

**POLICING PLAN 2003/04 DEVELOPMENT OF PRIORITIES AND OBJECTIVES**

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

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| <b>Objective</b>                                   | <b>5.To improve the investigation and prevention of murder offences</b>  |  |                    |                      |                      |
| <b>Measure</b>                                     | The percentage of homicides cleared up <sup>1</sup>  |  |                    |                      |                      |
| <b>Targets</b>                                     | <b>To achieve a clear-up rate of 83%</b>   |  |                    |                      |                      |
| <b>MPS lead</b>                                    | Specialist Crime Directorate   | <b>Business Group lead</b>                                 | Commander Homicide | <b>Timeframe</b>     | <b>1, 2, 3 years</b> |
| <b>Current performance</b>                         |  | <b>2000/01</b>   | <b>2001/02</b>     | <b>2002/03 (YTD)</b> |                      |
|  | Homicides  | 189  | 202                | 139                  |                      |
|  | % cleared up   | 89.9   | 72.8               | 79.1                 |                      |
|  | YTD Apr – Dec 02   |  |                    |                      |                      |
| <b>Key activities in support of objective</b>      | <ul style="list-style-type: none"> <li>• The establishment of multi-disciplinary Murder Investigation Teams that will provide a flexible response to murder investigations scaled to the appropriate seriousness and /or complexity. This will be enabled by the growth of all Major Investigation Teams to the staffing levels agreed for 2002/03 but not yet implemented.</li> <li>• In conjunction with the establishment of the Crime Academy, improve the training within the Major Investigation Teams, thus enhancing the ability and skills of our investigators.</li> <li>• Implement the recommendations of the Damilola Taylor Murder Investigation Review.</li> <li>• Conducting audits of Missing Persons in support of the Merlin Project, in order to ensure the identification of those missing person cases worthy of Serious Crime Group investigation.</li> <li>• Improve Strategic Analysis to enable the identification of offence and offender profiles and vulnerable sections of our communities, thus providing the opportunity for intervention and prevention.</li> </ul> |  |                    |                      |                      |
| <b>Further information (background or context)</b> | <p>Based on the clear-up rates of the Serous Crime Group – formed in 2000.</p> <p>2000/02 89.9%</p> <p>2001/02 72.8%</p> <p>2002/03 79.1 (YTD)</p> <p>Ave 80.6%</p> <p>Discussions have taken place with MPA members. The last twenty years clear up rates were examined and complexities of London factored-in. Hence setting 83% clear up rate is a realistic target and will demonstrate an improvement in performance.</p>   |  |                    |                      |                      |

<sup>1</sup> Homicide comprises murder, manslaughter and infanticide. All clear ups are included rather than simply judicial disposals as there are occasional uses of other clear ups when, for example, the attacker also died

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| <b>PRIORITY FOR LONDONERS: A</b>                   | <b>IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS</b> <i>It should be noted that this template remains 'work in progress'</i>  |
| <b>Objective</b>                                   | <b>6. To disrupt the trafficking of humans ,Class A Drugs and firearms</b>   |
| <b>Measure</b>                                     | The number of operations aimed at disrupting organised trafficking offences  |
| <b>Targets</b>                                     | <b>To increase the number of operations aimed at disrupting organised trafficking offences</b>   |
| <b>Current performance</b>                         | A confidential briefing/report could be arranged if appropriate  |
| <b>Key activities in support of objective</b>      | <ul style="list-style-type: none"> <li>• In partnership with others, improve and enhance the intelligence gathering capability in relation to targeting of organised crime groups involved in trafficking of humans, Class 'A' drugs and firearms London.</li> <li>• The deployment of a wide range of sensitive covert policing methods to enhance and improve the intelligence gathering capability relating to the trafficking of humans, firearms and Class 'A' drugs, in order to detect and reduce these offences.</li> <li>• Improvement in co-ordinated corporate intelligence services to assist in the detection and reduction of these offences.</li> <li>• Information would be supplied to the MPA (primarily Planning, Performance and Review Committee) in closed session giving some information regarding the operations carried out and their outcome in order for performance in this area to be assessed</li> <li>• In partnership with others parts of the Metropolitan Police and other agencies, run a number of problem-solving operations.</li> <li>• Work to establish a proactive capability to deal with trafficking in Class A drugs.</li> <li>• The Branch will train all staff engaged involved in kidnap duties in Family Liaison Familiarisation and Victim support.</li> </ul> |
| <b>Further information (Background or context)</b> | <p>It is accepted that this OCU is not presently in a position to furnish appropriate measures and targets for this new priority as it is a new area of business and the management information available is not in a form to provide meaningful measurement. It is an objective of the relevant OCU plan to devise a system that will enable the collation of meaningful measures and targets for this priority for 2004/5.</p> <p>The work of OCU is covert by nature and necessity, and the involvement of the units is discrete in investigations operating on a basis of sterile corridors. This means that this OCU does not and should not deal with victims and witnesses directly, to ensure the sterile corridor is maintained. It is essential that victims and witnesses are therefore dealt with by the evidential/investigative arm of an operation and not the covert arm, which is our role. To do otherwise may jeopardise an operation and expose covert techniques utilised, which are protected by public interest immunity at Court.</p>  |

