

Metropolitan Police Service

Metropolitan Police Authority

Interim Budget Submission

2010-13

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Working together for a safer London

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The London Policing Context

Introduction

London is an exceptional World City, with a diverse population of over seven and a half million people living and working in a dynamic environment. Community consultations suggest that Crime and Safety is the major issue for Londoners, with public and road transport, health and quality of life, our living environment and economic wellbeing raising concerns. The emerging effects of the recession also present challenges, not least in policing the changing needs of our Capital.

The Metropolitan Police Service (MPS) is committed to serving our communities by 'Working together for a safer London'. The Commissioner has outlined his agenda for policing London - it is about cutting and solving crime, securing our streets, convincing all our communities that we are on their side, delivering the policing communities want and being intolerant of violence in any form. To achieve these priorities we must deliver the right service at the right price. *How* the Service will deliver is reflected in our approach as represented by the Commissioner's 5Ps - Presence, Performance, Productivity, Professionalism and Pride.

Our focus is on public Safety and Confidence, reducing crime and the fear of crime by tackling knife and youth crime, gangs and guns, violence against women and terrorism. We are committed to policing our neighbourhoods and town centres, ensuring safety on public transport and at major events including the London 2012 Olympic and Paralympic Games. We will continue to engage with our communities, understanding local priorities and improving people's experience of our services.

There have been real reductions in crime over a number of years. The incidence of knife crime and youth violence, serious violence, serious acquisitive crime (such as robbery) and serious sexual offences continue to fall in London (June 2008-May 2009), although the number of young people being killed on London's streets, the incidence of gun crime and rape offences continue to cause concern. There is more to do to tackle these crimes, often linked to gangs, and drug and alcohol misuse.

We are also committed to working better and more efficiently. The MPS is a major organisation which manages a £3.6 billion gross budget, more than 50,000 employees and has a duty to deliver good policing services. In a tightening financial environment we are striving to improve service delivery, make real efficiencies and to deploy resources to areas of most need, increasingly through partnerships.

Delivering on the Public's Priorities

The MPS, with the MPA, works hard to ensure that the needs of Londoners are considered when setting policing priorities, and for ensuring that all of London's communities have a representative voice. Our consultation process draws on several sources, mainly the 'Have Your Say' survey and the Public Attitude Survey (PAS) but also the MPS Youth Survey and GLA Annual London Survey. There are considerable similarities in priorities highlighted across the sources, although methodologies vary.

The online 'Have Your Say' consultation invites respondents to propose and explain their top three priorities for policing London, and to suggest what the police should do to tackle them. The PAS, initiated in 1983, surveys 20,480 Londoners each year through a representative sample to check perceptions of policing and experiences of crime, again asking respondents to list their three top policing priorities for London. The most frequently suggested policing priorities from these surveys are:

Anti-Social Behaviour (and vandalism): Respondents pointed to the impact of ASB on heightening the fear of crime, on intimidation and personal safety, and how ASB leads to more serious crimes. They suggested that an increased police presence, with stricter enforcement of laws and punishments, may be effective in tackling ASB.

Accessibility and visibility of the police (crime in general/safer streets):

Respondents suggested that this would help to deter, reduce or prevent crime and ASB, to reduce the fear of crime, to improve reassurance and feelings of safety and to improve response times. This could be achieved by deploying more trained police officers onto the streets, especially during weekends and at night.

Youth crime and youth related issues: Weapons and violence were highlighted by respondents who prioritized youth crime and youth issues, most usually concerned with the safety of young people. Londoners suggested that positive engagement and general investment in young people may help to divert them from crime.

Traffic and road related issues: Respondents were concerned about public safety, drivers or cyclists ignoring road laws or traffic markings and speeding. They felt there should be more police officers and resources to tackle this, in preference to 'technological' methods such as speed cameras.

Gun and knife crime: Respondents highlighted the loss of life, particularly amongst young people, when prioritising Gun and Knife crime. Londoners proposed tougher sentences and penalties for possessing a gun or knife, as well for use in committing offences. They supported more stop and search, extra police powers and resources to deal with the issue, additional CCTV and better education and work with schools.

Gang culture Those who highlighted gang culture also felt there should be more activities for young people and that parents should be held responsible and get more involved in tackling problems. ***Drugs crimes:*** Respondents felt that more resources should be made available to the police to deal with this, with better education and better community relationships.

