



**PERSONNEL DEPARTMENT**

**INTERNAL BUSINESS AND PERFORMANCE  
PLAN**

**APRIL 2001 TO MARCH 2002**

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# Introduction

## Looking Ahead 2001/02

I am pleased to present the Personnel Department internal business and performance plan for 2001/02. Despite considerable challenges in the past year, much has been achieved. We have addressed the serious problem of police recruiting with ever greater numbers joining the Met. We have helped implement the re-drawing of the Met's external boundary and the internal Borough based changes. A wide range of People Strategy projects have been delivered to the Service and the benefits are being felt on the frontline. We have also made good progress in introducing a robust performance management regime.

All this will help us to face further challenges in the coming year, as set out in this plan. At the top of our agenda is recruitment of both police and civil staff. We must also improve the proportion of female and ethnic minority staff, identifying and driving out disproportionality in our recruitment processes, and strive tirelessly to meet the challenging targets set out in this plan. It is also vitally important that we complete the implementation of the performance management regime and deliver a modernised personnel management function. A full Best Value review of the personnel function is due to start later in the year.

The latter part of last year saw the Director of Personnel, Patricia Woods, leave the Met after a long and distinguished career. Her successor, Assistant Commissioner Bernard Hogan-Howe joins us in July. I am confident that this plan lays a firm foundation for the Personnel Department for the coming year and through its achievement we will play a key part in helping the MPS deliver its policing objectives and making London safer.

DAC Peter Clarke  
Acting Director of Personnel

## **MPS Mission, Vision and Values**

The MPS mission, vision and values aid our long-term thinking and allow us to focus on what is most important to our work:

- *Mission* summarises our core purpose and focuses on what we do every day
- *Vision* describes an aspiration of where we want to be
- *Values* underpin and run through everything we do.

Taken together our mission, vision and values underpin all our activities and provide the focus for performance management.

### **Mission**

Our mission is:

**Making London safe for all the people we serve.**

We:

- make places safer
- cut crime and the fear of crime
- uphold the law.

### **Vision**

Our vision is:

**To make London the safest major city in the world.**

### **Values**

Our values are to:

- treat everyone fairly
- be open and honest
- work in partnership
- change to improve.

## **Aim of the department**

The Personnel Department supports the mission, vision and values of the Metropolitan Police Service by managing the Service-wide personnel function with a clear focus on operational need and priorities and ensuring there are sufficient, able staff who are working well. These are critical elements towards achieving operational success. The aim of the department is to:

- attract, retain, motivate and develop enough competent staff
- for them to be well led and managed
- to be representative of the community we serve
- to provide best value personnel services

and

- for the MPS to become an employer of choice
- and a high performance organisation.

Everyone in the organisation is a customer of Personnel Department. Hence a wide variety of different needs have to be balanced and met as well as possible at the same time. People outside the MPS are also customers of the department, from potential recruits to former staff receiving pensions. Also, demands from external bodies and individuals for personnel-related information continues to be an ever expanding area of work, not least from the new Metropolitan Police Authority, and the nature of these demands are becoming ever more sophisticated.

All major changes affecting the MPS invariably have an impact for the personnel function. In particular, the past year has seen the creation of the Mayor and Metropolitan Police Authority, bringing with it greater democratic accountability; the re-drawing of the external boundaries of the Metropolitan Police District and the transfer and secondment of large numbers of police and civil staff to the Essex, Hertfordshire and Surrey forces; changes to the internal organisational boundaries to reflect the London Boroughs; and the drawing together of all corporate training under the command of the Director of Training and Development. The effects of many of these changes are still working through and will require continued attention in the coming year.

Police training has recently been the subject of intense review including the first thematic inspection of training by Her Majesty's Inspector of Constabulary, a Home Affairs Committee enquiry and three other major reports. These have culminated in specific requirements for police training in The Criminal Justice and Police Bill currently before Parliament. All aspects of this will need to be complied with, not least the production of an annual costed training plan to be approved by the Metropolitan Police Authority. Effective policing is crucially dependent on the skills and knowledge of our staff. There is a clear link between training and development and operational effectiveness. The Directorate of Training and Development will, in partnership with service providers, help develop the skills and competencies that are required by the MPS through consultancy, design, training delivery and evaluation.

