



---

# **Best Value Review of Managing Demand**

## **Management Summary**

**April 2003**



**METROPOLITAN  
POLICE**

*Working for a safer London*

### Introduction

1. This is the final report of the Managing Demand Best Value Review, which was commissioned by the Metropolitan Police Authority as part of its Best Value Review Programme published in the 2001/02 Annual Policing and Performance Plan. The 2001 HMIC Inspection Report on the MPS added a further strategic imperative recommending “the development of a corporate demand strategy, identifying which local initiatives have been proven successes with a view to MPS wide implementation”.
2. Therefore, the Best Value Review of Managing Demand provided a timely opportunity to produce a corporate strategy defining how the MPS can most effectively and efficiently reconcile its many competing demands.
3. The Best Value process was devised to enable authorities to examine the way they do business and consider new ways of delivering services. Its methodology goes far beyond that used in standard management reviews and provides an opportunity to make proposals for radical change.
4. The Managing Demand Best Value Review will not disappoint in this regard. It was commissioned by the MPA to improve the MPS’ response to the increasing and competing demands for police assistance. Its recommendations go to the very heart of the service that the MPS provides to its customers. Public satisfaction with the Met is relatively high but this Review’s recommendations aim to increase it further still.
5. This Best Value Review has examined the MPS response to demand from the customer’s perspective. Daily, frontline staff meet the public face-to-face. Sometimes they are frustrated about not being able to deliver the standards of service that people need and that they want to provide. This Review is designed to raise the status of front line staff and help them deliver a better quality of service to our customers.
6. The recommendations will transform the way the MPS delivers its services to the public by adopting a policing philosophy that is about ‘getting it right first time’. Resolving calls for assistance by ‘getting it right first time’ will improve public satisfaction with the MPS. It will also enhance efficiency, thereby making more police resources available to respond to demand.

### Principal Benefits

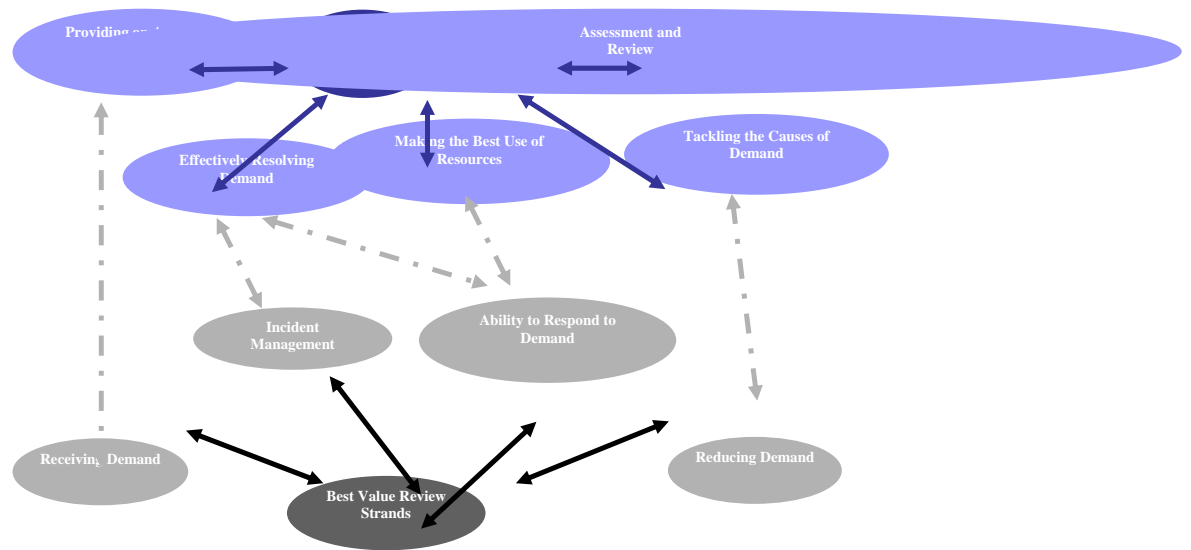
7. The recommendations resulting from this review are intended to ensure continuous improvement in the management of demand by the MPS having regard to economy, efficiency and effectiveness. The key benefits anticipated are:
  - Improving public reassurance by increasing the ease with which the public can access police services
  - Providing greater opportunities for the public to access police services
  - Reducing inappropriate demand for police services through better public understanding of the core role of the police

- Increasing availability of patrol officers to tackle priority crimes and undertake reassurance patrols through the implementation of a corporate demand strategy
- Improving quality of service by ensuring the appropriate deployment of officers, match of officer skills, robust supervision and clear operating procedures so that incidents are dealt with right first time.

### **Scope of the Review and methodology**

8. During the initial stage of the Review seven high-level activities that comprise managing demand were identified. These were receiving demand, decision making, matching supply, impact on ability to respond to demand, practices available to enable response, custody/ CJUs and demand reduction. The seven high level activities were then further broken down into forty-four lower level activities ranging from accessibility to partnerships.
9. Following a prioritisation exercise that took into account other ongoing work: costing information; performance information; policies; perceived public prioritisation; impact/interest of external and internal stakeholders, the organisational critical lower level activities were identified, which were then grouped under strands. As a result of this analysis, it was agreed by the Review Project Board that the scope of the Review would comprise four strands:
  - Received demand
  - Ability to respond to demand
  - Incident management
  - Reducing demand
10. An MPS Demand Resolution Strategy has been developed in parallel with the Best Value Review. By its nature the Strategy must encompass a far broader range of activities than those scrutinised in detail by the Managing Demand Best Value Review. The Strategy itself has five strands:
  - Providing an accessible service
  - Resolving demand Effectively
  - Making the best use of resources
  - Tackling the causes of demand
  - Assessment and review

11. The Review themes link directly to the strands of the Strategy therefore the report has been structured under its five headings.



12. Consultation took place in two phases: the first phase sought to identify the present position and the second to obtain the views from internal and external stakeholders about the recommendations. Comparison was undertaken against the best performing police services, public and private sector organisations including the Automobile Association, British Petroleum and British Airways. An Independent Challenge Panel was established to provide a robust challenge and to inject 'blue sky' thinking. The potential for competition and alternative forms of service delivery was also assessed. Diversity was considered throughout the Review and the Commission for Racial Equality and Greater London Action for the Disabled were individually consulted about the recommendations.

