



Policing London

2008-2011 Business Plan

Metropolitan Police Authority

The Metropolitan Police Authority (MPA) is a statutory body, established under the Greater London Authority Act 1999, which came into effect in July 2000. The Authority gives Londoners a regime of local democratic accountability for policing. Members of the Authority scrutinise and support the work of the Metropolitan Police Service (MPS).

The MPA has 23 members - twelve from the London Assembly, four magistrates and seven independent members, one of which is appointed directly by the Home Secretary. The members are supported in their work by the secretariat and internal audit services. Each member is linked with at least one borough, and members are also elected to promote and represent views or policies in specific areas of work agreed by the MPA and its committees.

The Authority's priorities are to:

- Hold the Commissioner rigorously to account for improving the operational performance of the MPS
- Transform community engagement to help Londoners secure more responsive policing
- Work with the MPS to achieve cultural change throughout the service so that everyone in London can gain and retain confidence in policing
- Drive the MPS to make the most effective, efficient and cost conscious use of all of its resources
- Deliver a fit for purpose, efficient and effective MPA.

The Authority will deliver its priorities through:

- Rigorous scrutiny processes, including the committee structure, member-led oversight groups and formal scrutiny reviews
- Consultation and engagement with local communities about policing styles and priorities
- Improving the integration of strategic and financial planning, ensuring enhanced financial planning and budgeting
- Annual review of the effectiveness of systems of internal control within the MPS.

The Authority's work is underpinned by its values and behaviours:

- Lead by example
- Create the vision and inspire commitment
- Be a catalyst for change
- Enable and drive performance
- Focus on team and partnership working.

Message from the Chair of the Metropolitan Police Authority (MPA) and the Commissioner of the Metropolitan Police Service (MPS)

This business plan shows how we are working together with local, national and global partners to reduce crime and enable the people of London to feel safe in our communities and to make London a visibly safe place to be.

We continue to listen to Londoners' opinions and feedback on policing, through neighbourhood panels, community engagement groups and other channels, to ensure that our objectives reflect needs and expectations. These objectives clearly illustrate, both to Londoners and to our staff, our focus in the years ahead and our priority of serving the people of London. Our objectives are detailed in this policing plan.

We are proud of our achievements in recent years:

- The MPS was rated good or excellent in four of the seven categories of the Home Office annual Police Performance Assessment Framework (PPAF). This marks a second successive year of improvement.
- The MPS was one of only six forces considered excellent in the neighbourhood policing category and has been rated as one of the top performing forces in the country in addressing serious crime.
- The MPS has introduced Safer Neighbourhoods teams in all 624 wards, with extra coverage in 87 large wards and six additional Safer Neighbourhoods teams focusing on critical community issues.

- Twenty-one Safer Transport teams have been established to focus on crime and anti-social behaviour on and around public transport.

These achievements have not been made in isolation. We have forged significant partnerships with members of the Greater London Authority (GLA) Group, London Councils and the voluntary sector, to mention a few. Londoners have engaged with us in many ways, ranging from participating in surveys to volunteering on boroughs and working as Police Community Support Officers (PCSOs).

We fully recognise the financial challenges that lie ahead, with an increased focus on generating efficiencies, improving productivity and forging innovative partnerships. We are working to reduce our environmental impact, particularly carbon emissions, with our Environmental Management Programme published in March 2008. The London 2012 Olympic and Paralympic Games are, of course, integral to our future planning.

We believe that in working together with the people of London and all of our partners we can make London the safest major city in the world.



Len Duvall
Chair Metropolitan
Police Authority



Sir Ian Blair
Commissioner
of Police of the
Metropolis

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Section 1 Introduction

London is a vibrant, successful city, the seat of Government and a cultural and financial world leader. With a population of over seven and a half million, rising by around 40,000 a year, it is home to some of the wealthiest and the most deprived people in the country. London is the destination of choice for many across the UK, Europe and the world, a 24-hour city with a thriving tourist and business community and a diverse resident and transient population.

Such a diverse and dynamic city presents the MPS with a huge challenge - vast in scope and rivalled by only a handful of global cities - ranging from tackling local street crime, to stemming the flow of drugs from disparate regions of the world, to managing an ongoing counter terrorist threat that is increasingly local as well international in focus.

Across this range, the MPS looks to satisfy an increasing body of stakeholders whilst engaging in a growing number of partnerships to reduce crime and increase public reassurance. At the heart of this is ensuring that we deliver the services that Londoners need. This involves continually improving our engagement with communities and individuals to gain a better understanding of different needs.

Against this backdrop, the MPS is constantly focused on our mission of WORKING TOGETHER FOR A SAFER LONDON. In so doing, our long-term commitment to the people of London is that:

- Crime, disorder, vulnerability and harm are prevented and reduced
- Offenders are brought to justice.

The MPS is proud of its history of achievement leading to a reduction in overall recorded crime year-on-year since 2003/04 (1,060,930 in 2003/04 to 921,779 in 2006/07) and in bringing more offenders to justice (131,442 in 2003/04 to 198,225 in 2006/07). These priorities continue to be reflected in this business plan through local problem solving around anti-social behaviour and quality of life issues to tackling serious violence and disrupting criminal networks. We will also be focusing on protecting young people through our Youth Strategy, which includes reducing victimisation as well as implementing the Government's 'Every Child Matters' agenda.

- Security is improved and the public feel reassured

The MPS has been working closely with the Home Office and other partners to develop a national counter terrorism strategy covering the four key strands of 'Prevent' - stop people becoming or supporting terrorists or violent extremists, 'Protect' - strengthen our overall protection against terrorist attacks, 'Pursue' - stop terrorist attacks through detecting, investigating and disrupting terrorists and their networks and 'Prepare' - mitigate the impact of terrorist attacks where we cannot stop them. This strategy will impact on all areas of policing throughout the MPS and is reflected in one of our business plan objectives.

We have also included an objective relating to the long term planning of the Olympics Programme to ensure a well co-ordinated, effective policing service that ensures a safe, secure and peaceful celebration of the Games.

- **Communities are engaged with, confident in and satisfied with our police service**

The MPS and its partners have invested significantly in making the MPS a citizen focused police service. We have introduced Safer Neighbourhoods teams that work with local partners and communities to solve problems for local people, implemented a Central Communications Command that offers a more efficient and effective response to calls for assistance, Operation Emerald that aims to improve the victim and witness experience throughout the criminal justice process and the Together programme that works to uphold our values and further improve our leadership. This Plan includes an objective that builds on this work to provide an accessible, responsive and supportive service, especially for victims and witnesses.





