POLICE AUTHORITY SELF-ASSESSMENT FRAMEWORK - METROPOLITAN POLICE AUTHORITY

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1. ORGANISATIONAL PURPOSE

Objectives:
- **Being clear about the Authority's role and purpose and its intended outcomes for citizens and service users**
- **Making sure that users receive a high quality service**
- **Making sure taxpayers receive value for money**

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
1.1 The Authority agrees and regularly reviews a statement of the Authority's purpose, vision and values.	The MPA agreed a corporate strategy and priorities in 2004. The priorities were reviewed and restated in June 2007. Following agreement by members to the development of a set of strategic priorities, the Authority approved Met Forward in April 2009. Consisting of eight workstreams, this is the Authority's strategic framework within which it will operate over the next three years and is intended to enable the Authority to discharge its functions effectively and ensure delivery of the policing plan and other key priorities. Purpose, vision and values are prominently displayed around the MPA building, and the values and behaviours to which we aspire are visible on all desktops. MPA staff have all received	Processes now need to be put in place to ensure that Met Forward is delivered, these will include:- - The roll out of the communications plan to ensure all stakeholders and partners are informed about Met Forward. - Development of work programmes and assessment of resource implications - Revisions to the performance framework to ensure that progress is monitored and success achieved.

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	training on the values and behaviours and will demonstrate how their work contributes to the values and behaviours of the organisation as part of the new appraisal system introduced in 2008/09. The MPS corporate priorities are approved each year as part of the process to approve the policing plan, in addition Committees regularly review initiatives being undertaken by the MPS to ensure they are in line with the priorities of the Authority. The committee structure and terms of reference ensure that the Authority receives a wide range of reports regarding service quality, which are used to inform decisions about service planning and improvement	
1.2 The Authority undertakes environmental scanning to identify local and national expectations	The authority's business management process (at both Member and Officer level) ensures effective environmental scanning. Business Management Group which is chaired by the Vice Chair and attended by Chairs of all main committees and the MPA SMT meets fortnightly to consider the key issues facing the authority and how	There is further scope to link this process to the Authority's risk management process. Work is underway to ensure this is embedded during 2009/10.

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REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	these should be addressed and is informed through the work of officers including both SMT and business management team.

In addition there are various processes in place to ensure the Authority benefits from environmental scanning taking place within the MPS, this includes committee meetings, member briefings and meetings between members of staff of the Authority and MPS. | |
| 1.3 The Authority understands how the quality of policing services is determined and can demonstrate how:-
• It regularly reviews and measures the quality of the policing services for users
• It ensures the MPS has in place processes to consider and review quality of service
• It ensures the MPS takes appropriate action to rectify problems where appropriate | The Authority in general and SOP in particular has a good understanding of the importance of measuring performance in terms of quality and quantity as evidenced by the Committees terms of reference. Policing plan targets include satisfaction data and Full Authority scrutinises MPS performance on a monthly basis through the Commissioner's performance report. The approval of the Policing Pledge by the Authority in early 2009 will enable the Authority to monitor the quality of the service delivered more effectively

Customer satisfaction is regularly monitored through the public attitude | Adequate arrangements have been developed. |

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	survey. Where there are problems with the level of service the Authority will monitor progress to ensure action is taken to rectify them, either via the Committee process, working groups or officer oversight. MPA officers attend the MPS performance board.	
1.4 The Authority understands how value for money is determined and can demonstrate:- • That it has the information it needs to review value for money effectively • That is has an audit strategy implemented through a risk based audit plan, which encompasses value for money • That it ensures the MPS has in place processes to consistently consider and review VFM • That it drives efficiency targets and monitors MPS progress in achieving and delivering against these	The authority understands that in order to demonstrate value for money, the service must deliver good performance by using its resources efficiently. There is regular review of both the use of resources and performance and processes within the MPS to monitor these through: • officer oversight • committee programmes • agreement of an annual efficiency plan and quarterly monitoring of their delivery • annual budget scrutiny of growth and savings across business groups. The capacity of the Authority to scrutinise value for money has been strengthened through the creation of the Resources Sub Committee and Performance and Productivity Sub	Capacity to scrutinise the VFM of the MPS will be strengthened in 2009/10, through the creation of additional posts within the Treasury Team to support the work of the new sub committees especially in relation to scrutinising the productivity of the MPS through financial benchmarking. The Service Improvement Programme is one of the major initiatives within the MPS to deliver efficiencies; oversight of this programme is currently limited and needs to be strengthened.

