

MPA

METROPOLITAN POLICE AUTHORITY

DRAFT

Met Forward Two

Focused on fighting crime

2011/2014

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Foreword

The Metropolitan Police Authority (MPA) adopted *Met Forward* as its strategic mission in April 2009 to guide the Metropolitan Police Service (The Met) in tackling the issues that matter most to Londoners: fighting crime and reducing criminality; increasing confidence in policing; and giving us better value for money.

This was the first time that the Authority clearly articulated to London how it wanted the Met to develop and perform, and it presented a significant opportunity for us to ensure that work programmes were focused on delivering what Londoners want; an effective police service that is responsive to their needs.

It is true to say that *Met Forward* has fundamentally changed the ability of the Authority to oversee and scrutinise the Met's functions. But it was always recognised that it was a living document that would need refreshing on a regular basis to accommodate changing priorities and enable the Authority to remain focused on the key issues.

Met Forward was highlighted as good practice in the recent Her Majesty's Inspectorate of Constabulary (HMIC) and Audit Commission joint inspection of police authorities report: *Police Governance in Austerity*. The report, which explored the effectiveness of police governance, stated:

'...the Metropolitan Police Authority published Met Forward, which is a strategic document that sets out the direction and priorities for policing in London in a format that is easily accessible to the public.'

Building the 'Big Society', where local people feel more empowered to participate and help make decisions about issues that directly affect them, is an important emerging theme. To achieve this and encourage greater public confidence, we believe easily accessible information, clearly and concisely explaining police priorities and future direction, is essential.

Policing by consent is critical and understanding the needs of London's diverse communities is central to this. Getting this right will encourage interaction between the police and Londoners, facilitate joint action on specific problems and better enable people to influence local policing policy.

The MPA and the Met will ensure that engagement opportunities are as accessible and inclusive as possible and adapt to the changing needs and diversity of London in order to deliver our vision of a police service that meets their needs.

Equality and diversity considerations must be central to the way services are delivered.

A lot has happened in two years since *Met Forward*, and *Met Forward Two* sets the strategic priorities for the Met supporting the delivery of the Policing London Business Plan 2011/2014. Based on an analysis of economic, political, legislative and demographic trends, it builds on the success of *Met Forward* and describes the MPA's future priorities for policing in London.

Reforms to the policing landscape are being progressed through parliament. This will represent a significant shift in the way the police are governed and held to account. We are preparing for this change while at the same time ensuring the Authority continues to deliver effective oversight of policing on behalf of the people of London.

The Winsor Review of police officer terms and conditions provides an opportunity to modernise existing arrangements. Once the recommendations are published the Authority will review the impact on Met workforce development, recruitment, retention and the progression of individual officers and staff.

The public rightly expects a high quality service from the Met. In the current economic climate this must be delivered for less. Over the next four years the Met will be required to make a 20% reduction in its spend. This challenging financial landscape will require a systematic review of the way that policing is delivered in London.

The Authority will challenge the Met to ensure that resources are being used in the most efficient manner, officers are deployed effectively and business processes are streamlined. The delivery of a number of major change programmes (Service Improvement Programmes) are expected to deliver accumulated budget savings of £789million by April 2014. These programmes will help to modernise operational and policing support services, including estate management, catering, transport, training, Information Systems and Information Technology (ISIT) and finance. Moving forward, this will help shape a more effective and focused organisation, even more able to fight crime.

Against this backdrop, London will face one of the biggest policing challenges in its history when it hosts the London 2012 Olympic and Paralympic Games. In addition to this, the capital will play host to a number of other significant events in the same year, including the Olympic Torch Relay, the annual Notting Hill Carnival and Queen's Diamond Jubilee.

London must be fully prepared: *Met Forward Two* sets the framework for success.

Setting the scene

The Met is a huge organisation. Amongst its thousands of police officers and staff there is an immense amount of experience and knowledge focused on keeping London one of the safest capital cities in the world. It is not contradictory to applaud their dedication whilst continuing to challenge the organisation to improve.

Reducing crime is not the sole responsibility of the police but is shared across different agencies including Community Safety Partnerships (CSPs), criminal justice agencies and communities across London. There are a number of challenges facing our partners, including reductions in public sector spending and rationalisation of services. Inevitably, these changes will impact on the delivery of policing and community safety activity. The Authority and Met must be in a position to recognise the risks but exploit opportunities to strengthen partnership working to deliver its strategic priorities.

The proposal to abolish the National Policing Improvement Agency (NPIA) and Serious and Organised Crime Agency (SOCA), and to create the National Crime Agency (NCA) in 2013, has given rise to opportunities to refocus national delivery. The Authority and Met will ensure that the impact on policing in London is minimised and opportunities maximised.

London is always evolving. In the next five years the capital's population is predicted to increase from 7.8 million in (2011) to 8.1 million (2016). This growth will not be uniform and while some areas will remain unchanged others will transform at a rapid pace, requiring different responses across the boroughs. The number of young people and those over the age of 60 will increase. The growth in the number of young people – the most criminally active group but conversely the most vulnerable to victimisation – will exert additional pressure on resources. London's population will also continue to diversify as a result of natural growth and continued migration from overseas. The black and minority ethnic (BME) population is expected to increase from 34% to 37%.

Planning for, and adapting to, these demographic changes is vital for all public services, not least the Met, and the Authority will work with the organisation to drive and support proposals that will deliver policing for the future.

Delivering cultural change within the Met is important and the Equality Standard has been adopted, supported by clear governance and strong leadership, to ensure we achieve this change and real value is delivered in policing. Implementing the recommendations from the Mayoral Race and Faith Inquiry report will help drive that change in a number of key areas. The Met must reflect the diversity of Londoners, enabling it to be an open and accessible organisation. The Met is also rising to the Authority's challenge to develop volunteering

opportunities, including the Met Special Constabulary, the Met Volunteer Programme, and Met Volunteer Police Cadets, to encourage greater access and openness.

Policing by consent is built on mutual trust. Each police officer and member of staff must demonstrate, through their actions, the organisational values and standards. These are vital to operational effectiveness and to building and maintaining trust. The values and standards must be more than just words – employees must believe in them, the organisation must support and challenge non-compliance, and the public must have confidence that they are integral to the service they receive.

This last point is vital if we are to turnaround public scepticism in the effectiveness of policing and the incontrovertible facts about public safety. Crime has fallen for the sixth consecutive year running and total crime is now at its lowest level for 10 years. But perceptions are different. Obviously high profile crimes, such as gun related murders and teenage knife crime, will be reported widely and paint a vivid picture. But they are not the real picture of a city that is one of the safest in the world. While recognising that more must always be done to make our city safer, we must also do more to reassure local communities that the police are working to keep them safe and are predominantly succeeding.

The MPA undertook a consultation “Have Your Say on Policing in London” between June and November 2010, the results of which will inform the 2012/13 Policing London Business Plan. The table below presents the top five priorities raised by respondents across a range of public surveys. Similarities in the top five priorities from the methods used demonstrates considerable agreement in the issues that Londoners want their police service to focus on.