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| <b>Objective</b>                                   | <b>7. To disrupt the criminal use of firearms</b>  |                            |  |                                |   |  |                |                |                     |  |  |                           |       |       |       |  |  |                |  |        |       |  |  |           |  |  |  |  |  |
| <b>Measure</b>                                     | The number of recorded violent firearms offences   |                            |  |                                |   |  |                |                |                     |  |  |                           |       |       |       |  |  |                |  |        |       |  |  |           |  |  |  |  |  |
| <b>Targets</b>                                     | <b>To reduce violent firearms offences in 2003-04 to 4% below the level in 2002-03.</b>  |                            |  |                                |   |  |                |                |                     |  |  |                           |       |       |       |  |  |                |  |        |       |  |  |           |  |  |  |  |  |
| <b>Current performance</b>                         | <table border="1"> <thead> <tr> <th></th> <th><b>2000/01</b></th> <th><b>2001/02</b></th> <th><b>2002/03(YTD)</b></th> <th colspan="2"></th> </tr> </thead> <tbody> <tr> <td>Violent firearms offences</td> <td>2,790</td> <td>3,744</td> <td>2,951</td> <td colspan="2"></td> </tr> <tr> <td>Percent change</td> <td></td> <td>+34.2%</td> <td>+9.3%</td> <td colspan="2"></td> </tr> <tr> <td colspan="6">Apr - Dec</td> </tr> </tbody> </table>   |                            |  |                                |   |  | <b>2000/01</b> | <b>2001/02</b> | <b>2002/03(YTD)</b> |  |  | Violent firearms offences | 2,790 | 3,744 | 2,951 |  |  | Percent change |  | +34.2% | +9.3% |  |  | Apr - Dec |  |  |  |  |  |
|  | <b>2000/01</b>   | <b>2001/02</b>             | <b>2002/03(YTD)</b>                      |                                |   |  |                |                |                     |  |  |                           |       |       |       |  |  |                |  |        |       |  |  |           |  |  |  |  |  |
| Violent firearms offences                          | 2,790  | 3,744                      | 2,951                                    |                                |   |  |                |                |                     |  |  |                           |       |       |       |  |  |                |  |        |       |  |  |           |  |  |  |  |  |
| Percent change                                     |  | +34.2%                     | +9.3%                                    |                                |   |  |                |                |                     |  |  |                           |       |       |       |  |  |                |  |        |       |  |  |           |  |  |  |  |  |
| Apr - Dec  |  |                            |  |                                |   |  |                |                |                     |  |  |                           |       |       |       |  |  |                |  |        |       |  |  |           |  |  |  |  |  |
| <b>MPS lead</b>                                    | Specialist Crime Directorate   | <b>Business Group lead</b> | Commander Cross border & organised crime | <b>Timeframe 1, 2, 3 years</b> | 1 |  |                |                |                     |  |  |                           |       |       |       |  |  |                |  |        |       |  |  |           |  |  |  |  |  |
| <b>Key activities in support of objective</b>      | <ul style="list-style-type: none"> <li>To ensure all information in relation to possession of firearms and firearm criminality is assessed by an officer of at least Detective Inspector rank. Thus ensuring all investigative opportunities are identified and pursued.</li> <li>To ensure that the MPS submits all firearms as described in service policy, to the Forensic Science Service for inclusion on the National Firearms Forensic Intelligence Database.</li> <li>To review crime recording markers to ensure accurate data collection thereby informing operational response.</li> <li>In conjunction with the Directorate of Intelligence, compile a template to assist analysis of firearms incidents thereby ensuring appropriate operational response.</li> <li>To provide Borough Command Units with crime reduction information to enable local reduction strategies to be put in place.</li> <li>To work in partnership with other social agencies and volunteer groups to put in place reduction strategies.</li> <li>To provide an effective gun amnesty in co-operation with the Metropolitan Police Authority and the Black Police Association as part of the wider Government amnesty.</li> <li>Conduct targeted operations against specific problems such as gun dealers and problematic licensed premises.</li> </ul> |                            |  |                                |   |  |                |                |                     |  |  |                           |       |       |       |  |  |                |  |        |       |  |  |           |  |  |  |  |  |
| <b>Further information (background or context)</b> | <p>The definition of violent firearm offences is 'all violent crime, burglary and theft except possession of weapons where a firearm (including air weapons) is involved. This has been broadened from 'gun related violent crime' to include burglary and theft, which has increased figures by approx. 9%, mostly aggravated burglary.</p> <p>The 4% reduction target was set because there is no common trend in firearms crime across London. A 5% reduction target has been set for those offences where the trend is downward or fairly stable. However, for offences where the trend is upward there is a need to stop that upward trend before an overall reduction can be achieved. In certain offences it is almost inevitable that the figures will increase. On that basis, taking all firearms crime into account an overall 4%</p>   |                            |  |                                |   |  |                |                |                     |  |  |                           |       |       |       |  |  |                |  |        |       |  |  |           |  |  |  |  |  |

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|  | reduction was felt to be more realistic and achievable yet remains challenging when you take into account that the target this year was to limit the increase to 10%. |
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| <b>PRIORITY FOR LONDONERS: A:</b>                  | <b>IN PARTNERSHIP, TO PROMOTE SAFER COMMUNITIES FOR LONDONERS</b> <i>It should be noted that this template remains 'work in progress'</i>   |                            |                          |                                |        |
| <b>Objective</b>                                   | <b>8. To reduce the number of road casualties</b>   |                            |                          |                                |        |
| <b>Measure</b>                                     | The number of serious/fatal road casualties within the MPD  |                            |                          |                                |        |
| <b>Targets</b>                                     | <b>A 4% reduction in serious/fatal casualty figures compared with 2002-03. This equates to a reduction of 243 casualties</b>  |                            |                          |                                |        |
| <b>Current performance</b>                         |   | <b>2000/01</b>             | <b>2001/02</b>           | <b>2002/03 (YTD*)</b>          |        |
|  | Collisions**  | 5568                       | 5428                     | 2992                           |        |
|  | Per 1,000 population  | 0.76                       | 0.75                     | 0.71                           |        |
|  | *Apr – Oct 2002 – per 1,000 shown as annual equivalent<br>** involving death or serious injury  |                            |                          |                                |        |
| <b>MB lead</b>                                     | AC TP   | <b>Business Group lead</b> | Cmdr Traffic & Transport | <b>Timeframe 1, 2, 3 years</b> | 1 year |
| <b>Key activities in support of objective</b>      | <ul style="list-style-type: none"> <li>To carry out mobile speed enforcement initiatives at locations identified by the Camera Safety Partnership &amp; Road Crime Intelligence Unit.</li> <li>To support the 'THINK' campaign by carrying out specified road safety initiatives in line with the 'THINK' campaign calendar. This is a twelve-month themed, linked enforcement plan.</li> <li>To provide high visibility, tactical policing on the Strategic Road Network.</li> <li>To work with our partners and significant stake holders to provide education to all road users when appropriate.</li> <li>Co-ordination between collision investigation, traffic management and our partners to look at engineering out road problems.</li> <li>Pro-actively identifying intelligence led casualty hot spots.</li> <li>Specific targeted operations e.g. Mermaid, Floodgate, Bike safe &amp; cabs.</li> <li>Centralised Traffic CJU to ensure consistency of enforcement, which improves driver behaviour, and relieve pressure on Boroughs.</li> </ul> |                            |                          |                                |        |
| <b>Further information (background or context)</b> | <ul style="list-style-type: none"> <li>The reduction target is in line with the government's 10 year target to reduce serious/fatal road casualties by 40% by 2010, based on a 1994/98 baseline. It represents a straight line reduction.</li> <li>Around two-thirds of all collisions where people are killed or injured occur on roads where the speed limit is 30mph or less</li> <li>Seven out of ten drivers regularly break the speed limit on these roads, usually by about 5mph. At 35mph this means an extra six metres to stop.</li> <li>The ACPO manifesto identifies drink/drug driving and failure to wear seatbelts as the second &amp; third highest causes of fatalities in collisions.</li> <li>A 1mph reduction in average speed will cut collision frequency by about 5 per cent.</li> <li>Driving too fast was one of the main causes of twelve hundred deaths and over twenty thousand serious injuries on built-up roads in the UK last year.</li> </ul>  |                            |                          |                                |        |

