Appendix 1 – Schedule for production of component parts to Mayor's budget submission

Overall dates:

30 October	Full Authority approves budget submission package
10 November	MPA sends detailed budget submission to Mayor

The GLA group budget guidance notes specify that the budget submission should contain 4 key elements:

1. A **Budget Plan** for the three years 2004-05 to 2006-07 with supporting analysis and explanation
2. A **Business Plan** covering at least the period to 2006-07
3. A **Budget and Equalities** submission
4. A **Capital Spending Plan** for the five years 2004-05 to 2008-9

The schedule for MPA committees to approve the individual elements is:

	MPA committee for approval
Budget Plan	Finance Committee (13 October)
Business Plan. Sub-components:	
Towards the Safest City (TtSC) + supporting analysis, highlighting where Mayor's policy directives have been addressed in it.	PPRC (9 October)
Updated annex in TtSC, showing relation between new initiatives/growth items in revised 3 year financial projections and goals in TtSC	Finance Committee (13 October)
Step Change Business Plan	COP (3 October)
MPS plans to increase the safety and security of women	PPRC (9 October)
Identification + evaluation of main business risks facing the MPS	COP (3 October)
Budget and Equalities	Equal Opportunities and Diversity Board (16 October)
Capital Spending Plan	Finance Committee (13 October)

Appendix 2 – The Mayor's Budget Guidance 2004-05 vs. 'Towards the Safest City'

Background

GLA Group Budget Guidance Notes for 2004-05 asks for three-year financial plans alongside business plans based on Mayoral objectives and priorities. It asks for business plans to reflect four separate sets of direction set by the Mayor:

    a) the Mayor's key strategic issues for 2003-04 and the medium term

    b) MPA specific Mayor's key deliverables for 2003-04

    c) policy objectives that all GLA bodies should address in their submissions

    d) MPA specific policy objectives

The way in which 'Towards the Safest City' reflects the Mayor's directions is demonstrated in this paper.

Mayor's sets of direction

a)   <u>Mayor's key strategic issues for 2003-04 and the medium term</u>

Eleven key strategic issues have been identified as the major focus of the GLA's work over the medium term. The full text is shown only under issue (1).

    (1) Providing further visible policing on London's streets

    The GLA will continue to work with the MPA to provide additional officers to patrol London's streets and work to reduce crime and the fear of crime. We will also co-ordinate and promote the expansion of the ground breaking joint initiative between TfL and the MPS to provide visible police presence on London's bus routes.

    (2) Consultation, publication and implementation of the London Plan (Spatial Development Strategy)

    (3) Development of the World Squares for All project

    (4) Promotion of strategic housing issues

    (5) Completion of the Cultural Strategy and a programme of Mayoral cultural events

    (6) Implementation of the Transport Strategy

    (7) Integration of the London Underground into Transport for London

    (8) Making the case for London

    (9) Equalities

    (10) Tackling Poverty in London

    (11) Completion of consultation and start work on the implementation of the Mayor's Environmental Strategies

b) MPA specific Mayor's key deliverables for 2003-04

Key deliverables for the MPA are:

- Deliver an increase of 1,000 police officers by the end of March 2004. The Mayor's target is for 30% of new police officers recruited in 2003-04 should be from black and ethnic minorities and 25% should be women;

- Deliver an increase of 500 police community support officers to be recruited in the second half of the year;

- In addition to the above increases to the establishment, deliver an increase of 223 police officers and 157 police community support officers to the transport policing unit to enable the extension of the enforcement strategy for London's buses and taxis in partnership with Transport for London;

- Fund up to 500 police officer posts released by the civilianisation of posts because of the C3i command, control and communications project;

- Cover the cost of additional equipment, civilian staff, training, accommodation and other services that are necessary to support the additional officers;

- Change the current complement of 276 traffic wardens in the Transport Operational Command Unit to police community support officers;

- Continue to implement the results of the of the first tranche of efficiency and effectiveness reviews and provide independent support to deliver further service improvements and a more effective use of resources;

- Provide match funding for the existing rape haven and start-up costs for two additional havens;

- Provide resources for more efficient working with the criminal justice system, improvements in child protection and further civilianisation proposals to release police officers for operational duties.