Table 1: Top five policing priorities identified by Londoners²

Consultation Type			
Top five priorities raised	Full qualitative questionnaire (Policing London Business Plan)	Shorter Style questionnaire (Policing London Policing Plan)	Public Attitude survey (12 months to September 2010)
	Traffic and road-related issues	Gun and knife crime	Gun and knife crime
	Anti-social behaviour	Anti-social behaviour	Drugs and drug-related crime
	Accessibility and visibility of the police	Burglary (residential)	Anti-social behaviour
	Policing and criminal justice related issues	Accessibility and visibility of the police	Accessibility and visibility of the police
	Drugs and drug-related crime	Street crime and robbery	Violent crime

² Methods varied between different parts of the consultation. The full consultation questionnaire asked people to state their top three priorities in free text fields, the shorter postcard style questionnaire asked respondents to tick their top three priorities from a set list and respondents to the PAS were asked for details of their priorities towards the end of a face to face interview about their perceptions and experiences of crime and policing.

What has been achieved to date?

Met Forward for the first time clearly outlined the MPA's priorities and developed ambitious work programmes. Delivery is underpinned by three key strategic drivers: to fight crime and reduce criminality, increase confidence in policing and deliver value for money. To ensure successful delivery across each work strand, the Authority realigned its organisational structure, staff and resources.

Table 2: Summary of *Met Forward* achievements to date

Delivery strand	What has been delivered?
Met Streets	<ul style="list-style-type: none">• The Authority completed a Safer Neighbourhoods scrutiny focusing on '<i>what partners need from Safer Neighbourhoods policing?</i>' and a detailed review of the effectiveness of the current Safer Neighbourhoods team model.• The Authority invested resources to respond to community concerns about the menace caused by dangerous dogs. The Status Dogs Unit was created and in its first year (2009/10) seized 1,155 dangerous dogs.• The Authority agreed clear job descriptions for borough and area commanders, and a three year tenure period for borough commanders.• The Authority oversaw the expansion of the Special Constabulary to increase the presence and accessibility of the police.• The Authority invested in additional high visibility policing including the roll out of Safer Transport teams in partnership with Transport for London (TfL) and Town Centre Policing teams.
Met Specialist	<ul style="list-style-type: none">• The Authority set up the Civil Liberties Panel. The panel has completed a detailed investigation into public order policing following the G20 protests and is currently completing a review of the use of DNA to identify service improvements.• The Authority reviewed its oversight of public protection arrangements to ensure our most vulnerable young people and adults are protected from harm.• The Authority provided effective oversight of the transition from borough-based rape investigation units to the specialist central Sapphire Unit. Central to the move was the need to improve the quality of investigation and the service provided to victims.

Delivery strand	What has been delivered?
Met Partners	<ul style="list-style-type: none"> • The Authority established the London Crime Reduction Board (LCRB) to define joint community safety priorities and action for London. • The Authority's Joint Engagement Meetings (JEMs) provided a valuable opportunity to engage borough partners in discussion about their approach to dealing with prevalent crime and community safety issues, including serious youth violence. Where necessary the Authority has brokered partnership activity and joint problem solving to assist delivery. • The Authority's Domestic and Sexual Violence Board (DSVB) has been given additional impetus and has reviewed all 32 borough responses to domestic and sexual violence and has highlighted and shared good practice. • The Authority built on the success of the Race Hate Crime Forum and created the Hate Crime Forum which has expanded its scrutiny and oversight into all areas of hate crime.
Met Connect	<ul style="list-style-type: none"> • Public confidence in policing is increasing. When asked, 62% of Londoners stated that they believe that the Met does a good job locally³. In comparing the percentage of people who think the police in their area are doing a good job, the Met performs highest compared to its most similar forces⁴. • The Authority continued to support the development of the Community Police Engagement Group (CPEG) model to improve community engagement / involvement in policing, and a new joint community engagement strategy has been put in place.
Met People	<ul style="list-style-type: none"> • The Authority oversaw a review of Met learning and development delivery to identify areas for improvement. This will save the Authority a minimum of £25 million per annum whilst improving the effectiveness of the training delivered. • The Authority commissioned a review of Association of Chief Police Officers (ACPO) terms and conditions to identify areas for improvement. • The Met Benefits scheme was re-launched to give police staff and officers access to a number of additional benefits.

³ Public Attitude Survey, 12 months to September 2010

⁴ British Crime Survey, 12 months to June 2010. Most Similar Forces (MSF) to the Met: Greater Manchester, West Midlands and West Yorkshire, as defined by the Home Office.

Delivery strand	What has been delivered?
Met Olympic and Paralympic Games	<ul style="list-style-type: none"> • The Authority has renewed arrangements to reduce the risk of human trafficking as a result of the London 2012 Olympic and Paralympic Games. • The Authority has scrutinised 15 business cases which ensured that Olympic planning was providing value for money as well as safety and security.
Met Support	<ul style="list-style-type: none"> • The Authority secured £146.2million in pre-planned efficiency savings in 2009/10 and £113 million in 2010/11. • The Authority strengthened its budget scrutiny process. • The Estates Management Strategy was revised, supported by an Estates Engagement Strategy and an Estates Communications Strategy, to ensure the built estate remains fit for purpose. • The Procurement Re-let Strategy covers the principles for procurement and reviews all contracts coming up for renewal, and is currently drafted to ensure services procured deliver value for money. The Authority is working with the Met to improve its internal contract management controls. • The Information System and Information Technology (ISIT) Strategy was revised to drive service improvement, taking advantage of technological innovation that brings clear benefits to policing and value to Londoners.
Met Standards	<ul style="list-style-type: none"> • The Authority completed a review of Met internal inspection and review functions in order to eliminate duplication and unnecessary bureaucracy and maximise the efficient and effective use of resources. • The Authority is continuing to develop the Met Standards framework to help determine what a good performing borough or operational command unit should look like.

Looking ahead: setting the strategic direction

Looking ahead, the Authority has determined its policing priorities for London based on an assessment of current and future opportunities and threats, Mayoral and government priorities, and what Londoners have told us they want (*refer to section 2*). Additionally, *Met Forward Two* actively supports delivery of the Met Commissioner's 5 Ps – Pride, Presence, Performance, Professionalism and Productivity⁵.

The Authority remains focused on delivering the three strategic drivers for action initially outlined in *Met Forward*:

- fight crime and reduce criminality;
- increase confidence in policing; *and*
- deliver value for money.

In addition to these continuing key outcomes, two new strategic drivers have being added:

- **protect the most vulnerable from harm** In light of the tragic cases of Baby Peter and the Pilkington family, public protection and the need to identify, support and protect vulnerable children and adults at risk of harm is a priority both from a professional and public perspective. This involves a range of specialist units focused on delivering public protection. The Authority must continue to challenge the Met to ensure that joined-up processes are in place to help prevent crimes taking place against the most vulnerable in our communities. Getting this right is vital; *and*
- **deliver a safe London 2012 Olympic and Paralympic Games** Adding this driver will help ensure continued focus so that we are ALL prepared for the biggest policing and public order challenge in London's history.