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|  | <ul style="list-style-type: none"><li>• Powered two wheel vehicles make up 2% of the traffic on London's roads but account for 24% of road deaths.</li></ul> |
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| PRIORITY FOR LONDONERS: C                          |   | TO IMPROVE THE QUALITY OF SERVICE TO VULNERABLE VICTIM GROUPS |                            |                                |   |
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| <b>Objective</b>                                   | <b>14. To improve the protection and safety of children including victim care, investigation and partnership working</b>  |   |                            |                                |   |
| <b>Measure</b>                                     | <p>1. The number of cases where a supervisory officer is involved at the referral stage and subsequent strategy discussions during a joint investigation with social services into possible injury or harm to a child (recommendation 93 of the Victoria Climbié Inquiry).</p> <p>2. The number of cases where a supervisory officer manages from the outset the investigation of serious crimes against children (recommendation 94 of the Victoria Climbié Inquiry)</p>   |   |                            |                                |   |
| <b>Targets</b>                                     | <p><b>1. 100% of cases</b></p> <p><b>2. 100% of cases</b></p>   |   |                            |                                |   |
| <b>MPS lead</b>                                    | Specialist Crime Directorate  | <b>Business Group lead</b>                                    | Commander Specialist Crime | <b>Timeframe 1, 2, 3 years</b> | 1 |
| <b>Key activities in support of objective</b>      | <ul style="list-style-type: none"> <li>• Implementing a 24-hour Operations Command to improve the quality and speed of the response to child protection incidents across London.</li> <li>• Improving the quality, integrity and management of child protection crime reports through the creation of a Crime Management Unit for the Child Protection Command.</li> <li>• Enhancing the use of intelligence and information sharing with the creation and development of two new databases (Merlin and Protect) for internal and external partners. [This will strengthen our arrangements for information sharing and partnership working with other agencies dealing with child protection, including the relationship between Multi-Agency Public Protection Panels and Area Child Protection Committees].</li> <li>• Improving the quality of child protection investigations by ensuring adherence to the Manual of Professional Operating standards.</li> <li>• Creating a Child Protection High Tec Crime Unit to enhance our response to the investigation of paedophilia on the Internet.</li> <li>• To continue carefully selecting and training staff working in the area of child protection to deal with the very special problems posed by investigating crimes of this nature.</li> <li>• Referral Managers are implemented on each Child Protection Unit to reduce the workloads to the CP Investigation teams allowing directed qualitative investigations in serious cases.</li> <li>• The Child Abuse Prevention Team continue to form partnerships within London's 32 Boroughs and promulgate best prevention practice with our partners</li> <li>• To deliver the Lord Laming recommendations within the agreed timescales of his report</li> </ul> |   |                            |                                |   |
| <b>Further information (background or context)</b> |   |   |                            |                                |   |



| PRIORITY FOR LONDONERS: D                          | IN PARTNERSHIP, TO REVITALISE THE CRIMINAL JUSTICE SYSTEM <i>It should be noted that this template remains 'work in progress'</i>  |                            |  |                                |        |
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| <b>Objective</b>                                   | <b>15. To bring more offences to justice</b>   |                            |  |                                |        |
| <b>Measure</b>                                     | 1. Number of offences brought to justice<br>2. Number of sites where CPS lawyers are available at point of charge  |                            |  |                                |        |
| <b>Targets</b>                                     | 1. <b>6,183 for 2003/04</b><br>2. <b>20 sites by the end of March 2004</b>   |                            |  |                                |        |
| <b>MB lead</b>                                     | AC TP  | <b>Business Group lead</b> | Commander Investigation & criminal justice | <b>Timeframe 1, 2, 3 years</b> | 1 year |
| <b>Key activities in support of objective</b>      | <ul style="list-style-type: none"> <li>• Introduction of NSPIS Case and Custody</li> <li>• Development of Prisoner Processing Teams</li> <li>• MPS/CPS Joint performance meetings at BOCU level</li> <li>• Implementation of secure email systems and audit procedures between the CPS and the MPS</li> </ul>  |                            |  |                                |        |
| <b>Further information (background or context)</b> | <p>The target of 6,183 is a London Criminal Justice Area target, ie. joint with the City of London and in partnership with the CPS. Offences brought to justice data is not sufficiently timely to use for internal performance monitoring, however remains the 'highest level' target. In order to reach this target the following supporting targets are proposed:</p> <ul style="list-style-type: none"> <li>• 15% reduction in discontinuances (current figures are 19,299 at Crown and Magistrates' Courts for 2002)</li> <li>• 35% reduction in discharged committals (based on an approximate figure of 2,100 for 2002, this baseline may be revised)</li> <li>• To increase the judicial disposal rate for total notifiable offences to 13% (from 12.4% April to December 2003)</li> </ul> <p>Discharged committals and case discontinuances data is supplied by the CPS.</p> <p>Measures 1 &amp; 2 will contribute to approximately 70% of the target of an extra 6138 offences brought to justice. Measure 3 will contribute approximately the remaining 30%. It is proposed that these supporting targets may be revised over the course of the year in line with the most recent available data to ensure that the high level target is reached.</p> <p>This template, together with template 16, is being cross-checked with the London Criminal Justice Action Plan.</p> |                            |  |                                |        |

