

## 10. IMPROVEMENT PLAN

<b>Recommendation: 1. Introduce Custody Detention Officers (CDOs)</b>				
<b>Objective(s): 1. To convert existing gaoler roles to CDOs (47 posts)</b>				
<b>2. Replace police constables acting as gaolers and some custody sergeants functions, with CDOs (387 posts)</b>				
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>				
<b>Additional costs:</b>		<b>Estimated savings / benefits:</b>		
<b>Capital:</b>		<b>Cashable:</b>		£0k
Nil	£0k	Nil		
<b>Revenue:</b>		<b>Non-cashable:</b>		
Cost of additional CDOs	£10,900k	Release of police posts into Prisoner Processing Teams – Rec 2		£14,800k
Recruitment of 387 CDOs	£170k	(154 sergeants and 233 PCs)		
Uniform	£60k			
Training (Custody procedures and computer; searching; restraint and officer safety training)	£100k			
<b>Total Revenue</b>	<b>£11,230k</b>			
<b>Non quantifiable costs:</b>		<b>Non-financial benefits:</b>		
<ul style="list-style-type: none"> <li>change management of custody processes</li> </ul>		<ul style="list-style-type: none"> <li>better resource utilisation;</li> <li>better management of ‘bail to returns’;</li> <li>significant process improvements for detainees, stakeholders and service providers.</li> </ul>		
<b>Key actions to implement</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
Formally set up CDO role (job description*, training needs analysis)	HR	March 2004	Role established	-
Plan recruitment, training and roll-out	HR/DoCJ	June 2004	Plan agreed	-
Roll out to all Boroughs	DoCJ	Nov 2004	Implemented on all Boroughs	Savings achieved
*Job description will include: gaoler duties; recording of prisoners’ details onto custody computer; search and list property; update custody record; prepare charges; serve rights; liaise with service providers and visitors; and work under direction of the custody officer.				

<b>Recommendation: 2. Enhance Prisoner Processing Teams (PPTs)</b>				
<b>Objective(s): To take ownership of case preparation and to ensure a quality file is handed to the CPS thus achieving the concept of 'getting it right first time'</b>				
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>				
<b>Additional costs:</b>		<b>Estimated savings / benefits:</b>		
<b>Capital:</b> Re-allocation of resources within existing accommodation and budget	£0k	<b>Cashable:</b> Assumed 15% reduction in police overtime spent on processing prisoners		£1,190k
<b>Revenue:</b> Training (PEACE (interview and statement taking); fingerprints; DNA; photographs; antecedents and PHOENIX forms; and case preparation)	£100k	<b>Non-cashable:</b> Reduction in remedial work on case files by CJUs and 'front-line' officers (assumed an hour saving on each file)		£1,300k
PPT Staff obtained from staff savings in Recommendation 1, Recommendation 5 and from current CJUs*	£0k			
<b>Total Revenue</b>	<b>£100k</b>			
<b>Non quantifiable costs:</b>		<b>Non-financial benefits:</b>		
<ul style="list-style-type: none"> <li>development of new roles by HR directorate</li> </ul>		<ul style="list-style-type: none"> <li>better case preparation/quality;</li> <li>reduced attrition rates;</li> <li>improved service to victims and witnesses.</li> </ul>		
<b>Key actions to implement</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
Integrate recommendation with Policing Model and Crime Management BVR	DoCJ	March 2003	Plan for implementation	Roll out of enhanced PPTs
Roll out to all Boroughs	DoCJ	Dec 2003	Improved case papers/attrition due to case paper quality	Monitoring of attrition & targets set for improvement
*On a typical BCU the PPT will consist of four teams working 16hrs/7days comprising of 1 PS/DS, 2 PC/DCs and 3 AOs per team. (4, 8, & 12 respectively). The police posts will come from staff savings in R1 and R5. AO posts will be recruited internally with a reduction in CJUs BWT to compensate. Use of existing resources equals nil cost.				
Concentration on a quality case file at an earlier stage of the process will reduce the need for remedial work undertaken by CJUs. The introduction of the CPS at the point of charge (R5) will also contribute to a reduction in discontinuance rates and files.				