- Provide funding for a deputy clerk and policy officer post for the MPA.

c) Policy objectives that all GLA bodies should address in their submissions

- Implementation of the Mayor's statutory strategies

- Implementation of other Mayoral strategies and polices

- Implementation of Equalities for All service improvement plan

d) MPA specific policy objectives

- Development of options and supporting implementation plans and costings for increasing police numbers to 35,000 over the next 3 to 5 year period

- Implementation of recruitment and retention practices that deliver substantial progress to a representational workforce and minimise black and minority ethnic and female leavers

- Development of options and implementation of plans to increase the safety and security of women.

Analysis

The analysis in the table that follows summarises the fit between the Mayor's four sets of direction, Towards the Safest City (TtSC) and other MPS/MPA strategies that contribute to the Mayor's directions. The detail underpinning the summary matrix is given in Annex A.

Conclusions

a) The Mayor's key strategic issue for providing further visible policing on London's streets (working to reduce crime and the fear of crime) is at the heart of goal 1 of TtSC (Developing Safer Communities).

b) The MPA specific Mayor's key deliverables for 2003-04 are principally relevant to the increases in police/community support officer numbers, which are included in TtSC under the growth programme (a Key Strategic initiative), as well as goal 1 and goal 4 (Developing a professional and effective workforce). The costs/funding associated with these initiatives can hence be linked explicitly to TtSC. The only key deliverable where the link to TtSC is not explicit is the deliverable to 'Provide funding for a deputy clerk and policy officer post for the MPA.'

c) The analysis demonstrates that 'Towards the Safest City' contributes to the majority of the Mayor's strategies/policies, albeit in a rather indirect manner. However, where the goals of TtSC themselves make no reference to the Mayor's strategies (e.g. Biodiversity, Transport), then other MPS strategies contribute instead to their delivery. TtSC is an overarching document which provides the context and direction for all the work performed in the MPS. In many cases, it is the underlying functional strategies (E.g. Environment, Child Protection) that provide the more specific contribution to those of the Mayor's.

d) There is a potential gap in the way in which TtSC contributes to one of the MPA specific policy objectives, namely 'Development of options and implementation of plans to increase the safety and security of women.' Whilst one of the supporting aims for goal 1 is to 'Protect vulnerable victims, including children and victims of rape, domestic violence and hate crimes (such as racist and homophobic crime), the aim does not include specific reference to the safety of women. Naturally, this is implied in the wording of the aim. However, the aim wording may not be wide enough to incorporate the broad spectrum of women's safety that the policy objective implies.

Summary analysis of contribution of 'Towards the Safest City' and other MPS/MPA strategies to achievement of the Mayor's 2004-05 budget directions

Mayor's directions in 2004-05 budget guidance	Goals in 'Towards the Safest City'					
	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	Support from a contributing functional MPS/MPA strategy
a) Mayor's key strategic issues for 2003-04 and the medium term: (1) Provide further visible policing on London's streets	✓			✓		Growth strategy
b) 10 MPA specific Mayor's key deliverables for 2003-04	✓		✓	✓		Diversity, HR, Growth, Project Sapphire strategy (Improving rape investigation and victim care), Demand Resolution and Management strategy
c) Statutory Mayoral strategies/objectives						
Air quality [published September 2002]				✓		Environment strategy
Biodiversity [published July 2002]	-	-	-	-	-	Environment strategy
Culture [draft sent out for consultation June 2003]		✓				Rainbow (Counter terrorist strategy)
Economic Development [published July 2001]	✓					32 BOCU Crime and Disorder

