

DRAFT CORPORATE BUSINESS PLAN

Foreword from Commissioner and Chair of MPA

The joint foreword will be added at a later stage.

Executive summary

As our mission states, the Metropolitan Police Service (MPS) and Metropolitan Police Authority (MPA) is working together for a safer London. To fulfil this mission we endeavour to increase public confidence and satisfaction, prevent and reduce crime, disorder and vulnerability, increase safety and security, whilst continually striving to improve our quality of service as well as our efficiency and effectiveness.

The strategic outcomes provide a framework for every member of the MPS so we all understand what to focus our effort on to achieve our mission and to make London the safest major city in the world.

We focus on the following strategic outcomes: communities are engaged with, confident in & satisfied with our service; safety and security is improved and the public feel reassured; crime, disorder, vulnerability and harm are prevented and reduced; more offenders are brought to justice.

Our Policing London Strategy is focused on providing the service that the public and other stakeholders tell us they want and need. In order to achieve our mission and deliver our strategy, in 2006/07 we identified seven strategic priorities to provide the shorter term focus for the MPS. We have made great strides towards delivery of our strategy, using these priority areas, and will continue to build upon this success and retain these priorities during 2007/08. Our strategic priorities are listed below and are explained in greater detail within Section 2 and **Annex A**.

- **Citizen focus**
- **Counter-terrorism and security**
- **Safer Neighbourhoods**
- **Criminal networks**
- **Capital city policing**
- **Information quality and access**
- **Together**

In addition to the work being undertaken in support of strategic priorities within Business Groups, the MPS has a programme of modernisation that will assist in delivering our key change and improve capability across the MPS. This started in 2005 with the Service Review and has progressed to the Met Modernisation Programme, which will ensure that our decisions are effective and focused on delivering service improvement in line with the corporate strategy.

Budget Summary

The table on page 3 shows planned budgets for each Business Group. The budgets are based upon the budget book figures for 2006/07 and show the effect of committed increases, committed decreases, efficiency savings and new initiatives (to be completed at a later stage in the planning process).

Service analysis	2006/07 Budget as per Budget Book £m	In-Year Revised Budget 2006-07	Forecast Outturn 2006-07	Plan 2007-08	Plan 2008- 09	Plan 2009-10
		£m	£m	£m	£m	£m
Business Groups:						
Territorial Policing	1,249.2					
Specialist Crime Directorate	359.5					
Specialist Operations	180.9					
Central Operations	290.4					
Central Services	32.7					
Standards and Intelligence Command	67.2					
Directorate of Information	189.1					
Resources Directorate	266.9					
Human Resources Directorate	90.9					
Total Business Groups	2,726.7	0.0	0.0	0.0	0.0	0.0
Corporate Budgets:						
Pensions	28.5					
Not yet allocated	98.2					
Total Corporate Budgets	126.6	0.0	0.0	0.0	0.0	0.0
Total MPS	2,853.4	0.0	0.0	0.0	0.0	0.0
MPA	10.2					
Net service expenditure	2,863.6	0.0	0.0	0.0	0.0	0.0
Capital financing costs	28.6					
Interest receipts	-10.2					
Net expenditure	2,882.0	0.0	0.0	0.0	0.0	0.0
Specific Grants	-432.4					
Net revenue expenditure	2,449.6	0.0	0.0	0.0	0.0	0.0
Transfer from reserves	-23.9					
Transfer to reserves	0.0					
Budget requirement	2,425.7	0.0	0.0	0.0	0.0	0.0
Funding:						
Central funding	-1,818.3					
Precept	-607.4					
Total Funding	-2,425.7	0.0	0.0	0.0		

1. Introduction

In March 2006, the MPS and Metropolitan Police Authority (MPA) produced a medium term Corporate Strategy (the Policing London Strategy) to provide a clear picture of the MPS' direction over three years and a separate annual policing plan to assist the Annual Performance Focus. For the first time in 2006/07, a joint

strategy and policing plan was produced which enabled us to link more clearly the strategy of the MPS to its key performance requirements. This year the process has been further improved to more closely align our resources to our priorities.

This corporate business plan forms part of the 2nd year of the Policing London Strategy, and builds upon the success of the previous year in working towards our strategic outcomes. For example, the accelerated rollout of Safer Neighbourhood teams, reduction in overall crime levels and improved performance in bringing offenders to justice are all helping to improve the quality of life for Londoners and increase public satisfaction.

London is a uniquely diverse city and it is essential that we continuously build our understanding of the different needs of people who live, work in and visit our city, and respond flexibly to meet them. This means that every member of the Metropolitan Police Service must recognise the role they play in delivering high quality policing services, whether they work directly with the public or perform a vital support role. Thus, the MPS will continue its journey to become truly citizen focused. We will build on the improvements that we have already delivered to improve further public confidence and satisfaction with our services. We will continue to improve how we engage with all of London's communities to gain a better understanding of their different needs and respond flexibly to meet them. This is why Citizen Focus is a strategic priority for the MPS in its efforts to deliver a quality service to all of London's diverse communities.

We recognise that only by improving users' experience of our services can we increase the support we get from victims and witnesses, resulting in more offences being brought to justice. Through improving how we engage and involve all the diverse communities that we serve we will increase the level and quality of community intelligence that we receive. This intelligence is vital if we are to tackle effectively those incidents of crime, disorder and anti-social behaviour that affect communities as well as providing the key to unlock the most serious crimes such as terrorism and reducing the harm caused by criminal networks.

Purpose of this document

This corporate business plan details the outputs that the MPS plans to deliver in support of its priorities, together with the finance required to deliver these.

The corporate business plan has three main purposes:

- To set out how the strategic priorities contained within the Policing London Strategy will be delivered over the next three years, and the way in which business groups will contribute to their achievement
- To present to the public and other stakeholders how the Policing London Strategy will improve service delivery to Londoners, meets their needs and demonstrates that tax-payers' money is being appropriately spent.
- To ensure the content of the plan meets the requirements of the business plan submission to the Mayor in November, including the required budget information and financial projections (e.g. clearly identified increases in the base budget, including major initiatives and service improvements, expected changes to the funding base and efficiency savings)

The document sets out the strategic outcomes and priorities of the MPA and MPS over the next three years, including how these are decided. This is followed by a more detailed delivery plan for 2007/08, which incorporates the Met Modernisation Programme (MMP) as well as the objectives, measures and targets for 2007/08. Also included is a section regarding how the MPS is continually pursuing best use of resources.

3. Strategic outcomes and priorities

The MPA and MPS Strategy seeks to deliver four strategic outcomes:

Communities are engaged with, confident in & satisfied with our service

Safety and security is improved and the public feel reassured

Crime, disorder, vulnerability and harm are prevented and reduced

More offenders are brought to justice

In order to achieve our mission of working together for a safer London, our corporate business plan and all our activities are aligned to our seven strategic priorities:

- **Citizen Focus** – putting what you want from our police service at the heart of what the Metropolitan Police Service does.
- **Counter Terrorism, Security and Protection** – combating terrorism and improving safety and security.
- **Safer Neighbourhoods** – listening to the needs of local people, working with our partners, and our communities to tackle crime that negatively impacts on people's feelings of safety and security in their neighbourhood.
- **Criminal Networks** – developing our understanding of criminal networks and reducing the harm they cause to London.
- **Capital City Policing** – securing our transport network and the Olympic and Paralympic games, whilst ensuring the resilience to deal with major incidents.
- **Information Quality and Access** – ensuring that our staff, partners and the community have the information available they need when they need it.
- **Together** – improving the quality of leadership training that our workforce receives. Together describes our style of working and will endeavour to join all parts of the Metropolitan Police Service and unite every member of our staff behind our mission and priorities.

To support the strategic outcomes, a number of enabling priorities have been developed. Figure 1 shows how our priorities help deliver our strategic outcomes, fulfil our mission and deliver improved performance.

A detailed explanation of the strategic priorities, outcomes and the activities that are required to deliver these are attached in full within **Annex B**.

Figure 1. Outlines how our priorities help deliver our strategic outcomes, fulfil our mission and deliver improved performance



Our Values

The MPS values were developed following consultation with all staff regarding the values that our people felt to be necessary for performance improvement. We believe that through each of us living our values we can deliver quality policing and provide a service that is truly citizen focused.

The MPS values are, working together with all our citizens, all our partners and all our colleagues:

- We will be proud to deliver quality policing. There is no greater priority.
- We will build trust by listening and responding
- We will respect and support each other and work as a team
- We will learn from experience and find ways to be even better

4. Setting the policing priorities

In order for the Policing Plan priorities to be decided, an extensive consultation process took place between the MPS, MPA and our partners, which include the people of London, the Greater London Authority, the Mayor of London and Crime and Disorder Reduction Partnerships.

In addition we have also taken into account the following key policing documents:

- Local Policing Priorities developed by Borough Operational Command Units in conjunction with Crime and Disorder Reduction Partnership and key local partners, and
- The London-wide Policing Priorities set by the Mayor, and
- The National Community Safety Plan, which contains the Home Secretary's strategic priorities.

Public and Stakeholder Consultation

Borough Operational Command Units have local priorities that are informed by Crime and Disorder Reduction Partnerships. These are developed in conjunction with local key partners. Public consultation is an ongoing process and it is used annually to inform on the policing plans, with individuals and organisations invited to put forward their options and preferences for policing priorities. Our Strategic Priorities are closely aligned to all of these key areas. For example, some of the key concerns highlighted during the public consultation exercise were:

- Anti-social behaviour, fear of crime, visibility and re-assurance, all of which will be addressed through our Safer Neighbourhoods priority.
- Traffic and road safety issues are part of our Capital City Policing priority.
- Drugs and drugs related crime, gun crime, and the targeting of prolific and priority offenders are part of our Criminal Networks priority.
- Communications and approachability are part of the Citizen Focus priority to improve our service delivery to Londoners.

Mayoral priorities

The **Mayor's budget proposals** are a reflection of the Mayor's priority aims and objectives so that real progress can be made in achieving the Mayor's vision of an exemplary sustainable world city.

For 2007-08 the top priority is to use the budget development process to help ensure that London is able **to mitigate and adapt to climate change**. Both the MPS' strategic outcomes and priorities are consistent with the priorities of the Mayor. For example, we are working to improve the quality of life for Londoners, assist them in feeling safer with our Safer Neighbourhoods programme, to reduce crime, and to improve the way we respond to the terrorism threat.