Regardless of crime type, PAS respondents suggested similar police response. This included a greater police presence and more visible policing, dealing with offenders more strictly and issuing harsher penalties, increasing work to prevent each crime and dealing effectively with the consequences when it occurs.

Government Strategy, Mayor's Priorities and MetForward

In developing our plans for how to deliver on these expectations, we have reflected recent policy statements from the Government and the Mayor, who, as chair of the MPA, has articulated the [Met Forward](#) strategic framework for the Authority. This sets out the MPA's desired direction of travel and emphasises the strategic outcomes of reduced crime, increased confidence and value for money.

National strategies are broadly set on a three year cycle. The updated (May 2009) Crime Strategy, [Cutting Crime](#) 2008-11, is supported by high-level Public Service Agreements that define delivery objectives, including 'Make Communities Safer'. 'Cutting Crime' outlines proposals to deliver Protective Services, essentially terrorism, serious crime and major challenges to public safety. The [National Community Safety Plan](#) 2008-11 builds on these with priority programmes and policies including the Home Secretary's Strategic Policing Priorities. These strategies are supported by the [Policing Green Paper](#) (2008), which aims to set the national agenda for change in policing.

The plans outlined below reflect Met Forward, the Crime Strategy and the National Community Safety Plan. In the remainder of this section, we set out how we work with partners to deliver our aims.

Local Accountability and Community Engagement

Local people are encouraged, through statutory duties, to raise issues of concern on local Government and Crime and Disorder and to share views with the MPA/MPS in community consultation, including through Crime and Disorder Reduction Partnerships (CDRPs), Local Strategic Partnerships (LSPs) and Safer Neighbourhood Ward Panels.

Community and Police Engagement Groups (CPEGs) are the main local co-ordinating forum in MPA/MPS engagement and consultation.

Local Area Agreements (LAA) provide the main mechanism for local collective accountability and are structured from up to 35 measures taken from a [National Indicator Set](#) (NIS), the only indicators against which central government sets targets for local government. LAAs include social, educational, health and community issues as well as policing and require that LSPs consult with local people about their needs.

Working in Partnership

Responding to communities' needs, building trust and confidence, enables us to reduce crime, bring more offenders to justice and build Safety and Confidence across the Capital. However making people feel safe is not just the responsibility of the MPS. Communities, Local Authorities, the Crown Prosecution Service, the courts, the probation and prison services and many others contribute. We must all work together to deliver successfully, to meet broader social outcomes and to work more efficiently.

The MPS works with a significant number of partners to deliver Safety and Confidence in our communities. Principally, Crime and Disorder Reduction Partnerships (CDRPs) in each London borough engage the local authority, health, probation and police services to collaborate to develop a local strategy to tackle crime and disorder.

Safer Schools Partnerships (SSP) is a collaboration between schools, the MPS and local agencies to reduce crime, anti-social behaviour and victimisation amongst young people in their communities. In addition, Joint Agency Reviews (JAR) judge the outcomes for children and young people in their area and evaluate how local services work together to contribute to their achievements, progress and well-being.

In tackling knife crime through **Blunt 2** the MPS partners with Youth Offending Teams (YOTS), education, prison and probation services to share information and intelligence. Similarly, Safer Transport Teams (STT) are active in 21 London boroughs in partnership with Transport for London (TfL), tackling low level crime and disorder and anti-social behaviour alongside **Operation Tyrol**.

The MPS and our partners have made good progress in criminal justice reform, piloting Community Justice Boards with the aim of refining Court processes and ensuring that offenders are correctly bailed from custody. The Criminal Justice Simple Speedy Summary (CJSSS) project aims to speed up and simplify case progression and to adopt a more proportionate approach. The MPS, as part of the London Criminal Justice Board (LCJB), is delivering the Beacon programme, supporting local criminal justice boards to drive criminal justice change and reform.

The GLA group shared services strategy, replacing the Delivering More Together programme, addresses 4 themes: Procurement, Human Resources, Information Communication Technology and Finance. The objective is to identify priority projects within the themes that provide cashable savings, contributing to 2010/11 budgets and beyond.