## Vision for the future

<b>Vision</b>	<b>To be an accessible organisation that is responsive to the public's needs and which provides a range of channels through which police services can be accessed.</b>	<b>Related programmes:</b> <ul style="list-style-type: none"> <li>● C3i</li> <li>● e-policing strategic framework</li> <li>● Operational Policing Measure</li> </ul>
<b>Providing an Accessible Service</b>	<b>Where we are now</b> <ul style="list-style-type: none"> <li>● HMI identifies that the police service has often not kept pace with the best practise in customer interfaces.</li> <li>● The number of front counters open has reduced: 70 police stations are open 24 hours, 26 operate restricted hours 7 days a week and 45 operate both restricted hours and days.</li> <li>● Satisfaction in front counter services has declined - 1 in 7 did not receive such a helpful response.</li> <li>● 17% of callers to front counters wait between 30 minutes to over one hour</li> <li>● The MPS web site offers a wide variety of information but offers little transaction capability other than minor on line crime reporting via the Police Information Technology Organisation portal.</li> <li>● In 2001 – 2002 the MPS received almost 6.5 million non-emergency calls. Consultation identified dissatisfaction with this service. Callers being transferred many times before reaching some one able to help them was considered unacceptable</li> </ul>	<b>Key initiatives to achieve our vision</b> <ul style="list-style-type: none"> <li>● Improve the operation and management of front counter services by: <ul style="list-style-type: none"> <li>○ making clear accountability for the function</li> <li>○ developing performance indicators to measure satisfaction and waiting times</li> <li>○ more effective queue management through the use of triage/information point</li> <li>○ introducing of self reporting forms</li> <li>○ greater use of volunteers to support front counter staff</li> <li>○ providing Internet access and dedicated telephone access to telephone reporting bureau</li> </ul> </li> <li>● Making use of mobile police stations, police shops, one-stop shops and other partnership arrangements to enhance face to face service delivery to the heart of communities</li> <li>● Introducing of a centralised help desk function to resolve customer demands and provide information, not requiring deployment, at the earliest point of contact.</li> <li>● Increasing the range of police services available via the MPS Internet site.</li> <li>● Through the E policing strategic framework identifying how technology can improve the delivery of information and police services.</li> </ul>

<b>Vision</b>	<b>To improve the quality of response to incidents through the use of more experienced staff and stricter call grading criteria.</b>	<b>Related programmes:</b> <ul style="list-style-type: none"> <li>● People Strategy</li> <li>● Special Priority Payments</li> <li>● Police Reform</li> <li>● C3i</li> </ul>
---------------	--	---

<b>Effectively Resolving Demand</b>	<p><b>Where are we now</b></p> <ul style="list-style-type: none"> <li>• 2.5 million emergency calls were received in 2001 - 02.</li> <li>• 30% were graded as requiring an immediate response. The national average was 22% with the best metropolitan force, West Midlands Police grading 19% of its calls requiring an emergency response.</li> <li>• 25% (£0.5 billion) of the MPS budget is spent on response policing functions (MPS Finance Unit).</li> <li>• Response teams tend to comprise the least experienced staff in service, which are led by newly promoted Sergeants.</li> <li>• Most probationers are on response teams. At Kensington and Chelsea 48% of response team officers are in their first 2 years of service (i.e. probationary officers).</li> <li>• Response teams tend to be the place in which the least experienced officers are deployed. At Kensington and Chelsea 84% of response teams had less than 4 years service.</li> <li>• 41% of Sergeants in the MPS have 0-4 years service. On BOCU this figure is 50%. On response teams the percentage increases to 61%. The ratio of Sergeants to Constables in the MPS is 1 to 5.6. On response team this is much higher. (Hackney 1:7.8 and Lewisham 1:11.3)</li> <li>• The ratio of Sergeants to Constables in the MPS is 1 to 5.6. On response team this is much higher. (Hackney 1:7.8 and Lewisham 1:11.3)</li> <li>• Most patrols are double-crewed when many incidents only justify the deployment of one officer.</li> </ul>	<p><b>Key initiatives to achieve our vision</b></p> <ul style="list-style-type: none"> <li>• Developing a new call grading and deployment standard based on stricter criteria to ensure a more efficient and effective response to demand.</li> <li>• Recognising the vital role of response teams and increasing the level of experience in the function</li> <li>• Defining the primary role of response teams as dealing with fast time ongoing incidents.</li> <li>• Using average response times to provide a better measure of overall performance. Deployment protocols will reduce the number of units deployed to incidents.</li> <li>• Making the response team a specialist post. (Reducing their size and deploying a greater number of personnel into problem solving roles to tackle the causes of demand.)</li> <li>• Changing the norm that all probationers and newly promoted Sergeants are posted to response teams.</li> <li>• Rewarding personnel employed on response teams thereby encouraging suitable staff to retain their experience in this role.</li> <li>• Increasing the level of response team supervision. Particularly ensuring effective front line leadership and supervision when there are large numbers of inexperienced constables.</li> <li>• Introduce a single-crewing policy providing a risk assessment framework to increase the number of single officer deployments to s calls.</li> </ul>
-------------------------------------	--	--

Vision	<p><b>To make better use of existing resources to respond to demand.</b></p>	<p><b>Related programmes</b></p> <ul style="list-style-type: none"> <li>• People strategy</li> <li>• Retention strategy</li> <li>• Devolved budgets</li> </ul>
Making the Best Use of Resources	<p><b>Where are we now</b></p> <ul style="list-style-type: none"> <li>• Although skills frequently exist on BOCU they are not always deployed on response teams</li> <li>• There are numerous shift patterns in operation across the MPS many not linked to demand</li> <li>• The number of Special Constables is declining currently 690 against a target of 1290</li> <li>• Special Constables work an average of 27 hours per month. Those BOCUs that have service level agreements with their Special Constables get the greatest commitment.</li> </ul>	<p><b>Key initiatives to achieve our vision</b></p> <ul style="list-style-type: none"> <li>• Matching resources to demand through: <ul style="list-style-type: none"> <li>○ A systematic approach to succession planning to retain the skills needed to respond to demand</li> <li>○ Adopting a demand led MPS shift framework</li> <li>○ Better use of Special Constables by: <ul style="list-style-type: none"> <li>○ Active recruitment of Special Constables and the introduction of agreements on when they will be available for duty.</li> </ul> </li> </ul> </li> </ul>
Vision	<p><b>To shape public expectations about the level of service they can reasonably expect from the MPS</b></p>	<p><b>Related programmes:</b></p> <ul style="list-style-type: none"> <li>• Internal Communications Strategy</li> <li>• MPA/MPS Consultation Strategy</li> </ul>
Tackling the Causes of Demand	<p><b>Where are we now</b></p> <ul style="list-style-type: none"> <li>• Various reports about policing highlight the importance of shaping the expectations of the public about what the service can realistically deliver.</li> <li>• These reports suggest that public expectations can be influenced through persuasive and reassuring communications strategies. Further that the police are more likely to influence public views of, and demand for, policing if the police have a strong working relationship with the public.</li> <li>• The weaknesses of the present MPS position are: <ul style="list-style-type: none"> <li>• Falling public satisfaction levels.</li> <li>• Responsibilities for shaping public expectations are not clearly defined.</li> <li>• Improved accessibility could potentially increase demand for police services.</li> </ul> </li> </ul>	<p><b>Key initiatives to achieve our vision</b></p> <ul style="list-style-type: none"> <li>• Shaping public expectations requires a communications strategy that: <ul style="list-style-type: none"> <li>○ Improves public understanding about the responsibilities and role of the police thereby reducing inappropriate demand on the Service</li> <li>○ Emphasises the important role every member of the MPS plays in shaping the expectations of the public.</li> </ul> </li> </ul>