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REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	Committee and will be strengthened further through the creation of new posts within the Treasury team. There is an effective internal audit service in place which has a risk based approach to undertaking audits and identifying VFM issues.	
1.5 The Authority can demonstrate how it makes a difference to the policing of the area it serves through its work with the MPS, its partners and it's communities	The Authority has a continuing commitment to working with its communities and partners. This has been manifested at a policy level with the development of the MPA/MPS Community Engagement Strategy 2006/09. It maintains an active presence in all 32 boroughs of London – through its link members and link officers (one per borough), its activities within each borough based Crime and Disorder Reduction Partnership, its sponsorship and active participation in Community and Police Engagement Groups, its active participation and co-ordination of the pan London Stop and Search Community monitoring network and its co-ordination and management of the London Safer Communities Policy Forum.	To review and revise the MPA Community Engagement Strategy and to further develop and refine community engagement processes and structures in line with Met Forward. Target date for completion of work November 2009. To review the work of the MPS on partnerships (a report is due to go to the MPA CEP committee in July 2009) and to support and guide the MPS in the development of its partnerships policy and partnerships activities

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	Its consistent contributions to this engagement and partnership work (which is co-ordinated by the MPA Engagement and Partnership Unit) demonstrates that the MPA has significantly supported and influenced the development of Community Engagement for crime and disorder reduction across the London area; has co-ordinated a systematic and positive dialogue between the communities of London police on all key policing matters and has consistently inputted to all CDRPs and other partnership groups and has supported pan London training and development on community engagement and empowerment within its sphere of influence. We are working closely with the MPS and its Directorate of Resources to ensure that its partnership policy is compliant with CIPFA definitions and good practice in partnership work. The Annual report also includes evidence of how it has made a difference in the preceding year.	

2. DEFINED FUNCTIONS AND ROLES

Objectives:
- **Being clear about functions of the Authority**
- **Holding the Commissioner to account and being clear about the responsibilities of members, police authority staff and officers and staff under the direction and control of the Commissioner**
- **Being clear about its roles and responsibilities in working with other partners**

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
2.1 The Authority can demonstrate that it understands its role and statutory functions	The roles and responsibilities of each of the Authority's Committees are clearly defined in their individual terms of reference, ensuring the statutory functions and roles are met and understood. These include arrangements for challenging and scrutinising the MPS's activity. The Authority's Standing Orders (which are reviewed on an annual basis) provide for the delegation of Authority functions and decision making to committees, sub committees, panels and senior officers and includes a scheme of delegation that sets out those decisions that the Authority has delegated to its officers and the Commissioner. . There is broad understanding amongst	Adequate arrangements have been developed.

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	Members of their statutory function and their roles and responsibilities. The induction programme for all new members will help to raise awareness. Further awareness will be provided by the new statement on member role and responsibilities due to be issued shortly	
2.2 The Authority and Commissioner work together with due regard to their respective statutory roles and responsibilities for the benefits of the communities they both serve.	The scheme of delegation, which is reviewed on an annual basis as part of the review of standing orders, clearly sets out which functions have been devolved to the Commissioner. Committee terms of reference are clear about the various roles and responsibilities and there is a good understanding amongst members of the role they play in ensuring policing is provided that meets the needs of communities.	Adequate arrangements have been developed.
2.3 The Authority can demonstrate that it works with the Commissioner to develop strategic and other plans to deliver policing that meets community needs, taking account of available resources	The Authority develops the Policing London Business Plan alongside the MPS and consults Londoners on an annual basis for their views on what the police should prioritise for the forthcoming year. The Authority also develops other key strategic documents alongside the MPS and is currently in the process of reviewing and updating	Adequate arrangements have been developed.