| PRIORITY FOR LONDONERS: D   |   | IN PARTNERSHIP, TO REVITALISE THE CRIMINAL JUSTICE SYSTEM |                                      |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
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| <b>Objective</b>  | <b>16. To improve the service to victims and witnesses</b>  |   |                                      |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <b>Measure</b>  | 1. Victim satisfaction with police initial response to a burglary<br>2. Victim satisfaction with police initial response to a violent crime<br>3. To develop agreed standards for information and communication to witnesses and victims through the introduction of victim focus desks on boroughs<br>4. To establish 'volunteer witness and victim co-ordinators' on boroughs   |   |                                      |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <b>Targets</b>  | 1. <b>Victim satisfaction with police initial response to burglary of 85%</b><br>2. <b>Victim satisfaction with initial police response to violent crime of 75%</b><br>3. <b>To pilot a victim focus desk, evaluate and begin roll-out</b><br>4. <b>20 borough co-ordinators in place by 31.3.04</b>  |   |                                      |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <b>Current performance</b>  | <table border="0"> <tr> <td colspan="6">% of victims satisfied with police initial response to a report of burglary of a dwelling (2002/03 target: 90%)</td> </tr> <tr> <td></td> <td><i>Base</i></td> <td></td> <td><i>% satisfied</i></td> <td></td> <td><i>% satisfied</i></td> </tr> <tr> <td><i>FY 2000-2001</i></td> <td>2287</td> <td></td> <td>84%</td> <td></td> <td><b>84%</b></td> </tr> <tr> <td><i>FY 2001-2002</i></td> <td>1075</td> <td></td> <td>84%</td> <td></td> <td><b>83%</b></td> </tr> <tr> <td><i>FYTD 2002-2003</i></td> <td>905</td> <td></td> <td>83%</td> <td></td> <td><b>83%</b></td> </tr> <tr> <td colspan="6"><br/></td> </tr> <tr> <td colspan="6">% of victims satisfied with police initial response to a report of violent crime (2002/03 target: 80%)</td> </tr> <tr> <td></td> <td><i>Base</i></td> <td></td> <td><i>% satisfied</i></td> <td></td> <td><i>%</i></td> </tr> <tr> <td><i>FY 2000-2001</i></td> <td>1607</td> <td></td> <td>74%</td> <td></td> <td></td> </tr> <tr> <td><i>FY 2001-2002</i></td> <td>556</td> <td></td> <td>73%</td> <td></td> <td></td> </tr> <tr> <td><i>FYTD 2002-2003</i></td> <td>360</td> <td></td> <td>69%</td> <td></td> <td></td> </tr> </table> |   |                                      |                                |                    | % of victims satisfied with police initial response to a report of burglary of a dwelling (2002/03 target: 90%) |  |  |  |  |  |  | <i>Base</i> |  | <i>% satisfied</i> |  | <i>% satisfied</i> | <i>FY 2000-2001</i> | 2287 |  | 84% |  | <b>84%</b> | <i>FY 2001-2002</i> | 1075 |  | 84% |  | <b>83%</b> | <i>FYTD 2002-2003</i> | 905 |  | 83% |  | <b>83%</b> | <br> |  |  |  |  |  | % of victims satisfied with police initial response to a report of violent crime (2002/03 target: 80%) |  |  |  |  |  |  | <i>Base</i> |  | <i>% satisfied</i> |  | <i>%</i> | <i>FY 2000-2001</i> | 1607 |  | 74% |  |  | <i>FY 2001-2002</i> | 556 |  | 73% |  |  | <i>FYTD 2002-2003</i> | 360 |  | 69% |  |  |
| % of victims satisfied with police initial response to a report of burglary of a dwelling (2002/03 target: 90%) |   |   |                                      |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
|   | <i>Base</i>   |   | <i>% satisfied</i>                   |                                | <i>% satisfied</i> |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <i>FY 2000-2001</i>   | 2287  |   | 84%                                  |                                | <b>84%</b>         |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <i>FY 2001-2002</i>   | 1075  |   | 84%                                  |                                | <b>83%</b>         |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <i>FYTD 2002-2003</i>   | 905   |   | 83%                                  |                                | <b>83%</b>         |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <br>  |   |   |                                      |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| % of victims satisfied with police initial response to a report of violent crime (2002/03 target: 80%)          |   |   |                                      |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
|   | <i>Base</i>   |   | <i>% satisfied</i>                   |                                | <i>%</i>           |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <i>FY 2000-2001</i>   | 1607  |   | 74%                                  |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <i>FY 2001-2002</i>   | 556   |   | 73%                                  |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <i>FYTD 2002-2003</i>   | 360   |   | 69%                                  |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <b>MB lead</b>  | AC TP   | <b>Business Group lead</b>                                | Cdr Investigation & criminal justice | <b>Timeframe 1, 2, 3 years</b> | 1 year             |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <b>Key activities in support of objective</b>   | <ul style="list-style-type: none"> <li>• Further development and roll out of the sole burglary response pilots at the Boroughs of Enfield and Southwark</li> <li>• Development of victim / witness satisfaction information through the London Criminal Justice Board reflecting experiences throughout the criminal justice system</li> <li>• Implementation of ATOS KPMG's Blueprint for Change</li> <li>• Development of Victim/Witness Focus Desks on Boroughs</li> </ul>   |   |                                      |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |
| <b>Further information (background or context)</b>  | The victim satisfaction survey information is the only baseline data available regarding victim or witness satisfaction with the CJS; the performance measures are also best value performance indicators. It is recognised that this does not fully reflect the priority and objective.  |   |                                      |                                |                    |   |  |  |  |  |  |  |             |  |                    |  |                    |                     |      |  |     |  |            |                     |      |  |     |  |            |                       |     |  |     |  |            |      |  |  |  |  |  |  |  |  |  |  |  |  |             |  |                    |  |          |                     |      |  |     |  |  |                     |     |  |     |  |  |                       |     |  |     |  |  |