⁵ On his appointment, the Commissioner Sir Paul Stephenson set out his view on how the MPS should be delivering for London, this is articulated in the five Ps: **Presence, Performance, Productivity, Professionalism and Pride**. For more information see <http://www.mpa.gov.uk/committees/mpa/2009/090924/06/#h2000>

Figure 1: Strategic drivers and the mechanisms through which performance will be managed

Strategic drivers

- Fight crime and reduce criminality
- Increase confidence in policing
- Protect the most vulnerable from harm
- Deliver value for money
- Deliver safe Olympics and Paralympics Games in 2012



Table 3 demonstrates how each element of *Met Forward Two* links together to help deliver our vision of a safer London. Each section is underpinned by a set of key performance indicators (KPIs) reflected in the Policing London Business Plan 2011/2014 and the Authority’s internal business plan. Reporting regularly on progress will enable Londoners to hold us to account for delivery.

Table 3:

Met Forward Two: relationship between the strategic priorities, priority workstrands and the commissioner’s 5 Ps⁶

MPA strategic drivers	MPA corporate priorities	Met corporate objectives	Delivery objectives	MPA priority workstrands and link to the 5 Ps
Fighting crime and reducing criminality	To deliver order, control and safety in the public realm (Met Streets)	To reduce victimisation	To improve the operational effectiveness that will help drive reductions in crime and criminality	Met Streets: Territorial Policing modernisation programme; visible and accessible policing; safer travel; Met Specials and Volunteers; responding to anti-social behaviour PRESENCE; PRODUCTIVITY; PRIDE; PERFORMANCE; PROFESSIONALISM
	To assemble the coalition to fight crime (Met Partners)	To target the most harmful offenders	To increase visible policing presence on our streets and transport networks	
	To drive performance and trust in our specialist crime fighting units (Met Specialist)	To reduce crime with particular reference to ‘problem locations’	To determine pan-London partnership priorities to determine focus and drive delivery	
	To identify and reward performance and efficiency (Met Standards)	To prevent terrorism and violent extremism	To protect London from the threat of international and home grown extremists	
	To value our officers and staff (Met People)		To identify and reward performance and efficiency	
			To implement the Mayoral	

⁶ Outcomes and objectives to be considered in more detail with the Met

			recommendations from the Race and Faith Inquiry report	responding to the review of police officer pay and conditions and the ACPO review; Met benefits and family support; health and wellbeing PRESENCE; PRODUCTIVITY; PRIDE; PERFORMANCE; PROFESSIONALISM Met Standards: Improving performance PRODUCTIVITY; PERFORMANCE
Increasing confidence in policing	To prepare the way for a new model of policing governance and accountability (Met Oversight and Governance) To drive performance and trust in our specialist crime fighting units (Met Specialist) Having a better conversation with those we protect (Met Connect)	To improve the quality of individual interactions with the public To improve access to police services To improve response policing and the satisfaction of service users To improve the quality of engagement with the public	To focus on delivering quality customer care to drive improvements in public confidence and satisfaction To fully consider equality and diversity implications in service planning to support access and inclusion To improve the quality of our community engagement with the public To prepare the way for the new policing and governance model To improve access to police services	Met Oversight and Governance: PRODUCTIVITY; PERFORMANCE Met Specialist: counter-terrorism; organised crime; public order balanced against protecting civil liberties PRESENCE; PRIDE; PROFESSIONALISM Met Connect: increasing community confidence through effective engagement and consultation; delivering quality customer service and improved user satisfaction; improved access to policing services PRESENCE; PRIDE; PROFESSIONALISM; PERFORMANCE; PRODUCTIVITY

<p>Protecting the most vulnerable from harm</p>	<p>To assemble the coalition to fight crime (Met Partners)</p> <p>To deliver order, control and safety in the public realm (Met Streets)</p>	<p>To reduce victimisation</p> <p>To target the most harmful offenders</p> <p>To reduce crime with particular reference to ‘problem locations’</p> <p>To prevent terrorism and violent extremism</p>	<p>To reduce violence in the private and private realm</p> <p>To improve the support given to victims and witnesses</p> <p>To work in partnership with pan-London and borough partners to ensure effective mechanisms are in place to identify, protect victims and manage offenders</p>	<p>Met Streets: Territorial Policing modernisation programme; visible and accessible policing; safer travel; Met Specials and Volunteers; responding to anti-social behaviour PRESENCE; PRODUCTIVITY; PRIDE; PERFORMANCE; PROFESSIONALISM</p> <p>Met Partners: London Crime Reduction Board; reducing the use of weapons including knife and gun enabled crime; valuing partnerships; violent crime, serious youth violence and gangs; violence against women; public protection arrangements; dogs as weapons; hate crime; offender management and criminal justice solutions PRESENCE; PRODUCTIVITY; PERFORMANCE; PROFESSIONALISM</p>
<p>Delivering value for money</p>	<p>Valuing our officers and staff (Met People)</p> <p>To improve the infrastructure that supports crime fighting (Met Support)</p> <p>To identify and reward performance and efficiency (Met Standards)</p> <p>To deliver order, control and safety in the public realm (Met Streets)</p>	<p>The deliver efficient and effective support services at the lowest possible unit cost</p> <p>To do all that we can to maintain operational capability</p> <p>To make the most productive use of our operational assets including our people</p>	<p>To ensure that equality impact process for assessing financial decisions are robust</p> <p>To have clear evidence that all the equality impacts have been thoroughly considered and options explored</p> <p>To be confident that all financial decisions made are based on fair and objective criteria which can be evidenced</p>	<p>Met Support: finance and budgets; effective asset and estates programme management; procuring services in collaboration; information systems and information technology PRODUCTIVITY; PERFORMANCE; PROFESSIONALISM</p> <p>Met Standards: Improving performance PRODUCTIVITY; PERFORMANCE</p> <p>Met People: effective police leadership; workforce development; ensuring a representative workforce; responding to the review of police officer pay and conditions and the ACPO review; Met benefits and family support; health and wellbeing PRESENCE; PRODUCTIVITY; PRIDE; PERFORMANCE;</p>

			<p>To deliver efficiency savings while minimising the impact on operational / front line policing</p> <p>To ensure that our most valuable resource (our people) are fully prepared and supported for the challenges of policing London</p> <p>To improve the capability and efficiency of ISIT systems</p> <p>To deliver better value for money and achieve more frontline delivery through improving business processes, effective resource management, cutting bureaucracy and securing better deployment</p>	<p>PROFESSIONALISM</p> <p>Met Streets: Territorial Policing modernisation programme; visible and accessible policing</p> <p>PRESENCE; PRODUCTIVITY; PERFORMANCE</p>
<p>Delivering safe London 2012 Olympic and Paralympic Games</p>	<p>To deliver safe London 2012 Olympic and Paralympic Games (Met Olympic and Paralympic Games)</p>	<p>Work with partners to prepare for and deliver, as far as is practical, a safe and secure Olympic Games</p> <p>To minimise, as far as</p>	<p>To minimise the impact on front line policing during the Games</p> <p>To deliver a strategy supported by delivery plans</p>	<p>Met Specialist: counter-terrorism; organised crime; public order balanced against protecting civil liberties</p> <p>PRESENCE; PRIDE; PROFESSIONALISM</p> <p>Met People: effective police leadership; workforce development; ensuring a representative workforce;</p>