<b>Recommendation: 3. Improve victim/witness support (By introducing a victim and witness care desk within PPTs (R2))</b>				
<b>Objective(s): To reduce the withdrawal rate of victims/witnesses from the CJ process through enhanced processes within PPTs</b>				
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>				
<b>Additional costs:</b> <b>Capital:</b> Nil £0k  <b>Revenue:</b> Training from within recommendation 2 costs £0k Staffing from within PPTs – see recommendation 2 £0k		<b>Estimated savings / benefits:</b> <b>Cashable:</b> Nil £0k  <b>Non-cashable:</b> Nil £0k		
<b>Non quantifiable costs:</b> Nil		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• lower attrition rate through victim/witness attendance at court;</li> <li>• improved service to victims and witnesses.</li> </ul>		
<b>Key actions to implement</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
Develop improved care processes i.e. named contacts on VPS. An individual case plan for victim and witness care as part of the investigation strategy. Better liaison with Victim Support prior to handing onto next agency.	DoCJ	March 2003	Attrition due to victim/witness non-attendance	Develop and establish MPS attrition measure
Roll out to all Boroughs as part of enhanced PPTs (recommendation 2).	DoCJ	Dec 2003	Attrition due to victim/witness non-attendance	Monitoring of attrition in place & targets set for improvement

<b>Recommendation: 4. Improve the system for investigative bail</b>				
<b>Objective(s): To reduce the number of failed cases through weaknesses in the bail procedure</b>				
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>				
<b>Additional costs:</b> <b>Capital:</b> Nil £0k  <b>Revenue:</b> Revenue costs are covered in Recommendations 1 and 2 where the management of this recommendation will sit. £0k		<b>Estimated savings / benefits:</b> <b>Cashable:</b> Nil £0k  <b>Non-cashable:</b> Nil £0k		
<b>Non quantifiable costs:</b> Nil		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• reduced attrition rates;</li> <li>• higher JDs and court 'outcomes;</li> <li>• effective use of investigative bail;</li> <li>• significant process improvements.</li> </ul>		
<b>Key actions to implement</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
Develop procedures and PIs for PPTs and CDOs	DoCJ	March 2003	Attrition rate due to failure of BTR	Develop and establish MPS attrition measure
Roll out to all Boroughs (as part of recommendation 1 and 2)	DoCJ	Dec 2003	Attrition due to failure of BTR	Monitoring of attrition in place & targets set for improvement

<b>Recommendation: 5. Introduce the Crown Prosecution Service at the point of charge</b>				
<b>Objective(s): To reduce attrition by providing appropriate advice and establishing the most suitable charge from the outset</b>				
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>				
<b>Additional costs:</b>		<b>Estimated savings / benefits:</b>		
<b>Capital:</b> Nil	£0k	<b>Cashable:</b> Nil	£0k	
<b>Revenue:</b> Accommodation for CPS staff – no new office space will be required to accommodate the CPS	£0k	<b>Non-cashable:</b> Reduction in detainee detention time (1hr/50% of discontinuances);	£150k	
		Unnecessary case preparation (3hr/50% discontinuances);	£600k	
		No requirement for quality assurance in CJUs releasing 32 PS/DS posts on borough	£1,410k	
		<b>Total Non-cashable</b>	<b>£2,160k</b>	
<b>Non quantifiable costs:</b> Nil		<b>Non-financial benefits:</b>		
		<ul style="list-style-type: none"> <li>• stronger cases;</li> <li>• reduced attrition rates;</li> <li>• improved service to victims and witnesses;</li> <li>• significant process improvements.</li> </ul>		
<b>Key actions to implement</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
Agree joint plan with CPS London	DoCJ/CPS	April 2003	Plan agreed	
Select, implement and evaluate pilot site(s)	DoCJ/CPS	June 2003	Benefits achieved	Develop and establish MPS benefits measures
Roll out to all Boroughs	DoCJ/CPS	Nov 2003	Benefits achieved	Monitoring of benefits