| PRIORITY FOR EXCELLENCE: A  |   | TO EXPAND OUR APPROACH TO INCLUDE ALL ASPECTS OF DIVERSITY   |                            |
|---|---|--|----------------------------|
| <i>It should be noted that this template remains 'work in progress'</i> |   |  |                            |
| <b>Objective</b>  | <b>17: To achieve an increased representation of the diverse groups of London within the extended police family of the MPS, i.e. police officers, civil staff, Community Police Support Officers (PCSOs), Traffic Wardens, and the Metropolitan Police Special Constabulary.</b>  |  |                            |
| <b>Measures and targets</b>   | <ul style="list-style-type: none"> <li>• Minority ethnic recruits as a percentage of all police recruits</li> <li>• Minority ethnic officers as a percentage of total police strength</li> <li>• Minority ethnic recruits as a percentage of all PCSO recruits</li> <li>• Minority ethnic PCSOs as a percentage of total PCSO strength</li> <li>• Minority ethnic civil staff as a percentage of total civil staff strength</li> <li>• Women recruits as a percentage of all police recruits</li> <li>• Women officers as a percentage of total police strength</li> <li>• Women recruits as a percentage of all PCSO recruits</li> <li>• Women as a percentage of the total PCSO strength</li> </ul> | <ul style="list-style-type: none"> <li>• 15%</li> <li>• 6.6%</li> <li>• Awaits</li> <li>• 25%</li> <li>• 21%</li> <li>• 25%</li> <li>• 18%</li> <li>• Awaits</li> <li>• 26%</li> </ul> |                            |
| <b>MB lead:</b>   | AC 'HR'   | <b>Timeframe</b><br>1, 2, 3<br>years   | <b>Business Group lead</b> |
| <b>Key activities</b>   | Work in progress on key activity addressing disabilities issues.  |  |                            |
|   | Maximise the recruitment of women and individuals from minority ethnic groups to increase their representation in the workforce against targets, including local Borough targets. (APA, People Strategy)  | 3 years  | HR Selection               |
|   | Build on the work of the Positive Action (Central and Local) Team and the joint MPA/MPS Recruitment Task Force by developing internal and external partnerships to support women and individuals from ethnic and other minority groups who wish to join the MPS.  | 3 years  | HR Selection               |
|   | Enhance the processes for monitoring gender and ethnicity issues within the workforce with a view to identifying areas for action under the Race Relations Amendment Act, e.g. recruitment, selection, training, and distribution. (APA)  | 1 year   | HR Selection               |
|   | Explore the opportunities for developing a corporate process for the local recruitment of Police Community Support Officers in conjunction with community partnerships, to increase recruitment from the various minority groups and to deploy recruits to serve the communities from which they are drawn. (APA, People Strategy)  | 1 year   | HR Selection               |
|   | Introduce a Career Development Unit for managers and staff to encourage best practice in career development and progression and support the DOIT in addressing the particular needs of women and individuals from minority ethnic groups. This will include supporting the Gender Agenda and the High Potential Development Scheme. (APA, Gender Agenda, People Strategy)   | 1 year   | HR Selection               |

|  |  | <b>Timeframe<br/>1, 2, 3<br/>years</b> | <b>Business<br/>Group lead</b> |
|--|--|--|--------------------------------|
|  | Maximise the retention of experienced members of staff by actively promoting the benefits of working for the MPS, including flexible working and work/life balance, and in partnership with the DOIT focusing on the particular needs of women and individuals from minority groups. (Gender Agenda, APA, People Strategy.)  | 3 years                                | HR Selection                   |
|  | Ensure that the policies and processes we develop are inclusive and meet the needs of all minority groups within the workforce, including gender, ethnicity, sexual orientation, disability, and religious issues, in partnership with the Development and Organisation Development Team (DOIT). (APA)   | 3 years                                | HR Services                    |
|  | In partnership with DOIT, promote the principles of fair treatment in the workplace for all employees, through the work of the new Fairness at Work Co-ordinator and implementation of the new grievance procedure. (People Strategy)  | 1 year                                 | HR Services                    |
| <b>Further information (background or context)</b> | <p>The HR Directorate wishes to adopt the approach of setting challenging but achievable performance targets for the year 2003-04.</p> <p>The MPS is working towards a ten-year target of 25% minority ethnic officers against total police strength. In line with this aim, the current target was set at 7.9% minority ethnic officers of total police strength, but this has proven to be unachievable and it is certain to remain so next year. It is projected that minority ethnic officer strength will be around 5.4% at the end of 2002-03. The significant progress achieved in raising the number of minority ethnic officers has been offset in percentage terms by a substantial increase in total police strength. The 7.9% target would have required the proportion of minority ethnic recruits to form 25% of all recruits. At present, minority ethnic people make up on average 10% of all recruits. By raising this to 15% through intensifying positive action initiatives. It is anticipated that a target of 6.6% could be achieved for the year 2003-04. However, this would still be a very challenging.</p> <p>The projected female police strength as at 31/03/03 is around 4,750 or 16.7% of a BWT of 28412. These figures allow for wastage and are based on women forming 21.5% of total recruitment. The rationale for setting the proposed target for female officers at 18% of total police strength by the end of 2003-04 relies on our ability to increase the proportion women to 25% of total recruits. Whilst challenging, it is considered achievable taking into account recruiting initiatives and implementation of Gender Agenda.</p> |  |                                |

|  |  |                            |                  |                                   |                 |
|--|--|----------------------------|------------------|-----------------------------------|-----------------|
| <b>PRIORITY FOR EXCELLENCE: B</b>                                      | <b>TO MANAGE THE DEMANDS ON THE MPS MORE EFFECTIVELY</b><br><i>It should be noted that this template remains 'work in progress'</i>  |                            |                  |                                   |                 |
| <b>Objective</b>   | <b>19: To improve accessibility through enabling the public to obtain the service they need</b>  |                            |                  |                                   |                 |
| <b>Measure</b>   | An action plan to deliver improved accessibility   |                            |                  |                                   |                 |
| <b>Targets</b><br>(improvement in performance or benefits for the MPS) | <b>To deliver the agreed action plan by October 2003 and subsequently to attain the agreed milestones</b>  |                            |                  |                                   |                 |
| <b>MB lead</b>   | AC TP  | <b>Business Group lead</b> | Cdr Patrol & C3i | <b>Timeframe</b><br>1, 2, 3 years | Year 1 activity |
| <b>Key activities in support of objective</b>                          | <ul style="list-style-type: none"> <li>• Develop an action plan for the implementation of the recommendations of the Best Value Review of Managing Demand</li> <li>• Develop a performance management framework for public satisfaction with front counter services</li> <li>• Evaluate the potential applicability of self completion forms for a range of policing reports</li> <li>• Develop a strategy for increasing the use of volunteers to assist in reducing delays at police station front counters</li> <li>• Evaluate the use of existing mobile police stations to assess usage, effectiveness and impact on accessibility</li> </ul> |                            |                  |                                   |                 |
| <b>Further information (background or context)</b>                     | The Managing Demand Best Value Review will report to the MPA in March 03. Improving Accessibility will form a key part of the Review's proposals and will set out recommendations for delivering improved accessibility.   |                            |                  |                                   |                 |