	<p>practical, the impact on policing London during games time</p> <p>To ensure that opportunities for legacy and learning are seized and acted upon</p>	<p>for policing in London to ensure the delivery of safe, secure and cost effective Games</p> <p>To ensure that the MPS is able to meet the demands of the London 2012 Olympic and Paralympic Games</p>	<p>health and wellbeing PRESENCE; PRODUCTIVITY; PRIDE; PERFORMANCE; PROFESSIONALISM</p> <p>Met Streets: Territorial Policing modernisation programme; visible and accessible policing; safer travel; Met Specials and Volunteers; responding to anti-social behaviour PRESENCE; PRODUCTIVITY; PRIDE; PERFORMANCE; PROFESSIONALISM</p>
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Met Forward Two: delivering our corporate priorities

1 Met Streets: delivering order, control and safety in the public realm

London is one of the safest cities in the world, but people need to feel genuinely safe and secure. We must ensure that people retain confidence in the Met to respond effectively to deliver order, control and safety on our streets. We will do this by ensuring that frontline policing continues to evolve and responds effectively and efficiently to the issues that matter most to Londoners.

Policing must be a collaborative process. We want to instil collective pride and ownership and encourage a genuine partnership between Londoners and the Met. We will do this by creating more opportunities for communities to get involved as crime fighters.

Territorial Policing development programme The majority of the day-to-day policing of London is the responsibility of the 32 Borough Operational Command Units (BOCUs). Under the direction of Territorial Policing, these boroughs are responsible for a number of policing functions including neighbourhood policing, detention facilities, crime recording and the way the police respond to emergency calls. The Authority and the Met are committed to the 32 borough structure but there is considerable duplication with different ways of delivering the same service. The Met, with oversight from the Authority, is reviewing Territorial Policing, looking for opportunities to rationalise services and deliver them in a more effective and efficient manner. The benefits of this are immense - improved and consistent service delivery, improved capability and capacity to fight crime and better value for money. Central to the review is ensuring that Londoners get the best possible service. Delivering these changes will require collaborative working across the Met; including finance, HR and the estate.

The Authority will continue to scrutinise and challenge the Met, drawing on other delivery strands outlined in *Met Forward Two* to ensure that the strategic objectives of the programme - increased community confidence and satisfaction, reduced crime and anti-social behaviour, improved criminal justice outcomes and a reduction in overall costs - are being delivered. Critically, the Authority will oversee the delivery of a safe London 2012 Olympic and Paralympic Games.

The Authority will continue to challenge the Met to ensure that the Safer Neighbourhoods model remains fit for purpose and that resources are effectively deployed to respond to the crime and community safety priorities identified by Londoners.

Town centres attract a disproportionate volume of violent and acquisitive crime. Additional policing resources have been deployed into town centres to reduce crime and improve

community confidence. The Authority will continue to challenge the effectiveness of the model to ensure it delivers reductions in crime and anti-social behaviour, increased public confidence, and value for money.

In order to achieve effective and long term sustainable reductions in crime in every Safer Neighbourhoods ward and town centre, it will be critical to work in partnership and pool resources and knowledge. The Authority will want to ensure that the Met focuses on opportunities to improve engagement and partnership with businesses, local authorities and communities to drive effective problem solving.

Anti-social behaviour Tackling anti-social behaviour on our streets and transport networks, in town centres and parks, is one of Londoners' key policing priorities. Failing to respond effectively has a detrimental impact on victims' and communities' quality of life. Safer Neighbourhoods teams have been instrumental in responding to these concerns.

The term anti-social behaviour can be confusing. We need to articulate what anti-social behaviour is and have a better understanding of its impact and consequences on communities. By doing this we can be more focused on delivering services that meet the needs of Londoners.

The Authority wants to see the Met using the information it has to enhance local accountability and act as a lever for joint working with communities. Getting this right will help build community confidence in policing and empower local people to get more involved in decision making.

The Authority will consider results of a wider national review of responses to anti-social behaviour and where necessary work with the Met to make changes.

Safer travel Securing the safety of the transport network is critical to maintaining customer confidence and reducing the fear of crime and anti-social behaviour. Outlined in *A Safe Journey: The Mayor's strategy to improve transport safety and security in London 2010-2013* are a number of pan-London objectives to improve safety on the transport network:

- reduce crime and anti-social behaviour on the public transport network;
- increase confidence in the safety and security of those travelling in London;
- reduce the number of Londoners injured on London's roads as a result of crime and anti-social behaviour;
- improve cyclists' safety and security through tackling crime and anti-social behaviour;
and

- contribute to the step change in walking in London, through removing crime, anti-social behaviour and the fear of crime as a barrier to walking.

The Authority will challenge the Met to ensure that together with other pan-London partners it delivers reductions in crime and anti-social behaviour and helps customers feel more confident about using London's extensive transport network.

Visible and accessible policing In light of the challenging economic climate the Authority and the Met are committed to doing everything possible to protect front line policing. However, the debate should not be focused solely on policing numbers, but on the effectiveness of what they are doing, how visible they are and if people believe that the police are open and approachable. For example, does the current shift system reflect policing/community demands? Are officers deployed and tasked effectively? Are we freeing-up officers from desk-based jobs that could be done by police staff? Has single patrolling worked to increase police presence on the streets and as a result do communities feel that the police are more open and approachable?

The Met is reviewing information systems and technological solutions to reduce duplication and bureaucracy, thereby enabling officers to be deployed in the right areas at the right time to fight crime. The Authority will work with the Met to review the value and effectiveness of each option.

Improving the way intelligence is shared is vital to improving police effectiveness. Results from shared intelligence pilots are promising and the Authority will continue to drive the Met to look at innovative and cost effective ways to improve crime fighting capacity and capability. Getting this right will be important, particularly as London faces one of its biggest policing challenges, delivering a safe and secure London 2012 Olympics and Paralympic Games.

Met Specials and Volunteers Following the Authority's endorsement, serving as a Special Constable is now the primary route to recruitment as a full time police officer. The Met has made significant headway in increasing the number of Specials, (with some 5,000 officers at the end of March 2011,) each one bringing additional skills and community knowledge into policing. The Authority will ensure that the momentum is maintained and that there are plans to develop and support the Specials' role. This will include a review of training and support given on borough and an analysis of why people leave the service.

There is an opportunity to engage more actively with the voluntary and community sectors, For example, local agreements could be utilised to recruit volunteers to join the Met Volunteers Programme. With that in mind the MPA will work with the Met to think more creatively about how it develops this programme.