						strategies
Noise [draft sent out for consultation March 2003]	-	-	-	-	-	
Spatial Development - London Plan Objective 1: Making the most sustainable and efficient space in London; encouraging intensification and growth in areas of need and opportunity. [draft sent out for consultation June 2002]	✓					32 BOCU Crime and Disorder strategies
Spatial Development - London Plan Objective 2: Making London a better city for people to live in.	✓			✓		Diversity strategy Property and Estates strategy 32 BOCU Crime and Disorder strategies
Spatial Development - London Plan Objective 3: Making London a more prosperous city with strong and diverse economic growth.	✓	✓		✓		Rainbow (Counter terrorist strategy) HR strategy
Spatial Development - London Plan Objective 4: Promoting social inclusion and tackling deprivation and discrimination.	✓			✓		HR strategy (which incorporates the Gender Agenda) Diversity strategy
Spatial Development - London Plan Objective 5: Improving London's transport.	-	-	-	-	-	Transport strategy
Spatial Development - London Plan Objective 6: Making London a more attractive, well-designed and green city.				✓		Environment strategy
Transport Strategy [published July 2001]	-	-	-	-	-	Transport strategy

Waste [draft sent out for consultation September 2002]				✓		Environment strategy
c) Non statutory Mayoral strategies/policies	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	
Draft strategy for children and young people [sent out for consultation April 2003]	✓		✓			Child protection, Domestic violence, Diversity, Youth, Combating persistent offenders, Modernising Criminal Justice, 32 BOCU Crime and Disorder strategies
Draft energy strategy [sent out for consultation January 2003]				✓		Environment strategy
Policy to address harm caused by alcohol and drugs [published January 2002]	✓					Drugs strategy
Rough sleepers strategy [published March 2001]	✓					(Draft) consultation strategy
Domestic violence strategy [published November 2001]	✓					Domestic violence strategy (published in consultation with the GLA)
Report on importance of e-technology to London's position as the e-capital of Europe [published September 2001]					✓	e-strategy
Report setting out case for investing in the capital [published September 2001]	-	-	-	-	-	

	Goal 1	Goal 2	Goal 3	Goal 4	Goal 5	**Support from a contributing functional MPS/MPA strategy**
c) Equalities for All service improvement plan	✓			✓		Diversity strategy (Draft) consultation strategy
d) MPA specific policy objectives						
Development of options and supporting implementation plans and costings for increasing police numbers to 35,000 over the next 3 to 5 year period				✓		Growth strategy
Implementation of recruitment and retention practices that deliver substantial progress to a representational workforce and minimise black and minority ethnic and female leavers				✓		Diversity strategy HR strategy Staff retention strategy
Development of options and implementation of plans to increase the safety and security of women.	(✓)					

A ✓ in the box indicates that work to achieve the goal in 'Towards the Safest City' will contribute to delivery of the Mayor's directions

Towards the Safest City

Goal 1 - Developing Safer Communities

Goal 2 - Securing the Capital against Terrorism

Goal 3 - Revitalising the Criminal Justice System

Goal 4 - Developing a Professional and Effective Workforce

Goal 5 - Reforming the Delivery of Policing Services

Annex A: Detailed analysis of contribution of 'Towards the Safest City' and other MPS/MPS strategies to achievement of the Mayor's