| <b>PRIORITY FOR EXCELLENCE: B</b>                  |  | <b>TO MANAGE THE DEMANDS ON THE MPS MORE EFFECTIVELY</b><br><i>It should be noted that this template remains 'work in progress'</i> |   |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
|--|--|---|---|--------------------------------|-----------------|------------|------|---------------------|-------------|--------------|------|------|-------|---------------|---------|---------|---------------|------|------|------|------|---------------------|------|------|------|-------------|-----|-----|-----|
| <b>Objective</b>                                   | <b>20: To improve the quality of response to public requests for assistance</b>  |   |   |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| <b>Measure</b>                                     | 1) Percentage of the public satisfied with the time taken to answer a 999 call.<br>2) Percentage of the public satisfied with police action in response to 999 calls   |   |   |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| <b>Targets</b>                                     | 1) <b>85% of the public satisfied with the time taken to answer a 999 call.</b><br>2) <b>85% of the public satisfied with the police action in response to 999 calls</b>   |   |   |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| <b>Current performance</b>                         | <table border="1"> <thead> <tr> <th>Time taken</th> <th>Base</th> <th>Frequency satisfied</th> <th>% satisfied</th> </tr> </thead> <tbody> <tr> <td>FYTD 2002-03</td> <td>1431</td> <td>1170</td> <td>81.8%</td> </tr> </tbody> </table><br><table border="1"> <thead> <tr> <th>Police action</th> <th>2000/01</th> <th>2001/02</th> <th>2002/03 (YTD)</th> </tr> </thead> <tbody> <tr> <td>Base</td> <td>4597</td> <td>3053</td> <td>1657</td> </tr> <tr> <td>Frequency satisfied</td> <td>3626</td> <td>2469</td> <td>1302</td> </tr> <tr> <td>% satisfied</td> <td>79%</td> <td>81%</td> <td>79%</td> </tr> </tbody> </table> |   |   |                                |                 | Time taken | Base | Frequency satisfied | % satisfied | FYTD 2002-03 | 1431 | 1170 | 81.8% | Police action | 2000/01 | 2001/02 | 2002/03 (YTD) | Base | 4597 | 3053 | 1657 | Frequency satisfied | 3626 | 2469 | 1302 | % satisfied | 79% | 81% | 79% |
| Time taken   | Base   | Frequency satisfied   | % satisfied   |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| FYTD 2002-03                                       | 1431   | 1170  | 81.8%   |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| Police action                                      | 2000/01  | 2001/02   | 2002/03 (YTD)   |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| Base   | 4597   | 3053  | 1657  |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| Frequency satisfied                                | 3626   | 2469  | 1302  |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| % satisfied  | 79%  | 81%   | 79%   |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| <b>MB lead</b>                                     | AC TP  | <b>Business Group lead</b>  | 1)Communications Programme Group Director<br>2)Cdr Patrol & C3i | <b>Timeframe 1, 2, 3 years</b> | Year 1 activity |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| <b>Key activities in support of objective</b>      | <ul style="list-style-type: none"> <li>• Revise the definition for I and S grades*</li> <li>• Implement new call grading standards</li> <li>• Develop a time based measure based on average response time</li> <li>• Develop and promulgate guidance on the use of incident pattern analysis to define patrol areas</li> <li>• Establish a pilot to evaluate the potential and implications for increasing the ratio of experienced staff to probationers on response teams</li> <li>• Define the standards of patrol supervision having regard to the C3i environment.</li> </ul>   |   |   |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |
| <b>Further information (background or context)</b> | <p>This survey data is based on crime victims and RTA victims who contact the police via 999</p> <p><i>The data for the proportion of members of the public satisfied with the time taken to answer a 999 call is based on a survey question to crime victims who are asked whether they were satisfied with the transfer time between the BT (or other service operator) and the police call-handler. It should be noted that measure does not measure public satisfaction with the whole process, just the part that is within the control of police.</i></p>  |   |   |                                |                 |            |      |                     |             |              |      |      |       |               |         |         |               |      |      |      |      |                     |      |      |      |             |     |     |     |

\* 'Immediate' and 'soon' are call action classifications used in control rooms

| <b>PRIORITY FOR EXCELLENCE: C</b> <b>TO MAKE BEST USE OF OUR STAFF AND RESOURCES</b><br><i>It should be noted that this template remains 'work in progress'</i> |   |                              |   |
|---|---|------------------------------|---|
| <b>Objective</b>  | <b>21: To develop a professional and effective workforce with the appropriate numbers and skills to deliver the operational priorities of the MPS.</b>  |                              |   |
| <b>Measures and targets</b>   | <ul style="list-style-type: none"> <li>• Police strength</li> <li>• Police Community Support Officer (PCSO) strength</li> </ul> <p>* The provisional police figure at i) has not been finalised and may be revised. ** The provisional PCSO figure at ii) remains subject to MPA and Home Office funding arrangements yet to be finalised</p> |                              | <ul style="list-style-type: none"> <li>• 30,058*</li> <li>• 1200**</li> </ul> |
| <b>MB lead:</b>   | AC 'HR'   | <b>Timeframe 1, 2, 3 yrs</b> | <b>Business Group lead</b>  |
| <b>Key activities</b>   | Expand the strength of the workforce to the levels for which the MPS is funded. (People Strategy)   | 1 year                       | HR Selection  |
|   | Implement revised National Recruitment Standards to ensure the suitability of police recruits against standards that are common to all police forces. (APA)   | 1 year                       | HR Selection  |
|   | Ensure the full and effective use of civil staff to maximise the deployment of police officers in operational roles by driving a process of civilianisation.  | 3 years                      | HR Selection  |
|   | In collaboration with other Business Groups, develop a Skills Management and Deployment Policy to maximise the return on training investment ensuring that best value is obtained from the key skills that police officers acquire, balancing operational requirements with individual developmental needs.                                   | 1 year                       | HR Selection  |
|   | Develop a process that links all the components of detective selection from the identification of the vacancy to the completion of the formal development programme, to ensure that the appropriate number of trained and effective detective officers of all ranks are available to meet the operational needs of the MPS                    | 1 year                       | HR Selection  |
|   | Enhance the interface between the Directorate of Training and Development with its customers to identify and deliver the training required to help the MPS deliver the Priorities for Londoners and the National Intelligence Model. This approach will focus on key skills, e.g. investigative, driving, IT, and PCSOs.                      | 1 year                       | DTD   |
|   | Create a Civil Staff Development Unit to deliver training and developmental opportunities for civil staff, particularly in the areas of management and leadership. (APA)  | 1 year                       | DTD   |
|   | Explore alternative methods of training delivery through external partnerships and service providers for the development of key skills, where appropriate.  | 1 year                       | DTD   |
|   | Develop the application of MetPeople competencies across the range of HR activities, e.g. recruitment, selection and progression, training and development, threshold and special priority payments. (APA, People Strategy).  | 2 years                      | HR Services   |