The MPS needs more police officers and more civil staff if it is to deliver a Safer London. Recruitment increased dramatically during the second half of 2000/01 but it is imperative to recruit and retain even greater numbers in the coming year if we are to reach the full staffing complement including the extra 1050 officers for which additional funding has been provided. It is equally important to ensure that the proportion of under-represented groups in the MPS is increased to better match the communities we serve and that all groups are appropriately represented at all levels of the organisation. In concert with improved retention, the Recruitment, Selection and Workforce Diversity Directorate will seek to recruit sufficient numbers of staff to fill all vacancies and increase the number of staff in under-represented groups throughout the Service.

The Directorate of Personnel Business Services will provide a range of corporate personnel services to the MPS including payment of pay and pensions, personnel policy development and advice, workforce planning, employee relations and grievance, Employment Tribunal and discipline advice. The directorate will also provide business support services to the Personnel Department itself to help ensure that the department is adequately resourced to carry out its corporate functions and that it makes best use of the financial and human resources at its disposal. In addition the directorate will lead the testing and roll-out of the new People Resource Integrated Solution Management (PRISM) system which will provide for the first time a fully integrated corporate HR system.

As well as recruiting sufficient numbers of staff it is important that they are fit and available for duty. The Directorate of Occupational Health aims to improve the health and wellbeing of staff through the provision of a comprehensive occupational and rehabilitation service which is responsive to customer needs and is proactive in identifying and dealing with new and emerging requirements. Additionally it seeks to improve the safety of the working environment through provision of a strategic overview of health and safety legislation together with direct advice at working level.

So that the MPS as a whole can function as effectively as possible, it is essential that all personnel activities are achieved and delivered as effectively and efficiently as possible. A robust performance management regime is being introduced and will be fully established during the coming year. A strategic review of the department will also be completed in 2001/02 which will identify immediate areas for improvement as well as laying the foundations for the best value review of 'managing people' later in the year. This will ensure the overarching aim of the Personnel Department and personnel function - to deliver the people resources and best value people management functions necessary to help make London safer.

## Corporate MPS Objectives 2001/02

### Service delivery priorities

Making London's streets safer	<p>To be achieved by:</p> <ul style="list-style-type: none"> <li>• targeting street crime</li> <li>• targeting criminal use of firearms and knives</li> <li>• reducing anti-social behaviour</li> <li>• diverting young people from crime</li> <li>• exercising stop and search powers appropriately and effectively.</li> </ul>
Keeping burglars out of London's homes and businesses	<p>To be achieved by:</p> <ul style="list-style-type: none"> <li>• reducing crimes of burglary</li> <li>• increasing the judicial disposal rate for burglaries.</li> </ul>
Reducing damage to London's communities caused by drug dealing	<p>To be achieved by:</p> <ul style="list-style-type: none"> <li>• reducing the supply of Class A hard drugs.</li> </ul>
Protecting Londoners from hate crimes	<p>To be achieved by:</p> <ul style="list-style-type: none"> <li>• targeting race crime</li> <li>• targeting homophobic crime</li> <li>• tackling domestic violence</li> <li>• improving our response to rape offences</li> <li>• protecting children from abuse.</li> </ul>

### *Additional areas of sustained activity*

- answer 999 calls and respond to emergencies quickly and to the satisfaction of the public
- increase the detection rate for homicide
- reduce road traffic collisions causing death or serious injury
- prevent, deter and detect terrorist offences
- reduce autocrime.

## Developmental priorities

Communicating and consulting better with Londoners and each other	To be achieved by: <ul style="list-style-type: none"><li>• improving external consultation mechanisms</li><li>• improving internal communication flows</li></ul>
Making the Met great to work for	To be achieved by: <ul style="list-style-type: none"><li>• responding to staff survey results</li><li>• reducing police, civilian and traffic warden sickness</li><li>• ensuring the MPS is staffed to the desired level</li><li>• increasing the percentage of female and ethnic minority officers to reflect London's communities</li><li>• delivering community and race relations training to staff</li><li>• reducing unnecessary bureaucracy.</li></ul>

### *Additional areas of sustained activity*

- mainstream the best value regime to secure continuous improvement
- deal with corruption and dishonesty
- modernise information management
- modernise financial management
- modernise personnel management.

