs Develop the recruitment of PCSOs in conjunction with community partnerships Continuing development of the Operational Policing Measure (OPM) which it is anticipated will be suitable for the purposes of setting corporate visibility targets with tested data for 2004/05 				
Further information (background or context)	Visible police posts are those where officers work in uniform and are principally visible to the public. These include, for example, foot patrols, police drivers, building security, school and sector officers. The majority of visible civil staff are traffic wardens and are included due to the likelihood that these posts will become PCSOs. As part of the development of the OPM a compliance regime will be developed and applied to all OPM data. It is also proposed that OPM visibility data will be incorporated within appropriate performance reports and be made available to the MPA PPRC through PRC.				

PRIORITY FOR LONDONERS: D	IN PARTNERSHIP, TO REVITALISE THE CRIMINAL JUSTICE SYSTEM				
Objective	15. To bring more offences to justice				
Measure	1. Number of offences brought to justice (ie. conviction / caution / TIC) 2. Number of sites where CPS lawyers are available at point of charge				
Targets	1. An increase of 5% (6,183) for 2003/04 compared with 2001/02 2. 20 sites by the end of March 2004				
MB lead	AC TP	Business Group lead	Commander Investigation & criminal justice	Timeframe 1, 2, 3 years	1 year
Key activities in support of objective	<ul style="list-style-type: none"> • Introduction of NSPIS Case and Custody • Development of Prisoner Processing Teams • MPS/CPS Joint performance meetings at BOCU level • Implementation of secure email systems and audit procedures between the CPS and the MPS 				
Further information (background or context)	<p>The target increase of 6,183 is a London Criminal Justice Area target, ie. joint with the City of London and in partnership with the CPS. Offences brought to justice data is not sufficiently timely to use for internal performance monitoring, however remains the 'highest level' target. In order to reach this target the following supporting targets are proposed:</p> <ul style="list-style-type: none"> • 15% reduction in discontinuances (current figures are 31,975 at Crown and Magistrates' Courts for April-December 2002) • 35% reduction in discharged committals (based on an approximate figure of 2,100 for 2002, this baseline may be revised) <p>We will monitor the number of judicial disposals to ensure that sufficient cases are entering the system.</p> <p>In addition to these targets, the London Criminal Justice Action Plan sets out targets to reduce the number of cracked trials due to witness non-attendance / no evidence offered, and to increase the proportion of effective trials, both of which will also contribute to the headline increase.</p> <p>It is proposed that these supporting targets will be revised over the course of the year in line with the most recent available data to ensure that the high level target is reached.</p> <p>Discontinuance and discharged committal data is supplied by the CPS.</p>				

