

Appendix 1: Resources Directorate Functions

Finance Services includes:

- **Finance Business Development:**
The remit of the Finance Business Development team includes training and development of staff on all Finance-related issues including training for Finance and Resources staff and provision of Financial Awareness Training across the MPS. The group is also responsible for performance management, business planning, and business improvement.
- **Finance Business Support**
Finance Business Support provides financial management and accountancy services to Business Groups through Business Accountants dedicated to each Business Group. The team is also responsible for monitoring and forecasting of both the revenue and capital budgets and reporting consolidated budgetary information to MPA/MPS committees, along with responsibility for managing the financial arrangements for partnership activity and for costing and charging of events/police services.
- **Strategic Finance**
Strategic Finance is responsible for Macro financial planning and preparation of the Medium Term Financial Plan and Five Year Capital Programme, ensuring that the processes for financial planning and budget setting are aligned with MPA and Service business plans and requirements, and conforms to best practice. Strategic Finance produces the MPA statutory accounts and determines financial accounting standards and policies in accordance with the CIPFA statement of Recommended Practices and any other relevant statutory or best practice accounting protocols. The group is also responsible for coordinating the MPS Efficiency plan and the introduction of Activity Based Costing.
- **Exchequer Services and Finance Systems:**
Exchequer Services manages the payment processes for creditors and staff (including the management of the outsourced payroll and pensions contracts), collection of income and invoicing of charges for services, and the operation and development of MPS Financial Systems (which were upgraded in early 2004 to the latest versions available). The division also provides cash management including banking facilities and managing the MPA's borrowing and investments, along with advice on VAT and Tax issues. The division is also responsible for the administration of the MPS Charities and PPAF accounts.

Procurement Services includes:

- Corporate Services
- Information Communication and Technology
- Operational Services.

These three “category teams” provide the structured approach to the procurement of goods and services, by applying best practice tools and techniques to the integration of MPA/MPS corporate strategies and goals.

- **Supply Chain Management**
The Category teams are supported by a new supply chain management methodology to enable the team to deliver a first class service that best supports the MPS short, medium and long-term strategic goals.
- **Infrastructure/Development**
The Infrastructure / Development team are responsible for developing and sustaining policies, processes, systems and ensuring that all aspects of supplier diversity and environmental procurement are adhered to throughout the procurement process.

Property Services includes:

- **Asset Management**
The Asset Management Division drives the management, development and improvement of the estate to meet policing needs and deliver best value. The Division is responsible for the development and delivery of the commercial and residential estate strategy; acquisition and disposals; allocation of accommodation and utilisation of the estate. In addition, the team lead on town planning, regeneration and green transport matters and property related communication matters.
- **Construction**
The Construction Division of Property Services is responsible for the delivery of property solutions in response to the estate strategy prepared by the asset strategy, agreed with the MPA, to meet operational priorities and affordability. The division consists of a number of strands including construction, procurement, support to C3i, forward works delivery, design and special projects.
- **Facilities Management**
The Facilities Management Division of Property Services strives to maintain property at the appropriate condition to permit the core business of policing London to be undertaken. The division consists of a number of strands including maintenance and repair; office services; contractor performance.
- **Commercial Operations**
The Commercial Operations Division of Property Services provides finance and related support to Property Services that is business focused. The division also oversees the development of IT and its use to drive performance management and will develop and expand the procurement function. The division consists of a number of strands including finance, procurement, IT and QA, commercial contract management of PFI and outsourced contracts and HR.

- Operational Support

The Operational Support Group of Property Services supports front-line policing and covers a wide range of topics including planning and support to public order events, multi-agency training exercises, scenes of crime, witness protection and forced entry to property. This Division consists of a number of strands, including: event and activity support; covert operations; computer aided 3D modelling; physical security; emergency planning; logistical support and direct labour facilities management support. These services are provided on a 24/7 basis and on-call arrangements are in place to deal with work requests out of hours.

- Resilience and Compliance

With such a large estate comes legislative and security obligations. Resilience & Compliance includes engineering, estate health & safety, environmental, energy, fire, building regulations, public health, etc.