## Personnel Department Objectives - Corporate Service Delivery Priorities

A wide range of training and development activity will be delivered to provide the skills and competencies that are required by the MPS to meet its objectives and priorities for 2001/02. The major staff training and development initiatives, to be delivered by the Training and Development Directorate, are:

### Training and development for corporate service delivery priorities

Priority	Focus on	Objective	Training and development initiatives
Making London's streets safer	Street crime	To reduce street crime	<p><b>Detective School</b> Crime Prevention Design Advise/Crime reduction, intelligence led policing and informant handling and a surveillance proactive operation are included on CID Foundation Course</p> <p><b>Recruit School</b> Robbery scenario includes designing out crime, partnerships and crime prevention as well as legislation and Eagle Eye</p> <p><b>Professional Development Units (formerly Area Training Units)</b> The 6 attendances cover all aspects of street crime within this priority</p> <p><b>Information Technology School (IT) Training School</b> Number of IT courses support management and aid the investigation of these issues e.g. intelligence officer training and analyst training</p>
	Criminal use of firearms and knives	To reduce gun related violent crime	<p><b>Detective School</b> Forensics, Superintendents firearms training, firearms legislation/informants</p> <p><b>Recruit School</b> Force firearms unit input</p>
		To reduce violent crime in which offensive weapons or baled instruments are involved	<p><b>Detective School</b> Forensics/legislation</p> <p><b>Recruit School</b> Stop and search scenario contains basic legislation plus high visibility policing, liaising with schools and crime prevention</p>
	Anti-social behaviour	[Local objectives and targets to be set by BOCUs]	<p><b>Detective School</b> Community safety unit courses</p> <p><b>Recruit School</b> Includes awareness of Crime and Disorder Act, operational options (including partnership and designing out crime)</p>

<b>Priority</b>	<b>Focus on</b>	<b>Objective</b>	<b>Training and development initiatives</b>
Making London's streets safer	Diverting young people from crime	To work with partners to reduce the proportion of youths who offend for a second time	<b>Detective School</b> Youth crime issues included within Foundation course <b>Recruit School</b> This is supported by the training for the stop and search and anti-social behaviour objectives <b>Professional Development Units</b> Youth crime is specifically covered in attendance two
		To process young offenders quickly	<b>Detective School</b> Input on Narey scheme on key courses <b>Recruit School</b> Scenario contains the arrest of a juvenile and youth offender teams input
	Stop and search	To ensure stop and search power is exercised appropriately and effectively	<b>Recruit School</b> Scenario includes challenging assumptions, stereotyping, fairness and London's communities <b>Professional Development Units</b> Includes reducing the opportunity for civil actions
Keeping burglars out of London's homes and businesses	Burglary	To reduce burglary	<b>Detective School</b> Burglary and drug issues/legislation are included on all key courses: includes asset confiscation <b>Recruit School</b> Scenario 3 includes burglary legislation, forensics, crime prevention and repeat victimisation
Reducing damage to London's communities caused by drug dealing	Class A drug supply	To reduce Class A drug supply	<b>Professional Development Units</b> Includes legislation and community partnerships, information and intelligence gathering
Protecting Londoner's from hate crime	Race crime	To investigate racist incidents and racist crimes to the satisfaction of victims	<b>Recruit School</b> Racially aggravated offences input contains legislation, victim & community and continuing victim care <b>Professional Development Units</b> Continue hate crime legislation and prevention/detection <b>Detective School</b> Critical incident training to: CID, CSU, inspectors and chief inspectors, senior investigating officers,, superintendents, ACPO, family liaison officers, sexual offences investigative training <b>Management School</b> Scenario within the inspector's course