<b>Vision</b>	<b>The development of performance indicators that are customer focused, employee related and cover the financial and operational aspects of the activities.</b>		<b>Related programmes</b> <ul style="list-style-type: none"> <li>• Police Performance Assessment Framework</li> </ul>
<b>Assessment and Review</b>	<p><b>Where are we now</b></p> <ul style="list-style-type: none"> <li>• Emphasis on quantitative performance management e.g. Judicial Disposals.</li> <li>• No information about certain types of demand e.g. front counters</li> <li>• Little measurement of outputs and/or outcomes.</li> <li>• Having to meet a large number of performance indicators some of which conflict.</li> <li>• Tension between national, force and local priorities</li> </ul>	<p><b>Key initiatives to achieve our vision</b></p> <ul style="list-style-type: none"> <li>• Developing performance measures that assess the extent to which incidents are being responded to and resolved satisfactorily.</li> <li>• Examining the range and distribution of actual performance rather than focusing solely on binary pass/fail targets.</li> <li>• Improving the response time to incidents by reducing the average response time rather than achieving an absolute target.</li> </ul>	

13. The following section provides a description of how the MPS currently manages key aspects of demand and sets these against a vision for the future that would be achieved if all the Review's recommendations were implemented. Underlying these recommendations and the Demand Resolution and Management Strategy is the aim of improving public satisfaction with the MPS response to demands on its service. In essence this is the 'what' but perhaps more important is the 'how'. This will be achieved by 'getting it right first time, every time'. 'Getting it right first time' will improve public confidence, satisfaction with the service and enhance the operational capacity of the MPS to respond to demand.

## Recommendations

14. The Review found that the service received by callers at front counters is frequently variable. The service received by callers has not always been viewed as helpful and often involves long periods of queuing. Most Boroughs have at least one police station open 24 hours a day and others operate restricted hours and days. Although there is a strong public desire for front counters to be open at all times, actual usage and need does not necessarily justify this as the most effective use of resources. The Review team suggests that effort would be better focused on making improvements to the quality of service provided by existing counter services whilst enhancing other channels of delivery. **The Review proposes to improve customer satisfaction by better matching front counter services (e.g. opening hours, self-reporting forms, internet and telephone access and triage) to demand. (Recommendation 1.)** The enhancement of existing front counters provides a short-term solution to enhancing customer service. In the medium term other access channels will be developed as outlined in recommendations 2 and 3, supported by recommendation 4, enabling customers to access MPS services without having to attend a police station and for their policing needs to be resolved at a time convenient to them and through their channel of choice.
15. One-stop shops, mobile police stations and the provision of front counter services away from police premises e.g. in shopping centres, both increases accessibility and brings police services to the community, thereby enhancing visibility. Whilst the Review found many local initiatives, there is little systematic use of one-stop



shops, police shops or mobile police stations. **The Review proposes to increase public satisfaction, achieve greater accessibility and identify opportunities for joining up access to partners by assessing the potential value of one-stop shops, police shops and mobile police stations. (Recommendation 2.)** The recommendation proposes to evaluate how one-stop shops, police shops and mobile police stations could deliver increased accessibility, recognising the need to balance this against actual demand and usage. An essential part of the pilot will be to identify and evaluate how police services can be integrated with those of partners. This would allow a more holistic service to customers and provide opportunities for funding. In the longer term these proposals would enable the appropriateness of the existing police estate to be reconfigured. Many police stations are poorly located, have insufficient capacity to cope with additional police numbers yet occupy commercially attractive sites. A more effective approach to the police estate may be to relocate to purpose built sites separating operational bases from front counter services. These could be provided in one-stop shops, police shops and mobile police stations.

16. The Review identified potential to enhance customer service by improving the way non-emergency calls are dealt with. Callers are frequently passed between extensions, referred to answer machines or their enquiries unresolved. The review team suggests that adoption of the concept of a telephone help desk could potentially provide members of the public with a user friendly and organisationally effective and efficient way of providing access to information and services. The vision of the help desk is a function that will provide a first point of access to MPS services, resolving customer enquiries without the need for deployment or referral to other parts of the organisation. Such a service would be a key part of a multi-channelled approach to access to services and information that places the customer at the heart of service delivery. It will complement information and services provided by the Internet and one-stop shops/mobile police stations. **The Review proposes to improve the resolution of non-emergency calls by developing a 'help desk' function that in the short term enhances BOCU's abilities to respond to enquiries, in the medium term to build on the capability of C3i and the frequently asked database and in the long term to establish a fully functioning contact centre. (Recommendation 3.)** The review team believes that there is enormous potential to join up an MPS help desk function with that for other public services in London. Often public needs cut across service boundaries whether in terms of function or geography. The Review's vision is a joint gateway into London services that takes the responsibility for finding the right organisation to deal with a problem away from an individual member of the public. Potential exists to provide a joint service, whether actually using shared facilities or virtually using integrated communications technology.
17. Consultation identified support among the public and with the government for a single non-emergency number. The ability of the public to contact the MPS easily would be greatly improved with the introduction of a single non-emergency number for Londoners. Such a number would simplify promotion, save on advertising costs and avoid the need to constantly promote local numbers. As part of the Police Reform proposals a pilot for a national non-emergency number is to commence later this year involving three forces. Under the proposals a national number would operate through a number of regionally located centres covering several force areas. **The Review proposes to improve accessibility by considering the introduction of a single non-emergency number at the earliest opportunity subject to the results of the national pilot and**

**implementation of the C3i Programme. (Recommendation 4.)** C3i will radically change the way the MPS deals with non-emergency calls therefore any move to a single non-emergency number should follow its implementation and be fully informed by the results of the national pilot.

18. Although information rich and providing a link to the national minor crime reporting portal, few police services are available on the MPS Internet site. Enhancing the site by providing a greater range of on-line police services and information provides a significant opportunity to increase accessibility in a cost-effective manner. An effective on-line presence will enable core police services to be delivered remotely, improving performance and making dealing with the police more convenient and user friendly. Although not everyone will have access to the Internet or choose to use it there is clearly willingness by many sections of the public to access services electronically. **The Review proposes to improve access to the MPS website, increase the range of services available on-line and actively promote usage. (Recommendation 5.)** The recommendation proposes to assess the take up, costs and benefits through a trial in which additional services are made available via the MPS Internet site. This trial will also be informed by the work currently underway in Avon and Somerset and Northumbria to develop the transactional capability of their sites as part of an Invest to Save Initiative.
19. **The Review proposes to define the roles and responsibilities of response teams, setting and maintaining their target staffing levels to better match available BOCU resources to local demand. (Recommendation 6.)** The roles and responsibilities of response teams should be linked explicitly to corporate policing plans and local partnership strategies. Once the role and responsibilities of a response team have been determined, it should be possible to set their optimum size to meet operational demand. For example, a certain number of trained officers will be required to drive response vehicles. The review team suggests that posts released from response teams could be re-deployed into pro-active policing. By reducing the size of response teams, it may be possible to decrease gradually the number of probationers needed to sustain staffing levels. By taking these steps, the review team believe that the experience levels of response teams can be significantly increased and as a consequence the quality of the service provided by the MPS to the public enhanced.
20. Public satisfaction levels are falling. The numbers of experienced officers on response teams are declining as the volume of young in service officers grows. Yet seasoned police officers are more likely to 'get things right first time', thereby satisfying customers, than inexperienced staff. Larger numbers of experienced personnel therefore need to be retained in the response function. Experienced staff will be encouraged to stay in post if the status of response policing is raised. (This links with Recommendation 6.) A rewards package (financial and non-financial) for staff would act as an incentive. The Special Priority Payments scheme may, therefore, influence the choice of post for some officers. But family friendly shift patterns (see Recommendation 9) also have great potential to encourage experienced staff to remain in the response role. **The Review proposes to improve quality of service by increasing the ratio of experienced staff to probationers on response teams. (Recommendation 7.)**
21. Enhanced supervision increases the potential to resolve incidents right first time. The basis for an MPS model is the Operational Supervision Model developed by

the Anti Bureaucracy Task Force (Home Office 2002) using the National Competency Framework. This defines a requirement for intrusive supervision that first ensures that staff deal with incidents properly and second that they are available to deal with any problem in the field. Strategically BOCUs will in any event have to determine minimum standards of response team supervision linking with the new operating environment under C3i, including number, skills and experience of Sergeants. **The Review proposes to improve the quality of front line leadership by setting and implementing MPS standards of patrol supervision. (Recommendation 8.)**