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Objective	16. To improve the service to victims and witnesses																																																																
Measure	1. Victim satisfaction with police initial response to a burglary 2. Victim satisfaction with police initial response to a violent crime 3. To develop agreed standards for information and communication to witnesses and victims through the introduction of victim focus desks on boroughs																																																																
Targets	1. Victim satisfaction with police initial response to burglary of 85% 2. Victim satisfaction with initial police response to violent crime of 75% 3. To pilot a victim focus desk, evaluate and begin roll-out																																																																
Current performance	<table border="0"> <tr> <td colspan="6">% of victims satisfied with police initial response to a report of burglary of a dwelling (2002/03 target: 90%)</td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;"><i>Base</i></td> <td></td> <td style="text-align: center;"><i>% satisfied</i></td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;"><i>FY 2000-2001</i></td> <td style="text-align: center;">2287</td> <td></td> <td style="text-align: center;">84%</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;"><i>FY 2001-2002</i></td> <td style="text-align: center;">1075</td> <td></td> <td style="text-align: center;">84%</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;"><i>FYTD 2002-2003</i></td> <td style="text-align: center;">905</td> <td></td> <td style="text-align: center;">83%</td> <td></td> </tr> <tr> <td colspan="6">% of victims satisfied with police initial response to a report of violent crime (2002/03 target: 80%)</td> </tr> <tr> <td></td> <td></td> <td style="text-align: center;"><i>Base</i></td> <td></td> <td style="text-align: center;"><i>% satisfied</i></td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;"><i>FY 2000-2001</i></td> <td style="text-align: center;">1607</td> <td></td> <td style="text-align: center;">74%</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;"><i>FY 2001-2002</i></td> <td style="text-align: center;">556</td> <td></td> <td style="text-align: center;">73%</td> <td></td> </tr> <tr> <td></td> <td style="text-align: center;"><i>FYTD 2002-2003</i></td> <td style="text-align: center;">360</td> <td></td> <td style="text-align: center;">69%</td> <td></td> </tr> </table>					% of victims satisfied with police initial response to a report of burglary of a dwelling (2002/03 target: 90%)								<i>Base</i>		<i>% satisfied</i>			<i>FY 2000-2001</i>	2287		84%			<i>FY 2001-2002</i>	1075		84%			<i>FYTD 2002-2003</i>	905		83%		% of victims satisfied with police initial response to a report of violent crime (2002/03 target: 80%)								<i>Base</i>		<i>% satisfied</i>			<i>FY 2000-2001</i>	1607		74%			<i>FY 2001-2002</i>	556		73%			<i>FYTD 2002-2003</i>	360		69%	
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MB lead	AC TP	Business Group lead	Cdr Investigation & criminal justice	Timeframe 1, 2, 3 years	1 year																																																												
Key activities in support of objective	<ul style="list-style-type: none"> • Further development and roll out of the sole burglary response pilots at the Boroughs of Enfield and Southwark • Development of victim / witness satisfaction information through the London Criminal Justice Board reflecting experiences throughout the criminal justice system • Implementation of ATOS KPMG's Blueprint for Change • Development of Victim/Witness Focus Desks on Boroughs • Recruitment of five volunteer co-ordinators who will develop the use of volunteers in the MPS, including the support of victims and witnesses 																																																																
Further information (background or context)	The victim satisfaction survey information is the only baseline data available regarding victim or witness satisfaction with the CJS; the performance measures are also best value performance indicators. It is recognised that this does not fully reflect the priority and objective.																																																																

PRIORITY FOR EXCELLENCE: C TO MAKE BEST USE OF OUR STAFF AND RESOURCES			
Objective	21: To develop a professional and effective workforce with the appropriate numbers and skills to deliver the operational priorities of the MPS.		
Measures and targets	1) Police strength 2) Police Community Support Officer (PCSO) strength 3) Performance Development Reviews (PDR) completed on time * The provisional police figure at i) has not been finalised and may be revised. ** The provisional PCSO target for 2003-04 at ii) includes an extra 500 PCSOs (subject to Home Office matched funding), 50 externally funded CPSOs (based on current interest), and 456 Traffic CPSOs (subject to finalising funding arrangements). It is expected that a proportion existing Traffic Wardens will transfer as CPSOs.	i) 30,058* ii) 1506** iii) 65%++	
MB lead:	AC 'HR'	Timeframe 1, 2, 3 yrs	Business Group lead
Key activities	Expand the strength of the workforce to the levels for which the MPS is funded. (People Strategy)	1 year	HR Selection
	Implement revised National Recruitment Standards to ensure the suitability of police recruits against standards that are common to all police forces. (APA)	1 year	HR Selection
	Ensure the full and effective use of civil staff to maximise the deployment of police officers in operational roles by driving a process of civilianisation.	3 years	HR Selection
	In collaboration with other Business Groups, develop a Skills Management and Deployment Policy to maximise the return on training investment ensuring that best value is obtained from the key skills that police officers acquire, balancing operational requirements with individual developmental needs.	1 year	HR Selection
	Develop a process that links all the components of detective selection from the identification of the vacancy to the completion of the formal development programme, to ensure that the appropriate number of trained and effective detective officers of all ranks are available to meet the operational needs of the MPS	1 year	HR Selection
	Continue implementation of the new Performance Development Review (PDR) process with a view to progressively improving the quality and timeliness of PDRs for all staff.++	3 years	HR Services
	Enhance the interface between the Directorate of Training and Development with its customers to identify and deliver the training required to help the MPS deliver the Priorities for Londoners and the National Intelligence Model. This approach will focus on key skills, e.g. investigative, driving, IT, and PCSOs.	1 year	DTD
	Create a Civil Staff Development Unit to deliver training and developmental opportunities for civil staff, particularly in the areas of management and leadership. (APA)	1 year	DTD