Continuous improvement

This work is underpinned by our commitment to continuous improvement. Building on the work of the Service Review and the Met Modernisation Programme, we will continue to look for ways to deliver a more efficient and effective police service and demonstrate that taxpayers have received value for money and improved services for the people of London. This includes improving our leadership, the quality and management of our information, our productivity and ensuring we uphold our corporate responsibility.

The purpose of this document

This Policing London Business Plan 2008-11 details the rationale for our corporate objectives and outlines what we intend to do to deliver these objectives. It also describes how we will monitor delivery of these objectives, through the use of Critical Performance Areas and targets. Delivery of our services must also be within a financially balanced budget. This document outlines how we intend to do this during 2008-11.

This business plan is presented as follows:

- **Section 1** outlines the context and summarises our plan.
- **Section 2** expands on the MPS corporate objectives.
- **Section 3** outlines how the plan will be delivered and monitored.
- **Section 4** outlines the MPA/ MPS budget.
- **Section 5** outlines the governance framework, the MPA's role, and MPS business group plans.

Strategic Landscape

The Corporate Strategic Assessment (CSA) process is undertaken on a six-monthly basis and reviews the performance and intelligence picture for the MPS, as well as ongoing business risks, emerging external issues and an assessment of the internal capabilities of the organisation.

The refined CSA process has highlighted some key challenges for the MPS including the delivery of citizen focused policing, the continuing terrorist threat, policing and protecting young people, reducing serious violence and effective policing of the Olympic and Paralympic Games in 2012. It has raised some key organisational challenges in terms of improving our productivity, people and skills capability. The process has also identified important 'cross-cutting' issues such as partnership working, the importance of information quality and intelligence and the growth, diversity and complexity of London itself.

The outcomes of the CSA process, and the development of the MPS-wide objectives, should be viewed in a wider environmental context that includes: forthcoming Mayoral and London Assembly elections; the development of national policy on issues such as Local Area Agreements (LAAs), new Public Service Agreements (PSAs) and the move from Policing Performance Assessment Frameworks (PPAF) to Assessments of Policing and Community Safety (APACS); how the new Government framework will operate following changes instituted in June 2007; and the outcome of the Review of Policing led by Sir Ronnie Flanagan as well as the forthcoming policing performance Green Paper.

Financial Landscape

The MPA/MPS's financial outlook is challenging for 2008/09 and beyond for several reasons:

- The Minister of State for Local Government confirmed proposals for the first three-year grant settlement covering 2008/09, and provisional figures for 2009/10 and 2010/11.

- The MPA/MPS grant increase is 2.5% in 2008/09 and a further 2.5% for both 2009/10 and 2010/11.
- The average national increase in formula grant is 2.7% in 2008/09 and increases by 2.8% in each of the two following years.
- The Mayor's budget for 2008-11, which was agreed on 13 February 2008, indicates an increase of 2.25% for 2009/10 and 2010/11 in the MPA/MPS net revenue expenditure/budget requirement.

The settlement is broadly in line with the general assumptions made in the budget submission approved by the Authority and this will require the MPS/MPA to continue to provide the policing service within these tight financial constraints. There remain a number of uncertainties including funding for the London 2012 Olympic and Paralympic Games and Counter Terrorism.

In line with the Government's intention to move to a three-year budget allocation, the MPA last year further developed the Medium Term Financial Plan to improve its content for the second and third years to move the MPA to a more robust basis for its medium term financial and business planning.

Setting our corporate objectives

The MPS' corporate objectives are set against the outcome of a refreshed CSA and in consideration of external stakeholder requirements, particularly the Government, the Mayor and the people of London.

Government

The Government has recently set out the Comprehensive Spending Review (CSR), including PSAs. The CSR outlines the budget and priorities that police services and partners are required to achieve from April 2008 to March 2011. These requirements have been considered in setting our corporate objectives, the most relevant of which are outlined at Appendix A.

Local Area Agreements (LAAs) are also a Government requirement. They are intended to allow flexibility in deciding priorities which are aligned with local needs, including consultation with local people, and encourage collaborative action by local agencies. These LAAs will include social, educational, health and community issues as well as policing needs.

The Mayor

The Mayor's priorities, as outlined in the GLA Group Guidance, are distributed to the GLA functional bodies annually.

These priorities were confirmed in the Mayor's 2008/09 budget statement published on 13 February 2008.

The people of London

Public consultation forms a critical part of the MPS planning cycle and enables the MPS to address any differences between public concerns and MPS strategic objectives. This year's public consultation consisted of two major new elements:

- The MPS carried out a consultation with Safer Neighbourhood Panels.
- We used the previous years' consultation results to focus participants on the ten issues that have proved to be of most concern to people.

Table 1 lists the top five issues of concern arising from both the panels and public consultations, and their relationship to the MPS corporate objectives.

Public consultation - top five concerns	Corporate Objectives Helping/working to address these concerns
Accessibility of the police	Make our services more accessible and improve people's experience of their contact with us, especially victims and witnesses
Traffic and road safety	Make our neighbourhoods safer through local and city-wide problem solving and partnership working to reduce crime, anti-social behaviour and road casualties
Drugs and drug-related crime	Reduce the harm caused by drugs and disrupt more criminal networks
Anti-social behaviour and low level crime	Make our neighbourhoods safer through local and city-wide problem solving and partnership working to reduce crime, anti-social behaviour and road casualties
Violence and gun crime	Reduce serious violence and protect young people

Table 1 Public consultation results aligned to corporate objectives



Corporate objectives, outcomes and values

These strategic, environmental and consultative processes give rise to a set of objectives, outcomes, values and budgets that guide MPS activity:

Desired outcomes

We are constantly focused on our mission of WORKING TOGETHER FOR A SAFER LONDON, and are committed to ensuring that:

- Communities are engaged with, confident in and satisfied with our police service
- Security is improved and the public feel reassured
- Crime, disorder, vulnerability and harm are prevented and reduced
- Offenders are brought to justice.

The delivery mechanism for achieving our outcomes is to focus on 6 corporate objectives as well as ensuring continuous improvement.