22. Efficient use of resources requires staff availability to be aligned with patterns of demand. Various shift patterns exist across the MPS but many have no correlation with demand. The review team suggest that a methodology is required to enable local and corporate managers to assess the efficiency of existing and potential BOCU shift patterns. Managers would then be better informed about whether a shift pattern is meeting local needs. These needs change over time and the methodology would enable managers to periodically review the efficiency of shift patterns. **The Review proposes to optimise the availability of resources to meet demand by developing a methodology to assess the efficiency of BOCU shift patterns. (Recommendation 9.)** The Review team suggests that application of the methodology will identify a set of MPS shift patterns that achieve the best match of resources to demand. These patterns will be best practice that can be applied as a default. In the long term this may result in a convergence of patterns thereby assisting family-friendly working across the MPS.
23. Current performance measures set an 80% target to attend 'I' (immediate) calls within 12 minutes. Currently, the MPS is failing to meet this target but on average will attend such calls in 13.8 minutes. The focus on speed of response in all likelihood contributed to the 1400 police collisions that occurred whilst responding to immediate calls. The Review suggests that there is an opportunity to move away from pass/fail targets based on speed of response, but instead concentrate on an average response time and quality of service provided by the response. This would allow the MPS to focus on reducing the average response time in an appropriate way that does not compromise safety and which takes account of different travelling distances encountered across the MPS. Reducing the average time it takes for an MPS unit to attend I calls in this way would improve the quality of service provided to Londoners. This would compliment Best Value Performance Indicators that measure public satisfaction with the response. **The Review proposes to deliver a reduction in the average time taken to attend incidents by introducing new call grading and deployment protocols. (Recommendation 10.)**
24. A single-crewed patrol increases the number of units available to attend incidents and promotes greater visibility. It is clear that not every unit can be single-crewed; equally it is the case that not every patrol needs to be double-crewed. A robust risk assessment process is required to decide whether it is appropriate to single or double-crew a patrol. **The Review proposes to improve the availability of resources to meet demand by introducing an MPS effective crewing policy that increases the number of single officer patrols. (Recommendation 11.)**
25. Initial training should include the theoretical parts of the basic driving test. Following local assessment probationers could then be deployed on mobile patrols immediately after completing their street duties courses. The Review also

suggests that a proportion of probationers should also be trained to Level 2 public order standard in order to provide a more flexible use of resources. The proposal is not to increase the number of public order trained officers but to enlarge the pool from which they are taken by enabling BOCUs to select suitable probationers for training. **The Review proposes to enlarge the pool of staff available to BOCUs to meet demand by providing all recruits with basic driving training and selected probationers with Level 2 public order training. (Recommendation 12.)** Training some officers to public order Level 2 standard would enable probationers to be used to undertake public order duties thereby enabling BOCUs to retain experienced staff to meet local demand.

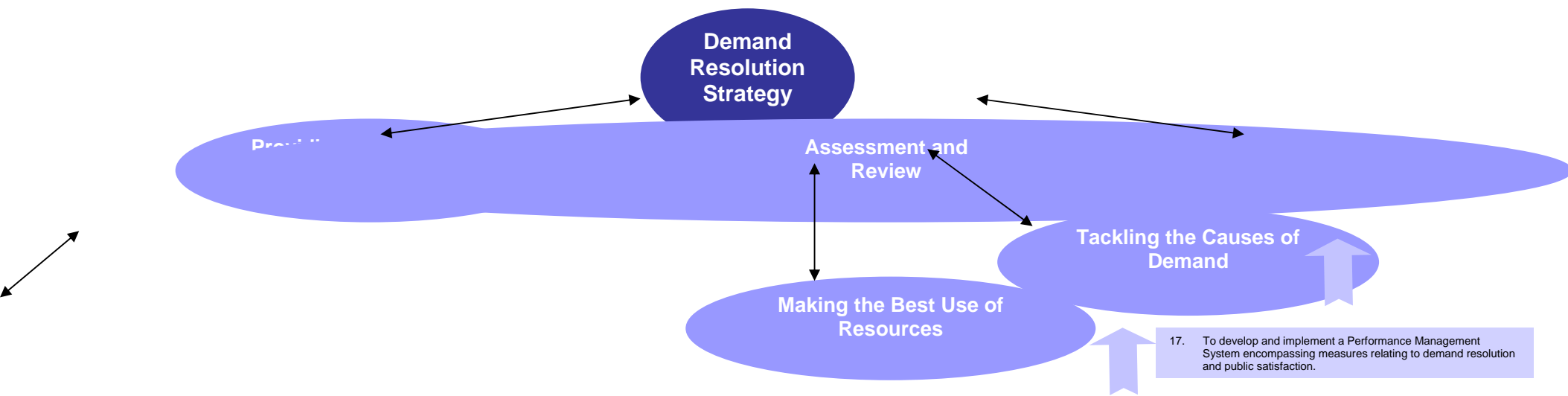
26. The MPS must retain an effective capacity to promptly respond to requests for help or assistance from members of the public. Sufficient skilled officers must be available on BOCU response teams to meet this corporate need. Better succession planning is required to ensure that sufficient skills are available on response teams and that maximum value is obtained from courses. The needs of the business must override the needs of an individual. The proposal adopts best practice from some BOCUs who already use Local Postings Panels to make informed decisions about whom, where and importantly when a member of staff will be transferred. **The Review proposes to optimise the deployment of staff by implementing a systematic approach to retaining skills on operational teams. (Recommendation 13.)**
27. The contribution of members of the Metropolitan Special Constabulary (MSC) is tangible evidence of communities' support for the MPS. In particular the proportion of members from a VEM background is much higher than for regular officers. The Review recognises the valuable contribution the Special Constabulary makes to the MPS. The review team seeks to increase the numbers of Special Constables and their output to help meet organisational needs. **The Review proposes to increase membership of the Metropolitan Special Constabulary to 1000 officers by offering the inducement of free rail travel and to improve their availability at the time of greatest demand by the introduction of service level agreements. (Recommendation 14.)** This would put Metropolitan Special Constables on a par with their British Transport Police counterparts and provide the same travel concessions available to regular MPS officers. Linked to service level agreements, this has the potential to reverse the downward trend in membership and increase their contribution to meeting demand.
28. The MPS simply cannot respond to every call for its services in the way that every person making a demand would want. A marketing communications strategy should improve public understanding about the responsibilities and role of the police, thereby reducing inappropriate demand on the MPS. It will also enable the MPS to absorb any additional demand generated by improving accessibility. The strategy should honestly set out the standards of service that the public can expect from the MPS. **The Review proposes to develop a marketing communications strategy that informs the public about the standard of service that can reasonably be provided by the MPS. (Recommendation 15.)**
29. The MPS has not collaborated with the other emergency services regarding publicity campaigns to reduce the number of 999 calls. Collaboration offers the opportunity to send consistent messages from the emergency services in London. Moreover, publicity can be sustained over a longer period, greater impact will be achieved and this will create better chances of a successful

outcome. **The Review proposes that the MPS collaborate with other emergency services on publicity campaigns to reduce inappropriate 999 emergency calls. (Recommendation 16.)**