To deliver on the Mayors priorities regarding sustainable development the priorities for 2007-08 are to use the budget development process to do more in the following areas:

- Highest priority given to counter terrorism and capacity to respond to major catastrophic events.
- Fall in crime in the capital.
- Londoners feeling safer and respecting the capital.
- Sustainable increase in living standards and quality of life of Londoners including maximising the level of employment for Londoners.
- Maximise the economic, social, health and environmental benefits the 2012 Olympic Games and Paralympic Games bring to London and all Londoners.
- Consumption of fewer non-renewable resources, reducing future carbon emissions and improvements to the quality of London's environment.
- Greater use of renewable energy.
- Increased levels of recycling.

Equalities, environment and sustainability considerations

The MPS would regard a large number of its activities and functions, as having a direct contribution to the quality of life of Londoners and indeed our mission 'working together for a safer London' is an integral part of sustainable development. In addition, the MPS has a corporate social responsibility to ensure that key sustainable development issues such as environmental management, equalities and diversity, health & safety and health are monitored and managed. A summary of the Sustainable Development Budget Return for September 2006 is at **Annex A**.

National Community Safety Plan

The MPS' strategic priorities and outcomes are closely aligned to Government's five key strategic priorities for the police service for 2007/08. These are briefly outlined below:

- Reduce overall crime in line with the national PSA target to reduce crime by 15%, with particular emphasis on violent crime
- Enable people to feel safer in their communities, this includes embedding the neighbourhood policing principles, improving service delivery as well as reducing the public perception of anti-social behaviour
- Continuing to bring offenders to justice in partnership with criminal justice agencies in line with the Government's PSA target
- Strengthen public protection by increasing capacity and capability for dealing with widespread threats, particularly with regard to organised crime
- Protect the country from terrorism and domestic extremism.

5. Delivery Plan

The delivery plan for 2007/08 will build upon the work of 2006/07 in support of the strategic priorities, which are intended to deliver the strategic outcomes and improve MPS performance. The following are examples of key programmes being undertaken during 2007/08. These activities are in addition to the business as usual functions delivered by business groups.

Citizen Focus

- Deliver the Community Engagement Strategy, improving our mechanisms for community engagement and how we act on what communities tell us
- Roll-out victim focus desks to improve how we communicate with, care for and keep victims informed through the criminal justice process
- Based on what service users tell us we will continue to develop our services to be more responsive to the different needs of our diverse communities.

Counter Terrorism, Security and Protection

- To have in place a range of measures to continually improve performance (through the use of performance information, defined work processes, risk assessment, continuous improvement, and mentoring of Operational Command Unit Commanders).
- The new CT Command will be supported by appropriate IT and accommodation

Safer Neighbourhoods

- Continued implementation of the Safer Neighbourhoods programme, with particular consideration of those wards with larger populations.
- Development of MPS anti-social behaviour control strategy to deliver a coordinated and effective approach to anti-social behaviour.

Criminal Networks

- Review of the deployment of covert assets
- Creation of a Met Intelligence Bureau

Capital City Policing

- 2012 Olympics – planning and preparation
- Metcall - ensures the fundamental communication link between London's communities and the MPS that enables vital fast responses to public concerns

Information Quality and Access

- Data Quality Improvement Programme
- Management of Police Information (MOPI) Programme - implementing the recommendations of the Bichard Inquiry that is focusing particularly on the collection and use of information, and information systems (paper based and IT based), within the police force.

Together

- Creation of the MPS Leadership Academy and leadership development pathway
- Developing a policy framework and selection processes consistent with our values

Violent Crime

Directly in support of our Strategic Outcomes, the Violent Crime Directorate was formed at the end of March 2006 to provide a central focus for the delivery of performance on violent crime, with an overarching strategy to address dangerous people, dangerous places and support vulnerable victims. This work will be further progressed during 2007/08.

Equalities, environmental management and health and safety

In response to the Mayor's budget guidance the MPS has produced an integrated sustainable development budget which pulls together details of progress, key priorities and budgets for 2007/08 on the equalities, environmental management and health strands of sustainable development. Details of the objectives within each of the areas for 2007/08 are contained within the Sustainable Development Budget Return for September 2006 and are at **Annex A**.

Met Modernisation Programme (MMP)

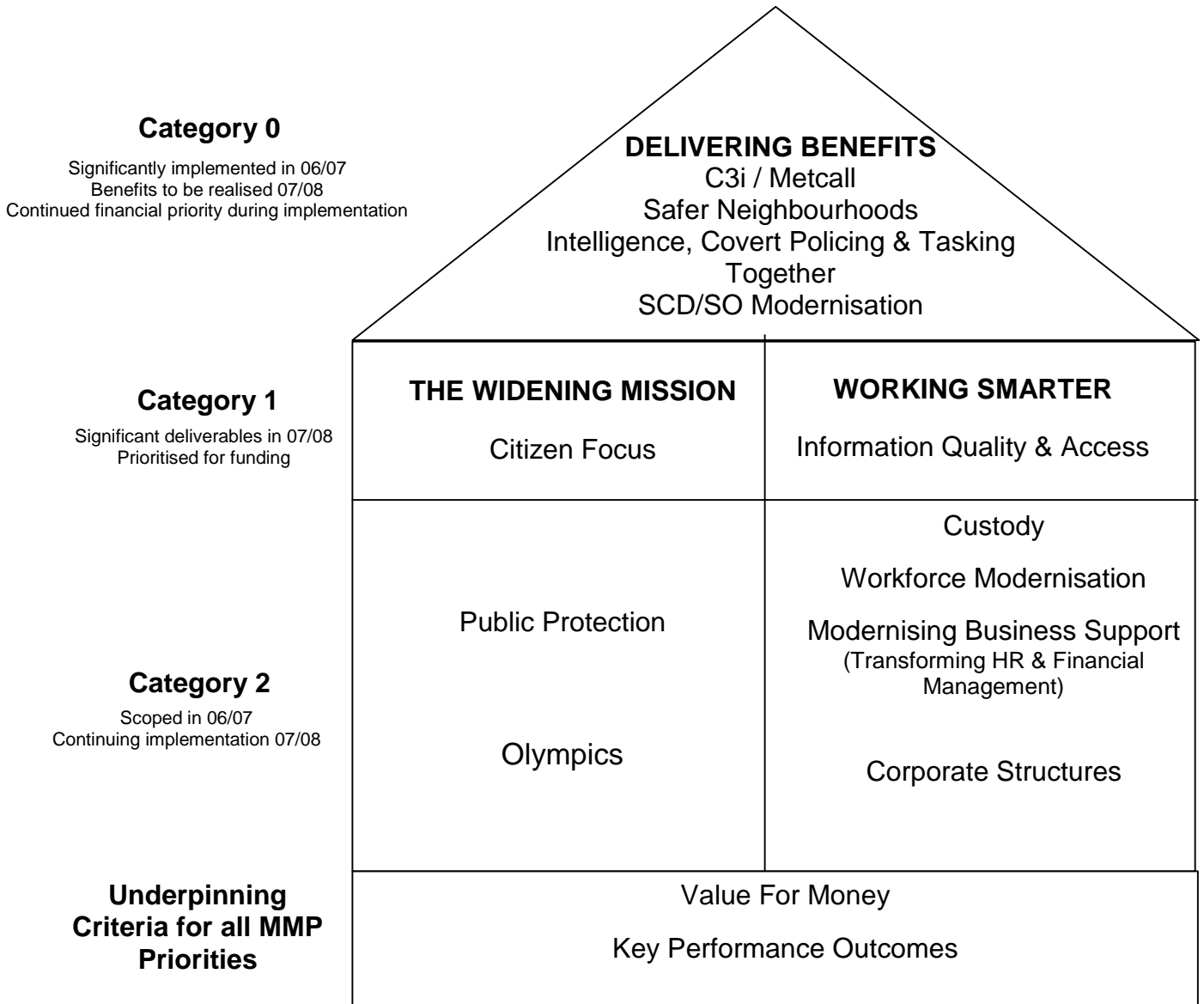
The MPA/MPS is in the second year of a three-year programme of modernisation (MMP) that will assist in our pursuit of a more efficient and accessible police service that will benefit both the people of London and our staff.

Coordination of MPS change through the MMP will ensure that programme decisions are effective and focused on delivering service improvement, in line with strategic outcomes set out in the Policing London Strategy. The MMP will do this by providing project, programme and change management support, and encouraging a culture that reflects the vision of a modernised MPS.

Since the formation of the MMP, the MPS Programme Delivery Board has helped particularly in shaping the delivery of those projects identified as a priority for delivery in 2006/2007 i.e. Safer Neighbourhoods, C3i, Intelligence Covert Policing and Tasking and Together. The MPA Oversight Committee has played a key role in assessing progress against the plan.

Change programmes and projects within the Modernisation portfolio are categorised and prioritised to enable successful delivery of the Policing London Strategy over the next two years (2007-2009), outlined in Figure 2.

Figure 2. 2007/08 priorities for the MMP



6. Objectives, Measures and Targets

The table on page 13 sets out the critical measures and targets for the Operational Strategic Priorities. The MPA and MPS have identified these measures and targets as the critical areas for improving our performance using the Policing Performance Assessment Framework scores and in relation to the Public Service Agreements. It will also provide a link into the proposed next generation of PPAF, known as Assessments of Policing and Community Safety (APACS).

Effort has gone into streamlining the number of targets to enable focused activity on the critical areas where improved performance is required. It also takes account of key areas of operational development, for example in respect of neighbourhoods with high level of criminality, and other critical work not adequately covered by the Policing Performance Assessment Framework. It also allows us to take into account issues raised by the HMIC baseline assessment and any future issues highlighted by APACS.

2006-09 Performance Ambition

A robust performance framework is a critical means of measuring performance improvement for the Metropolitan Police Service, and it has been used to inform particular areas of this plan where improvement and focus is required. We will use the experience we gain this year to enable the Metropolitan Police Authority with the Metropolitan Police Service to continue to set challenging targets in 2007/08 and 2008/09. Table 1 outlines the MPA/MPS' existing Critical Performance Areas.

This years' targets reflect the priorities and outcomes from the Policing London Strategy. Performance across a wide range of objectives and indicators is being regularly monitored by the MPA. The complete list of objectives, measures and targets for 2006/07 for the operational strategic priorities are attached in full as Annex C.