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	both the estates strategy and the procurement strategy jointly with the MPS. The Authority is fully aware of the benefits of collaboration and ensures that strategies properly consider any opportunities for this as evidenced in the documents referred to above.	
2.4 The Authority secures an efficient and effective police force, holding the Commissioner to account for the exercise of his functions and those persons under his control	The Authority's committee structure and supporting workplans ensure the commissioner is held to account and there is an efficient and effective police force. This includes:- • Monitoring the delivery of key strategic plans • Monitoring of the budget throughout the year and scrutiny of budget proposals • Monitoring of achievement of efficiency plan • Monitoring of performance, and implementation of recommendations from various inspections/scrutinies including external audit and HMIC reports • Appointment of all senior officers in the MPS and appraisal and award of bonuses for all ACPO ranked officers • Ensuring there is succession	Capacity for financial benchmarking to be improved in 2009/10 PURE score has remained at two since assessment began (although it is recognised that the direction of travel is positive). The Authority are to assess improvements needed to increase the score

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	planning within the service • Monitoring of HR and workforce related issues including delivery of H&S plans and compliance with relevant employment legislation • Scrutiny of professional standards within the MPS and monitoring and investigation of complaints where required • Monitoring of equality and human rights issues.	
2.5 The Authority ensures that policing is appropriately delivered in partnership with others and is underpinned by a common vision of their work that is understood by all parties	The MPA has structures in place to ensure that policing is delivered through partnership and is active at pan-London and local level (see section 1.5). The Authority has been reviewing resourcing in this area and has recently increased its capacity to meet these requirements through the creation of an additional post to manage the Engagement & Partnerships Team and will also be developing a London-wide Crime Reduction Board to strengthen its work in this area. In line with the MPA/MPS joint community engagement strategy the community and police engagement groups have undergone significant	Adequate arrangements have been developed. Develop London Crime Reduction Board. Refresh Joint community engagement strategy and review community and police engagement groups to ensure their work is aligned with the new

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	reform since 2006, which has enhanced the opportunities for London's communities to express their views and to work in partnership with others to ensure policing is delivered appropriately.	strategy.
	The Authority provides BCUs with additional funds (£50 000) to support the delivery of policing in partnership.	Review partnership fund arrangements with a view to ensuring that it appropriately supports the delivery of policing in partnership and that it is aligned with the common vision.
2.5 The Authority ensures it complies with all other statutory functions	The MPA meets the requirements to deliver an independent custody visiting service. A strategy is in place to ensure it becomes effective A performance framework is in place to ensure progress is effectively monitored and there are regular reports to committee. The Authority promotes equalities issues and has a generic equalities scheme with supporting action plans. Each committee and team within the Authority have equality objectives they are expected to deliver. The Authority has in place processes that ensure it delivers on its responsibilities in relation to FOI, data	Adequate arrangements have been developed.

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REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	protection and relevant employment legislation. New HR policies have recently been issued that will assist staff in meeting relevant employment legislation where appropriate.	

3. PROMOTING AND DEMONSTRATING VALUES

Objectives:
- **Putting organisational values into place**
- **Individuals, whether members or officers, behaving in ways to uphold and exemplify effective governance**

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
3.1 The authority develops, actively promotes and maintains high standards of conduct, and ensures that it's work is underpinned by ethical values and a climate of openness, support and respect	The Authority is fully aware of the links between ethical behaviour and public confidence. The constitution of the Authority and its clearly articulated values and behaviours model aspire to achieve high standards of conduct and ethical behaviour. As part of the improvement programme in 2007 the Authority has developed a set of values and behaviours, all staff were provided with training on these during 2008/09 to raise awareness and understanding.	Adequate arrangements have been developed.

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	The Authority understands the importance of having transparent relationships with the MPS and various mechanisms are in place to support this from the formal committee meetings to less formal 1:1s. In addition there is considerable emphasis from members particularly through Finance and Resources Committee and Corporate Governance Committee and various sub committees to improve the governance in the MPS. Effective joint work is in place between the MPS and the MPA, particularly on anti-fraud training. There is an anti fraud and corruption policy and the public have the ability to report a fraud within the MPA or MPS through a link on the home page of the website. The Authority's recently revised HR policies include a whistle blowing policy	
3.2 The Authority ensures that standards of conduct and personal behaviour expected of members and authority staff are defined, communicated and monitored.	Members are bound by the statutory Code of Conduct and there is a Standards Committee in place to promote and maintain high standards of conduct, monitor compliance and investigate complaints made against members of the Authority.	There is currently no code of conduct for staff, however as part of the recently approved GLA group framework agreement the Authority have agreed to develop (where needed) a full set of codes of conducts, codified sets of responsibilities for key members and

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
		officers and details of statutory.
	All new members were offered training on Standards and the code of conduct as part of the induction process and Standards Committee is to develop a programme of ethical training as part of the package of training to be offered to members shortly. There are registers of interest and gifts and hospitality in place for both members and staff, and as part of the closing of accounts all members and senior members of staff are required to complete a declaration declaring any third party interests they have. Revised HR policies have recently been issued supported by a package of training. The Authority has clear processes in place for dealing with complaints, details of which are published on the internet.	

