

The Metropolitan Police Authority (MPA) is an independent statutory body set up to oversee the Metropolitan Police Service (MPS). The Authority's mission is to secure an effective, efficient and fair police service for London's communities. Our vision is to make London the safest major city in the world. Our values are to treat everyone fairly, to be open and honest and to work in partnership. Our key aim is to influence the MPS to improve policing for Londoners. This corporate strategy sets out the priorities that the MPA intends to achieve over the next three years.

The MPA is responsible for setting the policy framework for policing in London. The Authority publishes an annual performance plan and a three-year strategy plan which sets goals for the MPS to achieve. The strategy plan "Towards a Safer City" identifies 5 strategic goals for the police service:

- developing safer communities,
- securing the capital against terrorism
- revitalising the criminal justice system, developing a professional and effective workforce, and
- reforming the delivery of policing services.

The MPA ensures that that the MPS is accountable to Londoners and does this by controlling the budget, consulting extensively on what Londoners want from their police service and by regular and open scrutiny of all policing activity.

This corporate strategy presents the goals the MPA has set for *itself*. It covers a rolling three-year period. The Authority's current three-year strategy plan '*Towards the Safest City*' will be reviewed in 2005, along with the Crime and Disorder Reduction Strategies of each London borough. We also have a number of key Mayoral priorities. Those that are not specifically mentioned in this corporate strategy, are integrated into authority business plans.

The MPA's priorities will be reviewed in line with this timescale to ensure that all the priorities are linked. Beginning in 2005, the corporate strategy targets will be reviewed each year to ensure that the MPA is able to

respond to emerging issues within the context of a medium term plan.

The MPA will measure the success of the corporate strategy through the use of a set of performance indicators.

An equalities impact assessment has been carried out on the corporate strategy and the outcome is reflected in this strategy.

The five priorities are all of equal importance and are as follows:

- Transform community engagement to help Londoners secure more responsive policing at a local level;
- Work with the MPS to achieve cultural change throughout the service so that everyone in London, including all its diverse communities, can gain and retain confidence in policing;
- Drive the MPS to make most efficient and cost conscious use of its officers, staff and other available resources;
- The Authority will hold the Commissioner rigorously to account for continuing improvement in the effective operational and organisational performance of the Metropolitan Police Service;
- Deliver a more efficient and effective MPA, which continues to be fit for purpose.

The MPA has limited resources and the actions under each priority area indicate where resources are to be focused over the next three years. The MPA also undertakes a number of day-to-day activities, which will be reflected in its plans along with the priorities above.

MPA action plan

Priority 1: Transform community engagement to help Londoners secure more responsive policing at a local level

Key actions	Lead	Timescale	Performance Measure
a) Publish a comprehensive community engagement strategy including action plans and targets by December 2004. Monitor implementation regularly after that.	Head of Community Engagement	December 2004 and ongoing	Published strategy
b) Review emerging findings from MPA involvement in CDRPs by October 2004 and develop a good practice guide by March 2005	Head of Partnerships and Policing	October 2004 March 2005	Published guide
c) Review and reissue the communications strategy by October 2005. The aim of this work is to increase public awareness of the MPA's work and to make that work more open to public scrutiny.	Head of Communications	October 2005	Strategy approved
d) Develop options for funding consultation and engagement mechanisms by September 2005	Head of Community Engagement	September 2005	Authority decision
e) Redefine link member role and support arrangements, and provide ongoing training, assistance and support for members	Head of CLAMS	December 2004	Positive feedback from members and CDRPs

MPA action plan

Priority 2: Work with the MPS to achieve cultural change throughout the service so that everyone in London, including all its diverse communities, can gain and retain confidence in policing

Key actions	Lead	Timescale	Performance Measure
a) Monitor MPS progress towards cultural change ¹ in the delivery of policing services, through strengthened oversight of race and diversity targets	Head of Race and Diversity	Ongoing	Monitoring reports to committee
b) Oversee implementation of the “stop and search” scrutiny recommendations	Head of Race and Diversity/ Head of Review	Ongoing	Implementation reports to committee
c) Oversee implementation of the relevant recommendations of the Morris Inquiry by December 2005	Deputy Clerk	December 2005 and ongoing	MPS implementation reports to committee
d) Enhance MPS recruitment from all communities, and keep the case for ‘positive action’ legislation under review	Head of Human Resources	Ongoing	Decision on new legislation
e) Review and strengthen arrangements for ensuring that the equality and diversity implications of all MPA policies are considered and addressed. These arrangements may include establishing a forum of key stakeholders to deliver external challenge.	Head of Race and Diversity	April 2005	Stakeholder forum, ‘fit for purpose’ policy framework

¹ This includes internal change within the MPS

MPA action plan

Priority 3: Drive the MPS to make most efficient and cost conscious use of its officers, staff and other available resources			
Key actions	Lead	Timescale	Performance Measure
a) Secure additional funding for policing in London from central Government, Mayor and other funding bodies and argue for a long term financial settlement to aid forward planning.	Treasurer	Ongoing	Enhanced MPA share of available funding
b) Strengthen MPA oversight of arrangements to replace existing outsourced contracts by December 2006	Treasurer	December 2006	Satisfaction of Finance Committee (measured through Chair)
c) Continue active governance of C3i programme ² until completion	Clerk	November 2004	C3i delivered to time, budget and quality
d) Improve corporate governance of major change programmes	Clerk	Ongoing	Effective change management leading to improved service delivery

² The Command. Control, Communication and Information project is the largest business change project ever undertaken by the MPS. To be completed in 2006, it will enhance the MPS' ability to receive and respond to calls from the public.