Corporate objectives

To achieve our outcomes, we will focus on particular service delivery objectives during 2008-11. Working across boundaries, bringing different groups and teams together, we will:

- Make our services more accessible and improve people's experience of their contact with us, especially victims and witnesses
- Enhance our counter terrorism capacity and capability
- Reduce serious violence and protect young people
- Disrupt more criminal networks and reduce the harm caused by drugs
- Make our neighbourhoods safer through local and city-wide problem solving and partnership working to reduce crime, anti-social behaviour and road casualties
- Plan for and effectively police major events in London and prepare for the London 2012 Olympic and Paralympic Games.

Continuous improvement

To support our service objectives we will improve the way we work through:

- Improving the quality and management of our information and data, and our staff's access to it
- Further improving our leadership and people skills across the MPS
- Improving our productivity
- Delivery of sustainable development, equalities and health improvements.

MPS values

We will achieve our outcomes by working together with all our citizens, our partners and our colleagues and we will:

- Be proud to deliver quality policing. There is no greater priority
- Build trust by listening and responding
- Respect and support each other and work as a team

- Learn from experience and find ways to be even better

We are one team - we all have a duty to play our part in making London safer.

MPA/MPS budget

The MPA/MPS has agreed guiding budget principles that set the direction for the planning work:

- Alignment of resources to MPS corporate objectives
- Improve outcomes and minimise unit cost of delivery
- Achievability
- Identification of medium term savings proposals not just in year one
- Understand the impact of cost reductions elsewhere within the organisation
- Priority to public facing services

The MPS' Net Revenue expenditure is £2,595m in 2008/09, a 2.5% increase over 2007/08.



Section 2 Plan 2008 - 2011

Section 2 Plan 2008 - 2011

Corporate objectives

In this section, we have outlined a broad rationale for the inclusion of each of our corporate objectives. We have also outlined our critical performance areas, including targets, with which we will be monitoring delivery of our corporate objectives. Please note that 2007/08 performance shows data collected between 2007 April and 2008 March unless otherwise stated.

Make our services more accessible and improve people's experience of their contact with us, especially victims and witnesses

The MPS is committed to improving service delivery to all those that require our services, particularly victims and witnesses. This includes implementing the Home Office's Quality of Service commitment. In addition, the Central Communication Command programme has now been rolled out and is intended to improve our ability to deal with both emergency and non-emergency calls, providing Londoners with a better telephone response.

We have made progress in our service delivery over the last few years. Overall satisfaction with our service improved from 68% in 2004/05 to 78% in 2006/07 (although at least some of this gain is likely to be attributable to a change in market research methodology).

Whilst these gains have largely been maintained during 2007/08 (77% at March 2008), there appears to be no real change in the equality of victim satisfaction with our service (7% in both 2004/05 and in March 2008). We recognise that there is still much to do, both to improve people's experience of our service and satisfaction with the equality of our service.

In 2008/09 one of our key aims is to set compliance targets for the Victim Code of Practice (VCoP) to further improve the level of victims' contact within the MPS, resulting in victims being kept better informed on the progress of their case. Key improvements and measures of success are:

Improve victim satisfaction with our service

- percentage of victims satisfied with the overall service provided by the police, Assessment of Policing and Community safety (APACS) Statutory Performance Indicator (SPI) 1.1.

We will look to increase satisfaction by at least 2 percentage points during 2008/09 (2007/08 overall satisfaction level is 77%)

Improve equality of victim satisfaction with our service

- percentage reduction in the difference between the satisfaction of white users and users from minority ethnic groups with respect to the overall service provided by the police (APACS SPI 1.2)

We will look to reduce this difference by at least 1 percentage point during 2008/09 (2007/08 shows the difference to be 7%)

Enhance our counter terrorism capability and capacity

The atrocities experienced in 2005, as well as the more recent failed attempts on both international flights from the UK and on London's nightlife, reaffirm the serious and enduring threat from terrorism.

The MPS has been involved with partners in the formation of a national counter terrorism strategy covering the four key strands of Prevent, Protect, Pursue and Prepare.

During 2008/09, the MPS plans to implement these four strands within all areas of policing from the local Borough level to the wider international aspects of policing. Key improvements and measures of success are:

Implementation of the counter terrorism strategy

- Progress against the achievement of milestones contained within the Counter Terrorism Strategy

We will use a range of measures and targets to monitor the contribution of all MPS business groups to the MPS' Counter Terrorism Strategy





Reduce serious violence and protect young people

The MPS has made progress in recent years in reducing the violent crime rate as measured by the British Crime Survey (BCS). The BCS showed a reduction in violent crime of 2.7% during 2006/07 when compared to 2005/06. We exceeded the target for a reduction in BCS violent crime of 5.6% as we achieved a reduction of 7.9% during 2007/08. Despite reductions in recorded violent crime, there is continued concern from the people of London, the Home Office and stakeholders about levels of serious violence, particularly in relation to young people.

The MPS will look to reduce the levels of victimisation of young people and to work with partners to help prevent them becoming offenders. To accomplish this, the MPS has developed a Youth Strategy, which also includes implementing the Home Office's national 'Every Child Matters' agenda.

This includes improving the way that the police engage with young people and communities, as well as working with partner agencies to ensure that all of London's young people achieve the five outcomes of 'Be healthy', 'Stay safe', 'Enjoy and achieve', 'Make a positive contribution' and 'Achieve economic well-being' from the 'Every Child Matters' agenda.

During 2008/09, we will place particular focus on sexual violence, gun enabled crime and serious violence as part of our Serious Violence Strategy and reducing victimisation as part of our Youth Strategy. Key improvements and measures of success are:

Tackle serious violence

- The number of Most Serious Violent crimes per 1,000 population (APACS SPI 5.1

2008/09 will be a baseline year as a result of revised Home Office guidance - the measure will be monitored and performance managed but no target will be set

- The number of gun crimes per 1,000 population (APACS SPI 5.5)

We will look to reduce gun crime by at least 5% during 2008/09 (2007/08 performance shows a decrease of 1.4%)

- The percentage of Most Serious Violence (APACS SPI 6.1) and serious sexual (APACS SPI 6.4) offences brought to justice (OBTJ)

2008/09 will be a baseline year as a result of revised Home Office guidance - the measure will be monitored and performance managed but no target will be set



Disrupt more criminal networks and reduce the harm caused by drugs

Increase the domestic violence arrest rate

- Percentage of domestic violence offences that result in arrest

We will look for an arrest rate of at least 60% during 2008/09 (2007/08 shows the arrest rate to be 64.3%)

Reduce young people's involvement in serious violence

- Percentage change in young people becoming victims of serious youth violence. Subject to the same issues as Most Serious Violence. For this reason a proxy indicator will be used with a slightly broader definition of youth violence (defined as any incident of Most Serious Violence (MSV), Actual Bodily Harm (ABH) and weapon enabled crime where the victim is under 20 yrs)

We will look to reduce victimisation levels by at least 6% during 2008/09 (2007/08 performance shows a reduction of 11%)

Criminal Networks and gangs are strongly associated with serious violence, firearms, drugs and terrorism. The CSA highlights the significant challenges faced by the MPS and its partners through young people becoming involved in gangs and carrying weapons, increasing their risks of committing, or becoming victims of, serious violence.