In addition, by April 2008 the Government target is to reduce crime recorded in the British Crime Survey by 19.4% from the levels in 2003/04. The government has also set Public Service Agreements to:

- Enable the police and our other Criminal Justice partners to meet the public service agreement target of the number of offences brought to justice by April 2008, the Metropolitan Police Service will need to continue to improve the sanction detection rate in 2007/08.
- Reduce the fear of crime and anti-social behaviour and to build confidence in the criminal justice system, the Metropolitan Police Service will continue to work with it's partners to build confidence in the system.

Work is currently being undertaken by the Home Office to identify new Public Service Agreements and other performance regimes for 2008/09.

Table 1 - Overview of the Critical Performance Areas and Operational Strategic Priorities

STRATEGIC OUTCOMES	Critical Performance Area	2006/07 Targets/Indicators	2006/07 Performance Year To Month
Communities are engaged in and satisfied with our police service	Satisfaction with the overall service provided	81% of people or more to be satisfied, very satisfied or completely satisfied	80% of people at least satisfied.
	Satisfaction of the victims of racist incidents with respect to the overall service provided	72% of people or more to be satisfied, very satisfied or completely satisfied	75% of people at least satisfied*
Security is improved and the public feel reassured	Percentage of police officer time spent on frontline duties	Monitor	69.9 (estimated)%
	Using the British Crime Survey, percentage of people worried about anti-social behaviour	25% of people or less are worried about anti-social behaviour	25% of people are worried about anti-social behaviour
	To develop a high-level Counter-Terrorism Performance Indicator	Baseline to be developed	Currently under development.
Crime, disorder, vulnerability and harm are prevented and reduced	Reduction in 10 British Crime Survey comparator crimes	- 6.3%	-5.6%
	Violent crime (sub indicators of violence against the person and robbery also to be monitored)	-5% in British Crime Survey comparator crime	-6.1%
	To reduce crime in the most challenging wards with the highest levels of criminality	Baseline to be developed	N/a
	Percentage of domestic violence incidents where an arrest was made to related to the incident	60% (Changes made to Powers of Arrest in January 2006 may affect this target. It is currently under review and subject to alteration)	40%
	Reduction in the levels of gun crime	-4% across the Metropolitan Police Authority area	-21.4%
	Number of criminal networks disrupted (monthly average)	8.3	6.5
More offenders are brought to justice	Percentage of notifiable offences resulting in a sanction detection	20%	20.2%
	The number of offences brought to justice	15,417 per month	16,279 per month (April to August)

- When the target was set for the satisfaction of victims of racist incidents with respect to the overall service provided performance was at 63% at least satisfied. Recent performance has improved and if this trend continues the Planning, Performance and Review Committee of the Metropolitan Police Authority will review the target.

7. Making Best Use Of Resources

Maintaining the MPS's involvement in national and international policing activities whilst sustaining and improving high standards of service delivery within a tightening financial climate, inevitably require the MPS to use its available resources as efficiently and effectively as possible. The budget challenges experienced in planning for 2007/08 have meant that difficult choices have had to be made regarding our resources for next year.

However, the MPS is also progressing a number of areas that should assist us to deliver more sustained efficiency and effectiveness in the longer term, as well as improving the alignment of our resources to deliver on the MPS' strategic priorities. During 2006/07, the MPS has further developed its formal Approvals process, improved the integration of business and financial planning and initiated a Value for Money Steering Group. We have also progressed a number of important programmes of work within the area of human resources, namely Together, HR Transformation, and the Leadership Academy.

Financial landscape 2007 to 2010

An initial budget shortfall of £116m for 2007/08 was identified in June 2006 which the MPS has worked to reduce. As a result, this figure has been narrowed to a shortfall of approximately £80m before savings and other movements arising from Business Group business plans are taken into account. The business plans have identified net savings totalling of approximately £60m with further opportunities for Value for Money economies of up to £5m per annum from 2007/08. The overall budget gap therefore is currently approximately £15m in 2007/08.

This has meant that the MPS/MPA have had to make difficult choices and these decisions have been informed by the need to ensure delivery of our strategic priorities and outcomes, as well as effective deployment of our resources to protect front line policing and the service delivered to Londoners.

The new normality of the enduring threat of terrorism is a major challenge exacerbated by the unique demands placed on MPS in terms of its capital city, national and international functions. We will need to engage further with Government, the GLA and other agencies to work out the best way forward in managing these growing pressures, and its claim on resources – for the foreseeable future.

Grant settlement

An announcement of general government grant for 2007/08 was made as part of the 2006/07 Home Office grant settlement, and included an increase on general grants for 2007/08 of 3.6%. No information is yet available for 2008/09 and 2009/10 and forecasts of grant income in these years have been limited to an inflation update of 2.5%.

In relation to specific grants, the level of new Counter Terrorism grant funding for 2007/08 was announced at £30m in 2006/07 rising to £45m in 2007/08. Existing CT grant funding streams were, however, frozen at 2006/07 levels so that the overall increase of £15m for Counter Terrorism funding is from a base of £256.8m. It should be noted that allowing for inflation at 2.5% this represents a real increase of only £8.5m for CT funding in 2007/08 above 2006/07 levels.

Similarly, other specific grants have been held at 2006/07 levels in cash terms. This includes the Crime Fighting Fund grant of £72.98m and the new Special Formula grant of £54.723m. Inflationary impacts on expenditure covered by these grants will also have to be contained within the overall MPA budget. This represents a real terms decrease of £3.19m for these specific grants.

Budget Guidance

The GLA Group Budget Guidance for 2007/08 indicated that budget plans should be prepared on the basis of an annual increase in net revenue expenditure of 3% a year over the 2006/07 amounts presented in the Mayor's published budget.

The budget guidance also indicates that the Mayor does not wish to propose a consolidated budget that risks being capped and that the government has already stated that it expects average council tax increases in 2007/08 to be less than 5%. The draft budget will be based on this guideline.

Financial Outlook

Grant expenditure

The Home Office have received an early Comprehensive Spending Review (CSR) 2007 settlement. Their budget has been frozen in real terms at the 2007/08 level and in order to release resources to meet its future priorities, the MPA/MPS is required to deliver a minimum of 3% net cashable savings over the CSR period, focused in priority areas. This includes procurement, shared corporate services, productive time and service transformation. Successful delivery within these efficiency areas may increase the likelihood of higher efficiency targets being set for the police service, particularly for cashable savings.

Government support

The continued demand from the enduring and sustained threat from terrorism has and will continue to have significant demands to police resources. This, along side the high demands of policing a capital city, continue to demand significant resources that can impact on the ability to deliver core policing. There is a need for government to work with other agencies to ensure that delivery of security is managed to ensure there is no drain on policing resources. The recent Operation Overt is a prime example of the significant demands made of MPS and other police forces.

Reserves

There may be a requirement to set aside some budget in 2007/08 to replenish reserves provided their use is approved by the Authority. Reserves could be used to deal with any remaining overspend in 2006/07 arising from Operations Overt (relating to the arrests and on-going investigations into the alleged plot to manufacture and smuggle explosive devices onto aircraft) and Overamp (relating to the anti-terror raids at an Islamic School in Sussex and a Chinese Restaurant in South London).

Any use of general contingency reserves would rank to be considered for immediate replenishment and if deemed appropriate would be added to the budget challenge for 2007/08. Use of reserves is a short term expedient, solving cash flow/funding issues, whilst deferring the challenge to a future financial year. This matter will be considered by the Finance Committee at its meeting on 23

November. The future will continue to suffer from the continued and enduring threat from terrorism and will continue to place pressure on resources. The long term solution to funding future operations that can negate the impact on the future drain on resources needs to be built into future budgets.

The business planning process

A review was undertaken in spring 2006 of the financial planning framework to determine how financial planning could better support the MPS. This review resulted in a new business planning process for the MPS intended to more closely align its resources to deliver its strategic priorities.

For the first time this year, each business group produced a 3-year business plan that detailed how they planned to deliver their entire part of the business, including delivery of the strategic priorities. These plans included aligning their entire budget and human resources, as well as performance information to their objectives, as well as incorporating efficiency planning. This process will also help to make the MPS more accountable both at business group and corporate level.

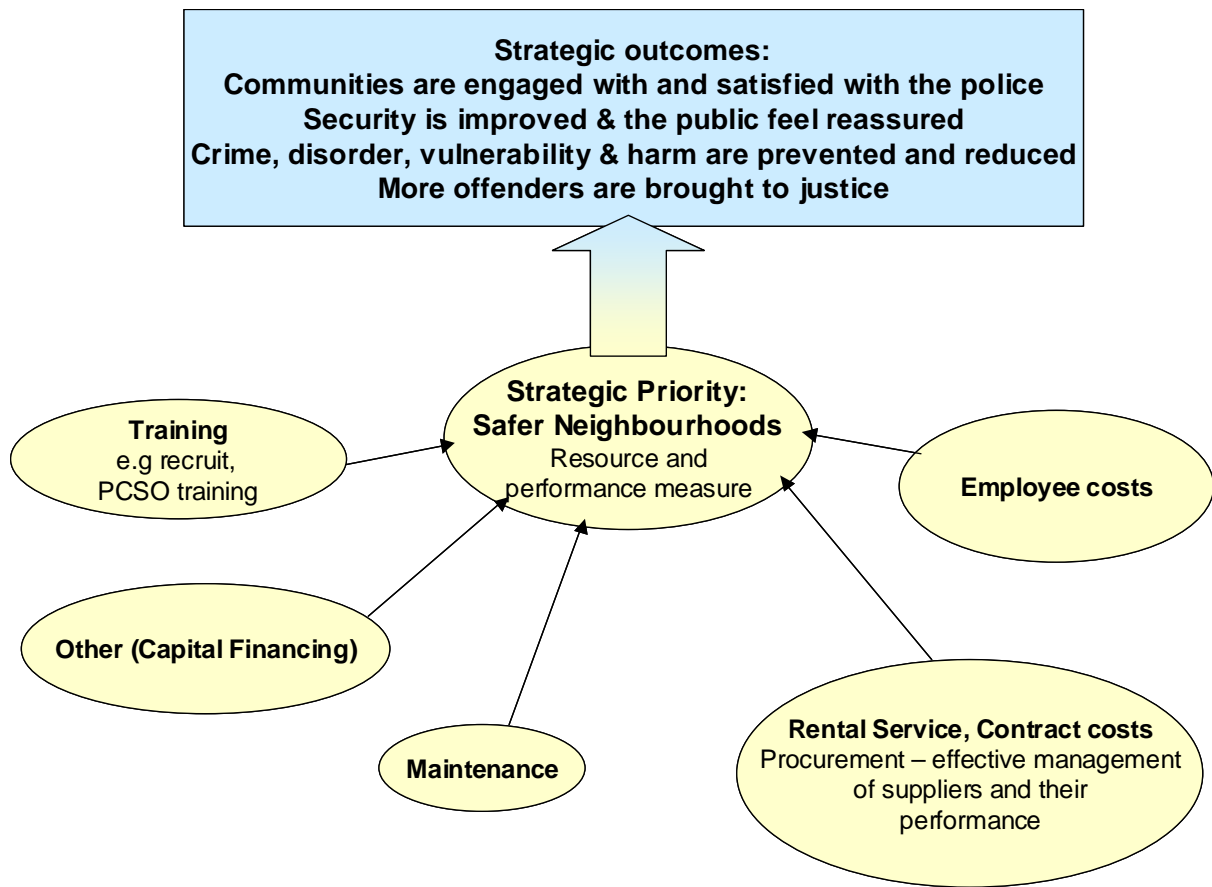
The MPS business planning process will be further developed in subsequent years to achieve its aims. For instance, there is a need to refine business group plans to ensure as far as possible that there is a robust link aligning activity to the strategic priorities. There is also an intention to work towards a more rigorous budgeting process.