<b>Priority</b>	<b>Focus on</b>	<b>Objective</b>	<b>Training and development initiatives</b>
Protecting Londoner's from hate crime	Homophobic crime	To investigate homophobic crimes to the satisfaction of victims	<b>Detective School</b> Sexual offences investigative training <b>Recruit School</b> Legislation, victim & community and continuing victim care <b>Professional Development Units</b> Include victim care in respect of male and police attitudes
	Domestic violence	To investigate domestic violence to the satisfaction of victims	<b>Recruit School</b> Domestic violence input contains legislation, victim & community and continuing victim care: the family examined in this scenario re-appears in subsequent scenarios allowing the area of ongoing victim care to be further developed Also covered at <b>Professional Development Units</b>
	Rape	To improve victim care and investigation in cases of rape	<b>Recruit School</b> Initial steps at the scene of a serious sexual assault <b>Professional Development Units</b> Cover drug assisted rape
	Child abuse	To increase the judicial disposal rate for child sex abuse	<b>Professional Development Units</b> Covered by child protection team input

## Training and development for corporate sustained activities for service delivery

Sustained activity	Objective	Training and development initiatives
Emergency response	To respond promptly to emergencies	<p><b>Detective School</b> Management of early response to critical incidents</p> <p><b>Recruit School</b> Addressed through training in emergency life support, critical incidents and victim care</p> <p><b>IT School</b> Run major incident courses at weekends to allow BOCUs to test both their response and contingency plans: liaison with external agencies, London Ambulance Service, Fire service and British Transport Police are included</p> <p><b>Driver Training School</b> Courses are now planned to meet better the needs of BOCUs ie motorcycle training and police carrier have been scaled down to increase the number of response and advanced car courses so response targets can be met</p>
Homicide	To investigate homicide effectively	<p><b>Detective School</b> Included within SIOs, house to house, management of serious crimes, foundation and forensic courses and child protection team</p> <p><b>Recruit School</b> First steps at the scene of major crimes and sudden deaths</p>
Reducing road casualties	To work with other organisations to reduce the number of people killed or seriously injured in road collisions	<p><b>Recruit School</b> Scenario includes traffic accidents, working with the local authority, accident investigations and traffic calming measures</p> <p><b>Driver Training School</b> Advanced accident investigators course</p>
Terrorism	To prevent, deter, disrupt and detect terrorist offences	<p><b>Detective School</b> Included in key courses</p> <p><b>Recruit School</b> Special Branch and Anti-Terrorism Branch inputs</p> <p><b>Dog School</b> Explosives detection dogs</p>
Vehicle crime	To reduce autocrime	<p><b>Detective School</b> Included in key courses</p> <p><b>Traffic Warden School</b> Training with new technology - data capture units will identify stolen vehicles on the street</p> <p><b>Recruit School</b> Scenario includes taking and driving away, theft from vehicles, vehicle interference and crime prevention: also includes going equipped to steal and articles used to steal cars/from cars. Input from stolen vehicles unit</p> <p><b>Driver Training School</b> Autocrime courses for operational officers focusing on detection.</p>

## Personnel Department Objectives - Corporate Developmental Priorities

In addition to supporting corporate service delivery priorities, Personnel Department will have a leading role in delivering key aspects of the corporate developmental priority 'Making the Met great to work for'. Specific objectives will be pursued for delivering sickness reduction aspects of the People Strategy, for tackling recruitment and retention and on diversity issues. These are set out below.

Also described below are the actions to be undertaken to modernise personnel management as a developmental sustained activity.

### Objectives for corporate developmental priority 'Making the Met great to work for'

Focus on	Objective	Performance indicator	2001/02 target	Lead Directorate
People Strategy	To reduce number of working days lost through sickness	Average number of days sick for police officers	9 days	Occupational Health
		Average number of days sick for civil staff (excluding traffic wardens)	10 days	Occupational Health
		Average number of days sick for traffic wardens	20 days	Occupational Health
Recruitment and retention	To achieve the planned establishment (budgeted workforce total) of the MPS	Number of police officers recruited compared to the target	2475 recruits	Recruitment, Selection & Workforce Diversity
		Number of civil staff recruited compared to the target	2640 recruits	Recruitment, Selection & Workforce Diversity
		Percentage of voluntary police leavers in the first 5 years of service	6.5%	Personnel Business Services
		Percentage of voluntary police leavers with 5 - 30 years service	2.8%	Personnel Business Services