Quality of Life

The MPS is developing a new Corporate Social Responsibility Strategy for 2010-13 which will clearly signpost our sustainability performance and show how the MPS is contributing to the improved quality of life of London and the UK. The MPS Environmental Management Programme is a key element of this strategy, and will demonstrate how the Service will tackle the priority environmental issues of climate change, waste, resource consumption and environmental crime.

Over recent years the term 'corporate social responsibility' (CSR) has been used by

organisations when taking wider social considerations into account in line with the concept of sustainable development. This is recognised as 'development which meets the needs of the present without compromising the ability of future generations to meet their own needs', taking into account social, economic and environmental considerations.

A significant number of MPS activities and functions directly contribute to the quality of life of Londoners and indeed our mission 'working together for a safer London' is an integral part of sustainable development. We have a corporate responsibility to ensure that key sustainable development issues, such as environmental management, equalities and diversity, and health and safety, are monitored and managed within the organisation to ensure the long term sustainability of policing.

The MPA/MPS budget and business plan will include a high level summary of progress against key CSR themes, as well as priorities and resources for 2010/11.

Responding to Priorities

MPS Strategic Framework

Within this context of environment influences, of Public, Government, and Mayoral priorities, of crime and trend intelligence and our financial envelope, the MPS define clear Strategic Outcomes for policing London and medium term (3 year) Corporate Objectives that direct our activity. The MPS Crime Control Strategies for major crime areas such as Serious Violence define detailed direction, with resources deployed to areas of most need. The Commissioner's 5 Ps then direct and define *how* we work.

MPS Strategic Outcomes

CONFIDENCE – Convince communities we are on their side

This develops the MPS's tradition of community policing, and of engaging with all our communities in local decision-making. It focuses on accessible, responsive and supportive police services, especially for victims and witnesses. This outcome is delivered through the 'Build confidence in the police' and 'Make neighbourhoods Safer' corporate objectives, through the Policing Pledge, community engagement and Operation Emerald (victim and witness experience).

SAFETY – Reduce crime and catch criminals

This is achieved through visible policing in our communities, town centres and on the transport system, tackling anti-social behaviour and acquisitive crime. It includes increasing sanction detections, bringing more offenders to justice, reducing re-offending and reforming the criminal justice system. This outcome is delivered through the 'Make Neighbourhoods Safer' objective, through Operations Tyrol (transport), Agora (town centres) and Bumblebee (burglary), and partnerships.

SAFETY - Be intolerant of violence

This is focused on tackling serious violent crime including knife and gun crime, youth crime, sexual offences and domestic violence. It relates to guns and gang culture, disrupting criminal networks and the supply and use of illegal drugs, all areas of Protective Services. This outcome is delivered through the 'Serious Violence' and 'Criminal Networks' objectives, through Operations Blunt 2 (knife crime), Trident (gun crime), Sapphire (sexual offences) and Maxim (organised immigration crime).

SAFETY - Deliver security of our streets

This depends on us delivering on the national counter terrorism strategy CONTEST, on Protective Services and the public protection agenda, on major events in London, and our commitment to safety and security at the London 2012 Olympic and Paralympic Games. This outcome is delivered through the 'Counter Terrorism' and 'Major Events and Olympics' objectives, through the counter terrorism strategy, the Olympics Security Strategy and work with the Olympics Security Directorate.

IMPROVEMENT – The right services at the right price

This is focused on delivering a more efficient and effective police service, demonstrating value for money and effective use of all our resources. It includes improving our leadership and workforce skills, ensuring a representative workforce and opportunity for progression, investing in IT infrastructure, developing partnerships and changing our culture. This outcome is delivered through the 'Lead and Manage' corporate objective, through planning and budget processes including the Service Improvement Plan, Performance Framework and the Equalities strategy.

MPS Corporate Objectives

The strategic outcomes are delivered through seven corporate objectives, which are then measured through our Key Performance Indicators. The next section outlines each in turn, with some examples of some of the activities that will deliver them in the coming year.