Points in relation to this year's business planning process:

- There are specific planned activities that directly contribute to a strategic priority that we are able to cost as is shown in Figure 3, which uses the Safer Neighbourhoods Strategic Priority as a case study.
- There are broad activities that contribute to the strategic priorities, but these cannot be directly aligned. For example, all Business Groups should be delivering services in a citizen-focused way, but these have not been directly attributed to the 'Citizen Focus' strategic priority.
- There are also activities that contribute towards the strategic outcomes, but do not contribute directly towards one of the strategic priorities. (e.g. some areas within core policing)
- Some activities support a number of priorities but cannot easily be aligned to individual priorities (this is particularly relevant to support services who may be delivering financial support, infrastructure or systems, as well as strategy development and performance management).

The intention is to reduce the proportion of the resource that is 'not directly attributable' by ensuring that as far as is practicable all activities will be aligned to a strategic priority or outcome. It would be of limited value to reduce this figure to zero because items that are likely to be within this category in future years will be those that support the MPS as a whole rather than a particular strategic priority (e.g. most areas within Resources Directorate). However, it will be essential to scrutinise this proportion to ensure that the MPS is always striving for efficiency and looking to reduce this resource use as far as possible.

Figure 3 – Case study: Safer Neighbourhoods Strategic Priority



The Approvals process

The Approvals process requires every significant investment to demonstrate how the change will contribute towards achieving the MPA/MPS' strategic priorities and outcomes. This now includes approval points by Investment Board at certain times throughout the change process, through to the realisation of identified benefits.

Developing a Value for Money strategy

In order to ensure the delivery of a more efficient organisation, a Value for Money (VfM) Steering Group is in place to oversee the implementation of a corporate strategy on VfM. This approach will require;

- A visible corporate statement around the delivery of Value for Money.
- Development of a robust scrutiny process for reviewing financial plans.
- Integrating business and financial planning and ensuring that these processes are aligned with the VfM strategy.
- Providing better information systems and analysis to support managers in making more cost effective decisions.
- Monitoring of the delivery of Value for Money outcomes as part of the corporate performance monitoring regime.

Activity Based Costing

The Metropolitan Police Service developed and delivered Activity Based Costing (ABC) during 2006/07 for the 2005/06 resource usage of the police service, in accordance with Home Office guidelines.

ABC provides information on how the resources of the Service are consumed by the operational activities undertaken. The Metropolitan Police Service will continue to develop the utilisation of this data to help identify potential areas for both efficiency and performance improvement, aligned to corporate need.

Work will be undertaken to build on the significant developments of the previous years, to establish ABC as a management tool both at Borough and corporate reporting levels thus enabling challenge of resource usage; to provide data as part of the 2007/08 budget process; develop awareness and understanding of ABC methodology and enable decision making and integration to existing performance tools.

Progress over this year will be monitored by both the Finance and Performance Committees of the Police Authority.

Human Resources

Human Resources clearly has a major role to play as a critical business partner in enabling the organisation to meet its objectives and fully realise the business benefits. The MPS must have a diverse workforce that puts the right people in the right roles at the right time to meet the needs of all London's communities. By employing the right people we will be able to deliver cost-effective high quality services and make the best use of the extended police family. The HR Strategy: Enabling People sets out the strategic direction for HR. This consists of the four key strands; becoming an employer of choice, releasing potential, developing leaders and managers for the future and using people effectively. Notably for HR, the major change programmes have and continue to be; Workforce Modernisation, HR Transformation, Together and the Leadership Academy.

Three year financial plan

Table 2 is a subjective breakdown of the plan (table to be completed at a later stage in the planning process).

Table 2

Subjective breakdown of plans	2006/07	2007/08	2008/09	2009/10
	£000	£000	£000	£000
Pay				
Police Officer Pay				
Police Staff Pay				
PCSO Pay				
Traffic Wardens' Pay				
Total Pay	0	0	0	0
Overtime				
Police Officer Overtime				
Police Staff Overtime				
PCSO Overtime				
Traffic Wardens' Overtime				
Total Overtime	0	0	0	0
TOTAL PAY & OVERTIME	0	0	0	0
Running Expenses				
Employee Related Expenditure				
Premises Costs				
Transport Costs				
Supplies & Services				
Capital Financing Costs				
TOTAL RUNNING EXPENSES	0	0	0	0
TOTAL EXPENDITURE	0	0	0	0
Income				
Interest Receipts				
Other Income				
TOTAL INCOME	0	0	0	0
Discretionary Pension Costs				
Discretionary Pension Costs				
TOTAL DISCRETIONARY PENSION COSTS	0	0	0	0
NET EXPENDITURE	0	0	0	0

Business Group budget setting

Summary results – overview

Table 3 summarises the business planning process (table to be completed at a later stage in the planning process).

Table 3

	£m	£m
2006/07 budget as per budget book		
In-year budget movements and virements		
Base budget		
Inflation		
Committed service increases		
Committed service decreases		
Efficiency and other savings		
New initiatives		
Real terms changes in unfunded pensions		
2007/08 draft budget		
Inflation		
Committed service increases		
Committed service decreases		
Efficiency and other savings		
New initiatives		
Real terms changes in unfunded pensions		
2008/09 draft budget		
Inflation		
Committed service increases		
Committed service decreases		
Efficiency and other savings		
New initiatives		
Real terms changes in unfunded pensions		
2009/10 draft budget		

Capital Programme

At the joint Finance and Planning Performance & Review Committee of the 21st September 2006 a report was presented, which detailed the progress to date on the build of the capital programme for 2007/08 to 2009/10. It included revisions to the current capital plan and requirements submitted as part of the business planning process. The report also indicated that a more detailed draft programme would be presented to Finance Committee on the 23rd November.

Since the September Committee work has progressed on developing the next draft of the capital programme. The areas of particular focus have been:

- Forecasting the level of capital receipts from the sale of assets
- The revised planned phasing of slipped schemes slipping from the 2006/07 capital programme
- The consideration of new projects.

The above need to be developed concurrently with a revised set of Prudential Indicators, particularly around borrowing limits. A composite report combining all of these factors will be presented to Finance Committee on the 23rd November.

The Estates Strategy will be considered further by Members at the December Full Authority. Also, this is the first year that the capital programme has been subject to a formal planning process. The revenue implications of the capital programme will be taken into account as part of the budget process.

Funding base

Table 4 below details information concerning various MPA reserves. (This table to be completed at a later stage in the planning process).

Table 4

MPA Reserves	Available at 31/3/06 £000			
General Reserve				
Specific Earmarked Reserves				
Total Reserves				
MPA Reserves	Budget 2006/07 £m	Budget 2007/08 £m	Plan 2008/09 £m	Plan 2009/10 £m
Opening balances				
Transfers to/from:				
Earmarked reserves				
General reserve				
Closing balances				

**Metropolitan Police Service
Sustainable Development Budget
Return
September 2006**

Summary for Management Board

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1 Introduction

Sustainable development is seen by the GLA as creating a better quality of life for people, both now and in the future, setting a context within which the Mayor's objectives of economic development, social inclusion, and environmental improvement need to be achieved in a balanced manner over the long term. Before budget proposals are issued for consultation in December, it is intended that the Mayor should be adequately informed of how these issues will be delivered, the approach to taking them forward in terms of service plans, targets and programmes, and of any material budget and resource issues.

In assessing how the budget and planning process delivers sustainable development, the GLA will take account of the following:

- The balancing of the economic, social and environmental objectives required under the GLA Act; not pursuing any one element at the expense of others.
- Prioritising projects and programmes that deliver integrated economic, social and environmental benefits at the same time.
- Mechanisms in place that demonstrate that sustainability is being mainstreamed e.g. sustainability appraisal, sustainable procurement, and staff inductions.
- Reporting on sustainability indicators, which are being finalised by the GLA Sustainable Development Policy Team.