2 Met Governance and Accountability: Going Forward. Preparing the way for a new model of policing governance and accountability and the implementation of the Mayor's Office for Police and Crime

The way the Met will be held to account for policing London is changing. We must prepare and lead the way by ensuring that the new governance structures are truly participatory; built on a clear consensus; accountable; transparent; responsive to both present and future needs; effective and efficient; and inclusive.

The coalition government's proposals on how it wishes to see the governance and accountability of policing strengthened were set out in its consultation document *Policing in the 21 Century: reconnecting Police and the People* and the subsequent Bill that is now making its way through parliament. The intention is to replace police authorities with democratically accountable Police and Crime Commissioners (PCCs). In London this will be the Mayor's Office for Policing and Crime (MOPC). At the same time, officers have to plan for these changes and so the MPA has set up a programme board to oversee the implementation of the MOPC. Until the new governance arrangements start, the Authority will continue to hold the Met to account for the policing of London. T

The Authority will work with partners, including the Home Office and colleagues in the Met and the Greater London Authority (GLA), to ensure that implementation arrangements in relation to changes in statutory duties and obligations are managed effectively. The Authority continues to be actively involved at the national level in debates around the future of policing, reducing bureaucracy and making policing more efficient.

The MOPC will ultimately be accountable to Londoners for the delivery of policing. Crucially, there will be robust systems in place to ensure that equality and diversity considerations are central to any decisions made to help increase public confidence in policing. This will be achieved through:

- managing and overseeing the implementation of the recommendations arising from the Mayoral Race and Faith Inquiry report;
- ensuring that the new governance structure plays an active part in pan-London (strategic) engagement and through borough-based CSPs;
- strengthening borough-based engagement structures in each of the 32 boroughs to inform the MOPC's work in relation to equality and diversity issues and help gain and retain community trust and confidence in policing; *and*

- ensuring the MOPC meets its statutory duties to promote equality and diversity and eliminate discrimination through the implementation and monitoring of a diversity strategy.

London has a number of engagement structures in place already to hold the police to account. The Authority will review the current arrangements to ensure any new structures support effective engagement. The Authority, and the MOPC when created, will make sure that information gathered at street level and other engagement mechanisms, is fed up to the ward level in order for it to influence the borough debate. How this information is collected centrally is critical. It also means that information is freely available and directly accessible to communities and will be provided in easily understandable forms.

The ways in which the Authority aims to begin strengthening arrangements to maximise opportunities for community involvement will be explored in greater depth in the Met Connect section.

3 Met Specialist: driving performance and trust in our specialist crime fighting units

Securing our borders from the threat of international and home grown terrorism and organised crime must remain our priority. The economic, social and human costs if we do not get this right are enormous. Critically, we must ensure that crime does not pay and redirect illegally gained assets to fight crime and protect London.

The Olympics will test our capacity but we are confident that we can rise to the challenge and achieve a legacy that London can be proud of. We must be prepared to take advantage of national changes to the way that services are delivered to improve policing in London, protecting the most vulnerable from harm and exploitation.

Counter-terrorism The MPS has lead policing responsibility for the delivery of the national counter-terrorism strategy, CONTEST. A review of CONTEST is currently underway to ensure that it continues to provide sufficient focus and protection from international and home grown terrorist organisations. The Authority will review the findings and work with all those concerned, both at the national and regional level, to deliver the changes required. Critically, the Authority will require that the Met remains focused in this area in the lead up to, and during the 2012 Olympic and Paralympic Games when London faces its greatest public order and counter-terrorism challenge.

Securing value for money is vital. Although counter-terrorism funding is being protected through the Comprehensive Spending Review process, it will reduce by 10% in real terms over the next four years. The Authority will continue to oversee and challenge delivery to ensure that funding is spent in the most effective and efficient manner. Where efficiency savings are required we will ensure that they are managed in a way that reduces risk to the delivery of counter-terrorism activities.

Organised crime Nationally the estimated cost of organised crime is £40billion. However, only a small fraction of these illegally gained assets are recovered and the human cost is immeasurable.

In the run up to the London 2012 Olympic and Paralympic Games the Authority and Met will work together with the range of agencies responsible for border control and organised immigration crime, including the UK Border Agency (UKBA), UK Human Trafficking Centre, the Serious Organised Crime Agency, (SOCA) and the Association of Chief Police Officers (ACPO). The Authority will work with partners to ensure there continues to be a focus on tackling organised immigration crime and human trafficking in London and nationally with its partners.

The Authority will monitor the transition and governance from SOCA to the National Crime Agency (NCA) in 2013 to ensure a continuance of effective policing by strengthening

collaborative arrangements and minimising the threat from serious and organised crime. Any reduction in the capacity in SOCA and Customs to tackle the supply of class A drugs could pose a threat to Londoners. The Authority will pay close attention to the impact on London and continue to challenge the Met to work effectively with others at a regional level to close supply lines.

London does not get a fair share of the allocation from the Proceeds of Crime Act (POCA) monies. The Authority will continue to support the Met to achieve a fairer settlement for London so that more money can be re-invested into fighting crime and reducing criminality.

Public order and civil liberties The Met polices over 4,000 public events every year, the vast majority of which pass without incident. When the policing of an event has caused concern the Authority has challenged the Met to improve. The Authority's Civil Liberties Panel completed an extensive review of public order policing following the events of G20. The Authority will continue to challenge the Met on its implementation of recommendations from the panel's report *Responding to G20* and Her Majesty's Inspectorate of Constabulary (HMIC) recommendations to improve public order policing. The Met must learn the lessons from G20 to ensure they are fully prepared, particularly in light of the forthcoming Royal Wedding, the London 2012 Olympic and Paralympic Games and other high profile events, including the Queen's Diamond Jubilee. The changing nature of the protests (such as the recent demonstrations against the proposed rise in tuition fees) and the impact international incidents can have on London both need to be considered and responded to. Getting this right will help build public confidence in the Met and develop relationships with Londoners, including legitimate protest groups, to facilitate peaceful protest.

The Authority will continue to identify areas that require additional investigation and the Civil Liberties Panel will expect the Met to deliver improved performance and ensure that it meets its obligations under the Human Rights Act.

4 Met Partners: supporting partnerships to fight crime

The Met is just one piece in the crime fighting jigsaw. The job of the Met must be to focus on delivering front line policing but we must work with our partners to deliver a challenging preventative agenda to protect our most vulnerable communities. Collectively we must do more with less, but this creates an opportunity to refocus resources and redefine responsibilities to deliver on joint priorities.

London Crime Reduction Board (LCRB) The LCRB will streamline the existing boards and strengthen relationships between criminal justice organisations, crime prevention and community safety activity. It will identify priority crime issues that key public services will work together to tackle, coordinate funding programmes, and maximise the value from each organisation's limited resources through joint planning and delivery. Effective partnership working at a regional and borough level is critical to deliver long term policing and community safety solutions. It will also help highlight any potential risks to delivery and identify joint solutions and action.