<b>Recommendation: 6. Increase flexibility for 'Narey' court dates</b>					
<b>Objective(s): To reduce the number of ineffective hearings</b>					
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>					
<b>Additional costs:</b>		<b>Estimated savings / benefits:</b>			
<b>Capital:</b> Nil	£0k	<b>Cashable:</b> Nil	£0k		
<b>Revenue:</b> Nil	£0k	<b>Non-cashable:</b> Nil	£0k		
<b>Non quantifiable costs:</b> Nil		<b>Non-financial benefits:</b>			
		<ul style="list-style-type: none"> <li>• better quality case files;</li> <li>• reduced attrition rates;</li> <li>• fewer adjournments applications;</li> <li>• savings in CPS and court time.</li> </ul>			
<b>Key actions to implement</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
Agree overall SLA with partners		DoCJ/CPS/GLMCA	March 2003		-
Develop monitoring arrangements		DoCJ	May 2003	Measures to monitor benefits established.	
Roll out local SLAs		DoCJ/CPS/GLMCA	June 2003	SLAs operating	Measures monitored and used to set targets.

<b>Recommendation: 7. Introduce an MPS corporate case file and contents</b>					
<b>Objective(s): To establish corporacy across the MPS and to enable standardised training</b>					
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>					
<b>Additional costs: *</b>		<b>Estimated savings / benefits:</b>			
<b>Capital:</b> Nil	£0k	<b>Cashable:</b> Nil	£0k		
<b>Revenue:</b> Nil	£0k	<b>Non-cashable:</b> Nil	£0k		
<b>Non quantifiable costs:</b> Nil		<b>Non-financial benefits:</b>			
		<ul style="list-style-type: none"> <li>• corporate file;</li> <li>• significant process improvements.</li> </ul>			
<b>Key actions to implement</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
Research standard file requirement/design		MPS CJO/Forms Unit	Feb 2003	Design and contents agreed	-
Agree new design with CPS and Courts		MPS CJO	April 2003	Agreement to implement	-
Implementation of new file		MPS CJO	Jun 2003 (depending on existing stocks)	In use by all Boroughs	-
*The present forms are already in production and the cost will not be increased by this recommendation. Design and format will not incur any additional cost above that being presently incurred.					

<b>Recommendation: 8. Create a single Prosecutions Unit</b>					
<b>Objective(s): To improve the efficiency and effectiveness of case management and to reduce unnecessary levels of bureaucracy</b>					
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>					
<b>Additional costs:</b>		<b>Estimated savings / benefits:</b>			
<b>Capital</b>		<b>Cashable:</b>			
Accommodation costs for prosecutions units <sup>1</sup>	Awaits Glidewell	Reduction in civilian staff, if transferred to prosecutions unit <sup>1</sup>		Awaits Glidewell	
<b>Revenue:</b>		<b>Non-cashable:</b>			
Nil	£0k	Loss of remaining police posts from CJUs*		Awaits Glidewell	
<b>Non quantifiable costs:</b>		<b>Non-financial benefits:</b>			
Nil		<ul style="list-style-type: none"> <li>• significant process improvements;</li> <li>• shorter line of communication;</li> <li>• one unit focussed on role.</li> </ul>			
<b>Key actions to implement</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
Build business case and negotiate agreement with CPS over future of Glidewell		DoCJ/CPS	April 2003	Agreement to concept	-
Develop protocols for transfer of function/staff/resources and modify Glidewell design		DoCJ/HR/CPS	Oct 2003	Design agreed	-
Implement as part of Glidewell programme		DoCJ/CPS	Jan 2004	Transfer completed	-
* There is a current BWT of 1542 staff in MPS CJUs. Of these, approximately 20% (300) are police. Those officers that have not already been accounted for (PS/DSs in Rec 5) will return to front-line policing.					

<sup>1</sup> Dependant on outcome of current debate on Glidewell implementation project. Costs will be shown once way forward on Glidewell is known which is subject to its own costings.