Statutory Mayoral strategies/ supporting objectives	How the strategy is supported by 'Towards the Safest City'	Support from a contributing functional MPS/MPA strategy
Air quality	One of the aims in goal 4 of TtSC is to 'Provide our staff with the most appropriate working conditions, environmentally friendly facilities and equipment to help achieve our goals.' The MPA's complementary environment strategy (see alongside), contributes directly through its objectives to: ➢ Reduce wherever practical the level of harmful emissions, in order to contribute to a healthy environment. ➢ Reduce emissions from the MPA vehicle fleet.	Environment strategy
Biodiversity	TtSC does not contribute explicitly to this strategy. However, the MPA's complementary environment strategy (see alongside), contributes through its objective to: Minimise the impact of our buildings and activities on the local community, fauna and flora.	Environment strategy
Culture	Two issues identified as needing to be addressed to deliver the (draft) culture strategy are: ➢ London needs to attract and originate more world-class events. (Issue 2) ➢ London needs to develop its brand and promote itself as a world cultural city and tourism destination (Issue 5). One of the outcomes of goal 3 (Securing the Capital against Terrorism) in TtSC is 'London is viewed as a safe global destination for tourism and trade; residents, workers and visitors feel safe from terrorist attack and disorder'. Hence, goal 3 of TtSC plays a vital role in delivery of the culture strategy.	Rainbow (Counter terrorist strategy)

Economic Development	Work carried out under TtSC contributes to the principle of 'Sustainable development' set out in the Economic Development Strategy. [Ensuring that London's growth respects the need for social progress, environmental protection and conservation of scarce resources]. One of the strategic objectives laid out in this principle is 'Improving community safety in London.' Clearly, goal 1 of TtSC (Developing Safer Communities) makes a significant contribution to this objective.	32 BOCU Crime and Disorder strategies
Noise	TtSC does not contribute explicitly to this strategy.	
Spatial Development Strategy - London Plan Objective 1: Making the most sustainable and efficient space in London; encouraging intensification and growth in areas of need and opportunity.	Goal 1 (Developing Safer Communities) will contribute to one of the policy directions highlighted to achieve this objective, namely: ➤ 'Promote a stronger and wider role for town centres to meet the full range of local needs (including shopping, leisure, housing and local services and jobs) and to strengthen their sense of identity.' How? In particular, through the aim in TtSC that states we will 'Focus on local crime and disorder priorities within a common policing model'. This re-enforces the opportunities for BOCUs (in conjunction with their partners) to address any identified problems of safety in town centres. A safe environment will encourage locals to make full use of the facilities provided. A relevant corporate project that the MPS is involved in with the British Council of Shopping Centres aims to develop and influence policies and practices for crime reduction within retail centres.	32 BOCU Crime and Disorder strategies
Spatial Development Strategy - London Plan Objective 2: Making London a better city for people to live in.	Work carried out under TtSC contributes to the following policy directions listed under this objective: ➤ Improve the quality of Londoners' lives and the environment through better designed buildings and public spaces. How? As part of goal 1 (Developing Safer Communities), through participation in the 'Planning and Crime' project. This is a project with the DTLR (Department for Transport, Local Government and the Regions) with the aim of building crime reduction into the English planning system. ➤ Achieve targets for new housing, including affordable housing, that will cater for the needs of London's existing and future population and give more people who need it access to homes they can afford. How? Goal 4 (Developing a Professional and Effective Workforce) has an aim to 'In line with the	Building Towards The safest City 2002-2005. A Property and Estates Strategy. Diversity strategy – Annex I in

	aims and objectives of the MPS Diversity strategy, we will recruit, train and retain an extended policing family of employees reflecting the diversity of London.' The MPS is already participating in the drive to obtain affordable housing, as it recognises that this is key to enabling it to achieve its recruitment targets. ➢ Address the differing needs of London's diverse population. How? The MPS's diversity strategy – a summary of which appears in Annex I of TtSC – is committed to appreciating London's diversity in all aspects of MPS business including (for example) its interaction with the public, its workforce makeup and its investigation and prevention of hate crime. All these initiatives will contribute to the desire articulated in the London Plan to deliver an inclusive London that builds upon its diversity and is sensitive to the needs and preferences of its constituent groups. ➢ Promote public safety, including design measures that improve safety in buildings and the public realm. How? Clearly, goal 1 of TtSC has a significant contribution to make to this policy, as its sole focus is on development of safer communities. Indeed, the vision of the MPS (which 'Towards the Safest City' is designed to deliver) is 'To make London the safest major city in the world.' ➢ Create a cleaner, healthier and more attractive environment in all parts of London from the suburbs to the centre. How? Goal 1 of TtSC has an aim to 'Focus on local crime and disorder priorities within a common policing model'. Of the 32 BOCUs, over 90% have tackling graffiti/vandalism/anti-social behaviour as an objective. A specific aim in goal 1 is to 'Introduce the extended policing family to provide reassurance and reduce the incidence of anti-social behaviour by sustaining high visibility policing'. ➢ Working with partners, including the community and voluntary sectors, improve the availability of quality local services particularly education and health. How? Goal 1 of TtSC has an aim to 'Improve our partnerships with other voluntary, public and private organisations to help fight crime and improve the quality of life.' Of course, all Crime and Disorder strategies are set up in partnership with a range of other organisations.	TtSC. 32 BOCU Crime and Disorder strategies