30. MPS performance in relation to demand management and resolution should be consistently assessed and reviewed. The key performance indicators must be customer focused, employee related and cover financial and operational aspects of the activities. The indicators must be in line with the Home Office police Best Value Performance Indicators, the National Policing Plan and the Public Attitude Survey. Inputs, outputs and outcomes must form the suite of performance measures. **The Review proposes to develop and implement a Performance Management System encompassing measures relating to demand resolution and public satisfaction. (Recommendation 17.)**

### **Implementation arrangements**

31. The Review has considered the practicability of its emerging recommendations and improvement plan from an early stage. A full implementation plan will be produced after the Review's recommendations have been considered by the MPA.
32. A project team to develop a new structure for managing operational activity on BOCUs post C3i will include responsibility for implementing the recommendations of the Managing Demand Best Value Review. The development of the Centralised Telephone Investigation Bureau (CTIB), proposed by the Crime Management Best Value Review, will also be a key strand of the project.
33. Two members of the Managing Demand Review team will join this Borough Operations Project thus providing a clear line of continuity and ownership for implementing the recommendations.



**Effectively Resolving Demand**

1. Improve customer satisfaction by better services (e.g. opening hours, self-report telephone access and triage) to demand.
2. Increasing public satisfaction, achieving identifying opportunities for joining up a assessing the potential value of one-stop mobile police stations.
3. To improve the resolution of non-emergency 'help desk' function that in the short term to respond to enquiries, in the medium of C3i and the frequently asked database establish a fully functioning contact centre.
4. To improve accessibility by considering non-emergency number at the earliest results of the national pilot and implementation of the C3i Programme
5. To improve access to the MPS website, increase the range of services available on-line and actively promote usage.

6. Define the roles and responsibilities of response teams, setting and maintaining their target staffing levels to better match available BOCU resources to local demand.
7. To improve quality of service by increasing the ratio of experienced staff to probationers on response teams.
8. To improve the quality of front line leadership by setting and implementing MPS standards of patrol supervision.
9. To optimise the availability of resources to meet demand by developing a methodology to assess the efficiency of BOCU shift patterns.
10. To deliver a reduction in the average time taken to attend incidents by

15. To develop a marketing communications strategy that informs the public about the standard of service that can reasonably be provided by the MPS.
16. That the MPS collaborates with other emergency services on publicity campaigns to reduce inappropriate 999 emergency calls.

12. To enlarge the pool of staff available to BOCUs to meet demand by providing all recruits with basic driving training and selected probationers with Level 2 public order training.
13. Optimising the deployment of staff by implementing a systematic approach to retaining skills on operational teams.
14. To increase membership of the Metropolitan Special Constabulary to 1000 officers by offering the inducement of free rail travel and to improve their

**Links between Review Recommendations and Demand Resolution Strategy**

## IMPROVEMENT PLANS

<p><b>Recommendation 1:</b> Improve customer satisfaction by better matching front counter services (e.g. opening hours, self-reporting forms, internet and telephone access and triage) to demand.</p>	
<p><b>Objective(s):</b></p>	
<p><b>Link to strategic aim/priority:</b> Reforming the Delivery of Policing Services</p>	
<p><b>Additional costs:</b></p> <ul style="list-style-type: none"> <li>For 4 pilot sites: <ul style="list-style-type: none"> <li>Internet access in all front counters. £13K</li> <li>Telephone access point in all front counters. £ 2K</li> </ul> </li> </ul> <p style="text-align: right;">Sub-total £15K</p> <p>The design cost per revised form (assuming a four page length) is estimated to be £200 and £400 per translated version. To produce 10 self-reporting forms in English and thirteen languages (including Braille and large typeface). £54K</p> <p style="text-align: right;">Sub Total £69K</p> <p style="text-align: right;">TOTAL</p> <ul style="list-style-type: none"> <li>Full roll out of initiatives <ul style="list-style-type: none"> <li>Internet access in all front counters and telephone access points. (Both of these elements are recommendations in the Crime BVR and no additional costs will arise from this BVR).</li> </ul> </li> </ul>	<p><b>Estimated savings / benefits:</b></p> <p>Rudimentary analysis of out- sourcing front counter services suggests that there are potential savings to be made through market testing of this service. However, calculations are based on a number of assumptions that may not hold good. The evaluation will examine the actual costs associated with the provision of front counter services through PFI.</p>
<p><b>Non-quantifiable costs:</b></p> <p>Cost of pilot to be met from existing resources.</p>	<p><b>Non-financial benefits:</b></p> <ul style="list-style-type: none"> <li>Improved customer satisfaction.</li> </ul>

<b>Key actions to implement:</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Conduct a pilot over 4 sites including one PFI to test the demand, usage and effectiveness of self-reporting, Internet, telephone access to TIB and triage.	TP	March 2004	Pilot conducted	-
2. Evaluate the usage and effectiveness of self-reporting, Internet, telephone access to TIB and triage. This will include a comparative analysis of quality of service and customer satisfaction at the PFI site.	TP	April 2004	Evaluation completed	-
3. Commence roll out of initiatives based on the evaluation <sup>1</sup> .	TP	Commence June 2004	Facilities introduced	Increased satisfaction with front counter services. (Target to be set following establishment of a baseline)

---

<sup>1</sup> Roll out will link with the implementation of CTIB within the C3i environment



**Recommendation 2:** Increasing public satisfaction, achieving greater accessibility and identifying opportunities for joining up access to partners by assessing the potential value of one-stop shops, police shops and mobile police stations.