As a result the GLA Budget guidance has requested the inclusion of information and financial data around three key strands of sustainable development:

- Equalities
- Environmental Management
- Health

Detailed information on each strand is available from the following documents:

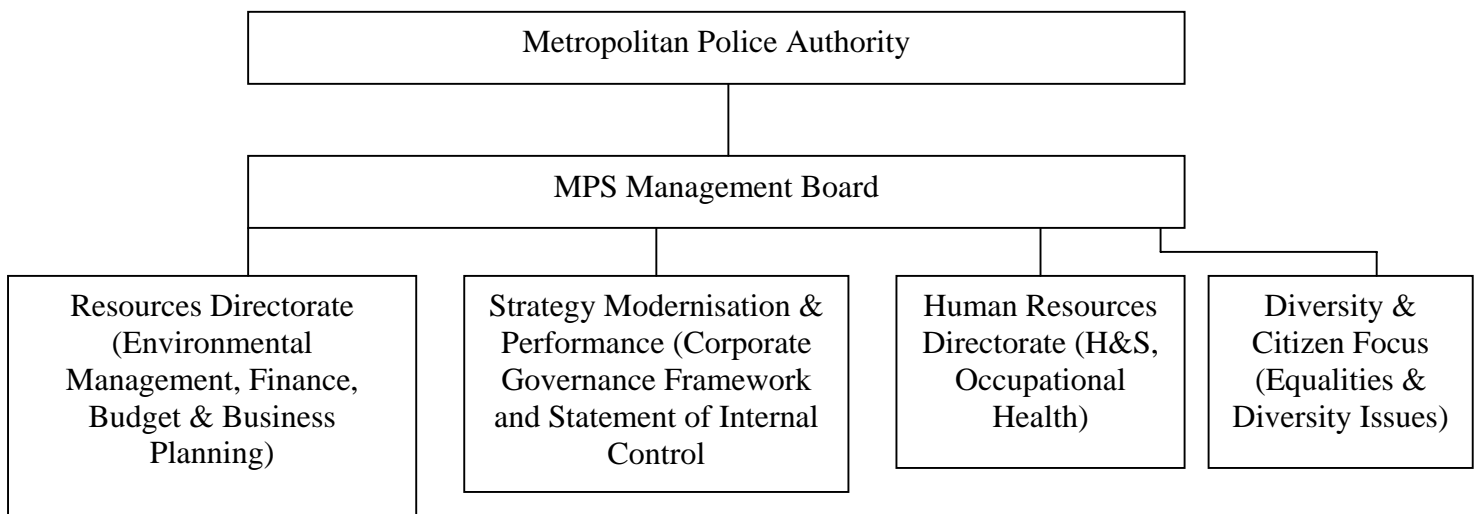
- Annex B: MPS Environmental Strategy Objectives & Targets, and associated spend
- Annex C: MPA Environment Report 2005-06 – Progress on previous years targets
- Annex D: MPS Equalities Priorities and Budget 2007/08

2 MPS & Sustainable Development

The majority of activity carried out by the MPS falls under the umbrella of the term 'sustainable development'. It is generally accepted that sustainable development comprises of a mix of social, environmental and economic progress – 'development which meets the needs of present generations without compromising the needs of

future generations’¹. The MPS would regard a large number of its activities and functions, as having a direct contribution to the quality of life of Londoner’s and indeed our mission ‘working together for a safer London’ is an integral part of sustainable development. In addition the MPS has a corporate social responsibility to ensure that key sustainable development issues such as environmental management, equalities and diversity, health & safety and health are monitored and managed. The MPS has developed a Corporate Governance Framework which reports progress in an ‘Annual Statement of Internal Control’ which incorporates these themes as well as issues such as change management, citizen focus and people management. Fig 2.1 provides a simplified overview of how the MPS manages sustainable development issues.

Fig 2.1: MPS Management of Sustainable Development Issues



¹ Brundtland 1988

3 Sustainable Development Progress, Plans & Budget

A summary of progress and plans for 2007/08 on each key sustainable development strand is provided below:

3.1 Equalities

Current Achievements

Progress made by the MPS on equalities issues during 2005/06 and plans for 2006/07 were presented to MPA Equal Opportunities & Diversity Board in July. This report highlighted a number of key areas of work that are being progressed by the MPS. The report updated members on progress in the following areas: Community Engagement, the implementation of the MPS Race and Diversity Learning and Development Programme, the development and implementation of the MPS Equalities Scheme, progress on recommendations from the Morris/CRE/Ghaffur/Taylor report, the modernisation programme for police training and progress on implementing the recommendations in the London Domestic Violence Strategy. It also described MPS progress and plans in response to recommendations from the previous GLA Budget and Equalities report (for example plans for reducing hate crime). In many areas work will continue beyond the current year into 2007/08.

Key Priorities and areas of specific emphasis during 2007-08

Based on the equality related priorities outlined in the Mayor's budget guidance for 2007-08 and following discussions with MPA officers some initial areas of emphasis for the coming year have been identified. Further development to this list is likely to take place over the coming months, for example a GLA/MPS Budget and Equalities meeting will be held in late August. Areas of particular emphasis for 2007/08 include:

- Addressing the disproportional effects of stop and search.
- Improving performance against rape through delivery of the recommendations from the rape review
- Procurement - increasing supplier diversity and improving fair employment
- Creating a workforce that reflects the diversity of London, specifically the recruitment of Muslim police officers, PCSOs and police staff
- Improving the progression of women within the police service

Total Budget = £196 million

3.2 Environmental Management

The MPS Environment & Sustainability Team co-ordinates and monitors the delivery of the MPS Environmental Strategy 2005-10 through the Environmental Strategy Steering Group (ESSG). The Director of Resources champions the Environment Strategy at Management Board and senior members of MPS staff, who report progress quarterly at the ESSG, have responsibility for delivering the environmental

strategic objectives. The role of the MPA is to monitor and support the delivery of the Environmental Strategy.

Current Achievements

In 2005/06 the Environment Team reviewed MPA/S reporting on environmental management to ensure it complies with international best practice standards and meets the needs of developing sustainability indicators being led by the GLA. The report contains progress against targets, key environmental impact data and case studies of best practice. Most significantly the MPS has:

- Gathered case studies of partnership working to reduce environmental crime and clean up areas of London through Safer Neighbourhoods;
- Rolled out 93 hybrid cars for use by Safer Neighbourhoods Teams;
- Successfully implemented a recycling scheme at one of our flagship buildings including the roll out of a no personal bin policy. Average recycling levels for 2005/06 were 47%;
- Carried out the MPS corporate travel survey at 5 MPS HQ sites and the Corporate Travel Plan is in development. A number of initiatives have been implemented including the MPS becoming affiliate members of the London Cycling Campaign, implementing a car sharing database and setting up a Cycle User Group at one of our largest sites;
- Signed up to the highest level, B2 of the Mayors Green Procurement Code. The MPS increased spend on recycled products by 170% on the previous year including horse bedding, furniture and stationery;
- Developed a Sustainable Procurement Policy and evaluation process; and
- Carried out a number of staff awareness promotions including Fairtrade Fortnight 2006.

More recently the MPS has reviewed and amended its business case guidelines for new projects to Investment Board to include consideration of environmental sustainability issues as well as equalities and health and safety. The Environment & Sustainability team will provide advice to business units on how to assess sustainability impact and suitable remedial action to mitigate negative impacts where they cannot be avoided. In addition, budget for recycling has been allocated to the Environment & Sustainability Team and a waste management and recycling officer is being appointed to drive forward the achievement of targets. Investment board have approved a revolving fund mechanism of £375,000 to ring fence savings from energy efficiency projects to fund the implementation of further energy efficiency projects. In addition, there is significant work being undertaken to ensure that the estate renewal programme is sustainable and that energy efficiency is built into the refurbishment programme. Further details are provided in Appendix B. Implementation of a carbon emission offsetting scheme for MPS official air travel has been agreed and charges will be paid from Occupational Command Unit air travel budgets. In addition, Specialist Crime Directorate has allocated a 'one off' fund of £20,000 to progress the Wildlife Crime Unit objectives for 2006-07. A budget for subsequent years has not been identified. Previous recommendations from the GLA have indicated that a ring-fenced budget should be provided by the MPS.

Key Priorities and areas of specific emphasis during 2007-08

For 2007-08 the MPS intends to prioritise the following in line with the Environmental Strategy objectives:

- Continue to tackle environmental crime through the Safer Neighbourhoods initiative and Wildlife Crime officers;
- Continue working in partnership with Transport for London through the Transport Occupational Command Unit;
- Integration of sustainable design into the estate renewal programme (design of new custody centres and patrol bases);
- Integration of sustainability into the new MPS Facilities Management Service;
- The implementation of a bespoke benchmarking for energy efficiency of police buildings and monitoring improvements through the refurbishment programme;
- Publication, implementation, and promotion of the MPS Green Travel plan and associated initiatives to include promotion of operational cycle use as an effective patrol strategy;
- Implementation of offsetting MPS air travel CO₂ emissions. Business units will be charged to offset air mileage in line with the 'polluter pays' principle;
- Implementation of the cycle to work salary sacrifice scheme;
- The trial of 4 Hydrogen vehicles in partnership with Transport for London and the Hydrogen Partnership;
- Monitoring of CO₂ emissions associated with MPS hire vehicles;
- Continue trials with hybrid technology for non-response cars and evaluate their whole life cost and fuel economy;
- Continuing roll out development of environmental/sustainability awareness programmes for MPS staff including the MPS wide Environment Open Day;
- Sustainable procurement through implementation of supplier evaluation and contract review;
- Sharing of best practice and raising awareness internally and externally of best practice work of safer neighbourhood teams in improving the sustainability of London through environmental visual audits, clean up action and partnership activities.

Total Budget for Environmental Management = £24 million

This figure does not include overall budgets for the Safer Neighbourhood's Initiative, Transport Operational Command Unit, and Safer Schools Partnership as environmental work forms part of the overall work programme which delivers a number of social and environmental benefits which are not possible to cost. It should be noted that these funds are drawn from a number of budgets allocated by the MPA for the delivery of services and frontline policing. These initiatives meet a number of objectives to support MPS policing, but have been highlighted because of their significant environmental benefits or emphasis. The figures provided show how the activities under the Environmental Strategy are funded or how existing funds support its delivery.

3.3 Health

Health & Safety

Current Achievements

Health and safety is corporately driven through the Commissioner and MPA strategic health and safety policy. The MPS Safety and Health Risk Management Team (SHRMT) provide the corporate lead under this document. This team is made up of 19 police staff consisting of specialist senior safety advisors, safety advisors and support staff with an annual running cost of £1.4 million less corporate sponsored training. The overall thrust of this service is to promote a safe working environment, safer workforce and positive safety culture reducing accidents, associated loss time and costs. This includes minimising the risk to the public through encouraging safer policing.

Aside from the moral and legal obligation to meet health and safety requirements, headline costs to the organisation include 37,000 days lost through loss time accidents and £553,000 for employer liability claims for FY 04/05 (the latter figure does not include accidents to third parties, members of the public and road traffic accidents). The Home Office are currently developing standards for Health & Safety management for police forces, which will facilitate a framework for comparison.

The Campaign for 2006 is a poster campaign addressing slips, trips and falls. This campaign is in line with national initiatives to reduce the number of slip, trips and falls in the workplace.

Saving can also be made by the correct interpretation and implementation of health and safety requirements. For example in 2005 a £800,000 saving was made by avoiding the purchase of unnecessary equipment that was reported to be required for H&S compliance.

Support and advice from the SHRMT is available to via a 24hr on call service. In addition to routine on call the team is available to support major operations/ incidents and was deployed to support major policing operations following the Asian tsunami and the London bombing on 7/7.