Spatial Development Strategy - London Plan Objective 3: Making London a more prosperous city with strong and diverse economic growth.	Work carried out under TtSC contributes to the following policy directions listed under this objective:	Rainbow (Counter terrorist strategy)
Spatial Development Strategy - London Plan Objective 4: Promoting social inclusion and tackling deprivation and discrimination.	Work carried out under TtSC contributes to the following policy directions listed under this objective: ➢ Tackle unemployment by increasing access to high quality jobs through training, advice and other support, particularly for those women and young people and minority ethnic groups most in need. How? Through an aim in goal 4 which intends to 'In line with the aims and objectives of the MPS Diversity Strategy, recruit, train and retain an extended policing family of employees reflecting the diversity of London.' A further goal 4 aim ('Introduce new approaches to work, with particular regard to shift patterns, part-time working, home working and family-friendly policies') will also contribute to this policy direction. ➢ Tackle discrimination, building on the economic and cultural strengths of London's diversity and building a London that is more accessible to disabled people. How? [See aims highlighted in goal 4 above].	HR strategy (which incorporates the Gender Agenda) Diversity strategy

	➢ Ensure that local communities benefit from economic growth and are engaged in the development process. How? An aim in goal 1 is to ' Improve how we consult communities (particularly those that are vulnerable or hard to reach).' An aim in goal 5 (Reforming the delivery of Policing Services) is to 'Focus on meeting the needs of service users, delivering services locally where beneficial and ensuring clear lines of accountability for the results.'	
Spatial Development Strategy - London Plan Objective 5: Improving London's transport	TtSC does not contribute explicitly to the key policy directions that will achieve this objective.	Transport strategy
Spatial Development Strategy - London Plan Objective 6: Making London a more attractive, well-designed and green city.	One of the aims in goal 4 of TtSC is to 'Provide our staff with the most appropriate working conditions, environmentally friendly facilities and equipment to help achieve our goals.' One of the key initiatives cited to drive forward this aim is 'Providing estate, facilities and equipment that are appropriate to changing operational obligations yet benign in terms of environmental impact.' The MPA's complementary environment strategy (see alongside), contributes directly to the following key policy directions: ➢ Promote a range of actions to achieve the wider environmental sustainability of a growing London, including radical improvements in the use of energy, the treatment of waste, the reduction of noise pollution, the improvement of air quality and the promotion of biodiversity. ➢ Make the fullest and most sustainable use of resources including land, water, energy and construction materials.	Environment strategy
Transport Strategy	TtSC does not contribute explicitly to this strategy.	MPS contributes through formation of the transport OCU

Waste	One of the aims in goal 4 of TtSC is to 'Provide our staff with the most appropriate working conditions, environmentally friendly facilities and equipment to help achieve our goals.'	Environment strategy