**Objective(s):**

**Link to strategic aim/priority:** Reforming the Delivery of Policing Services

**Additional costs:**

- Costs of piloting 'police information only' one-stop shop
  - Staff training based on volunteer training of 8 hours a day and two sessions (16 hour training time). £0.5k
- Costs of piloting full front counter services
  - Basic Infrastructure, CRIS and office equipment £2.5k
  - Internet access and dedicated TIB telephone access £3K
  - Staffing for 6 month pilot operating 5 day week office hours SRO with 12.5 shift allowance £12.5k
- Sub Total £18.5k
- TOTAL £18.5k
- Cost of full roll out  
Dependent on the combination of one-stop shop/mobile police station/police shop used by a BOCU. However, unit costs are:
  - Mobile Police Station (includes build, maintenance and running cost for a year) £96,700.
  - One-stop shop – based on the rental of Moor Street Police Shop as being indicative of commercial rates: £40,000 per annum
  - Police Shop – including staff costs based on the Moor Street Police Shop £123,334 (+£10,000 start up cost)

**Estimated savings / benefits:**

Nil

<p><b>Non-quantifiable costs:</b> Cost of pilot to be met from existing resources.</p>	<p><b>Non-financial benefits:</b></p> <ul style="list-style-type: none"> <li>• Increased public satisfaction</li> <li>• Reducing the burden on existing front counters allowing more time to be given to callers and enhancing quality of service</li> <li>• More holistic service provided to customers by linking services in one-stop shops</li> <li>• Greater ability to access hard-to-hear groups</li> </ul>			
<p><b>Key actions to implement:</b></p> <p>1. Evaluate the value and effectiveness of mobile police stations to increase accessibility to police services, utilising existing vehicles.</p>	<p><b>Lead</b> TP</p>	<p><b>Deadline</b> March 2004</p>	<p><b>PI / milestone</b> Pilot and evaluation undertaken</p>	<p><b>Target</b> -</p>
<p>2. Evaluate the value and effectiveness of police shops to increase accessibility to police services, utilising existing facilities.</p>	<p>TP</p>	<p>March 2004</p>	<p>Pilot and evaluation undertaken</p>	<p>-</p>
<p>3. Evaluate the value and effectiveness of one-stop shops to increase accessibility to police services. (Involving 2 pilots one in which police information and limited services are provided by non-MPS staff and a second where the full range of front counter services are provided).</p>	<p>TP</p>	<p>March 2004</p>	<p>Pilot and evaluation undertaken</p>	<p>-</p>
<p>4. Prepare business case for the MPA.</p>	<p>TP</p>	<p>June 2004</p>	<p>Business Case prepared</p>	<p>-</p>

<b>Recommendation 3:</b> To improve the resolution of non-emergency calls by developing a 'help desk' function that in the short term enhances BOCU's abilities to respond to enquiries, in the medium term to build on the capability of C3i and the frequently asked database and in the long term to establish a fully functioning contact centre.				
<b>Objective(s):</b>				
<b>Link to strategic aim/priority:</b> Reforming the Delivery of Policing Services				
<b>Additional costs:</b> A detailed evaluation and modelling of the function will be undertaken and a business case developed. This will be used to identify and articulate fully the costs and benefits involved.		<b>Estimated savings / benefits:</b>		
<b>Non-quantifiable costs:</b>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• Enhanced customer satisfaction</li> <li>• Contributes to government e-government targets</li> </ul>		
<b>Key actions to implement:</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. BOCUs to enhance ability to respond to non-urgent enquiries.	TP	December 2003	Guidance to BOCUs developed and implemented	
2. Enhance C3i capacity to resolve public enquiries through 'frequently asked questions database' and other processes.	DOI	October 2004	Development of FAQs and other processes	
3. Undertake a scoping study for the development of a centralised help desk function and prepare business case for MPA.	TP	March 2004	Business Case Prepared	Increased customer satisfaction (as measured by the Public Attitude Survey)

<b>Recommendation 4:</b> To improve accessibility by considering the introduction of a single non-emergency number at the earliest opportunity subject to the results of the national pilot and implementation of the C3i Programme.					
<b>Objective(s):</b>					
<b>Link to strategic aim/priority:</b> Reforming the Delivery of Policing Services					
<b>Additional costs:</b> An 0845 number is the most feasible option for a single number as a 0207/0208 number would require new routing technology at great expense. Based on current non-emergency volume of 6.5 m calls and an average duration of 3 minutes annual costs are shown as:		<b>Estimated savings / benefits:</b>			
Sub Total            £195K TOTAL                    £195K					
<b>Non-quantifiable costs:</b>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>Enhanced customer satisfaction from ease of contact</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Review pilot of national non-emergency number.		C3i	In line with pilot	Review Pilot	October 2005
2. Review implementation of C3i, evaluate the potential impact of MPS single non-emergency number and prepare business case for the MPA.		C3i	In line with C3i	Plan developed and implemented	October 2005

<b>Recommendation 5:</b> To Improve access to the MPS website, to increase the range of services available on-line and to actively promote usage.					
<b>Objective(s):</b>					
<b>Link to strategic aim/priority:</b> Reforming the Delivery of Policing Services					
<b>Additional costs:</b>  The actual cost will be dependent on the nature of the services to be made available on the website and the extent of back room processes that will need to be provided by a contractor. A recent contract for on-line recruitment involving a high degree of contracting out back room process provides an illustrative cost.  <p style="text-align: right;">TOTAL £200K</p>		<b>Estimated savings / benefits:</b>  Increasing availability of services on the Internet is likely to have potential to reduce demand on other access channels. The extent of this will be dependent on take-up of services. Any savings will be calculated as part of the pilot and be informed by the pilots being conducted by Avon and Somerset and Northumbria Police.			
<b>Non-quantifiable costs:</b> Any additional cost of the pilot to be met from existing resources.		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• Improved quality of service and customer satisfaction</li> <li>• Contributes to e-government targets</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Pilot the availability of selected police services on the Internet.		TP	March 2004	Service available	-
2. Roll out a full range of services as informed by pilot and the work of Avon and Somerset and Northumbria Police.		TP	March 2005		Full range of selected services available

**Recommendation 6:** Defining the roles and responsibilities of response teams, setting and maintaining their target-staffing levels to better match available BOCU resources to local demand. (This recommendation is closely linked to recommendations 7, 9, 10 and 13 and these should be viewed as mutually dependent.)

**Link to strategic aim/priority:** Reforming the delivery of policing services.

<p><b>Additional costs:</b>          Nil as a pilot is proposed to evaluate the recommendation.          Cost of pilot to be met from existing resources.</p>	<p><b>Estimated savings / benefits:</b>          It is estimated that by defining the roles and responsibilities of response teams other officers could deal with 15% 'S' calls. This would create an opportunity cost saving for response teams of 54,115 hours equating to a cost saving as shown, based on 30 minutes per incident and single officer deployment. The pilot will assess accurately the efficiency savings that can be achieved.</p> <table style="width: 100%; border: none;"> <tr> <td style="text-align: right;">Sub Total</td> <td style="text-align: right;">£1.2m</td> </tr> <tr> <td style="text-align: right;">TOTAL</td> <td style="text-align: right;">£1.2m</td> </tr> </table>	Sub Total	£1.2m	TOTAL	£1.2m
Sub Total	£1.2m				
TOTAL	£1.2m				

<p><b>Non-quantifiable costs:</b>          Risk that other staff will not be available to respond to the non-urgent calls no longer dealt with by response teams due to other demands.</p>	<p><b>Non-financial benefits:</b></p> <ul style="list-style-type: none"> <li>• Reduces risk to staff health and safety</li> <li>• Reduces number of staff abstractions from response role</li> <li>• Opportunities to re-deploy officers released to focus on reassurance patrols and addressing key crime</li> </ul>
--	---

<b>Key actions to implement:</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Pilot project in Greenwich BOCU to evaluate impact of redefined roles and responsibilities.	TP	31 December 2003	Evaluation completed	
2. Implement across all BOCUs, subject to the outcome of the evaluation.	TP	31 March 2004	Implementation across all BOCUs	Increase % strength of response teams available for deployment

<b>Recommendation 7:</b> To improve quality of service by increasing the ratio of experienced staff to probationers on response teams.					
<b>Link to strategic aim/priority:</b> Reforming the delivery of policing services.					
<b>Additional costs:</b> Nil - Cost of evaluation to be met from existing resources.		<b>Estimated savings / benefits:</b> Nil			
<b>Non-quantifiable costs:</b> <ul style="list-style-type: none"> <li>Risk that specialist units will draw experienced officers away from BOCUs.</li> </ul>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>Improvement in public satisfaction levels through experienced officers being more likely to get it right first time.</li> <li>Reduces burden on Sergeants because experienced staff will require less direct supervision.</li> <li>Enhancing policing skills of probationers by greater early exposure to community issues and engagement.</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Undertake an evaluation of the impact of Special Priority Payments on team retention and the reduction in the number of probationer officers.		TP	April 2004	Evaluation report	Decreased ratio of experienced staff to probationers on response teams.