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|  | Work in progress on key activity addressing Performance Development Reviews. |  |  |
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| PRIORITY FOR EXCELLENCE: C                         |   | TO MAKE BEST USE OF OUR STAFF AND RESOURCES |                     |                                |   |
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| <b>Objective</b>                                   | <b>22: To establish a strategy to manage all issues relating to the increased numbers of police staff</b>   |   |                     |                                |   |
| <b>Measure</b>                                     | The establishment of the MPS Corporate Growth Programme to an agreed strategy.  |   |                     |                                |   |
| <b>Targets</b>                                     | <ul style="list-style-type: none"> <li>• <b>Development of outline strategy – May 2003</b></li> <li>• <b>Development of outline programme plan – end July 2003</b></li> </ul>   |   |                     |                                |   |
| <b>MB lead</b>                                     | Deputy Commissioner   | <b>Business Group lead</b>                  | Cdr Reform & Growth | <b>Timeframe 1, 2, 3 years</b> | 1 |
| <b>Key activities in support of objective</b>      | <ul style="list-style-type: none"> <li>• Creation of Corporate Growth Programme with appropriate governance, management and meeting structure</li> <li>• Development of MPS Corporate Growth Strategy with a supporting programme plan</li> <li>• Initiation of workstrands/projects specified in Programme Plan which will include:- <ul style="list-style-type: none"> <li>• Policing style</li> <li>• Funding</li> <li>• Infrastructure</li> <li>• Civil support staff</li> <li>• Performance</li> <li>• Recruitment and retention</li> <li>• Accommodation</li> </ul> </li> </ul> |   |                     |                                |   |
| <b>Further information (background or context)</b> | This objective is set out in the context of recent year on year growth in police officer numbers, through both GLA and Home Office funding. It relates to the Commissioner's aspiration that MPS will grow significantly by the 31/03/06. There will also be an appropriate review of civil staff numbers relative to police growth.  |   |                     |                                |   |

| PRIORITY FOR EXCELLENCE: C   |  | TO MAKE BEST USE OF OUR STAFF AND RESOURCES |                           |                                |         |
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| <b>Objective</b>   | <b>23: To extend the programme of devolution of resources thereby enabling local managers to improve service delivery</b>  |   |                           |                                |         |
| <b>Measure</b>   | To deliver key milestones of programme of devolution according to agreed timescale within project plan.  |   |                           |                                |         |
| <b>Targets</b><br>(improvement in performance or benefits for the MPS) | <ul style="list-style-type: none"> <li>In-depth devolution (including Police Pay, Linguistics, FMEs, Energy, Forensics and minor property repairs and maintenance) to be rolled-out to a further 8 pathfinder sites (5 BOCUs and 3 OCUs) with effect from April 2003, in addition to continuing with the existing 7 pathfinder sites</li> <li>Broad devolution (including Linguistics, FMEs, Energy and minor property repairs and maintenance, but excluding Forensics and Police Pay) to all remaining OCUs and BOCUs with effect from April 2003</li> </ul>   |   |                           |                                |         |
| <b>MB lead</b>   | Deputy Commissioner  | <b>Business Group lead</b>                  | DAC Strategic Development | <b>Timeframe 1, 2, 3 years</b> | 2 years |
| <b>Key activities in support of objective</b>                          | <ul style="list-style-type: none"> <li>Continuous evaluation of pathfinder sites to ensure that any lessons learnt have been applied to the roll-out to other sites</li> <li>The provision of a bespoke training and awareness programme on Devolved Budget Management to all appropriate staff (with the option to roll-out faster, if appropriate)</li> <li>The 15 pathfinder sites to have the flexibility to experiment with local support structures; the Devolution Steering Group will address the proposals, as appropriate (any proposed change in structure must be within their budget allocation - no additional central resource will be made available)</li> <li>Internal Consultancy Group will undertake an Evaluation Report of the pathfinder scheme in July 2003</li> </ul>   |   |                           |                                |         |
| <b>Further information (background or context)</b>                     | <p>There are currently 7 pathfinder sites (6 BOCUs and 1 OCU) with 'in-depth' devolution that have been instrumental in the development of the devolved budget scheme during the course of 2002-03</p> <p>As an early part of the current programme of financial devolution, IT support budgets will have been devolved to cost centre managers by the end of March 2003.</p> <p>Due to issues surrounding Forensic budgets, it has been agreed that full devolution of these lines will be delayed until 2004-05. In the meantime, they will be devolved to pathfinder sites for 2003-04 and disaggregated to remaining sites (where appropriate).</p> <p>Section 2 of the Scheme of Financial Management (which has only recently been approved by the MPA) gives details of a clear line of financial accountability in respect of devolved budgets and also explains the roles and responsibilities of Budget Holders and Budget Managers.</p> |   |                           |                                |         |

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| <b>PRIORITY FOR EXCELLENCE: C</b>                  |   | <b>TO MAKE BEST USE OF OUR STAFF AND RESOURCES</b><br><i>It should be noted that this template remains 'work in progress'</i> |  |                                |  |
| <b>Objective</b>                                   | <b>24: To maximise MPS resources and their most effective use</b> |   |  |                                |  |
| <b>Measure</b>                                     |   |   |  |                                |  |
| <b>Targets</b>                                     |   |   |  |                                |  |
| <b>MB lead</b>                                     | Director of Resources   | <b>Business Group lead</b>  |  | <b>Timeframe 1, 2, 3 years</b> |  |
| <b>Key activities in support of objective</b>      |   |   |  |                                |  |
| <b>Further information (background or context)</b> |   |   |  |                                |  |