Non statutory strategies and policies

Non statutory Mayoral strategy or policy	How the strategy/policy is supported by 'Towards the Safest City'	Support from a contributing functional MPS/ MPA strategy
Draft strategy for children and young people	Work carried out under TtSC contributes to the following proposals/policies from the Mayor: Category 3E: Supporting children and their families ➢ Proposal 3E.7: 'The Mayor will ask the London-wide Child Protection Committee convened by the MPS to co-ordinate the collation of local authority data on the numbers of disabled children subject to child protection investigations, on the Child Protection Register and subject to care proceedings.' ➢ Proposal 3E.8: 'The Mayor will establish a pan-London forum of statutory and voluntary sector agencies, including the police, to establish and monitor the extent of commercial sexual exploitation of children and young people in the capital.' ➢ Policy 3E.4: 'The Mayor will take measures to address issues of violence towards London's children.' Category 3H: Safety and justice ➢ Policy 3H.1: 'The Mayor will tackle discrimination in all its forms and promote and	Child protection strategy Domestic violence strategy Diversity strategy Youth strategy Combating persistent offenders strategy Modernising Criminal Justice strategy

	celebrate diversity.'	32 BOCU Crime and Disorder strategies
	➢ Proposal 3H.1: 'The GLA will become a key member of the London-wide advisory body to be set up in partnership with the MPA and other agencies to combat race hate crime.'	
	➢ Policy 3H.2: 'The Mayor will seek to promote the personal safety of all young Londoners in London's public spaces.'	
	➢ Proposal 3H.4: 'The Mayor, in partnership with the MPS and the London boroughs, will seek to ensure that local crime reduction strategies in London are more child-centred and prioritise child community safety through practical measures.'	
	➢ Proposal 3H.5: 'The GLA will work with the MPS, GoL and the Youth Justice Board to ensure that routinely collected crime data include robust statistics on crimes against children and young people.'	
	➢ Proposal 3H.6: 'The Mayor, through partnership working, will take steps to ensure that the conviction and sentencing of London's children and young people is not disproportionate to other regions.'	
	How? Through two specific aims in goal 1 (Developing safer communities) which are to:	
	• Protect vulnerable victims, including children and victims of rape, domestic violence and hate crimes (such as racist and homophobic crime).	
	• Focus on local crime and disorder priorities within a common policing model.	
	And through an aim in goal 3 (Revitalising the Criminal Justice System) which is to 'Change our working practices to improve the services given to victims and witnesses.'	
Draft energy strategy	One of the aims in goal 4 of TtSC is to 'Provide our staff with the most appropriate working conditions, environmentally friendly facilities and equipment to help achieve our goals.'	Environment strategy
	The MPA's complementary environment strategy (see alongside), contributes directly through its objective to: Deign all new buildings and engineering installations with regard to energy efficiency and whole life costings and manage energy wisely in all operations.	

Policy to address harm caused by alcohol and drugs	One of aims in goal 1 is to 'Disrupt organised crime and criminal activity on a London-wide basis, particularly murder, human trafficking, gun-crime and crime related to hard drugs.'	Drugs strategy
Rough sleepers strategy	Goal 1 includes an aim to 'Improve how we consult communities (particularly those that are vulnerable or hard to reach).' This supports Action 6 of the Mayor's Rough Sleepers strategy, which is: The GLA will ensure that rough sleepers – either through user-led groups or individually – will be included in its own stakeholder consultations on the variety of issues and strategies affecting Londoners.'	(Draft) consultation strategy
Domestic violence strategy	Goal 1 of TtSC (Developing Safer Communities) has as a specific aim: 'Protect vulnerable victims, including children and victims of rape, domestic violence and hate crimes (such as racists and homophobic crime).' One of the 'Key initiatives to drive forward our aims' is cited as 'Developing a domestic violence strategy ('Enough is Enough') to respond quickly and effectively to domestic violence incidents.'	Domestic violence strategy (published in consultation with the GLA)
Report on importance of e-technology to London's position as the e-capital of Europe	One of aims under goal 5 (Reforming the Delivery of Policing Services) is to 'Deliver more services electronically to the public and our partners.'	e-strategy
Report setting out case for investing in the capital	N/A	