Key Priorities and areas of specific emphasis during 2007-08

- Specific accident reduction targets have been agreed by MPS Management Board/MPA for 2006-07. Future targets are agreed later financial year after performance review of the previous year.
- A programme of improved health & Safety Training framework has been developed
- To develop an enhanced major incident support capability.
- Ongoing programme of audits for OCU's.
- Complete the roll out of defibrillators to areas where officer safety training is provided

Total Budget for Safety & Risk Management Team = £1.4 million

In addition, each occupational command unit funds Health & Safety staff and activities at a local level as required. This is not collated centrally and is not included in the above figure.

Occupational Health

Current Achievements

The MPS has implemented a number of initiatives to reduce employee sickness and improve employee health and well-being. The MPS has internal targets to reduce officer sickness to 8 per annum and 9 days for police staff. Occupational Health (OH) has contributed to the strategic work looking at PCSO issues. Areas identified for improvement have included revised recruitment standards and improvements in training, deployment, tasking and supervision. Anecdotally there is evidence to suggest that these improvements have led to reduced absence levels for those joining the MPS after the change date of March 2005. Work is in hand to try and evidence the benefits of these changes in relation to absence levels. The MPS has:

- Developed improved compliance models with Group Business Managers.
- Worked with Police Advisory Board to change Police Regulations that work against the attendance management policy.
- Revised action plans implemented for PCSOs and Traffic Wardens.

The MPS has provided surgical and psychological medical services for officers £190,000 to enabled them to recover to full health and return to work.

The 2005/6 MPS health promotion has assessed 20,000 members of staff will have been seen at a cost of approximately £22 per officer. Initial findings indicate that 50% of attendees have been found to have raised cholesterol levels and 25% have borderline or raised blood pressure. These are hidden risk factors that if identified early can significantly reduce the risk of developing heart disease or stroke.

The cost of the promotion (£440,000) has been met from the Home Office's final year's funding under the four year National Strategy for a Healthier Workforce. In the absence of funding being made available for 2006/7, no further health promotion work will be undertaken, although it may prove possible to undertake localised promotional work in response to specific problems. Occupational Health also carries out preventative and monitoring hearing checks where high risk activities are identified. For example around 2000 officers will have been tested prior to this years Notting Hill carnival.

Key Priorities and areas of specific emphasis during 2007-08

The MPS has an objective to reduce the average sickness rate for police officers to an average of 6.5 days per officer and police staff and PCSO's to an average of 9 days per member by 31st March 2007.

A training package is being developed for all Authorised Firearms Officers (AFO's), aimed at destigmatising stress and providing the knowledge and practical skills to deal with their own stress and to recognise stress in colleagues has been launched. This product will be used for the basis for other stress management development for other groups of staff.

A managers tool-kit is being developed to provide MPS managers with practical advice and guidance to manage in such a way as to proactively prevent, recognise and address work-related stressing their staff. The tool-kit is being launched in Sept 2006. The MPS are looking to broaden the delivery of this training to other categories of staff in 2007.

Total budget for OH = £4.9 million

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Strategic Priorities and Outcomes

Strategic Priorities

Safer Neighbourhoods

Safer Neighbourhoods

Safer Neighbourhood teams will positively change the local police service we provide in London. Each neighbourhood will have a dedicated familiar team including a Sergeant, two Constables and three Police Community Support Officers to work with the local community on the crime and quality of life issues that are most important to them. The Safer Neighbourhood team will listen to the needs of local people and work with partner organisations and the community to tackle issues like graffiti, abandoned vehicles, aggressive driving, general anti-social behaviour by young people and other crime that negatively impacts on people's feelings of safety and security in their neighbourhood. Safer Neighbourhoods teams are also key to gathering information that will help us to tackle criminal networks and terrorism in London effectively.

Through Safer Neighbourhoods the Metropolitan Police Service will close the gap between people's fear of crime and our success in reducing crime in our capital. We realise that the crime targets we are set by the government and Mayor sometimes do not reflect your local needs, although they do support crime reduction in London as a whole. We know that to improve your confidence and satisfaction in our police service we have to tackle the issues that are important to you.

Since April 2006 we have already put in place all 630 Safer Neighbourhood teams across London and you may have already met members of your local team. You have told us that the work they are already doing is helping to make you feel significantly less vulnerable to becoming a victim of crime and that you value being able to influence what your local police do through citizen panel meetings.

The impact of the Safer Neighbourhood teams has directly contributed to improvements in the British Crime Survey results in relation to confidence in local policing and perceptions of Anti Social Behaviour. Of those surveyed, 54% think that local police do a good or excellent job, a 3-percentage point improvement compared to 2004/05. In relation to Anti Social Behaviour, 25% said they had a high level of worry about it, which is a reduction of 4% from the previous year. The MPS is now ranked first in its most similar force group for confidence in policing.

Safer Neighbourhoods is a key initiative in the Policing London Strategy that will enable us to deliver our priorities and aims through engaging the support of Londoners and gaining their trust and confidence in policing, thereby helping us to tackle all levels of crime. Londoners are thereby more likely to

feel it is worthwhile to invest in their communities and work in partnership with us to improve the environment in which they live and work.

Counter-Terrorism and Security

The police service approach to countering terrorism aims to minimise risk and vulnerability to life and property, create a hostile environment for the terrorists and increase the feeling communities have of safety and confidence.

The guiding principle of the Metropolitan Police Service is that everyone has a part to play in combating terrorism and domestic extremism. Within the Metropolitan Police Service, Specialist Operations has lead responsibility for the investigation of terrorist offences and for the provision of personal protection for individuals under threat in the UK and abroad.

To combat terrorism successfully, and to improve safety and security, the police service as a whole is involved in gathering, analysing, passing on and acting on intelligence. Working in partnership with the Security Service and other agencies is essential. This intelligence-led approach will reduce the opportunity for criminals to commit terrorist offences and ensure we are able to bring offenders to justice, including those who support, encourage and finance terrorism.

The determination to deliver a citizen focused and responsive police service through Safer Neighbourhoods is key to countering terrorism. This initiative creates an environment that encourages and facilitates the flow of community intelligence. This critical aspect of police work increases feelings of safety, provides reassurance for communities and reduces opportunities for terrorism.

The Metropolitan Police Service is committed to safeguarding communities through excellence in security, protection and counter terrorism. This requires a strengthening of our capability, and by doing so, we will be able to demonstrate the effectiveness of the police service in fighting terrorism and increase the confidence of communities we serve. The effective delivery of counter terrorism, security and protection as a key element of the Policing London Strategy will enable the Metropolitan Police Service to pursue its widening mission to meet the needs of all London's communities.

Criminal Networks

Dismantling Criminal Networks is now one of the key priorities in the Metropolitan Police Service's Corporate Strategy. A new thematic approach to criminal networks has been developed, aimed at improving our knowledge and intelligence of criminal network activity across London (and beyond), destroying these criminal networks and seizing their assets in order to reduce the harm they cause in communities and neighbourhoods across London.

Changes in technology, travel and the diversity of London's communities as well as London's increasing dominance as a major financial and cultural centre are reflected in the growing complexity and presence of criminal networks affecting our capital. To tackle this policing challenge, we need to develop a more sophisticated understanding of the social, economic and

political impact the activities of these criminal networks have on individuals, neighbourhoods, communities and London itself.

Criminal networks generally do not focus on a single activity or crime type such as drug dealing or prostitution but are involved in a range of criminal activities. They tend to take crime opportunities when they occur or commit crime in order to facilitate more serious crime, for example stealing someone's identity to make people trafficking possible. Serious and organised crime can take many forms, for example kidnap, threats to kill, shootings, robberies and extortion. Gangs involved in serious crime and violence are included in the criminal network definition.

Police will always investigate crimes as they happen, but the real challenge now is to try and prevent a larger proportion of this criminality from occurring in the first place, to be pro-active in targeting the criminal networks that we know about, and to be better prepared for dealing with crimes that require a fast-time response. In order to do this, we need to tackle the criminals and their networks and support systems as much as the crime type. We need to identify and disrupt them, and so impact on the entire range of crime they engage in to be immediately effective, but also to address crime trends in the longer term. To do this we need to map the criminal networks and all the activities they are involved in to the best of our knowledge.

We are now able to describe the criminal network activity across London much more comprehensively than ever before, and provide breakdowns to show how they contribute to the crime picture across London. From this we can demonstrate why it is necessary to tackle criminal networks and organised crime in order to reduce crime and fear of crime in London.

These figures demonstrate the increasing complexity the MPS is presented with when dealing with criminal networks. With nearly half of the networks operating at national or international level it emphasises the importance of interagency partnerships. Within the current networks there are over 30 ethnicities represented with at least as many languages spoken – this is a relevant strategic issue for the wider community engagement issues, but also for fast-time operational activity, such as kidnaps, where increasingly the MPS need to locate vetted people with language skills to help resolve the kidnap itself.

They also demonstrate how criminal networks/organised crime feed directly into violence rates and the homicide rate – this helps make organised crime more relevant to the wider policing agenda and over time will help bring the harm reduction and crime reduction performance frameworks closer together.

Community engagement is a crucial aspect of enabling us to understand the harm being caused by criminal networks within a specific community and to enable us to effectively disrupt criminal network activity and help prevent it spreading, or becoming further entrenched. We have to build up the confidence of each community/ neighbourhood so they feel safe to talk to the police and trust that we will protect them, and so that we have people willing to provide evidence against offenders when necessary. In many cases

community members are too afraid of the criminal networks or wary of the police to give evidence to enable us to convict.

We are making a concerted effort to understand how criminal networks affect the different communities in London and to work with these communities to establish a way that the police can help them. The perception of organised crime differs between cultures – some accept extortion as part of doing business and will not necessarily challenge it and usually will not report it. It is an enormous challenge for the police to gain the trust of so many different communities.

Criminal role models are present in many communities and these people often attract and encourage local vulnerable young people to take part in increasing criminal activity. Targeting these criminal role models and helping to divert the vulnerable young people away from criminal activity is part of this approach.

Capital City Policing

London is unique. The most diverse city in the world, an economic powerhouse matched only by New York and Tokyo, a world creative and cultural centre and the seat of national government. No other city in the world presents such a range of policing challenges. The MPS is working 24 hours a day with our partner agencies to protect the communities, institutions and events that make London such a successful 'world city'.

Our capital is the home of the royal family, government and many national and international institutions. London is the heart of our nation's democracy and we will protect your right to celebration and lawful demonstration. We will ensure that order is kept on our streets, while minimising disruption to the life of our city. London has a tradition of being a democratic and freethinking city. In order to safeguard this and enable it to flourish, we must retain our ability to respond to those that threaten our values and democracy.