| PRIORITY FOR EXCELLENCE: C TO MAKE BEST USE OF OUR STAFF AND RESOURCES |  |                            |                        |                                |              |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |
|--|--|----------------------------|------------------------|--------------------------------|--------------|--|---------|---------|------------------------|---------------------|----------------------|-------|-------|-------|--|-----------------------------------|--------|--------|--------|------------------------------|-------|-------|-------|--------------|
| <b>Objective</b>   | <b>25: To protect and enhance the integrity of the MPS</b>   |                            |                        |                                |              |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |
| <b>Measure</b>   | The recorded number of complaints (as recorded under Section 69 Police Act 1996) per 1000 officers   |                            |                        |                                |              |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |
| <b>Targets</b>   | <b>To reduce the number of complaints per 1000 officers by 5%</b>  |                            |                        |                                |              |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |
| <b>Current performance</b>   | <table border="1"> <thead> <tr> <th></th> <th>2000/01</th> <th>2001/02</th> <th>2002/03<br/>(Apr – Dec)</th> <th>Target for 2003/04*</th> </tr> </thead> <tbody> <tr> <td>Number of Complaints</td> <td>5,830</td> <td>4,934</td> <td>3,196</td> <td rowspan="3" style="background-color: #cccccc;"></td> </tr> <tr> <td>Average Number of Police Officers</td> <td>25,716</td> <td>26,099</td> <td>27,382</td> </tr> <tr> <td>Complaints per 1000 Officers</td> <td>226.7</td> <td>189.4</td> <td>116.7</td> <td><b>147.8</b></td> </tr> </tbody> </table> <p>Target for 2003/04 based on 2002/03 Apr to Dec adjusted to represent a full year figure</p>   |                            |                        |                                |              |  | 2000/01 | 2001/02 | 2002/03<br>(Apr – Dec) | Target for 2003/04* | Number of Complaints | 5,830 | 4,934 | 3,196 |  | Average Number of Police Officers | 25,716 | 26,099 | 27,382 | Complaints per 1000 Officers | 226.7 | 189.4 | 116.7 | <b>147.8</b> |
|  | 2000/01  | 2001/02                    | 2002/03<br>(Apr – Dec) | Target for 2003/04*            |              |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |
| Number of Complaints   | 5,830  | 4,934                      | 3,196                  |                                |              |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |
| Average Number of Police Officers                                      | 25,716   | 26,099                     | 27,382                 |                                |              |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |
| Complaints per 1000 Officers   | 226.7  | 189.4                      | 116.7                  |                                | <b>147.8</b> |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |
| <b>MB lead</b>   | Deputy Commissioner  | <b>Business Group lead</b> | DAC DPS                | <b>Timeframe 1, 2, 3 years</b> | 1 Year       |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |
| <b>Key activities in support of objective</b>                          | <ul style="list-style-type: none"> <li>• Developing and implementing risk reducing measures across the MPS</li> <li>• Developing and implementing Professional Standards and Risk Management Strategy</li> <li>• Driving through necessary changes in conjunction with QPRMG</li> <li>• Monitoring and adjusting the Strategy when required</li> <li>• Developing, approving and monitoring professional standards policies across the MPS</li> </ul>  |                            |                        |                                |              |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |
| <b>Further information (background or context)</b>                     | <p><b>Additional Information relating to Target and Measure</b></p> <ul style="list-style-type: none"> <li>• The measure that has been chosen (previously used as BVPI22) is not ideal and it is accepted that it is limited in scope, insofar as it does not reflect civil actions, compensation claims, grievances, Employment Tribunals and other activities undertaken by the Directorate of Professional Standards</li> <li>• There is a continuous process of reporting more detailed information and further development of reporting mechanisms which has been agreed with the MPA Professional Standards and Complaints Committee (PSCC) including:- <ul style="list-style-type: none"> <li>○ An annual reporting programme for the measures</li> <li>○ An annual reporting programme for the Professional Standards Strategy that involves focusing on a separate strand of the strategy at each meeting of the PSCC</li> </ul> </li> <li>• There are no accepted or recognised performance measures for the Professional Standards function nationally, there is currently work in hand to develop such a set of measures, but it is not anticipated that they will be available during the course of 2003/04</li> </ul> <p><b><u>Context of the MPS Professional Standards Strategy</u></b></p> <ul style="list-style-type: none"> <li>• This re-launched and re-focused Strategy is a high level statement of intention which supports the MPS Mission, Vision and Values; and the MPS Corporate Framework - 'Towards the Safest City'<sup>2</sup>, with particular reference to the organisational improvement goals.</li> <li>• The Strategy has been jointly agreed between the Metropolitan Police Authority (MPA) and the Metropolitan Police Service (MPS).</li> <li>• The MPA and MPS acknowledge that the vast majority of our staff are honest, professional and brave.</li> </ul> |                            |                        |                                |              |  |         |         |                        |                     |                      |       |       |       |  |                                   |        |        |        |                              |       |       |       |              |

<sup>2</sup> These documents are available on the MPA Intranet

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|  | <ul style="list-style-type: none"><li>• The Strategy will focus activity over the next 5 years.</li><li>• It will be underpinned by more detailed specific work plans developed by the strand leads and their working groups, MPS priorities will be reflected therein.</li><li>• It is impossible to reconcile everyone's views, but the Strategy does reflect areas of feedback received.</li><li>• This is a dynamic document, the progress of which will be reported quarterly to the Professional Standards Strategic Committee and onward to the MPA.</li><li>• The Strategy will be used to inform staff at management level and above at Operational Command Unit. A separate document will be produced to inform members of the public and front-line staff.</li></ul> |
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| <b>PRIORITY FOR EXCELLENCE: C</b>                                      |  | <b>TO MAKE BEST USE OF OUR STAFF AND RESOURCES</b> |   |  |        |
| <b>Objective</b>   | <b>26: To communicate more effectively with our staff</b>  |  |   |  |        |
| <b>Measure</b>   | 1) Boroughs, OCUs and business groups to have in place and operating a local (internal) communication action plan.<br>2) Re-inspection of internal communications to be undertaken to assess improvements.   |  |   |  |        |
| <b>Targets</b><br>(improvement in performance or benefits for the MPS) | <b>1) All Boroughs, OCUs and business groups to have Communication Action Plan in place by 31 May 2003</b><br><b>2) Re-inspection by 30 September 2003.</b>  |  |   |  |        |
| <b>MB lead</b>   | Director of Public Affairs   | <b>Business Group lead</b>                         | Head of Publicity & internal publications | <b>Timeframe</b><br><b>1, 2, 3 years</b> | 1 year |
| <b>Key activities in support of objective</b>                          | All activities that are required to develop and implement a local Communication Action Plan are contained with the instructions that accompany or form part of the corporate template.   |  |   |  |        |
| <b>Further information (background or context)</b>                     | All work relating to Communication Acton Plans to be coordinated through a Communications Board which is to be chaired by DAC Trotter. The terms of reference for the Communications Board will include their role as the commissioning body for an inspection into the Service wide implementation of Communication Action Plans.<br><br>The corporate Communication Action Plan template that has been circulated contains a checklist of key actions that have to be undertaken to develop and implement a local Communication Action Plan, progress can be periodically monitored at a local level by using this checklist as an audit tool. |  |   |  |        |