<b>Recommendation: 9. Create a Central MPS Command Unit for Criminal Justice</b> <b>**Under the recent management structure changes this recommendation has been implemented**</b>					
<b>Objective(s): To establish a corporate focus on CJS issues</b>					
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>					
<b>Additional costs:</b> <b>Capital:</b> Nil £0k  <b>Revenue:</b> Nil £0k		<b>Estimated savings / benefits:</b> <b>Cashable:</b> Nil £0k  <b>Non-cashable:</b> Nil £0k			
<b>Non quantifiable costs:</b> Nil		<b>Non-financial benefits:</b> <ul style="list-style-type: none"> <li>• corporate lead on CJS issues;</li> <li>• standardised response across MPS;</li> <li>• improved lines of communication with our partners;</li> <li>• opportunity to programme manager all CJ initiatives;</li> <li>• improved service to victims and witnesses.</li> </ul>			
<b>Key actions to implement</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>

<b>Recommendation: 10. Introduce systems to ensure compliance with the execution and administration of warrants</b>				
<b>Objective(s): To alleviate the administrative burdens on police resources and to reduce the numbers of unexecuted warrants</b>				
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>				
<b>Additional costs:</b>		<b>Estimated savings / benefits:</b>		
<b>Capital:</b> Nil	£0k	<b>Cashable:</b> Nil	£0k	
<b>Revenue:</b> Estimated payments to contractor to clear current backlog. Calculated on cost of using MPS staff with standard private sector 'mark-up' prices (assumed to be a full year payment)	£4,500k	<b>Non-cashable:</b> Nil	£0k	
<b>Non quantifiable costs:</b> Nil		<b>Non-financial benefits:</b>		
		<ul style="list-style-type: none"> <li>• higher number of offenders apprehended and brought to justice;</li> <li>• reduced vulnerability from potential civil claims;</li> <li>• improved service to victims and witnesses.</li> </ul>		
<b>Key actions to implement</b>	<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
Devise and implement PIs for unexecuted warrants	DoCJ	Feb 2004	PI established	-
Select partner for pilot	DoCJ/DPCS	March 2004	Selection complete	-
Select, implement and evaluate pilot site(s)	DoCJ	Sept 2004	Evaluation complete	Benefits achieved
Select partner for roll-out	DoCJ/DPCS	Nov 2004	Selection complete	-
Roll out to all Boroughs	DoCJ	Jan 2005	Implemented on all Boroughs	Monitoring of benefits in place & targets set

<b>Recommendation: 11. To move away from the 'judicial disposal' performance indicator to a measurement based on court 'outcomes'</b>					
<b>Objective(s): To engage the MPS in CJ processes beyond the point of charge</b>					
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>					
<b>Additional costs:</b>		<b>Estimated savings / benefits:</b>			
<b>Capital:</b> Nil	£0k	<b>Cashable:</b> Nil	£0k		
<b>Revenue:</b> Nil	£0k	<b>Non-cashable:</b> Nil	£0k		
<b>Non quantifiable costs:</b> Nil		<b>Non-financial benefits:</b>			
		<ul style="list-style-type: none"> <li>• reduced attrition rates;</li> <li>• greater 'ownership' of cases;</li> <li>• a more realistic reflection of MPS performance.</li> </ul>			
<b>Key actions to implement</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>
Identify key performance indicators and plan implementation		DoCJ/PIB	Jan 2003	Plan agreed.	-
Integrate CJ PIs within DoCJ performance regime		DoCJ	Mar 2003	Attrition included in DoCJ performance reports	-
Roll out to all Boroughs		DoCJ	April 2003	Attrition included in DoCJ performance reports	Measures available as a basis for target setting

<b>Recommendation: 12. To establish e-mail links between police CJUs and the CPS</b>					
<b>**This recommendation has been implemented**</b>					
<b>Objective(s): To improve the communication link and eliminate the risk of file displacement</b>					
<b>Link to strategic aim/priority: To revitalise the Criminal Justice System</b>					
<b>Additional costs:</b>		<b>Estimated savings / benefits:</b>			
<b>Capital:</b> Nil	£0k	<b>Cashable:</b> Nil	£0k		
<b>Revenue:</b> Nil	£0k	<b>Non-cashable:</b> Nil	£0k		
<b>Non quantifiable costs</b> Nil		<b>Non-financial benefits</b>			
		<ul style="list-style-type: none"> <li>• better communication links</li> <li>• secure delivery of files and documents</li> <li>• increased response time to requests</li> </ul>			
<b>Key actions to implement</b>		<b>Lead</b>	<b>Deadline</b>	<b>PI / milestone</b>	<b>Target</b>