Our performance in disrupting criminal networks has improved from 167 in 2007 to 251 in 2007/08 financial year to date. We are also continuing to build on the achievements from the Drugs Strategy 2007-10, in particular regarding Class A trafficking (increasing the number of sanctioned detections from 2149 in 2006/07 to 2183 in 2007/08 financial year) and depriving more criminals of their assets (increasing the number of cases where assets were seized from 867 in 2006/07 to 2227 in 2007/08 financial year).

During 2008/09, we look to increase further the number of criminal networks disrupted, the number of sanction detections for trafficking Class A drugs and seize more assets to reduce the harm caused to communities and individuals. Key improvements and measures of success are:

Disrupt more criminal networks

- The number of criminal networks disrupted

We will work to increase the number of disruptions to at least 350 during 2008/09 (2007/08 performance shows 326 disruptions)

- The number of cases where assets are recovered from offenders as well as the value of the assets recovered

We will look to increase the number of cases where assets recovered by at least 20% during 2008/09 and will also monitor the value of those assets (2007/08 performance shows 2227 cases)

Increase sanction detections for Class A trafficking

- The number of sanction detections for trafficking of Class A drugs

We will look to increase the number of sanction detections during 2008/09 from that achieved in 2007/08 (2007/08 performance shows 2183 sanction detections)

Make our neighbourhoods safer through local and city-wide problem solving and partnership working to reduce crime, anti-social behaviour and road casualties

The MPS and its key partners have committed significant resources to frontline service delivery in the belief that working with partners and communities to tackle local problems is the most effective way to improve trust and confidence in local policing, and to reduce crime and anti-social behaviour.



Overall crime has fallen for the fourth consecutive year with 921,779 offences recorded in 2006/07 - making it the lowest annual crime figure since 1998/99. At the same time, we have increased the percentage of offences brought to justice* from 18.5% in 2005/06 to 22.2% in 2006/07.

Confidence in local policing has improved in more recent years, from 52% in 2004/05 to 58% in 2005/06, with this improvement largely maintained during 2006/07 at 56%. The percentage of people who perceive there to be high levels of anti-social behaviour fell in 2005/06 from 29% to 25%, the decrease being largely maintained in 2006/07 at 26%. Now that all our Safer Neighbourhoods teams are in place, we are focusing our efforts on developing these to provide effective frontline policing, public reassurance and further improve public confidence.

The Government has set a target of 50% reduction in road users killed and seriously injured in road traffic collisions by 2010 from a baseline set in 1999 and current performance suggests we will achieve this target.

During 2008/09 we will continue to focus on partnership working to solve local problems relating to reducing crime, anti-social behaviour and bringing more offenders to justice. We will also work with partners to reduce the number of road casualties. Key improvements and measures of success are:

Confidence in local policing

- Percentage of people who think the police in their area are doing a good job

We will look to increase this by at least 1 percentage point during 2008/09 (2007/08 performance is 55%)

* Offences brought to justice are cases resulting in charge, summons, caution, taken into consideration, penalty notice for disorder or formal warning for cannabis possession



Tackle serious acquisitive crime

- Number of serious acquisitive crimes per 1,000 population (robbery, burglary and motor vehicle crime - APACS SPI 5.2)

We will look for a reduction in the serious acquisitive crime rate by at least 3.7% during 2008/09 (2007/08 performance shows a reduction of 8.2%)

- Percentage of serious acquisitive offences brought to justice (OBTJ - APACS 6.2)

We will work for an OBTJ rate of at least 11.8% during 2008/09 (2007/08 performance is 10.1%)

Reduce road traffic casualties

- Percentage change in the number of people killed or seriously injured in road traffic collisions (APACS SPI 9.1)

We will look for a reduction in killed or seriously injured by at least 3% during 2008/09 (2007/08 performance shows a reduction of 12.5%)

Plan for, and effectively police, major events in London and prepare for the 2012 Olympics

It is critical to London's continued success as a 'world city' that we effectively plan and police major events that take place in London. It is also vital that we are able to respond effectively to major incidents in the Capital.

The 2012 Olympic and Paralympic Games is one of the largest security operations ever conducted in the UK, with the MPS working in partnership to ensure a safe, secure and peaceful celebration of the Games.

During 2008/09 we will, subject to funding, continue preparation for the Games in accordance with our Olympics programme. Key improvements and measures of success are:

Ensure effective development of the Olympics programme

- Progress against the achievement of milestones with regard to the long term planning and preparation for the London 2012 Olympic and Paralympic Games

This will be monitored by the MPS' Olympics Programme Board and overseen by the Olympic Strategic Oversight Board, chaired by the Commissioner. Progress will also be monitored by the MPA.



Continuous improvement

To achieve our mission, we are committed to embedding continuous improvement processes that promote incremental advances in service delivery, encouraging everyone to support organisational change in line with our values.

As such, the Service Review in 2005, which identified a number of major changes that could improve our efficiency and effectiveness, evolved into the Met Modernisation Programme that has delivered genuine benefits in a number of areas. For example, the roll out of Safer Neighbourhoods, Central Communications Command (CCC), the Met Intelligence Bureau and the Together values. We are taking the lessons learned from these major business improvements and ensuring that benefits can be sustained in the longer term - both service improvements and efficiency savings.

In addition, the MPA/MPS has delivered significant savings since 2000/01- up to and including the proposed saving in 2007/08 total some £570m (£361m cashable and £209m non-cashable).