MPA action plan

Priority 3 : Drive the MPS to make most efficient and cost conscious use of its officers, staff and other available resources

Key actions	Lead	Timescale	Performance Measure
e) Influence and implement the Police Reform Agenda where in the interests of London	Clerk	Ongoing	Monitoring reports to committee
f) Complete scrutiny of MPS plans for resource utilisation. This should include changes to operational deployment following the introduction of the Step Change programme, the civilianisation programme, and workforce modernisation.	Head of Review	December 2005	Approved scrutiny report
g) Oversee the MPS "redirection review" ³ to ensure an effective use of resources and achievement of the overall objective of increasing the proportion of resources which are available for priority areas.	Treasurer	Ongoing	Increased proportion of resources available for priority areas
h) Work with the MPS to ensure that they have a robust process for identifying ongoing efficiency savings with plans monitored by Internal Audit	Treasurer	December 2004	Finance Committee approval
i) Promote further enhancement of devolved financial management within all MPS directorates	Treasurer	Ongoing	Devolution achieved
j) Initiate reviews of resources, including overtime allocation to all Operational Command Units and monitor implementation of the recommendations of those reviews	Treasurer/ Head of Review	April 2005 and ongoing	Completed review
k) Review and revise financial management strategic programme including enhanced budgetary control for both MPA and MPS and monitor implementation of revised programme	Treasurer	September 2004 and ongoing	Revised programme

³ The redirection review is being undertaken by the MPS to ensure that funding is focused on priority areas and is seeking to identify options for releasing resources. It is likely that options coming out of the review will not be capable of implementation in 2005-06 but will need to form part of the medium term plan.

MPA action plan

Priority 4: The Authority will hold the Commissioner rigorously to account for continuing improvement in the effective operational and organisational performance of the Metropolitan Police Service

Key actions	Lead	Timescale	Performance Measure
a) Establish integrated service and financial planning processes within the MPS.	Head of Planning and Performance/ Treasurer	March 2005	Integrated service and financial planning
b) Work with the MPS to improve performance management processes so that the impact of improved efficiency and effectiveness can be demonstrated in terms of improved outcomes for Londoners	Head of Planning and Performance	Ongoing	Outcome focused performance management
c) Clarify application of review and scrutiny process and develop a list of potential areas to review over the next three years.	Head of Review	June 2005	Approved list of areas
d) Work with the MPS to ensure that they have effective corporate governance ⁴ arrangements.	Treasurer/Clerk	January 2005	Committee approval
e) Develop effective arrangements to link the pay and performance of senior police staff and officers with strategic objectives.	Head of Human Resources	December 2005	Arrangements in place
f) Ensure that reviews by Internal Audit Directorate are used by MPA committees to inform their policy and performance reviews	Treasurer	June 2005	Committee programme based on IA risk assessment

⁴ Corporate governance is defined in the CIPFA/SOLACE guidance *Corporate Governance in Local Government – A Keystone for Community Governance* as ‘the system by which local authorities direct and control their functions and relate to their communities’

MPA action plan

Priority 5: Deliver a more efficient and effective MPA, which continues to be fit for purpose			
Key actions	Lead	Timescale	Performance Measure
a) Strengthen MPA committee accountability by developing annual workplans based on sound scrutiny principles including consideration of themed agendas	Head of CLAMS/ Lead officers	November 2004	Committee approval
b) Modernise and strengthen MPA corporate governance and ethical governance arrangements based on this corporate strategy and the recommendations of the internal audit control report, the CIPFA/SOLACE guidance and the Audit Commission's initial performance assessment of the MPA.	Deputy Clerk/Treasurer	Ongoing	Relevant documents implemented
c) Ensure MPA budget is linked to corporate strategy priorities for 2004/05 and future years.	Clerk/Treasurer	December 2004	Revised budget and budget setting process
d) Articulate and develop the strategic pan-London role of the MPA in the context of London wide and national bodies.	Chair/Clerk	April 2005	Increased engagement and impact on London-wide issues.

MPA action plan

Priority 5: Deliver a more efficient and effective MPA, which continues to be fit for purpose

Key actions	Lead	Timescale	Performance Measure
e) Publish an MPA risk management strategy and corporate risk profile by December 2004	Treasurer/Clerk	December 2004	Published strategy
f) Achieve Level 5 of the Local Government Equality Standard ⁵	Head of Race and Diversity/Clerk	December 2005	Audit commission validation
g) Achieve cultural change within the MPA by ensuring the equalities agenda is integral to the planning and delivery of strategy and policy.	Clerk/Head of Race and Diversity	Ongoing	Equality impact assessments and fit for purpose policy outcomes.
h) Complete member/staff training needs analysis and draft a Human Resources strategy to secure MPA compliance with 'People Matters' by December 2004	Head of CLAMS/Human Resources	December 2004	Training identified and plan developed Published strategy
i) Develop an informed and engaged staff through improved internal communication, consistent Human Resources policies and effective management of performance	Clerk/Head of Human Resources	Ongoing	Staff satisfaction monitored through new staff survey

⁵ The Local Government Equality Standard is a framework which sets up a way of working within public bodies that will ensure fairness and equality are integral to service delivery and the internal culture of an organisation. There are 5 levels (of which 5 is the highest level) ranging from having a commitment to an equality scheme (level 1) to achieving full implementation and ongoing evaluation (level 5).

MPA action plan

Priority 5: Deliver a more efficient and effective MPA, which continues to be fit for purpose

Key actions	Lead	Timescale	Performance Measure
j) Review role of the Communications Team in relation to public consultation	Clerk/ Head of Communications/ Head of Community Engagement	December 2004	Completed review