Appendix 3 – Summary of the MPS work being performed to increase the safety and security of women within the capital

DRAFT ACTION PLAN

TO DEVELOP A STRATEGY
FOR
WOMEN AS A CUSTOMER GROUP
AND
IMPLEMENT A TOOLKIT
WHICH PROVIDES SUPPORT FOR WARD PARTNERSHIPS AND THE RESPONSE TEAMS

Overall aims and objectives of this project

To reach and serve effectively women in London's community;
To identify the needs of women in London and improve their safety;
To appreciate cultural or social pressures that effect women;
To improve relationships between the police and women;
To work in partnership with women's groups;
To have a better understanding of the people we serve their expectations and concerns;
To improve the confidence of Women and their families and ensure they are treated fairly
To have a better chance of success by developing and implementing a toolkit which improves ways of serving their communities;
To facilitate and improve multi-agency work and to;
Provide relevant data on Women who have contact with the police.

DRAFT ACTION PLAN TO IMPLEMENT A STRATEGY FOR WOMEN AS A CUSTOMER GROUP

LONG TERM AIM: TO REACH AND SERVE EFFECTIVELY WOMEN IN LONDON'S COMMUNITY

OBJECTIVE: DATA COLLECTION

Action	Lead	Input	Output	Milestones
Identify what data is collected in the MPS	MPS – DCC4	DCC4	Data collection	Identify what database systems collect gender information in the MPS – October 2003 Decide on criteria for data collection and set parameters for baseline information - October 2003
Incorporate all relevant data into SPSS format	MPS –DCC4	PIB	Database of relevant information	Arrange for PIB to isolate gender data and incorporate into database in SPSS format – November 2003
Data to be researched forwarded to Surrey University	MPS – DCC4	DCC4/PIB	Database	Database transferred to Surrey University – November 2003 Trawl relevant published literature and forward to Surrey University – Nov 2003

DRAFT ACTION PLAN TO IMPLEMENT A STRATEGY FOR WOMEN AS A CUSTOMER GROUP

LONG TERM AIM: TO REACH AND SERVE EFFECTIVELY WOMEN IN LONDON'S COMMUNITY

OBJECTIVE: IDENTIFYING THE NEEDS OF WOMEN IN LONDON'S COMMUNITIES

Action	Lead	Input	Output	Milestones
To identify women customer groups	DCC4	DCC4 ICG	Update Report Produced	Meet with partners to identify different customer groups - October 2003 Identify MPS services provided to women and how these should be delivered – December 2003
To identify needs of Women	DCC4 PIB	DCC4 PIB	Report produced	Provide a questionnaire for the different customer groups looking at service delivery, fear factor of crime and reassurance methods – December 2003 Analyse findings from Questionnaire – April 2004 Report on findings – May 2004

S. WILLIAMS/Action plans – 23/09/2003

DRAFT ACTION PLAN TO IMPLEMENT A STRATEGY FOR WOMEN AS A CUSTOMER GROUP

LONG TERM AIM: TO REACH AND SERVE EFFECTIVELY WOMEN IN LONDON'S COMMUNITY

OBJECTIVE: CREATING LINKS

Action	Lead	Input	Output	Milestones
To link with ACPO Gender work	DCC4	DCI Williams	Minutes from ACPO Group Meeting	**DCC4 representative identified for ACPO Gender Forum - September 2003**
To create links with DCC6	DCC4	DCI Williams	Meetings of MPS Gender/Agenda group	DCC4 to be represented on MPS Gender/Agenda group to share information that benefits recruitment/retention and progression of Police staff – October 2003
To create external links	DCC4	DCC4	MPS Gender Forum	To establish an MPS Gender Forum Identify members from partner agencies Set terms of reference – November 2003
To create internal links	DCC4	DCC4 TP SCD 5	MPS Gender Forum	To invite internal partners to MPS Gender Forum – November 2003