Key areas that we are focusing on during 2008-11 are:

- Improving the quality and management of our information and data, and our staff's access to it
- Further improving our leadership and people skills across the MPS
- Improving our productivity
- Delivery of sustainable development, equalities and health improvements.

As well as our portfolio of change programmes, geared to deliver robust service improvements and efficiency gains, we remain committed to pursuing improvements in sustainable development, equalities, diversity and social inclusion.

Improving the quality and management of our information and data, and our staff's access to it

The Improving Police Information Programme has been developed to promote intelligent and effective policing. The programme aims to ensure that information meets our business needs and those of our partners, that information is simple to access and maintain and can be easily shared and made available to those that need it. The programme also aims to ensure that information is secure, legally compliant and supports accountable decision-making.





Further improve our leadership and people skills across the MPS

‘Together’ represents a more collaborative style of working within the MPS, with our partners and with the people of London. Together is not a programme as such, it is how we want to be. Ultimately it is about improving performance.

Excellent leadership is pivotal in motivating and enabling this full potential work environment. The Together team are developing the MPS’s Leadership Academy and proposing corporate values and behaviours that guide and support this work.

The main objectives of this team are to deliver a demonstrable improvement in the quality of leadership, put the MPS first and work across boundaries to bring different groups and teams together to achieve goals, and to ensure that the connection between operational activity and our values is clear to all staff.

Programmes will continue to be scrutinised through a senior programme board to ensure that sufficient corporate focus is maintained on the realisation of their anticipated benefits in contributing towards the MPS-wide objectives.

Collaborative Working

The MPS will look to collaborate with other forces, the GLA Group, the Home Office and other partners, local, national and international in order to ensure the best use is made of collective resources and improved services are achieved. In particular we aim through collaborative working to:

- Share costs and deliver economies of scale
- Share data, benchmarking and good practice
- Improve problem solving through partnership.

Improving our productivity

The MPS aims to deliver continuous improvement and productivity and to work effectively with partners to deliver a high quality service as efficiently as possible.

Significant progress has already been made. The MPS can demonstrate an ambition to improve through the scale and innovation of resource management initiatives and through partnership work with the Criminal Justice System (CJS).



This strategic alignment is one response to an increasingly challenging financial landscape, drawing together existing productivity and efficiency projects and supplementing these by continuously identifying areas where we can improve. The main outcomes will provide a better service to the people of London by:

- Aligning resources to key objectives and contributing towards any budget gap
- Delivering cashable efficiencies for future years to support the Financial Plan
- Improving service delivery without significant further investment
- Working with partners to deliver a high quality service as efficiently as possible in support of the widening mission.

The MPS is also in the process of reviewing its corporate centre to ensure the MPS has appropriate capability and capacity for strategic planning, decision making and business performance, operating within a robust governance framework. This review is expected to deliver cashable efficiencies whilst improving the effectiveness of our policing functions over the medium term.

Delivery of sustainable development, equalities and health improvements

Environmental sustainability

The key areas of focus in relation to environmental sustainability are to:

- Reduce carbon emissions in line with the Climate Change Action Plan and Clinton Foundation Projects as well as offsetting our MPS air travel emissions
- Work in partnership to address environmental crime
- Integrate the environmental sustainability appraisal within MPA procedures and sustainable procurement
- Work to reduce the MPS' environmental impact. Examples include: Continued use and trial of alternative vehicles; use of IT to reduce paper consumption and improve efficiency and the Sustainable Waste Management Plan

The MPS Environmental Management Programme, which includes objectives, annual targets and performance indicators, was published in March 2008.

Equalities

The key areas of activity in relation to equalities are to:

- Improve the quality of service provided to victims of hate crime, ensuring that a consistent and effective service is provided to London's diverse communities
- Improve performance against rape by implementing the Her Majesty's Inspectorate of Constabulary (HMIC) /Her Majesty's Crown Prosecution Inspectorate (HMCPSI) report 'Without Consent' and improving the detection and conviction rate
- Improve performance against domestic violence, ensuring a consistent level of service across all communities and minimising disproportionality issues
- Increase community trust and confidence in the police use of stop and search ensuring it is used fairly and proportionately

- Continue to develop a workforce that reflects the diversity of London
- Improve the progression of women within the police service.

Health

Our strategies to improve the health, well-being and safety of MPS employees, contractors, and volunteers aim to reduce workplace accidents and sickness absence. The ultimate benefit, attendance and litigation costs aside, is that staff are able to perform their roles more effectively and, from an operational perspective, that more Officers and PCSOs are available for visible deployment.

Key areas of activity in relation to Health and Safety:

- Implement the MPA/MPS Corporate Health and Safety Policy facilitating the promotion and development of effective health and safety risk management practices across the organisation



- Develop an MPA/MPS annual health and safety assurance process
- Implement the ACPO Strategy and Standard for Health and Safety

Social Inclusion

The MPA and MPS are working together to improve social inclusion across all London's communities. For example, our Safer Neighbourhoods programme aims to involve local people in solving problems that enhance their quality of life.

The MPS works closely with partners such as local authorities, education, health, probation and other services to tackle issues of importance to their local communities. These relationships will be further supported by Local Strategic Partnerships (LSP), intended to strengthen the commitment of agencies to work together.

The MPS and MPA are committed to ensuring effective engagement with the people of London to give communities a significant voice in policing.

The following are also examples of work contributing to social inclusion: Metropolitan Special Constable Recruitment; Capital Clean Up; Safer Neighbourhoods Annual Challenge (SNAC) Project; Community Payback and Community Faith Work. Kickz is an estates-based football inclusion initiative aimed at providing young people with alternatives to potential involvement with crime and anti-social behaviour.

The MPS also leads social inclusion through best practice internal policies. One example is full implementation of the London Living Wage (LLW), bringing contract staff into line with MPS standards, and applying the same productivity and cost-benefit rationale across the service.



Moving forward

The business planning process has been iteratively improving in recent years, moving towards a more integrated business and financial planning process with an improved performance framework. Moving forward, the MPS is now looking to embed a robust governance framework that will assist the MPS in:

- Taking informed and transparent decisions
- Being accountable
- Demonstrating values and good governance through high standards
- Achieving common purpose with clearly defined roles and functions.