We will ensure that London continues to be the chosen venue for many of the world's major events. We want you as a resident, commuter or tourist to continue to safely enjoy the richness, culture and diversity of our world class city taking pride and pleasure in high profile events such as the 2012 Olympic and Paralympic games. We want you to feel safe in our parks, on our waterways and in all our public spaces when you choose to participate in the breadth of activities on offer. Whether you are using Transport for London services or private transport we will tackle those road safety and security issues we all see as being important, so we can all travel without fear.

We also want you to know that we are ensuring your safety through planning our response to major incidents both natural and man-made. We will remain at the cutting edge of disaster management, using our planning expertise to ensure we are prepared to respond. We will work closely with our partners in

the public and private sectors to ensure we are ready and able to meet your needs when you most need us.

We will work to make London the safest major city in the world. Through focusing on capital city policing as a strategic priority we will ensure the identity of London remains exhilarating, diverse and dynamic.

Information Quality and Access

To enable the Metropolitan Police Service to deliver the policing service that London wants, our information and intelligence must be of the highest quality. Information underpins our ability to deliver. It enables vital decision-making, it allows us to be proactive and prevent crime before it occurs and is core to bringing offenders to justice. Good quality information is one of the Metropolitan Police Service's most valuable resources and must be reliable and complete if we are to achieve an effective police service for London.

Good quality information needs to be readily available to all of our staff whenever they need it to enable them to perform their roles well. We know it is important to make sure all our contact with you is right first time. Our Command, Control, Communication and Information programme (C3i) will ensure officers arriving at an incident will be aware of all available information before they arrive enabling them to provide a more effective response. Good quality information should also be available to you in a format that meets your needs whenever you want it. We want you and our staff to trust the information we hold and trust that we will use it to deliver the most effective and efficient policing service we can.

The key to making real improvements in our information quality is to change the way that we manage our information. Our staff need to better understand the value of the information the Metropolitan Police Service holds and their own role in ensuring it is of the highest quality possible. Our information and intelligence systems must speak to each other and make the tasks of entering and accessing information for policing as simple and effective as technology allows. Our systems also need to enable improvements to working with other law enforcement agencies so that together we can provide coherent police intelligence to enhance prevention of all crime and terrorism.

Open sharing of information with our partners and communities will inspire trust and confidence in the Metropolitan Police Service. We need to demonstrate, through feedback, the difference that the information you provide makes in reducing and preventing crime in your neighbourhood and across London. The inclusion of information quality improvement in delivering this strategy demonstrates the importance of information and intelligence in making London safer.

Citizen Focus

Citizen focused policing is about putting what you want from our police service at the heart of what the Metropolitan Police Service does. We want to improve

our understanding of your needs. To do this we need to engage and communicate with all of London's communities. By listening to your feedback we will improve our services and shape the way we do things so you feel that we are delivering the police service you want and need.

London is a uniquely diverse city and it is essential that we continuously build our understanding of the different needs of people who live, work in and visit our city, and respond flexibly to meet them. This means that every member of the Metropolitan Police Service must recognise the role they play in delivering high quality policing services, whether they work directly with the public or perform a vital support role. All of our staff must have the confidence and the right training to enable them to use their own initiative to meet your needs.

Our policing approach will mean you will have access to the Metropolitan Police Service and our services in a variety of ways that are designed to make it easy for you to contact us. Our Command, Control, Communication and Information programme (C3i) will revolutionise the way we respond to your requests for our help. Putting you at the heart of what we do will mean that your views genuinely influence the development and delivery of policing services. We will respond quickly and flexibly to questions about any aspect of our services and will develop our understanding so that we can provide information before you have to ask. Every member of our staff will consider it essential that they keep the commitments we make to you as citizens of London.

We believe that connecting with communities and individuals will help to bring more offenders to justice because victims and witnesses will feel more comfortable engaging with us throughout the criminal justice process. We also want you to feel more comfortable passing information to us, as community intelligence is vital if we are to effectively tackle crime, disorder and anti-social behaviour, as well as providing the key to dealing with the most serious crimes including terrorism and the harm caused by criminal networks.

The inclusion of citizen focused policing in the Policing London Strategy reflects the importance the Metropolitan Police Service attaches to improving our way of working. It also demonstrates our commitment to providing a service that responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority communities.

Together

The mission of the Metropolitan Police Service is widening. Our challenge is to deliver improved local policing through Safer Neighbourhoods, continue to reduce crime such as robbery and burglary, as well as preventing terrorism. Underpinning our day-to-day work to meet this challenge will be 'Together'. Together describes our style of working. It is about *how* we aspire to be when delivering your policing service, and the perception that our colleagues, our partners and the public have of us as an organisation. Building on our

fundamental values, Together will develop the Metropolitan Police Service in a significant and lasting way.

To deliver against the challenges we face and to achieve the performance improvement we want, changes must take place within the Metropolitan Police Service. Together will work to join all parts of the Metropolitan Police Service and unite every member of our staff behind our mission and priorities. Over recent years we have focused successfully on building workforce capacity but we now need an equally strong focus on ensuring staff capability, particularly around management and leadership.

Together is about making the Metropolitan Police Service an organisation where all individuals, regardless of the role they play or their personal background, feel valued as part of the team. Together will work to build an organisation where all staff feel well treated, respected and invested in so that they feel able and supported in achieving their full potential. We will seize opportunities to learn and have passion and pride in delivering a quality service, enhancing our ability to prevent and reduce crime and disorder and bring offenders to justice. Enabling leadership and improving communications will be key to achieving these outcomes.

Together will also change the way we work with all our partners and the diverse communities of London. Complementing the citizen focus approach, Together will work to ensure that the public are satisfied with and confident in the policing service they receive and that people feel positive when in contact with us. We want to build more cohesive relationships with our partners so that together we can provide the most efficient and effective service for the public. The Metropolitan Police Service will go further in achieving these changes if we work together with our colleagues, our partners and with the citizens we serve. The most effective way to make London safer is to work as one unified team.

Strategic Outcomes

Communities are engaged with, confident in & satisfied with our service

We want to involve all of London's communities in making London safer. Your engagement will help us better understand crime, from terrorism to anti-social behaviour, help us to prevent crime and bring offenders to justice. Through talking and listening to you and responding to your needs and those of your community, you will have more confidence and trust in the police service. The more positive you feel about the police service, the more you will feel confident in coming forward with suggestions and information that will help make London safer.

Safety and security is improved and the public feel reassured

We want to make you feel safe in your home, your place of work or wherever you are in London. Reassurance policing is about making you feel safe as well as reducing crime and means that we deal effectively with critical incidents as well as ensuring safety during the major events that make London a unique capital city. We will provide a local, accessible and familiar team of officers to deal with the local problems that impact on your lives and make you feel safer wherever you are.

Crime, disorder, vulnerability and harm are prevented and reduced

Reducing crime, disorder and vulnerability are key to the success of the Metropolitan Police. We want to minimise the risk of you being a victim of crime but if it happens we will do everything we can to reduce the impact of that crime and work with you to prevent further crimes from being committed. Through continuing to work in and develop our partnerships we will reduce levels of crime and disorder in London to make you feel safer. This includes violent crime, gun crime, domestic violence and other forms of hate crime.

More offenders are brought to justice

To ensure public confidence in the police and our criminal justice partners we need to bring those who commit crime to justice. We will continue to work more closely with our criminal justice partners to make the legal process as effective and efficient as possible.

To support the strategic outcomes the following enabling values have been identified:

Supporting the Strategic Outcomes

A modern and diverse workforce

The Metropolitan Police must have a diverse workforce that puts the right people in the right roles at the right time. Members of our police service should reflect the diversity of London's communities, giving us a better understanding of, and an increased ability to meet the needs of all of London. By employing the right people we will be able to deliver cost-effective high quality services and make the best use of the extended police family.

Enabled staff

The most valuable resource of the police authority and the police service is their people. To deliver a safer London it is vital that each member of the service is equipped with the skills to perform to the maximum of their potential. We must ensure that you are confident that our staff has the right equipment, knowledge and skills to deliver the service you want and that our staff feel valued and motivated.

Better use of resources

The public must know that the money used to police London is spent in the best possible way. It is important that our people, information and intelligence, equipment and technology are used in the most effective and efficient ways. Our work must be intelligence led and focused on the outcomes that they will achieve. We will work to reduce duplication of effort and bureaucracy so that we can spend more time than ever making London safer.

Cohesive partnership working

Making London safer does not only involve the police service. It is essential that both the police authority and the police service work closely with all our partners at a local, London-wide, national and international level. To deliver a comprehensive service to Londoners we must work to reduce crime through problem solving with all of our partners including the security service, local authorities and social services. Our partners will have a clear understanding of our relationship with them as we improve all of our performance.

Clear communication

To deliver the police service London deserves we will provide clear, timely and accurate communication to you and to our partners. We will be approachable and receptive when you contact us and we will listen. We want your opinions so that these can be considered in our decision-making. In return we will let you know clearly and consistently what we are doing to make London a safer place to be.