<b>Focus on</b>	<b>Objective</b>	<b>Performance indicator</b>	<b>2001/02 target</b>	<b>Lead Directorate</b>
Recruitment and retention	To achieve the planned establishment (budgeted workforce total) of the MPS	Percentage of civil staff turnover (including traffic wardens)	13%	Personnel Business Services
Diversity	To increase the strength of visible ethnic minorities (VEM) and females in the police	Number of VEM officers as a percentage of police strength	5%	Recruitment, Selection & Workforce Diversity
		Difference in length of service of VEM officers compared to length of service of other officers	10% reduction	Recruitment, Selection & Workforce Diversity
		Difference in length of service of female officers compared to length of service of male officers	6.6% reduction	Recruitment, Selection & Workforce Diversity
		Difference between the percentage of VEM civil staff in grades 10 upwards and percentage of VEM staff throughout all civil staff grades	10% reduction	Recruitment, Selection & Workforce Diversity
		Difference between the percentage of VEM officers with 5 to 10 years service at sergeant and above and other officers with 5 to 10 years service at sergeant and above	No difference	Recruitment, Selection & Workforce Diversity
	To deliver Community and Race Relations training to police and front line civil staff	Percentage of police and front line civil staff trained	75%	Training and Development

## Actions for the developmental sustained activity 'Modernising personnel management'

Action	Lead Directorate
<ul style="list-style-type: none"> <li>Completion of strategic review of personnel department, including examination of benefits of further devolution of functions to line managers</li> </ul>	Deputy Commissioner
<ul style="list-style-type: none"> <li>Testing and piloting of the People Resources Integrated Solution Management (PRISM) corporate personnel integrated information system to provide a new computerised single personnel database facility and automated personnel business processes (this will also contribute to the modernising information technology activity)</li> </ul>	Personnel Business Services
<ul style="list-style-type: none"> <li>Modernise our recruitment infrastructure to ensure sustainable recruitment, including full electronic facilities for applications in line with the 'Modernising Government' agenda</li> </ul>	Recruitment, Selection & Workforce Diversity
<ul style="list-style-type: none"> <li>Create a new recruit selection centre at Hendon</li> </ul>	Recruitment, Selection & Workforce Diversity
<ul style="list-style-type: none"> <li>Introduce a performance management regime incorporating the corporate models for inspection and review and for quality assurance</li> </ul>	Deputy Director of Personnel
<ul style="list-style-type: none"> <li>Expand benchmarking to help identify and share best practice</li> </ul>	Deputy Director of Personnel
<ul style="list-style-type: none"> <li>Structure continuous professional development of personnel managers</li> </ul>	Personnel Business Services
<ul style="list-style-type: none"> <li>Select, assess and develop staff based on a competency framework being developed as a national project, with the introduction of a new police appraisal process during the year (this will also contribute to the corporate 'Reducing unnecessary bureaucracy' initiative).</li> </ul>	Deputy Director of Personnel

## Additional initiatives for departmental developmental sustained activity 'People Strategy'

Aspect	Action	Lead Directorate
Attract, retain, motivate	Undertake full pay and grading review for civil staff	Personnel Business Services
	Enhance location allowances for civil staff	Personnel Business Services
	Complete review of remuneration for senior civil staff	Personnel Business Services
	Develop comprehensive retention strategy	Personnel Business Services
	Further develop new recruitment strategy using quality process approach	Recruitment, Selection & Workforce Diversity
	Improve grievance procedure	Personnel Business Services
Able people, well led and managed	Review administration, management and delivery of MPS training in light of national developments	Training and Development
	Consider incremental approach to attaining Investors In People status	Training and Development
	Further develop processes for monitoring and evaluating policy to ensure ongoing best practice in personnel management	Personnel Business Services
	Introduce new structure for delivery of first aid training	Occupational Health
	Review attendance management policy	Occupational Health
	Provide priority training in advance interviewing	Training and Development
	Implement new civil staff employee relations framework	Personnel Business Services
	Develop work/life balance policy	Personnel Business Services
	Develop stress management policy	Occupational Health
Reflecting the community	Deliver Dismantling Barriers & Police Service for all the People programme in concert with protect and Respect 2	Recruitment, Selection & Workforce Diversity
Infrastructure (back office)	Develop new workforce planning system and analytical tools	Personnel Business Services
	Fully integrate workforce planning data into HR activities	Personnel Business Services
	Streamline procedures and reduce bureaucracy at corporate and local level through process management of key activities within the PRISM project	Personnel Business Services
	Enhance local personnel manager role	Personnel Business Services