The aim is to embed an appropriate planning and performance process within this robust corporate governance framework. This will allow:

- The centre to develop appropriate standards, in consultation with business groups, provide appropriate guidance and support as well as to support the MPS Management Board in holding the business groups to account for delivery
- Business groups to take ownership of activities for which they are responsible
- Information to be compiled through the business planning process in a way that allows emerging issues and cross-service dependencies to be identified and managed.

How it all fits together

The diagram in Figure 1 is intended to show how the MPS' corporate objectives, continuous improvement, supporting strategies and key activities fit together to deliver our outcomes and help us work together to deliver a safer London.

Our mission and outcomes are constant - these are what we are always striving to achieve - improved confidence and satisfaction, improved reassurance and security, reduced crime disorder and harm and more offenders brought to justice.

Our corporate objectives reflect those critical areas that we intend to focus on over the next three years. These will help us to achieve our outcomes outlined above.

Continuous improvements in the way we work - in leading our people, in working with partners, in the quality and management of our IT, in constantly striving to ensure we are a value for money police service and upholding our corporate social responsibilities - will all contribute to achieving our objectives, and ultimately the outcomes we want for the people of London.

Supporting strategies are detailed documents that assist the organisation in understanding how an objective will be achieved and how it will be monitored and managed.

The key activities allow our stakeholders and staff to understand what we plan to do during the forthcoming year and assist the organisation to develop a performance framework - including the Critical Performance Areas.

Figure 1 How the MPS' corporate objectives, continuous improvement, strategies and key activities help us work together to deliver improved outcomes for the people of London.

Outcomes	Corporate objectives 2008-11	Supporting strategies	Key activities 2008/09
Communities are engaged with, confident and satisfied with our police service	Make our service more accessible and improve people's experience of their contact with us, especially victims and witnesses	Citizen Focus Programme Improving Police Information Victim Code of Practice	To improve access to services through Central Communications Command, Front Counters and single non-emergency number To improve the action taken by police through quality key encounters To improve the follow up information given by police through Victim Focus Desks and quality call backs To improve the individual treatment given by police including Victim PCSOs operating Victim Focus Desks
Security is improved and the public feel reassured	Enhance our counter terrorism capability and capacity Plan for, and effectively police, major events in London and prepare for the 2012 Olympics	Counter Terrorism Criminal Networks Olympics programme	To disrupt CT criminal networks and remove assets To ensure effective contingency plans exist/tested To provide effective protection to potential terrorist targets To provide an effective response to terrorist incidents To plan for secure major events including the London 2012 Olympics and Paralympic Games To prepare for and respond to major incidents and events
Crime, disorder, vulnerability and harm are prevented and reduced and Offenders are brought to justice	Reduce serious violence and protect young people Make our neighbourhoods safer through local and city-wide problem solving and partnership. Working to reduce crime, ASB and road casualties	Serious Violence Youth Gun Enabled Crime Safer Neighbourhoods Emerald ASB Criminal Networks Drugs Gun Enabled Crime	To reduce serious violence and serious youth violence To improve the reporting of serious sexual offences To improve CJ outcomes for rape To reduce victimisation of young people To work with LSPs to ensure LAAs focus on reducing crime and ASB To reduce fear of crime and ASB by local problem solving and partnership working To reduce crime and ASB by focusing on vulnerable people and offenders that cause most harm To increase OBTJs particularly serious offences To work with partners to reduce road casualties To improve engagement with communities linked to CNs/gangs To increase confidence in victims and witnesses linked to CNs/gangs To increase no. of CNs disrupted esp. related to drugs/firearms To maximise disruption of CNs and Class A drugs by seizing cash and assets
Continuous improvement: IT, leadership, productivity, governance equalities, environmental sustainability, health, social inclusion.			





Section 3 Delivering the Plan

To ensure that our corporate objectives are delivered, we monitor key activities through a robust performance framework that is overseen by the MPA. There are a number of mechanisms in place to ensure accountability and to monitor delivery of objectives:

- Each corporate objective is underpinned by a delivery plan, with identified key activities and associated measures
- Each Business Group has a business plan demonstrating how they intend to contribute to the strategy, including performance measurements, an estimated budget and proposed efficiency savings
- Business groups are held to account, both by the MPS Management Board and the MPA, for their performance as outlined in their business plans, including delivery of the objectives, efficiency savings and ability to keep within budget.

Local assessments of performance will take place via Comprehensive Area Assessment (CAAs) which will include the performance of all the partner agencies and will include all the areas in their LAAs, not just APACS.

Whilst the Government are not setting national targets as part of its new framework, there are 34 statutory APACS measures that the MPS will be assessed against by the Government - both at a corporate level, by comparing the MPS to other similar police forces, and at local level, by comparing each Borough Operational Command Unit (BOCUs) to other similar ones throughout the country. The measures for which the MPS will be held accountable have been assigned a strategic lead.

APACS and Local Area Agreements (LAAs)

The Government's new assessment framework for the 2008-11 planning cycle will include APACS, PSAs and Local Area Agreements for which we share accountability with Local Strategic Partnerships (LSPs). The LAA process represents a shift in Government emphasis from corporate target setting to locally agreed priorities and targets with some associated funding.

This process is not yet fully developed; uncertainties remain regarding the assessment and content of APACS and the national set of indicators to be used for LAAs. However, in order to fulfil statutory requirements to issue a business plan by 31 March 2008, including Statutory Performance Indicators (from APACS), the MPA and MPS must identify and negotiate targets that recognise local priorities, pan-London needs and stakeholder requirements. This may make it necessary to make changes to definitions or targets after the plan has been published.



Section 4 The MPA/MPS budget

Section 4 The MPA/MPS budget

This section summarises how the key objectives will be financed for the planning period. The MPA/MPS proposed gross expenditure in 2008/09 is £3.5bn. After deducting fees, charges, investment income and reserves, the budget requirement is £2,595m, which is £62.3m higher than 2007/08.

Changes in the MPA/MPS Spending Plans

Changes to spending plans	Mayor's Budget £m	Final Budget £m
2007/08 budget requirement	2,532.70	2,532.70
Changes due to:		
Inflation	76.50	76.50
Net growth in existing services and programmes	23.20	23.20
New initiatives and service improvements	137.60	117.40
Savings and efficiencies	-71.80	-71.80
Increase in specific grant	-107.20	-87.00
Changes in the use of reserves	4.00	4.00
2008/09 budget requirement	2,595.00	2,595.00

The change in the final budget proposed as compared to the Mayor's budget is primarily due to the grant announcement on Dedicated security post cover.