The full Policing London Strategy can be accessed on www.met.police.uk

2006/07 - All objectives, measures and targets

Making Neighbourhoods Safe	Corporate Priority Objectives contributing to the Strategic Outcomes			
	Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Objectives	<ul style="list-style-type: none"> ▪ To increase satisfaction and confidence in local police ▪ To improve the quality of community information and intelligence 	<ul style="list-style-type: none"> ▪ To increase police visibility, familiarity & accessibility ▪ Together with our partners, to improve the feeling of security within neighbourhoods 	<ul style="list-style-type: none"> ▪ To reduce crime and anti-social behaviour ▪ To reduce the harm to vulnerable people in the community ▪ To protect the interests of and to ensure the safety of children and young people 	<ul style="list-style-type: none"> ▪ To increase the sanction detection rate (to support the increase of offences brought to justice).
Indicators and Targets	<p>SPI 1 Satisfaction of victims of domestic burglary, violent crime, vehicle crime and road traffic collisions with respect to</p> <ol style="list-style-type: none"> a) making contact with the police b) action taken by the police c) being kept informed of progress d) their treatment by staff e) the overall service provided (Target 81%) 	<p>d) Comparison of sanction detection rates for violence against the person offences by ethnicity of the victim</p> <p>SPI 4 a) Using the British Crime Survey, the risk of personal crime</p> <p>b) Using the British Crime Survey, the risk of household crime</p>	<p>SPI 5e) Life threatening crime and gun crime per 1,000 population</p> <p>f) Acquisitive crime per 1,000 population (acquisitive crime per 1,000 population, includes domestic burglary, personal robbery, vehicle crime)</p> <p>SPI 8a) Percentage of domestic violence incidents where an arrest was made related to the incident (Target 60%)</p>	<p>SPI 6b) Percentage of offences brought to justice. (achieved through SPI7A)</p> <p>SPI7a) Percentage of notifiable offences resulting in a sanction detection. (Target 20%)</p> <p>PSA3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice (achieved through SPI7a)</p>

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	<p>SPI 2a) Using the British Crime Survey, the percentage of people who think their local police do a good job.</p> <p>SPI 3 a) Satisfaction of victims of racist incidents with respect to the overall service provided (Target 72%)</p> <p>b) Comparison of satisfaction for white users and users from minority ethnic groups with respect to the overall service provided</p> <p>c) Percentage of PACE searches which lead to arrest by ethnicity of the person searched</p>	<p>SPI 10 a) Using the British Crime Survey, fear of crime</p> <p>b) Using the British Crime Survey, perceptions of anti-social behaviour</p> <p>c) Using the British Crime Survey, perceptions of local drug use / drug dealing</p> <p>SPI 11a Percentage of police officer time spent on frontline duties</p> <p>SPI 5b) Violent crime per 1,000 population (shared with criminal networks) (Target –5% reduction in BCS crimes only – sub indicators of violence against the person and robbery also to be monitored)</p>	<p><i>PSA1 Reduction in 10 British Crime Survey comparator crimes (Target –likely to be around 6.5%)</i></p> <p><i>To reduce crime in problem wards with the highest criminality (baseline to be developed)</i></p> <p><i>SMT representation and attendance at Childrens’ Trust meetings and local Safeguarding Children Boards</i> <i>(Target – 100% attendance on all BOCUs)</i></p>	<p>Number of outstanding warrants (Target –15%)</p>
<p>Activities</p>	<p>To ensure that vulnerable victims of crime are identified and receive frequent visits from Safer Neighbourhood teams. Undertaking effective investigations through the ‘Getting it right first time’ approach.</p>	<p>To ensure the staffing on all 624 Safer Neighbourhood teams reaches the minimum level of 1 Sergeant, 2 Police Constables and 3 Police Community Support Officers.</p>	<p>The Safer Neighbourhood teams to tackle the identified priorities in each electoral ward.</p>	<p>All officers to receive sanction detection training.</p> <p>Look into the possibility of developing measures to reduce the justice gap</p>

Counter Terrorism, Security & Protection	Corporate Priority Objectives contributing to the Strategic Outcomes			
	Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Objectives	<ul style="list-style-type: none"> To create a safer environment in London Boroughs through Security, Protection and Counter Terrorism work. 	<ul style="list-style-type: none"> To increase advanced identification of threats from, and opportunities for countering, terrorism. To enhance the security of key locations and protected persons. 		
Indicators and Targets	<p>To increase the coverage of Counter Terrorist Intelligence Officers to 70% of London Boroughs</p> <p>Suspected or actual terrorist incidents to achieve a rating of "appropriate" for scene management (Target – 90%)</p> <p>Explosives officers to attend Improvised Explosive calls within set time, 95% of the time</p>	<p>The time taken to respond to Embassy Warning System activations to diplomatic, government and vulnerable communities within 6 minutes 90% of the time</p> <p>Time taken to attend personal attack alarm and perimeter alarm activations on the main Parliamentary Estate are attended within 3 minutes to 80% of the time</p> <p>85% of Terrorist Hotline calls to be answered within set time</p>		

		<p>No intrusions in to the Red Zone of the Parliamentary Estate Reduce the gap between Budget Workforce Targets and actual strength by half by 31 March 2007 No intrusions in to the protected secure residence of a principal [red and purple zones]</p>		
<p>Activities</p>	<p>Support by the Counter Terrorism Command to members of police senior management teams responsible for the counter terrorism element of Borough Policing Plans</p> <p>Safer Neighbourhood teams to receive a counter terrorism briefing by Counter Terrorism Intelligence Officers within two months of inception (Target 80%)</p>	<p>Develop a plan to assess the needs of Specialist Operations for Information Technology, Human Resources, and Accommodation</p>		

Criminal Networks	Corporate Priority Objectives contributing to the Strategic Outcomes			
	Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Objectives	<ul style="list-style-type: none"> To increase satisfaction with police interventions that disrupt the activities of high priority criminal networks, which impact on communities across London To increase police engagement with communities to aid the disruption of criminal networks 	<ul style="list-style-type: none"> To enhance security of partners or businesses which are targeted by criminal networks To enhance partnership working with organisations which are targeted by criminal networks 	<ul style="list-style-type: none"> To reduce crime through disruption of criminal networks To increase the number of Criminal Networks disrupted To maximise the number of opportunities to identify assets that can be seized from those involved in criminal networks To contribute towards harm reduction in London through the disruption of criminal networks 	<ul style="list-style-type: none"> To maximise the opportunities to bring offenders to justice through actively engaging criminal justice partners To increase the confidence of victims and witnesses in the handling of cases related to Criminal Networks
Indicators/ Targets	Percentage of citizens who think organised violence between or within criminal groups or gangs is a problem (intend to establish baseline)	<i>Community engagement Indicator to be developed</i>	Number of criminal networks disrupted (Target 100) (Incorporating number of criminal networks engaged in drugs activity disrupted)	The value of assets identified by court order for seizure

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	<p>Percentage of citizens who think organised crime is a problem (establish baseline)</p> <p>Percentage of citizens who think gun crime is a problem (establish baseline)</p>		<p><i>Reduce gun enabled crime</i></p> <p><i>SPI 5 e) Life threatening crime and gun crime per 1,000 population. (shared with Safety in Neighbourhoods)</i></p> <p><i>(Target –4% gun crime across the Metropolitan Police Authority area)</i></p> <p>Successful interventions in kidnap offences related to criminal networks investigated by SCD</p>	<p>SPI 8c) Value of cash forfeiture orders and confiscation orders per 1,000 population. (Linked with the value of assets identified by court order for seizure)</p> <p>The number of cases where the assets are restrained or cash seized (Target 200)</p> <p>Achieve gun enabled crime sanction detection rate (Target 25%)</p> <p>Work will be carried out over the year to develop baselines and indicators that will inform the drugs strategy. Particular emphasis will be given to the potential development of indicators based around Prolific and Priority Offenders and to the seizure of proceeds of crime</p>
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<p>Activities</p>	<p>Engage more widely with communities across London who are affected by criminal network activity to help increase our understanding and prevent criminal network activity from occurring</p>	<p>To significantly disrupt the criminal network activity in the most challenged neighbourhoods and look to prevent displacement and re-occurrence</p>	<p>Continue to develop the criminal network prioritisation matrix as the primary intelligence tool for depicting criminal network activity across London</p> <p>Establishing a robust system for linking the prioritisation matrix into the corporate tasking system, particularly with allocation of proactive resources to ensure we are focussing on the highest priority criminal networks</p> <p>Reducing the impact of criminal networks through focusing work on victim, offender and location profiles.</p>	<p>Provide a fast time response to high risk, high threat criminal networks as appropriate</p> <p>Continue to move to a more flexible proactive response to focus enforcement on the highest priority criminal networks</p>
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Capital City Policing	Corporate Priority Objectives contributing to the Strategic Outcomes			
	Communities are engaged with, confident in & satisfied with the police	Security is improved & the public feel reassured	Crime, disorder, vulnerability & harm are prevented & reduced	More offenders are brought to justice
Objectives	<ul style="list-style-type: none"> ▪ To ensure the safety of the transport network in London ▪ To secure the safety of the 2012 London Olympics ▪ To reassure the public that the Metropolitan Police Service is developing appropriate tactics to deal with major incidents or terrorist related activity 	<ul style="list-style-type: none"> ▪ To assist organisers in ensuring safety & security at high profile major events. ▪ To improve the capability of the firearms response in London ▪ To ensure that the establishment of the Metcall service leads to improved citizen focus through enhanced response to requests for police services 	<ul style="list-style-type: none"> ▪ To enhance tasking and coordination, including development of a 24/7 365 days a year tasking capability to assist in real time tasking, to ensure transparency, focus and cost effectiveness by deploying specialist resources where they are of most benefit ▪ To ensure that the police service has planned for, and is adequately prepared for dealing with emergencies under the Civil Contingencies Act 2004 	<ul style="list-style-type: none"> ▪ To ensure Central Operations operational units through effective tasking are working with boroughs and other Operational Command Units to support the Metropolitan Police Service to achieve an increase in the number of offenders brought to justice
Indicators/ Targets	<p>SPI 1 and SPI 3b for victim satisfaction in relation to traffic accident victims</p> <p>SPI 1a Victim satisfaction with contacting police in relation to traffic accident victims</p>			

	<p>SPI 9a) (i) Number of people killed in under 30 days or seriously injured in road traffic collisions*</p> <p>(ii) per 100 million vehicle km travelled-</p> <p>Customer Satisfaction Surveys to measure:</p> <p>Passenger Perception of Safety and Security on buses;</p> <p>Passenger Perception of Safety and Security at bus shelters</p>			
Activities	<p>To Work with partners to enhance safety on London's roads and to develop a service wide consultative group for stakeholders linked to Road Policing issues (e.g. Mayors office, Metropolitan Police Authority RAC, AA, RHA,)</p> <p>To develop the Olympics OCU, ensuring early identification of, and engagement with, stakeholders</p> <p>To develop a business group led approach to openness in relation to tactics and equipment</p>	<p>To formally identify our various partners in events planning in the Capital</p> <p>To review the feedback from police officers who have attended public orders events to ensure that any areas for improvement that are identified and addressed for future events</p>	To develop high-level capital city performance measures	To increase the amount of assets seized by Clubs and Vice OCU To expand ANPR capability and capacity in support of Safer Neighbourhoods, Counter Terrorism, Security and Protection, and Criminal Networks.

Additional Policing Performance Assessment Frameworks measures delivered within Business Group Priorities:

- Resources Directorate: SPI 12a Delivery of cashable and non-cashable efficiency targets (Target 3%)
- Human Resources: SPI 3e Proportion of police recruits from minority ethnic groups compared to the proportion of people from minority ethnic groups in the economically active population
- 3g Percentage of female police officers compared to the overall force strength
- 13a Average number of working hours lost per annum due to sickness per police officer
- 13b Average number of working hours lost per annum due to sickness per police staff.