	Explore alternative methods of training delivery through external partnerships and service providers for the development of key skills, where appropriate.	1 year	DTD
	Develop the application of MetPeople competencies across the range of HR activities, e.g. recruitment, selection and progression, training and development, threshold and special priority payments. (APA, People Strategy).	2 years	HR Services
Further information (background or context)	<p>++An effective appraisal process is an essential tool for developing police officers and members of civil staff to ensure that they have the skills required to perform their role in line with operational priorities. The MPS recognises that there is room for significant improvement in the quality and timeliness of completing appraisals. The new PDR process for police officers is already in place and it will start for civil staff on 1 May 2003, incorporating competencies under MetPeople, based on the National Competency Framework. It is envisaged that PDRs will be less time consuming than the old appraisals and enable line managers to focus more on individual development needs. The target of 65% PDRs completed on time has been set on the basis of informed judgement, as it cannot be validated against base-line data for previous years. It is considered to be a challenging target that may have to be reviewed when the new MetHR database is capable of monitoring the completion of PDRs centrally in September 2003.</p>		

PRIORITY FOR EXCELLENCE: C		TO MAKE BEST USE OF OUR STAFF AND RESOURCES			
Objective	24: To maximise MPS resources and their most effective use				
Measure	To carry out the activities described below in relation to five key areas of activity by 31 March 2004				
Targets (improvement in performance or benefits for the MPS)	1) To increase the value of income generated from £1.2m to £2m by 31 March 2004 2) To publish "Building Towards the Safest City" by 30 April 2003 3) Establish a database of 2003/04 partnership schemes by June 2003 4) Deliver the accommodation requirements for C3i at Hendon by 28 February 2004, Lambeth by 31 March 2004 and Bow by 30 April 2004 5) Increase the number of MPS vehicles marked as such from 1,868 to 1,961 by 31 March 2004				
MB lead	Director of Resources	Business Group lead		Timeframe 1, 2, 3 years	1
Key activities in support of objective	1) Increase the level of income generation through: <ul style="list-style-type: none"> • Recruiting staff and establishing a unit • Identifying and collating all income generation (including sponsorship) opportunities • Ensuring the delivery of project Penates (key holder database) 2) Review the approach to estate management with a view to providing a co-ordinated, flexible and responsive service in respect of accommodation. To include: <ul style="list-style-type: none"> • Publishing "Building towards the Safest City" • Agreeing proposals for flexible estate management 3) Promote funding through partnership including: <ul style="list-style-type: none"> • Establish a database of 2003/04 partnership schemes • Provide Operational Command Units with guidance on financial requirements for partnership funding opportunities when they are announced • Arrange training workshops in partnership funding for individual boroughs and other operational command units within two months of requests 4) Support C3i including: <ul style="list-style-type: none"> • Preparing update reports (confirmed by the C3i programme manager) on the procurement of radio, telephone and CCTV requirements • Delivering accommodation requirements (eg call centres provided and partnering Dol in the provision of Airwave aerials) • Providing ongoing financial support to ensure that C3i and related projects are developed and controlled from a financial perspective (regular monitoring reports on project expenditure and forecasts, financial advice and briefings to C3i related project teams and other groups) • Reviewing business case submissions 5) Optimise the MPS vehicle fleet including: <ul style="list-style-type: none"> • Increasing the number of MPS vehicles marked as such • Increasing the number of silver base vehicles 				
Further information (background or context)					