Build confidence in the police by delivering on the Pledge and improving people's experience of our services

These are some of the key areas we will be concentrating on in 2010/11:

- Increase our visible presence on the streets of London, in part through ensuring that officers patrol singly wherever possible. We are also establishing Town Centre Teams to enhance our policing presence in town centres
- To improve the standard of service we provide by listening to the views of people we come in contact with and by working with communities and partners to improve our processes and procedures
- To meet the promises made in the Policing Pledge, including by focusing on keeping the public informed through the timely and effective provision of information and by meeting response times and appointments monitored through the use of independent testing
- To continue our strong focus on improving the experience of victims and witnesses of crime with particular focus on continuing programmes to reduce the satisfaction gap between black and minority ethnic and white victims.

With our partners make neighbourhoods safer by responding to local priorities, tackling crime and anti-social behaviour and reducing road casualties

Next year we will be particularly focused on the following areas:

- To continue to provide a visible and accessible presence in each neighbourhood through dedicated Safer Neighbourhood Teams in order to tackle local policing priorities and reduce crime and the fear of crime in the community
- These teams will hold regular public meetings, at least once a month, to agree local crime and policing priorities and provide updates and information about crime and policing issues relevant to that area
- To maintain a strong focus on crimes that matter to communities, such as burglary, anti-social behaviour and intimidation through the use of 'status dogs'
- To work with local councils throughout London to protect vulnerable people, include young people, from the effects of crime and anti-social behaviour. This work includes youth inclusion projects such as Kickz, which can help to steer young people from crime and demonstrate their potential.
- To work with partners to identify dangerous drivers and vehicles, offer road safety advice to drivers and pedestrians and promote road safety issues affecting communities in order to reduce road casualties and improve safety on London's transport network. We aim to halve road casualties by 2010.

Reduce Serious Violence and Protect Young People

Our key areas of interest for 2010/11 include:

- To prevent young people becoming victims of serious violence or involved in violent criminal activity by working with communities and partners to improve the quality of police response and to stop repeat offences
- Through the Rape and Serious Sexual Offences Command, provide an enhanced response to rape and serious sexual offences and a framework for delivering sexual offence investigation that improves criminal justice outcomes for rape, child abuse

and domestic violence and improves the services provided to vulnerable victims and witnesses

- To continue our commitment and tough approach to policing gun and knife crime in London by undertaking proactive intelligence led policing operations such as Blunt 2 to target serious violence and weapon-enabled crime. We will continue to lead enforcement operations that create a hostile environment for the carriage of knives and to the use of guns through Operation Trident prevention activity with clubs and young people.

Reduce serious and organised crime by disrupting criminal networks

There are five key areas of focus for 2010/11:

- To improve police engagement with those communities linked to priority criminal networks and gangs, including the business community
- To develop our intelligence picture and focus our resources on those criminal networks and gangs causing the most harm in communities
- To maximise the disruption of criminal networks and gangs by increasing cash and asset seizure
- To improve the confidence of victims and witnesses in the handling of cases related to criminal networks and gangs
- To disrupt the supply of Class A drugs by disrupting organised criminal networks and seizing assets.

Enhance our Counter Terrorism capability and capacity while developing our approach to preventing violent extremism

These are the areas for us to focus on for 2010/11:

- To stop people becoming or supporting terrorists or violent extremists (**Prevent**)
- To stop terrorist attacks through detecting, investigating and disrupting terrorists and their networks (**Pursue**)
- To strengthen our overall protection against terrorist attacks (**Protect**)
- To mitigate the impact of terrorist attacks where we cannot stop them (**Prepare**).

These reflect the four strands of the Government's Counter-terrorism Strategy (**CONTEST**) and specific objectives within the National Community Safety Plan. Our work also directly supports the Mayor's counter-terrorism priority for 2010/11.

Significant effort, primarily within Territorial Policing (TP), will focus on further embedding **Prevent** activity into neighbourhood policing. The *Channel Project*, a multi-agency police-led scheme that diverts people away from violent extremism, is already running in Lambeth and Waltham Forest.

Plan for and Effectively Police Major Events in London and Prepare for the London 2012 Olympic and Paralympic Games

These are the key areas of priority for next year:

- Through the Olympic Security Directorate support the Home Office program to deliver a safe and secure Olympic games and to plan and develop the MPS's operational response to the London 2012 Olympic and Paralympic Games
- To deliver the MPS contribution to the Olympic Intelligence Centre
- To respond to the Olympic Delivery Authority Transport Plan
- To lead delivery of the Concept of Operations and associated command structure
- To set a clear corporate vision and direction for public order policing for the MPS

including sporting and major events

- To streamline processes and manage the larger number of events expected in the run-up to the 2012 Olympics
- To engender a clear understanding of the MPS role in contributing to safety at major events.