## Departmental developmental objectives

A range of developmental objectives are to be pursued across the department during 2001/02. The majority will be managed at branch level and monitored by Directorate heads. A number of developmental objectives apply to all parts of the department: these are listed below and will be monitored at departmental level.

<b>Departmental developmental objectives</b>
▪ Excellence Model and Investors In People action plans to be regular agenda items on Senior Management Team (SMT) meetings [IIP for Training and Development Directorate only]
▪ To develop a communication strategy for the department and each directorate ▪ Publish Personnel Board and SMT minutes
▪ Enhanced customer focus, including making performance indicators customer-driven
▪ All centrally-based staff to have attachments to front line units to gain better 'hands on'/operational awareness
▪ Improve/reduce bureaucracy of departmental internal processes
▪ Promulgate Departmental Business Plan widely and thence develop linked branch plans and objectives for individuals
▪ Identify key processes especially those involving more than one directorate
▪ Introduce quality assurance officers

## Departmental efficiency gains

Efficiency initiative	Start date	Description of initiative	Gain (estimate)
Restructuring and re-organisation of posts	April 2001	<u>Cash releasing</u> Cost reductions built into the departmental budget for 2001/02 <ul style="list-style-type: none"> <li>▪ original £0.43m</li> <li>▪ additional £1m required of all support departments</li> </ul>	£1.43m
Bureaucracy Action Plan	April 2001	<u>Non-cash releasing</u> Awaiting action plan from Corporate Development Group. Elements to include: <ul style="list-style-type: none"> <li>▪ review of promotion procedures</li> <li>▪ streamlining police appraisals</li> <li>▪ review of civil staff recruitment</li> <li>▪ changes to police recruitment processes: reducing time taken and medical assessments</li> </ul>	£3.71m
Absorption of training requirements within existing resources	April 2001	<u>Non-cash releasing</u> Details to be confirmed as additional training requirements emerge.	£0.43m
Retention strategy	April 2001	<u>Cash and Non-cash releasing</u> If successful, the outcome of improved retention will lead to savings in recruitment and training costs	Not known at this time
Civil staff pay and grading review	April 2001	<u>Cash and Non-cash releasing</u> Expected to bring savings in reduced civil staff recruitment and relieve police officers from filling civil staff posts	Not known at this time

## Departmental budget and Servicewide costs 2001/02

### Departmental budget

Directorate	Budget allocation £000s	Budgeted workforce target (full time equivalent)		
		Police	Civil staff	Total
Personnel Board	£762	5.00	10.00	15.00
Personnel Business Services	£2,505	-	86.81	86.81
Deputy Director of Personnel	£1,390	4.00	37.60	41.60
PRISM project	£613	2.00	13.55	15.55
Recruitment, Selection & Workforce Diversity	£2,583	10.00	86.13	96.13
Training and Development	£20,068	358.00	251.70	609.70
Occupational Health	£2,891	1.00	111.00	112.00
Consultants	£107	-	-	-
<b>Total</b>	<b>£30,919</b>	<b>380.00</b>	<b>596.79</b>	<b>976.79</b>

### Servicewide costs

Description	Budget £000s
Police recruiting	£6,110
Special Constabulary recruiting	£277
Civil staff recruiting	£600
Corporate Positive Action	£1,500
Employee relocation expenses	£55
Corporate external training	£877
Community race relations training	£1,400
Medical expenses	£1,600
Redundancy & premature retirement	£1,277
Employee support programme	£120
Child/dependant care	£110
Passing out parades	£65
Police Federation annual conference	£75
<b>Total</b>	<b>£14,066</b>

# Departmental Structure