The Authority's Joint Engagement Meetings (JEMs) model will be developed further to support the analytical capabilities of the LCRB's strategic priority setting process. Informed by thematic trends identified through the strategic assessment process, JEMs will be one of the tools used to facilitate joint action between borough and regional partners. Negotiations are continuing with central government to determine how funding could be dispersed through the LCRB to help deliver more coordinated action and value for money.

Valuing partnerships Reducing crime is not solely the responsibility of the police. This responsibility is shared across a number of agencies including CSPs, criminal justice agencies and with communities across London. The Authority recognises that the Met provides an invaluable contribution to local and regional partnerships. It contributes resources, skills, creativity, knowledge and expertise that enable partnerships to deliver an improved quality of service.

The local and pan-London partnership landscape is evolving. In an effort to make efficiency savings, local authorities are considering a number of options including outsourcing, co-location of services and borough mergers. There are potential challenges in terms of information sharing, continuity of service delivery, problem solving and joint resourcing. The removal of centrally imposed partnership targets, including Local Area Agreements and the single confidence indicator, provides an opportunity to focus on local issues identified by partners and communities. The Authority will challenge the Met to:

- ensure that the Met's involvement in partnership working is effective and delivering value for money;

- identify, manage and escalate risks to policing as a consequence of changes to partnerships; *and*
- identify and take advantage of opportunities to drive performance.

Pan-London issues will be escalated to the LCRB for consideration.

Violence Reducing the harm caused by violent crime in the public and private realm is a significant issue for the Authority, Met, partners and Londoners. The Authority will ensure that any areas of vulnerability in relation to Met delivery are effectively dealt with. We will ensure the relevant departments in the Met work better together so there is a coordinated approach to reducing violence.

The Authority recognises that the Met cannot deal with this issue on its own. Joint working across a number of different agencies, looking to long term holistic solutions, is essential. The Authority, with the LCRB, will oversee the development of a strategic pan-London Anti-Violence Board and strategy that looks not just at enforcement but at prevention, intervention and engagement.

Serious youth violence and gangs This continues to be a significant issue for Londoners and the Authority will ensure that the Met continues to focus resources on this issue. The Authority will monitor the Met's internal delivery structures and plans to suppress gang activity and reduce the harm caused by serious youth violence, including a review of the Met Anti-Violence Strategy. The Authority will ensure that the Met delivers a service that is culturally sensitive in light of the disproportionate impact that this issue has on specific communities in London.

The Authority will progress this agenda with partners at the pan-London Anti-Violence Board, the LCRB and through the Mayoral *Time for Action* programme.

Engaging with young people and empowering them to make the right decisions is crucial. Schemes like the Met Volunteer Cadets and the Met Black Police Association VOYAGE Programme (Voice of Youth and Genuine Empowerment) can help strengthen engagement with young people and empower and develop their confidence to make the right decisions. The Authority will work with the Met to ensure that they are targeting the right young people and making a positive impact on their lives.

Use of weapons including knife and gun enabled crime We will continue to push the Met to reduce knife enabled crime, driving service improvements across the organisation to enable delivery of an effective and consistent response to knife and gun enabled crime. Community support for the use of these tactics, including stop and search, is critical. The

Authority will challenge the Met to think more creatively about how it engages communities, including the more proactive use of community observers, and how it involves young people.

Although the volume of gun enabled crime is relatively low, the impact on communities is significant. The removal of weapons on the streets of London, together with working effectively with communities to gather intelligence, is critical. The Authority will challenge the Met to ensure that it is doing all that it can in these areas.

Dogs as weapons The creation of the Met Status Dogs Unit has provided additional policing capacity to focus on this issue. The Authority will look to the Met to continue developing the capability and capacity of the unit. Effective policing is, however, just one aspect of the problem solving process. With partners, the Authority will continue to lobby for changes in legislation to bring clarity to current arrangements, which will then allow the Met to reduce the menace caused by dangerous dogs and irresponsible owners and handlers. The Authority will work with the Met and partners to explore criminal justice solutions to reduce spiralling kennel costs.

Violence against women The Authority's Domestic and Sexual Violence Board (DSVB) will finalise its scrutiny of borough responses to domestic and sexual violence by April 2011. The Authority will then review how the DSVB can deliver more targeted oversight, looking at the broader spectrum of violence against women offences and supporting the delivery of the Mayoral *Violence against Women Strategy, The Way Forward* programme, and the Mayor's strategy to improve transport safety and security in London 2010–2013. The Authority will continue to challenge the Met to respond to and reduce the harm caused by the trafficking of women and young girls, particularly in light of the London 2012 Olympic and Paralympic Games, where experience indicates that trafficking may increase in host countries.

The Met has improved its investigation of rape and serious sexual offences. However, more could be done to improve the quality of service that victims receive, from either officers first at the scene or those on front counter duty, when they first report a crime. The Authority will hold the Met to account for improved service delivery supported by a clear performance framework.

Public protection arrangements The Authority has increased its intrusive analysis of the delivery of Met public protection arrangements, including responses to child protection and the management of serious, violent and sexual offenders delivered through Multi-Agency Public Protection Arrangements (MAPPA). With the approach of the Olympics, the Authority will increase its focus on trafficking and organised crime. The tragic case of the Pilkington family in Leicestershire has also highlighted that more could be done to work collaboratively to identify and support vulnerable adults and London can learn from such cases

The Authority will continue to challenge the Met's investigation of crime, and drive service improvements to better protect our more vulnerable young people and adults from harm and exploitation.

The Authority recognises that the Met alone cannot respond effectively without the support of other agencies, including local authorities and criminal justice agencies. In the light of current financial constraints the Met and its partners will need to think more creatively about how services are delivered to protect the most vulnerable. Where external partnership blockages to effective delivery are identified, the Authority will facilitate joint action through the LCRB.

Hate crime Targeting an individual as a result of their race, faith, gender, disability, age or sexual orientation is not acceptable. The Authority's Hate Crime Forum will work with the Met to improve the way it identifies and supports repeat victims and targets offenders.

Offender management and criminal justice solutions The Authority will challenge the Met to improve the way it targets the most prolific and priority offenders in a more systematic and joined up way, making best use of intelligence systems to reduce the harm that offenders cause.

The Met is only one piece in the criminal justice jigsaw. In order to deal effectively with prolific and priority offenders a number of agencies need to work together, including the courts, local authorities, prisons and the Met. Whilst we continue to have direct oversight of the Met's approach, and will require them to think creatively about their approach to offender management, we will work with others through the LCRB to focus on offender management in a more coordinated and effective way.

The criminal justice system is a complex network of agencies, with substantial public funding, operating under increasing pressure. However, the different parts of the system are not always pursuing the same goals or contributing effectively to an agreed overarching purpose. The Mayor's London Crime Reduction Board (LCRB) will explore the financial incentives model which aims to share savings made with participating partners, providing a financial incentive to reduce reoffending.

5 Met Connect: having a better conversation with those we protect

Londoners must believe that the Met is on their side, listening and responding to their concerns. Building on, and strengthening, the partnership between the police and Londoners is critical. We must ensure that there are effective mechanisms to engage Londoners to effectively hold the Met to account for delivering a service which is truly customers focused and accessible.