S. WILLIAMS/Action plans – 23/09/2003

DRAFT ACTION PLAN TO IMPLEMENT A STRATEGY FOR WOMEN AS A CUSTOMER GROUP

LONG TERM AIM: TO REACH AND SERVE EFFECTIVELY WOMEN IN LONDON'S COMMUNITY

OBJECTIVE: DEVELOPING TOOLKIT

Action	Lead	Input	Output	Milestones
To implement a toolkit for MPS staff.	DCC4	DCC4	Toolkit Published	To use findings from published reports of needs of Women in London's Communities to set out the MPS service delivery for each customer group and problem solving techniques - April 2004 Incorporate the findings and recommendations from Surrey university – July 2004
To evaluate toolkit	ICG	ICG DCC4 Ward Partnerships	Evaluation report	Evaluate the use of the Toolkit with MPS staff and customers over a 3 month period Implement findings into the Toolkit – October 2004

DRAFT ACTION PLAN TO IMPLEMENT A STRATEGY FOR WOMEN AS A CUSTOMER GROUP

LONG TERM AIM: TO REACH AND SERVE EFFECTIVELY WOMEN IN LONDON'S COMMUNITY

OBJECTIVE: MANAGEMENT OF TOOLKIT

Action	Lead	Input	Output	Milestones
Develop strategy for implementing the Toolkit	DCC4	DCC4 ACPO MPS Gender Forum Ward Partnerships	Guidelines for use of Toolkit	Evaluate different mediums for Toolkit (i.e. Notices/Word doc/Palm) Publish Initial Toolkit with guidance to ensure Toolkit is used effectively – April 2004 Incorporate support and advise for Women on the Web Metwide and at BOCUs level – April 2004

DRAFT ACTION PLAN TO IMPLEMENT A STRATEGY FOR WOMEN AS A CUSTOMER GROUP

LONG TERM AIM: TO REACH AND SERVE EFFECTIVELY WOMEN IN LONDON'S COMMUNITY

OBJECTIVE: DATA ANALYSIS

Action	**Lead**	Input	Output	Milestones
To analyse data collected	Surrey University	University Researcher	Report of analysis of Data collected and findings including any recommendations for future use.	Surrey University to submit proposal to MPS – October 2003 Data collected to be forwarded to Surrey University – November 2003 Surrey University to analyse data and import census data – March 2004 Initial findings, report - April 2004 Final report and recommendations - July 2004

DRAFT ACTION PLAN TO IMPLEMENT A STRATEGY FOR WOMEN AS A CUSTOMER GROUP

LONG TERM AIM: TO REACH AND SERVE EFFECTIVELY WOMEN IN LONDON'S COMMUNITY

OBJECTIVE: IMPLEMENTATION OF THE TOOLKIT TO MPS STAFF – Media Strategy

Action	Lead	Input	Output	Milestones
To develop a media strategy.	DCC4	DCC 4 DPA MPS Gender Forum	Press releases on new Gender Toolkit	Interim press release for launch Key people available for interview Co-ordinate Internal media campaign (The Job/AWARE) - April 2004 Co-ordinate external press campaign when Surrey University findings and recommendations are incorporated– July 2004

S. WILLIAMS/Action plans – 23/09/2003

DRAFT ACTION PLAN TO IMPLEMENT A STRATEGY FOR WOMEN AS A CUSTOMER GROUP

LONG TERM AIM: TO REACH AND SERVE EFFECTIVELY WOMEN IN LONDON'S COMMUNITY

OBJECTIVE: EDUCATION

Action	**Lead**	Input	Output	Milestones
To incorporate learning into education syllabus	DCC4	DCC4 Borough School Liaison Officers	Project on Gender	Sponsorship identified – December 2003-08-27 Engage schools in Gender Project through Geography/Psychology topics Provide pack to schools Guidance for questionnaires and research to be undertaken – January 2004 Award for outstanding project – July 2004 Media launch of findings – July 2004