4. INFORMED TRANSPARENT DECISIONS AND MANAGING RISK
Objectives:
- **Being rigorous and transparent about how decisions are taken**
- **Using good quality information, advice and support to assist decision making**
- **Making sure that an effective risk management system is in operation**

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
4.1 The Authority has in place formal mechanism to take required decisions which are widely communicated, and which include effective audit arrangements and access to up to date information to support decision making.	The decision making process is clearly laid out in MPA standing orders with decisions being made on relevant up to date information. Committee meetings are open to the public. There are urgency procedures in place. These are currently under review to ensure that urgent decisions where ever possible are made in an open and transparent manner. There is a scheme of delegation in place that clearly defines the delegation of the Authority's functions to committees, sub committees, its senior management team and the commissioner. Both staff and members are fully aware of the parameters they operate in and are held accountable for their decisions Corporate Governance Committee provides the core functions of an Audit Committee and, in line with CIPFA guidance, considers issues relating to	Adequate arrangements have been developed.

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REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	internal control, risk management and financial reporting. This includes the annual scrutiny of the statement of accounts. Risk management is a key part of the planning process.	
4.2 The Authority can demonstrate how it manages it risks effectively	Corporate Governance Committee is responsible for risk management activity within the MPS, approving the corporate risk management strategy and framework and ensuring appropriate systems are in place for assessing and managing key risks to the Authority and MPS. MPS Service Improvement Board (SIB) has the lead in overseeing the management of corporate risk and as the Authority is not represented on SIB, arrangements have been put in place to enable an MPA review of the MPS corporate risk register. Significant issues arising from this review will be fed back to SIB, the Authority's SMT and Corporate Governance Committee as appropriate. Business Management Group will also be informed of emerging/changing risks that are considered of such significance that to	Close monitoring of risk management arrangements is needed to ensure effective proposals to strengthen and improve existing arrangements are put in place.

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REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	delay notification to Corporate Governance Committee would be critical to the organisation. Risks can then be promptly evaluated and appropriate action agreed. The Authority also has its own risk register in place that is reviewed regularly by SMT Corporate Governance Committee receive regular reports on the effectiveness of the risk management systems and an assessment is included in the Annual Governance Statement	

5. CAPACITY AND CAPABILITY OF THE AUTHORITY AND ITS EXECUTIVE TEAM
Objectives:
• **Planning for meeting the Authority's own priorities functions and roles**
• **Ensuring that members and the executive team have the necessary skills, knowledge and experience**
• **Developing the capability of members and the executive team and evaluating their performance both individually and as a group**
• **Striking a balance between continuity and renewal.**

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
5.1 The Authority can demonstrate that it plans for how it will deliver its own roles and functions for the benefit of its communities.	The recently approved Met Forward sets out the strategic framework for the Authority over the next three years. Internal performance management	Undertake a review of the way we work and ensure that we have the resources and processes in place to ensure that Met Forward is delivered, with effective

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	processes were significantly improved during 2008/09 to ensure the work of the Authority supports the delivery of the corporate priorities and in future Met Forward. Progress will be monitored both by the SMT and the Business Management Group. Any performance issues will be addressed via this process. The Remuneration Sub Committee (in consultation with the Chair or Vice Chair of the Authority), are responsible for all senior MPA staff HR issues, including performance related pay

Standing orders and supporting policies and procedures have been produced to ensure officers both within the MPA and MPS understand their responsibilities. These, and compliance with them, are reviewed regularly both internally and by the appropriate committees, with all Committee reports considering the legal implications of proposals. | monitoring arrangements being put in place to ensure any performance issues are identified and addressed. |
| 5.2 The Authority can demonstrate that it plans and makes appropriate allocation and use of funding to delivery its roles and functions. | As part of the budget setting process a review was undertaken of the allocation of resources to ensure they continued to support delivery of the Authority's corporate priorities. This has led to the creation of a number of new posts | Adequate arrangements have been developed. |