Increasing community confidence through effective engagement Despite the removal of the statutory requirement for partners to measure confidence, the Authority and the Met are committed to monitoring and improving its performance in this area. The Met have deployed the Met confidence model which will enable a better understanding of the drivers of confidence in policing – police effectiveness, engagement, fair treatment and alleviating anti-social behaviour. However, this must be placed firmly in the context of the changing population and needs of Londoners.

London already has a number of engagement structures in place to hold the Met to account, including Safer Neighbourhoods Panels and Community and Police Engagement Groups (CPEGs).

The Authority must be assured that engagement models remain relevant and continue to build on the work undertaken to identify areas for improvement, crucially that engagement models are open and accessible to vulnerable and underrepresented groups.

The Authority will build its engagement model using three interlocking themes – capacity building, collaboration and commissioning:

- capacity building – building the capacity and confidence of Londoners to get more actively involved in policing;
- collaboration – working together with Londoners to develop joint sustainable solutions to policing and community safety issues; *and*
- commissioning – to commission engagement models that have the ability to deliver real value for money.

For those who choose not to get involved in formalised engagement structures there will be clear, accessible and effective communications to ensure Londoners are better informed about policing. The Authority will require the Met to develop its approach, clearly outlining how it will improve the quality and accessibility of information provided, and to have a clear communications strategy to inform people about what they can expect and how they can hold the Met to account for delivery. For example, the Authority will consider how the current

crime mapping capabilities can be improved to incorporate additional themes, including confidence and value for money or the quality of web-based communications.

Delivering quality customer service and improved user satisfaction Every contact leaves a trace and it is important that Londoners' experience of policing is a positive one. Community perception and user satisfaction is determined by these experiences. Improving the public's contact experiences with the police must focus on all encounters. Front line officers must adapt to the changing needs and expectations of Londoners. This must be underpinned by clear leadership from all ranks within the Met and an organisational culture that supports the delivery of quality customer care.

The Met continues to have a gap between the levels of satisfaction experienced by white and BME victims of crime. Reducing this satisfaction gap will require additional focus. The Authority will continue to challenge the Met to improve user satisfaction and to model a service that puts the customer firmly at its heart. User satisfaction is not just confined to Territorial Policing but to all operational and support units. The Authority needs to be assured that Londoners receive the highest quality, seamless service, no matter which unit or borough they engage with. The development of a set of Quality Customer Service Standards will assist the Authority and Londoners to judge performance and identify areas for improvement and action.

Improved access to policing services Londoners must feel confident that policing is open and accessible, whether this is through the service they receive on the telephone, at a front counter or via the internet. The Authority will challenge the Met to develop and improve its accessibility, taking into account the needs of Londoners and using the latest technological innovations.

6 Met People: valuing our officers and staff

Our people are our greatest asset. We must ensure that they are properly equipped, led and managed to deliver the quality service that Londoners rightly expect.

All staff must subscribe to, and demonstrate through their actions, the values and standards of the organisation – professionalism, pride and customer focus.

The Met must continue to be an employer of choice, reflecting the diversity of London. Only if we get this right can we win the hearts and minds of Londoners.

Effective police leadership Ensuring that our police leaders reflect the diversity of Londoners is critical. As part of the recommendations stemming from the Mayoral Race and Faith Inquiry report the Met must ensure that diversity is more clearly incorporated into its leadership philosophy, and the Authority will hold the Met to account for delivery of this goal. The Authority will explore in further detail how the diversity of officers in senior ranks can be increased. To facilitate that discussion the Authority held a national symposium in January 2011 exploring the benefits and practicality of multi-point entry and removing the time-based requirement for promotion. The concept of multi-point entry was broadly welcomed and work will continue to progress this concept further.

Effective police leadership is vital to inspiring commitment and embedding a clear vision for improved policing in London. Effective leaders will drive the organisation's values and standards by setting a personal example and through effective education and training. Leading police officers and staff in one of the most challenging policing environments in the country requires a number of skills. The abolition of the National Policing Improvement Agency (NPIA) will enable the Authority and the Met to have more freedom to develop recruitment, promotion and training opportunities for both police officers and staff. The Authority will challenge the Met to do all it can to ensure that police leaders have the required skills to be effective and professional.

Effective leaders have the capacity to lever in additional resources from partner agencies, which is becoming more critical in light of reduced public sector resources. Police leaders will be aware of the benefits of partnership working and have the tools to get the best from those partnerships to drive performance.

By 31 December 2012, 3,088 police officers (9.5%) will have served 30 years and will be eligible for retirement.

Effective succession planning is crucial to sustaining knowledge and continuity of service. The Authority will require the Met to produce detailed plans on how it intends to plan for succession.

Ensuring a representative workforce Ensuring that the Met represents the diversity of London is a vital part of retaining the confidence of our communities. In addition to the work progressed through the Met Streets strand (Met Specials and Volunteers), the successful implementation of recommendations in the Mayoral Race and Faith Inquiry report will be critical. The Authority will hold the Met to account for delivery and report progress to Londoners.

Workforce development The Met must continue to develop its workforce to respond to the challenges of 21st century policing. The training review has delivered efficiencies but the Authority will continue to challenge the effectiveness and flexibility of training provided. Reduced public sector funding will require the Met to be more imaginative about the staffing models used to deliver policing services. There are risks attached both in the short and longer term, and the Authority must be fully aware of the potential impact decisions will have on front line policing. The Authority will require that any changes to staffing models, including the review of shift patterns and the development of the Service Improvement Programme, are fully risk assessed and include equality and diversity considerations.

There are also a number of opportunities to use the expertise of our staff to collaborate or manage services on behalf of other forces or public sector organisations, such as members of the GLA family and other criminal justice sector organisations. The Authority will require the Met to think more creatively about how this can be achieved.

Responding to the review of police officer pay and conditions and ACPO review It is likely that the independent Home Office review into the pay and conditions of public sector staff by Tom Winsor, together with John Hutton's review of public sector pensions, will have implications for policing. The Authority will study the outcome of these reviews and work with the Met to implement changes.

Although the Authority has made progress in reviewing the bonus scheme for ACPO officers there is still more to be done. The Authority will complete a review into the terms and conditions of ACPO officers to inform the next pay round which commences in September 2011.

Met benefits and family support Although the Vectis discount card offers access to additional benefits for officers, staff and their families, the Authority will require the Met to develop its benefits package and explore how more can be done by using existing resources more creatively.

Health and well-being Policing exposes officers and staff to a unique set of pressures and demands. Ensuring the health and well being of all Met officers and staff is crucial to delivering an effective and efficient policing service. The Authority will require the Met to

regularly report on issues relating sickness, stress and those on recuperative and restricted duties to ensure that where problems are identified they are effectively dealt with.

7 Met Olympic and Paralympic Games 2012: delivering a safe Games

The London 2012 Olympic and Paralympic Games will be amongst the largest events ever to take place in Britain. Ensuring the safety and security of all those attending and taking part presents a real challenge to the police in the United Kingdom. We will ensure that the Met rises to this challenge.