Service analysis breakdown

Original Budget 2007/08 £000	Forecast 2007/08 £000		Plan 2008/09 £000	Plan 2009/10 £000	Plan 2010/11 £000
		Business groups:			
1,346,200	1,337,204	Territorial Policing	1,375,991	1,388,084	1,382,054
368,938	378,734	Specialist Crime Directorate	382,705	386,055	386,055
179,510	201,397	Specialist Operations	216,955	205,653	203,893
256,650	254,733	Central Operations	259,092	270,836	270,836
4,087	3,952	2012 Games	40,144	67,831	95,011
165,520	164,131	Operational Services	164,023	159,795	160,316
14,884	13,995	Strategy Modernisation & Performance Directorate	13,613	13,334	13,334
6,095	5,887	Directorate of Public Affairs	6,115	6,115	6,115
211,095	217,084	Directorate of Information	210,315	212,951	220,301
227,906	232,323	Resources Directorate	243,343	253,752	260,607
151,072	150,274	Human Resources Directorate	159,731	148,289	145,827
2,931,957	2,959,714	Total business groups	3,072,027	3,112,695	3,144,349
		Corporate Budgets:			
29,185	29,145	Pensions	29,125	29,125	29,125
60,360	21,271	Centrally Held	64,696	101,436	156,676
89,545	50,416	Total Corporate Budgets	93,821	130,561	185,801
3,021,502	3,010,130	Total MPS	3,165,848	3,243,256	3,330,150
11,465	10,959	MPA	12,659	12,661	12,661
3,032,967	3,021,089	Net service expenditure	3,178,507	3,255,917	3,342,811
21,570	20,945	Capital financing costs	21,564	21,564	21,564
-11,430	-11,430	Interest receipts	-11,830	-11,830	-11,830
3,043,107	3,030,604	Net expenditure	3,188,241	3,265,651	3,352,545
-506,380	-536,432	Specific Grants	-593,241	-612,261	-639,441
2,536,727	2,494,172	Net revenue expenditure	2,595,000	2,653,390	2,713,104
-4,027	22,502	Transfer to/(from) earmarked reserves	0	0	0
0	16,026	Transfer to/(from) General Reserves	0	0	0
2,532,700	2,532,700	Budget requirement	2,595,000	2,653,390	2,713,104

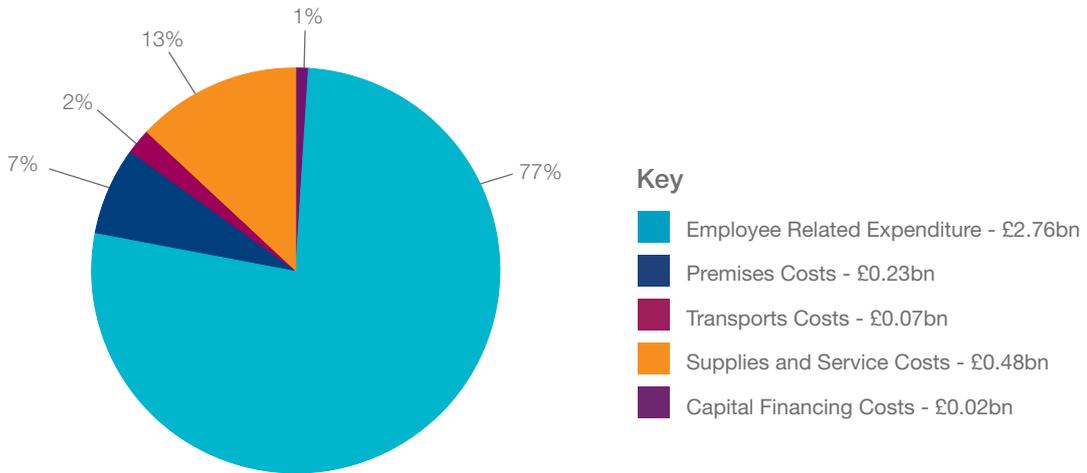
Revenue Budget - Summary by Expenditure Type

Original Budget 2007/08 £000	Forecast 2007/08 £000		Plan 2008/09 £000	Plan 2009/10 £000	Plan 2010/11 £000
		Pay:			
1,709,276	1,666,589	Police Officer Pay	1,781,206	1,834,722	1,880,543
545,740	552,138	Police Staff Pay	584,086	612,380	637,649
144,099	129,365	PCSO Pay	139,150	139,150	139,150
11,905	11,198	Traffic Wardens' Pay	11,315	11,315	11,315
2,411,020	2,359,290	Total Pay Overtime	2,515,757	2,597,567	2,668,657
116,390	145,788	Police Officer Overtime	138,061	138,530	139,512
29,847	34,026	Police Staff Overtime	31,327	30,850	30,891
1,050	1,146	PCSO Overtime	1,026	1,026	1,026
493	605	Traffic Wardens' Overtime	549	549	549
147,780	181,565	Total Overtime	170,963	170,955	171,978
2,558,800	2,540,855	TOTAL PAY & OVERTIME	2,686,720	2,768,522	2,840,635
		Running Expenses			
34,324	40,916	Employee Related Expenditure	46,539	44,677	44,880
209,479	221,385	Premises Costs	236,273	251,617	259,551
58,103	65,427	Transport Costs	67,169	67,098	67,431
419,863	460,052	Supplies & Services	477,026	456,093	462,403
21,570	20,948	Capital Financing Costs	21,564	21,564	21,564
743,339	808,728	TOTAL RUNNING EXPENSE	848,571	841,049	855,829
3,302,139	3,349,583	TOTAL EXPENDITURE	3,535,291	3,609,571	3,696,464
		Income			
-11,430	-11,430	Interest Receipts	-11,830	-11,830	-11,830
-276,787	-336,694	Other Income	-364,345	-361,215	-361,214
-288,217	-384,124	TOTAL INCOME	-376,175	-373,045	-373,044
		Discretionary Pension Costs			
29,185	29,145	Discretionary Pension Costs	29,125	29,125	29,125
29,185	29,145	TOTAL DISCRETIONARY PENSION COSTS	29,125	29,125	29,125
3,043,107	3,030,604	NET EXPENDITURE	3,188,241	3,265,651	3,352,545
-506,380	-536,432	Specific Grants	-593,241	-612,261	-639,441
2,536,727	2,494,172	Net revenue expenditure	2,595,000	2,653,390	2,713,104
-4,027	22,502	Transfer to/(from) earmarked reserves	0	0	0
0	16,026	Transfer to/(from) General Reserves	0	0	0
2,532,700	2,532,700	Budget requirement	2,595,000	2,653,390	2,713,104