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	including two new posts in the planning and performance team and two posts in the Treasury team. These are to be reviewed further to ensure resource allocation will support delivery of Met Forward The budget is monitored monthly by SMT and also forms part of the budget monitoring report presented to F&R Committee on a regular basis	
5.3 The Authority can demonstrate that it has the capacity and capability to fulfil its roles and functions.	As indicated above resource allocation was reviewed as part of the 2009/10 budget setting process, and areas where there was a need to improve capacity were identified for example financial benchmarking. Whilst much of the professional advice required by the Authority is provided internally, there are resources to seek external advice as and when needed, this currently includes seeking external legal advice following the departure of the Solicitor during 2008/09. In addition Committees co-opt expert advisors (this is particularly true of the Corporate Governance Committee – risk and health safety advisors.) The PDR process identifies corporate	Programme of Member training due to start shortly will need to be monitored to ensure it needs the needs of member development

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	training needs, enabling HR to ensure needs are met on an annual basis. During 2008/09 the Authority underwent a recruitment process in accordance with the Police and Justice 2006 for 9 new independent members. The process resulted in 7 new members being appointed and 2 existing members being appointed for another term of office. On appointment all members (and those previously appointed following the GLA elections) were offered an induction programme which consisted of • Documentary background information about the MPS and the MPA • One-to-one and group briefings on specific MPS and MPA functions and units • Access to hard skills training, such as IT skills, time management or dealing with the media • An away day in October and an ongoing programme of lunchtime briefings on policing issues A new training programme for members is currently being developed, the package will consist of elements of	

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	compulsory training in relation to financial management / risk management, equalities and diversity and the Member Code of Conduct and ethical behaviour. A training needs analysis will also be undertaken to identify other training required as part of the ongoing member development programme

A new performance review mechanism has been introduced for staff, which is intended to strengthen performance management across the Authority with clear links to personal development

As part of the improvement programme a training programme for the SMT was developed, this is currently being rolled out. Furthermore, all middle managers participated on a management development programme during 2008/09. | |
| 5.4 The Authority can demonstrate that it has the physical resources to deliver its role and functions and that these are regularly reviewed. | During 2008/09 the Authority made significant improvements to its IS/IT upgrading the infrastructure and replacing hardware and software.

It has been recognised for a while that the current accommodation does not | Adequate arrangements have been developed. |

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	meet the requirements of the Authority, therefore a review is underway to identify a more suitable location.	

6. ENGAGING STAKEHOLDERS AND MAKING ACCOUNTABILITY REAL
Objectives: • **Formal and informal accountability relationships understood**   • **Active and planned approach to dialogue and accountability to the public**   • **Effectively engaging with institutional stakeholders**   • **Being clear about the relationship between the Authority and the public**

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
6.1 The Authority understands to whom they are accountable and for what they are accountable and this is made know to the communities they serve.	The MPA's is an authority which is committed to ensuring community engagement and involvement in its work. The establishment of the Communities Equalities and People Committee heads the list of accountability activities. Within the body of this self assessment are a great many other examples of the generic ways in which the MPA makes itself known (and accessible) to the communities that it serves through its active communications, public meetings, public scrutinies and various	Having identified its accountabilities, the MPA is developing a comprehensive Communications work plan (2009/10) as part of its corporate business plan. This plan will have a range of cross departmental and departmental actions to improve its communications with the communities it serves, its partners and the organisation as a whole. Review/restate link member role in borough-level activities, including CDRPs/CPEGs As part of the review of the community

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	publications and press releases and through the communications workstreams of its Corporate Business Plan. Including the annual consultation carried out on line and the results of the Youth Scrutiny

The MPA's Engagement and Partnerships Unit have supported the Authority Member's training, using of a series of Facts sheets which identify the various areas of the MPA's statutory duties in relationship to community accountability and have supported the MPA's developed structures and mechanism's for communication (Community and Police Engagement Groups, Community Monitoring Networks, training of volunteers from across the communities to undertake this work etc).