<b>Recommendation 8:</b> To improve the quality of front line leadership by setting and implementing MPS standards of patrol supervision.					
<b>Link to strategic aim/priority:</b> Reforming the delivery of policing services.					
<b>Additional costs</b> Nil – to be met from existing resources.		<b>Estimated savings / benefits:</b> <b>Nil</b>			
<b>Non-quantifiable costs:</b> <ul style="list-style-type: none"> <li>• Risk that BOCUs may be unable to fill response team posts without 'robbing' other functions of experience and supervision.</li> <li>• Risk that the MPS will be unable to fill sergeant vacancies.</li> </ul>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• Improved public satisfaction through staff getting it right first time in response to incidents (measurement BVPI 23c).</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Define MPS standards of patrol supervision having regard to the needs of the C3i operating environment.		TP	1 April 2004	Publication of patrol supervision standards	Increase % of time Sergeants spend outside station to 60%
2. BOCUs to define and implement the local supervisory requirements necessary to achieve the MPS standards of patrol supervision in readiness for the introduction of C3i.		TP	30 September 2004	Local supervisory standards set	As above



<b>Recommendation 9:</b> To optimise the availability of resources to meet demand by developing a methodology to assess the efficiency of BOCU shift patterns.					
<b>Link to strategic aim/priority:</b> Reforming the delivery of policing services.					
<b>Additional costs</b> To be met from existing resources.		<b>Estimated savings / benefits:</b> There are no savings at this stage.			
<b>Non-quantifiable costs:</b> Nil		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• Improved public satisfaction through better match between staff and demand.</li> <li>• Reduce the impact on family life caused by the transfer of personnel to different shift patterns.</li> <li>• Reduction in wasted effort involved by BOCUs developing new shift patterns</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Develop methodology for assessing the effectiveness of shift patterns to meet local demand.		TP	December 2003	Methodology developed	
2. Assess the effectiveness of BOCU shift patterns to meet local demand.		TP	June 2004		All BOCUs to have assessed effectiveness of shift pattern

<b>Recommendation 10:</b> To deliver a reduction in the average time taken to attend incidents by introducing new call grading and deployment protocols.	
<b>Link to strategic aim/priority:</b> Reforming the delivery of policing services.	
<p><b>Additional costs</b> Staff training on new grading and protocols for all existing active CAD users (aprox. 4,000 staff). Opportunity training cost based on 1 hour staff training time per user:</p> <p style="text-align: right;">£92K</p>	<p><b>Estimated savings / benefits:</b> 1% reduction in number of calls responded to arising from improved questioning of callers and more appropriate grading and deployment yielding 5,136 saved hours annually. (Assuming average call attendance would take 20 minutes.)</p> <p style="text-align: right;">Sub Total                    £118K</p> <p>More effective deployment protocols would reduce the number of units assigned. Achieving a 5% reduction in instances where 3 or more units deployed would yield efficiency gains of 35,527 hours and a corresponding financial efficiency saving as shown.</p> <p style="text-align: right;">Sub Total                    £862K TOTAL                        £980K</p>
<p><b>Non-quantifiable costs:</b></p> <ul style="list-style-type: none"> <li>• Risk of reduced public satisfaction levels if response not within time that public perceives to be satisfactory.</li> <li>• Risk of adverse publicity if the media perceive the changes as reducing the quality of service the MPS provides to the public.</li> </ul>	<p><b>Non-financial benefits:</b></p> <ul style="list-style-type: none"> <li>• Improved public satisfaction by reducing the time taken to attend immediate grade incidents.</li> <li>• Increased visibility due to more incidents being dealt with by single-crewed vehicles/officers</li> <li>• Improved efficiency by reducing the number of immediate grade calls in the MPS closer to the national average.</li> <li>• Improved efficiency by reducing the % of immediate grade incidents where it is found that no police presence is required.</li> <li>• Enhanced public and officer safety because of fewer collisions involving police vehicles attending emergency calls.</li> <li>• Reduced fear of crime caused by the sight and sounds of police units attending emergency calls.</li> </ul>

<b>Key actions to implement:</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Develop and promulgate guidance on the use of incident pattern analysis to define patrol areas.	TP	31 March 2004	Promulgation of guidance	BIUs to define local patrol areas
2. Define and implement new call grading standards and deployment protocols.	TP	31 March 2004	Publication of call grading standards	Reduction in '1' grade incidents to bring MPS nearer to national average

<b>Recommendation 11:</b> To improve the availability of resources to meet demand by introducing an MPS effective crewing policy that increases the number of single officer patrols.								
<b>Link to strategic aim/priority:</b> Reforming the delivery of policing services								
<b>Additional costs:</b> Nil – to be met by existing resources.		<b>Estimated savings:</b> Based on 5% of 'S' calls being dealt with by a single-crewed vehicle rather than double-crewed would yield 18,038 additional hours patrol time. The indicative saving is shown.  <table style="width: 100%; border: none;"> <tr> <td style="text-align: right;">Sub Total</td> <td style="text-align: right;">£500K</td> </tr> <tr> <td style="text-align: right;">TOTAL</td> <td style="text-align: right;">£500K</td> </tr> </table>			Sub Total	£500K	TOTAL	£500K
Sub Total	£500K							
TOTAL	£500K							
<b>Non-quantifiable costs:</b> <ul style="list-style-type: none"> <li>• Risk that officers will be injured when attending incidents that did not appear violent at first assessment.</li> <li>• Risk of increased case attrition rate due to the devaluation of the testimony of officers in courts because it has not been corroborated.</li> <li>• Risk of reduction in performance because officers will be less motivated to engage with criminals e.g. reducing stop search activity.</li> </ul>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• Increased public satisfaction through single-crewed units being able to spend longer at incidents.</li> <li>• Increased visibility and reassurance.</li> </ul>						
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>			
1. Develop and publish an effective crewing policy including a risk assessment framework.		TP	31 March 2004	Publication of safer crewing policy	5% of response units to be single-crewed			