2007/08	Staff Requirements (numbers of staff)	2008/09	2009/10	2010/11
31,577	Police Officers	32,930	32,828	32,918
14,875	Police Staff	15,340	15,884	16,181
4,562	PCSOs	4,589	4,615	4,637
306	Traffic Wardens	282	259	237
51,320	Total Staffing Requirement	53,141	53,586	53,973
2,700	Special Constables	3,750	4,700	5,565
54,020	Total	56,891	58,286	59,538

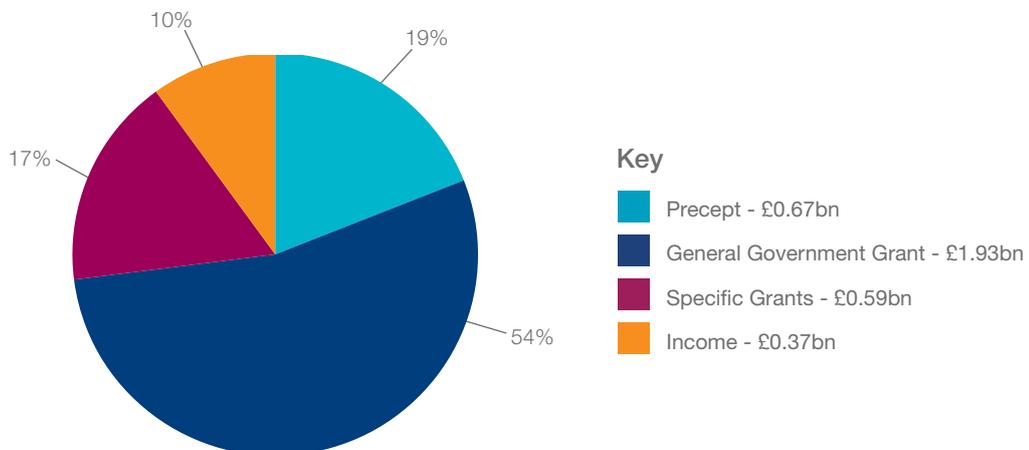
What the money will be spent on

The MPS provides direct services to the public and has a gross expenditure of £3.56bn. The MPS functions are staff intensive with employee related costs, including discretionary pension costs accounting for 77% (£2.76bn) of the gross expenditure. Supplies and service costs account for 13% (£0.48bn), premises costs 7% (£0.23bn), transport costs 2% (£0.07bn) and capital financing costs 1% (£0.02bn).



Where the funding comes from

The MPS' gross expenditure is funded from General Government Grant £1.93bn (54%), Precept £0.67bn (19%), Specific Grants £0.59bn (17%) and Other income £0.37bn (10%).







Section 5 Working together to deliver the plan

This section gives an overview of the MPA, the Commissioner and MPS Management Board.

Metropolitan Police Authority

The MPA was established by the Greater London Authority Act 1999. As a Local Authority, the MPA's powers and duties are defined by the Police Act 1996, Local Government Acts and other domestic and EU legislation affecting public bodies.

The MPA scrutinises, monitors and holds the MPS accountable for the business plan, its delivery and resources used. This is undertaken through the MPA Committee process, MPA oversight groups and MPA Full Authority, supported through MPA Standing Orders and evidenced in the MPS Annual Report.

The MPS, in carrying out its functions, operates within a statutory framework, reflected in the MPS Scheme of Delegation, which provides officers and staff with the legal power to exercise functions delegated from the MPA or the Commissioner.

Commissioner

The Commissioner is appointed by HM the Queen on the recommendation of the Secretary of State, who must have regard to any recommendations made by the MPA and any representations made personally by the Mayor of London.

The Police Act 1996 confers upon the Commissioner the control and direction of the MPS. In addition he has powers delegated to him by the MPA, which he may sub-delegate to officers and staff within the MPS as set out in the MPA Standing Orders.

The Commissioner, and those authorised by him, are responsible for the general management of their respective functions, exercised in accordance with policies and procedures set out in the MPS Corporate Governance Framework.



MPS Management Board

Members of the MPS' Management Board are accountable for specific functions and projects that support delivery of the business plan, as well as providing overall support for service delivery. They ensure, through a robust operating framework including Investment Board and Performance Board, that the plan is monitored to delivery. Key functions of the Management Board include:

- **Leadership** - To live MPS values and manage and control risk
- **Strategy** - To make key strategic choices and add value
- **Performance** - To ensure that the MPS meets key targets
- **Resource Management** - To make the best use of financial and human resources.

Further copies and alternative languages

This document is the joint MPA and MPS Policing London Business Plan 2008-11. This document can be made available in the languages listed below, large print, audiotape or Braille by writing to the Chief Executive at the MPA whose address can be found over:

Arabic
Bengali
Chinese
French
Greek
Gujurati
Hindi
Portuguese
Punjabi
Somali
Spanish
Turkish
Urdu
Vietnamese



Contact details

How to contact us

We welcome feedback and if you have any comments about this business plan they should be sent to:

**Chief Executive
Metropolitan Police Authority
10 Dean Farrar Street
London, SW1 0NY**

You can also email us at:

enquiries@mpa.gov.uk

Consultation opportunities

The MPA holds regular meeting about policing with the people who live and work in London. Details of these can be found in main libraries on the Metropolitan Police Authority Internet site or by ringing us on 020 7202 0202.

Paper copies

Paper copies of this joint MPA/MPS Policing London Business Plan can be obtained from by contacting the email address above, calling 020 7202 0202 or by writing to either of the addresses below:

**Chief Executive
Metropolitan Police Authority
10 Dean Farrar Street
London, SW1 0NY**

**Metropolitan Police Service
Met Modernisation Programme
New Scotland Yard
Broadway
London, SW1H 0BG**

Internet addresses

Metropolitan Police Authority:

www.mpa.gov.uk

Metropolitan Police Service:

www.met.police.uk

Her Majesty's Inspector of Constabulary:

www.inspectorates.homeoffice.gov.uk/hmic