A link member and officer have been allocated to every London borough to act as the focal point of borough-level relationships with institutional and community stakeholders

Through both the annual Community Engagement Conference and the work undertaken on Stop and Search we can | engagement strategy develop a more detailed annual plan of community engagement activities to enhance dialogue with, and accountability to, the public. |

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	demonstrate ways in which we have facilitated active community involvement in the development of the Authorities work.	
6.2 The authority ensures arrangements are in place to enable effective engagement with all sections of the community.	The MPA has established and continues to sponsor and advise Community and Police Engagement Groups in the Boroughs. Each of these groups aims to meet standards outlined in the MPA's CPEG handbook (issued in October 2008). These groups are intended to be representative of the communities of each of their boroughs and are actively monitored and encouraged to ensure that there is effective engagement with all sections of the communities in each Borough. As mentioned above guidance on this work was fully consulted upon and published in October 2008. This guidance clearly identifies the importance of equalities and engagement in the work of both the MPA and the MPS and through the service level agreements and quarterly monitoring of the CPEGs this commitment is instituted.	Adequate arrangements have been developed.

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REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	Additionally, in key areas of the MPA's delivery of its services the Authorities Generic Equalities Strategy (GNES) ensures that this work is undertaken by each part of the MPA. The Authority has also developed borough-level mechanisms for community monitoring of the use of stop and search powers and also facilitates a London-wide network of these groups.	
6.3 The Authority ensures effective arrangements are in place to ensure effective engagement with partners, stakeholders, other organisations and bodies.	At borough level: The MPA fully engages with its partners in each CDRP and CPEG in each borough. It also supports MPS borough commanders in these matters on a practical level through the support of its link Members and its Engagement and Partnership link officers and provides an annual budget to each borough commander to enable s/he to support CDRP partnership work. At a pan London level the MPA is an active organiser of the pan London Stop and Search Monitoring Network, the Violence Against Women Forum, the Hate Crime Forum and the London Safer Communities Policy Forum. It is	Adequate arrangements have been developed.

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	also a full member of the London Community Safety Partnership, the London Anti Social Behaviour Board, the London Criminal Justice Board and various other groups. In addition to these formal mechanisms, officers engage with partners, stakeholders and other bodies within their day-to-day work, e.g. Engagement and Partnership officers have specific portfolio interests, such as PVE, and engage with relevant partners, such as GoL, to ensure *activities are complementary.* In 2008, through an initiative developed by its new administration under the leadership of its Vice Chairman Kit Malthouse, the MPA commenced a borough by borough crime and disorder review and reduction initiative called JEMs (Joint Engagement Meetings). These meetings bring together key borough stakeholders with the Vice Chairman to bring to bear additional analysis and support to boroughs to tackle crime and disorder.	Map informal mechanisms of engagement to ensure relevant links are being made in the right areas and by the right people and also that the learning is appropriately shared across the Authority.
6.4 The Authority ensures that relevant information is published to inform the	The Authority publishes all statutory information required of them including	Develop this work further through the communications plan (e.g. by

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
public	the London Policing Plan, Statement of Accounts and Annual reports. These are available on the internet and also hard copy. Versions are also available in other languages and in Braille on request. Other information is published as required, and the internet has recently been improved to make it more accessible. There is comprehensive reporting through the committee system ensuring information on the MPS's work and achievements is regularly published The MPA fulfils its statutory responsibility to publish an annual local policing summary in each London Borough (also published on the web) and during 2008/09, we pioneered the development of crime-mapping. Londoners can now look at crime data, by ward across the city. There is a wide range of documentation made available to the public and the MPA website has a page dedicated to the numerous publications available. In addition the MPA website includes key audit reports and a link to HMIC reports	developing more targeted communications for particular groups).

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
6.5 The Authority can demonstrate it communicates effectively	The Authority has both an external and communications strategy in place and also develops bespoke strategies for specific issues e.g. estates and Race and Faith inquiry. The external strategy is due to be updated to reflect Met Forward. KPIs are in place to measure performance. The Authority has its own brand and identity distinct from that of the MPS identified for example by:- • Logo • Branding • MPA Website • MPA stakeholders ezine 'MPA Direct' • MPA press office • Proactive MPA media 'presence' i.e. specific press statements and 'lines to take' disseminated to media, spokespeople offered to media, briefings and guidance given to media • MPA publications • MPA sponsorship projects such as Safer London Problem Solving Awards The Authority has a network with key media including daily contact with media and partner press officers and	Adequate arrangements have been developed.

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REQUIREMENT	MPA EVIDENCE	FURTHER WORK
	24/7/365 cover to respond to all press queries and there are agreed processes in place for engagement with the media	