<b>Recommendation 12:</b> To enlarge the skills available to BOCUs to meet demand by providing all recruits with basic driving training and selected probationers with Level 2 public order training.				
<b>Link to strategic aim/priority:</b> Reforming the delivery of policing services				
<b>Additional costs:</b> Nil – to be met by existing resources.		<b>Estimated savings / benefits:</b> Annual efficiency saving to BOCUs on driver training arising from theory test being conducted as part of recruit training. Based on 3500 recruits annually:		
		Sub Total		£161K
		TOTAL		£161K
<b>Non-quantifiable costs:</b> Nil		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>Enlarge pool from which officers can be selected for public order training.</li> </ul>		
<b>Key actions to implement:</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Implementation Team, in conjunction with CO11 to produce and publish guidance permitting probationers to receive public order training.	TP	31 December 2003	Guidance published	5% of probationers to be Level 2 trained
2. Recruit Training School to assume responsibility for theoretical section of basic driving assessments.	HRD	31 March 2005	Responsibilities transferred	100% of recruits to receive theory training

<b>Recommendation 13:</b> Optimising the deployment of staff by implementing a systematic approach to retaining skills on operational teams.					
<b>Link to strategic aim/priority:</b> Reforming the delivery of policing services.					
<b>Additional costs:</b> Increased driver refresher training (4 hours per officer + 4 hours assessor time, based on average number of lapsed drivers across MPS):		£ 322K	<b>Estimated savings / benefits:</b> Nil		
Sub-total		£ 322K			
TOTAL		£ 322K			
<b>Non-quantifiable costs:</b> <ul style="list-style-type: none"> <li>Potential reduction in operational capacity of units carrying vacancies.</li> </ul>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>Increased efficiency by reducing % of trained staff not using skills.</li> <li>Retaining the value of training investment.</li> <li>Reduced OCU training costs particularly to those with devolved budgets.</li> </ul>			
Key actions to implement:		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. HRD to develop and promulgate succession-planning advice based on good practice BOCUs.		HRD	31 March 2004	Promulgation of succession planning guidance.	Increase % of staff using trained skills in BOCUs.

**Recommendation 14:** To increase membership of the Metropolitan Special Constabulary to 1000 officers by offering the inducement of free rail travel and to improve their availability at the time of greatest demand by the introduction of service level agreements.

**Link to strategic aim/priority:** Reforming the delivery of policing services

<b>Additional costs:</b>		<b>Estimated savings / benefits:</b>	
Provision of 310 additional uniforms	£223K	Additional patrol hours costed at Police Constable rate assuming 310 additional SC working an average 27 hours per month. This yields 100,440 additional hours patrol per annum:	
Additional expenses based on increase to 1000 SCs	£161K		
Provision of free rail travel for Special Constabulary (1000 officers)	£90K		
Recruitment campaign	£150K		
	Sub-total		Sub Total
	TOTAL		TOTAL
	£624K		£2.3m
	£624K		£2.3m

<b>Non-quantifiable costs:</b>	<b>Non-financial benefits:</b>
<ul style="list-style-type: none"> <li>Risk that civil staff morale will be adversely affected by the provision of free rail travel to members of the Special Constabulary.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced availability of Special Constabulary</li> <li>Increased confidence of London's diverse communities in the MPS.</li> </ul>

<b>Key actions to implement:</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Implementation Team to commission DPA to mount advertising campaign.	TP	31 March 2004	Recruiting publicity	Raise % awareness of MSC
2. Implementation Team to devise MSC Service Level Agreements in conjunction with MSC and BOCUs.	TP	31 December 2003	Production of template SLAs	10% increase in average MSC duty hours

<b>Recommendation 15:</b> To develop a marketing communications strategy that informs the public about the standard of service that can reasonably be provided by the MPS.					
<b>Link to strategic aim/priority:</b> Reforming the delivery of policing services.					
<b>Additional costs:</b> Costs of developing marketing communications strategy as estimated by DPA.		<b>Estimated savings / benefits:</b> Nil			
Sub-total            £500K TOTAL                    £500K					
<b>Non-quantifiable costs:</b> <ul style="list-style-type: none"> <li>Risk of adverse publicity if media report the strategy as reducing policing standards.</li> </ul>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>Improved public satisfaction through a better informed public with realistic expectations of the MPS</li> <li>Development of measures to evaluate the number of inappropriate calls/demands on the MPS.</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Set aims and establish methodology for campaign in conjunction with C3i Programme.		DPA	31 December 2003	Campaign conducted	10% reduction in inappropriate 999 calls
2. Engage with key internal and external (e.g. local authorities) stakeholders about resolution of diverted demand.		DPA	31 March 2004	Consultation and discussions undertaken	10% reduction in inappropriate 999 calls



<b>Recommendation 16:</b> That the MPS collaborates with other emergency services on publicity campaigns to reduce inappropriate 999 emergency calls.					
<b>Link to strategic aim/priority:</b> Reforming the delivery of policing services.					
<b>Additional costs:</b> Nil – to be met from existing resources.		<b>Estimated savings / benefits:</b> Nil			
<b>Non-quantifiable costs:</b> <ul style="list-style-type: none"> <li>• Compromise between emergency services over the key campaign messages may reduce benefit to the MPS</li> <li>• Risk that LAS and LFB will decline to collaborate with the MPS</li> <li>• Risk that publicity campaigns cannot be effectively co-ordinated</li> </ul>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• Reduction in % of inappropriate 999 calls</li> <li>• Increasing % of Londoners aware of campaigns.</li> </ul>			
<b>Key actions to implement:</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Negotiate and commission joint publicity campaigns with LAS and LFB.		DPA	31 December 2003	Agreement with LAS and LFB	10% reduction in inappropriate 999 calls

<b>Recommendation 17:</b> To develop and implement a Performance Management System encompassing measures relating to demand resolution and public satisfaction.				
<b>Link to strategic aim/priority:</b> Reforming the delivery of policing services.				
<b>Additional costs:</b> To be met from existing resources - on-going work is already taking place to develop a methodology to measure public satisfaction for the BVPIs.		<b>Estimated savings / benefits:</b> Nil		
<b>Non-quantifiable costs:</b>		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>Improved public satisfaction through scrutiny of performance against demand management targets.</li> </ul>		
<b>Key actions to implement:</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
1. Develop suite of performance indicators.	CPG	31 March 2004	Suite of PIs	Implementation of PIs
2. Develop and implement a performance management system to collect, analyse and report demand data.	CPG	31 March 2004	System implemented	Reports produced

<b>Summary of Costs and Savings</b>		
<b>Recommendation</b>	<b>Costs</b>	<b>Savings</b>
1.	£69K (Pilot cost)	-
2.	£18.5K (Pilot cost)	-
3.	-	-
4.	£195K (Estimated implementation cost)	-
5.	£200K (Pilot cost)	-
6.	-	£1.2m (Estimated efficiency saving from introduction of recommendation)
7.	-	-
8.	-	-
9.	-	-
10.	£92K (Estimated opportunity cost of implementing recommendation)	£980K (Estimated efficiency saving from introduction of recommendation)
11.	-	£500K (Estimated efficiency saving from introduction of recommendation)
12.	-	£161K (Estimated efficiency saving from introduction of recommendation)
13.	£322K (Estimated opportunity cost of implementing recommendation)	-
14.	£624K (Estimated cost of implementing recommendation)	£2.3m (Estimated efficiency saving from introduction of recommendation)
15.	£500K (Estimated cost of implementing recommendation)	-
16.	-	-
17.	-	-
<b>TOTAL</b>	<b>£2m</b>	<b>£3.94m</b>