Delivering a safe, secure and resilient Olympic and Paralympic Games remains a priority leading up to 2012. The planning is nearly complete and the testing is about to start. The MPA will ensure the Met is delivering its commitments while ensuring these do not impact significantly on the delivery of day-to-day policing, particularly in the context of reduced resourcing.

Our focus will be on ensuring the Met is:

- identifying and training staff in preparation for 2012, particularly with the specialist skills they require;
- building the infrastructure they need to deliver effective command and control; *and*
- delivering within the financial envelope set for them by the Home Office.

We will continue to work with the Equality and Human Rights Commission (EHRC), the Greater London Authority (GLA) and other partners to prevent and respond to the risk of human trafficking at the London 2012 Olympics and Paralympic Games.

8 Met Support: improving the infrastructure that supports crime fighting

Over the next four years we will be challenging the Met to maximise its use of resources in every area. We will challenge them to drive out waste and inefficiency to create a lean, effective and efficient organisation focused on fighting crime. This will require the Met to be innovative and creative about the way, and with whom, it delivers its services.

Finance and Budgets The Authority does not underestimate the significant financial challenge ahead. Despite delivering significant savings over the past few years we are required to significantly deliver more over the next three years, some £163m in 2011/12 rising to £323m in 2013/14, there remains a budget gap, at the time of writing, of £11.9m next year rising to £178M in 2013/14. Robust Authority oversight and challenge will be key in ensuring that the savings already built into the budget are delivered, and that the additional savings are identified.

An MPA Value for Money (VfM) Strategy will provide a coherent framework for how we will drive this agenda forward. This will enable us to prioritise our efforts in terms of delivering large scale savings in the short to medium term, and ensure we are focussing the Met in the right direction in terms of priorities. The VfM Strategy is currently being developed by MPA officers.

To make sure we are achieving value for money we will continue to explore both benchmarking and other productivity measures, including assessing best practice from other police forces, government and industry. This includes working closely alongside HMIC to influence the way the Met is measured to reflect its unique position in the police family.

We will improve our understanding and influence over the Service Improvement Plan (the Met's key efficiency programme) to ensure that projects with the most scope for savings, either directly or by enabling other programmes, and the least impact on service delivery are driven forward.

Effective asset and estates programme management There are huge opportunities to use resources more effectively and we will be working with the Met to maximise these opportunities. The Authority will ensure that its assets and estate are effectively used and continue to evolve to meet the demands of policing in the 21st century. The Authority will robustly hold the Met to account for delivering major change programmes, including property and training reviews, to deliver proposed savings and efficiencies. The Authority must be assured that the Territorial Policing development programme will positively impact on the way that the estate is used and managed to support the demands of front line policing.

Procuring services in collaboration The Met is making good progress in seeking out new opportunities to collaborate with other forces, and with the GLA. But more needs to be done.. The Authority needs to be assured that there are systems to monitor the delivery of intended benefits, monitor progress and address poor performance. A procurement re-let strategy which covers the principles for procurement and reviews all contracts coming up for renewal, is currently under development.

Any changes to the current procurement agenda being progressed through the NPIA must be closely monitored by the Authority to ensure that collaboration remains a priority.

Information Systems and Information Technology (ISIT) An effective and efficient ISIT system is critical to support operational policing. Improved information management systems lead to better intelligence, which results in more efficient and effective policing. The Met is working hard to develop systems that 'talk to each other', remove duplication and enable officers to spend more time fighting crime and engaging with communities. However, the Authority needs to be assured that any investment made in new systems is backed up by a performance monitoring framework to track the delivery of benefits or record problems encountered. The Authority must continue to be aware of ISIT developments and influence national delivery through the implementation of the Information Systems Improvement Strategy, to ensure that each of the 43 police force areas can benefit from interconnectivity.

9 Met Standards: identifying and rewarding performance and efficiency

The next three years will be challenging for the Met, balancing the need to respond to community concerns whilst delivering change programmes that will drive out inefficiencies and deliver value for money. The Authority is working with the Met and other partners to define what a good performing borough and specialist command unit looks like. The framework will be used as a tool to recognise good performance which will enable Londoners to know how well their borough police and other specialist units are performing.

The Authority is in the process of developing the Met Standards assessment framework to measure and assess the ability of Borough Operational Command Units (BOCUs) and Operational Command Units (OCUs) to deliver against corporate and local priorities. The framework, being developed in partnership with the Met, will assess delivery against operational performance, victim satisfaction and confidence, the efficient and effective use of resources, and the ability to develop effective partnerships and engagement mechanisms with Londoners, and is intended to recognise and reward high standards.. The Authority will be piloting the Met Standards assessment framework in selected BOCUs and OCUs in 2011 with a full roll out planned to take place later in the year.

The Authority will make the best use of internal (Authority and Met) and external review activity to inform Met Standards and will look to HMIC to provide external validation and evidence of delivery in key areas. This will add an additional layer of assurance for the Authority, the Met and Londoners. The Authority will be piloting the Met Standards assessment framework in selected BOCUs and OCUs in 2011 with a full roll out planned to take place later that year.

Holding us to account: summary of key performance indicators

Key performance indicators (KPIs)

Includes policing plan targets, MPA objectives and measures

In the period before the establishment of the MOPC, it is important that the MPA not only continues provide its services, but also prepares for the implementation of the new regime.

The following table summarises the top level key objectives for the organisation.

MPA Key Objectives for 2011 -12
1. Manage and develop a culture of proactive customer focused provision
2. Develop a shared services strategy and implement proposals according to agreed timescales
3. Ensure 'business as usual' is delivered to agreed timescales, quality and criteria
4. Maintain the financial probity of the MPA & MPS, ensuring all resources are used efficiently and effectively
5. Facilitate the transition to MOPC, ensuring all aspects of equality and diversity are addressed as appropriate

The MPA will oversee the performance of the MPS using a wide range of ongoing performance monitoring techniques, analysis and reporting. In addition the MPS will be monitored against targets set against the following key performance indicators, as agreed by the Full Authority.

DRAFT: Key MPS Performance Indicators for 2011 - 12
<u>Violence</u>
1. The number of violent crimes (including all victim based crime types)
2. The number of sanction detections for all rapes
3. The percentage change in the number of people killed or seriously injured in road traffic collisions
<u>Property crime</u>

4. The number of property crimes (including robbery)
<u>Anti Social Behaviour</u>
5. The number of anti-social behaviour incidents
<u>Local Police doing a Good Job</u>
6. Percentage of people who think the police in their area are doing a good job
<u>User Satisfaction</u>
7. Percentage of victims satisfied with the overall service provided by the police and of these the percentage of i) white users and ii) users from minority ethnic groups
<u>Delivering a Safe and Secure Olympics</u>
8. London 2012 Olympic and Paralympic Games - Olympic safety and security programme status (red, amber, green)
<u>Efficient Use of our Assets</u>
9. Deliver a Balanced Budget for 2011/12 as set out in the Policing Plan 2011-14