The MPS will play a leading role in planning for London 2012 Olympic and Paralympic Games, and for its Legacy for London. The Service will engage in the HMIC Public Order Enquiry - this poses wider implications for how the MPS develops the policing of large-scale public order events, an area of Protective Services.

There is a need to continue providing the specialist policing support in Protective Services including natural disaster and terrorist attack, security and protection of people and buildings, command and control of major events and incidents, a safe transport infrastructure, and specialist training such as firearms and public order.

Our Protective Services will continue to provide world-class security and protection to the community, government and visiting dignitaries; Aviation Security will provide a deterrent to terrorists and criminals at Heathrow and City airports as well as reassurance to the 68 million passengers and 12 million visitors that use the airports.

Lead and Manage Our Service to Ensure the Most Efficient, Effective and Economic Use of all the Resources Entrusted to Us

These are the things we will be concentrating on during 2010/11:

- To develop leadership and workforce skills across the organization
- To continue to build a representative workforce and ensure opportunity for progression
- To develop our performance management framework, integrating budget and business planning and risk management to ensure best use of resources
- To deliver the Productivity Agenda, encompassing the Service Improvement Plan
- To deliver cashable efficiencies, build financial resilience and embed compliance through the organization
- To enable service delivery by investing in Information Communication and Technology, and the Transforming HR and Estates programmes
- To improve information quality and our capability to share information with our communities and partners
- To improve the quality of life for our employees and for Londoners through sustainable working arrangements.

The development of the SIP is integral to our financial planning, and to the continuing programme of change at the MPS. This is reflected in major productivity programmes such as procurement and estates, in investments in infrastructure, notably IT, and in workforce modernisation. We are committed to sustainability and carbon reduction initiatives, including Buildings Energy Efficiency Programme, and to the London Living Wage. Work continues to deliver the MPS Diversity and Equality Strategy. The Service is engaged with, and will respond to, the MPA Race and Faith Enquiry, particularly in regard to promotion, progression and career opportunities.

The Commissioners 5 'P's

While our strategic outcomes and corporate objectives set out *what* the MPS must focus on, *how* we work is equally important. The Commissioner has outlined his five 'P's framework to focus Police Officer and Staff behaviour in the delivery of activities on a day to day basis:

Presence is about security of our streets, a visible police presence in our communities and knowing that police officers will actively engage in any situation that demands police attention, including counter-terrorism and organized crime.

Performance is about improving public safety and confidence. We fully accept that the MPS should have a strong performance and improvement culture. We must concentrate on the right priorities, priorities that reflect what our communities want.

Productivity is about the effective and efficient use of all of our resources. This is about increasing productivity and delivering on all our priorities in a tightening budgetary situation. We need to use our resources more flexibly; identify cost drivers, enforce compliance and eliminate waste.

Professionalism means taking personal responsibility for our actions, learning lessons, challenging poor performance with more intrusive supervision by managers, and promoting good governance and diversity.

Pride in policing, in our uniform and in service delivery. We should be proud to work for the Met, be proud of our badge and our uniform and look smart. Londoners and our communities should be able to feel proud of what we do on their behalf.

Using our Resources Effectively

This section summarises the work to date on the development of the 2010-13 budget and business plan and the next steps in delivering a legally balanced budget which reflects the strategic objectives of the Service and Authority.

Revenue budgets

The MPS/MPA is currently already supporting some of the new mayoral priorities in 2009/10 where funding has already been provided within the 2009/10 budget to support the implementation, the main ones are below:

- Operation Tyrol - £17.6 m from TfL
- Dangerous Dogs - additional £1.2m
- London Living Wage - additional £2.2m
- Olympics preparation - funded £7.8m

In the 2010-13 process the MPA/MPS is assessing all new initiatives and savings against corporate objectives to ensure resources are being used in priority areas.

Financial Landscape

The MPS' financial outlook appears challenging for 2010/11 and beyond for several reasons:

- For 2010/11, the Home Office budget has been frozen in real terms against 2008/09 levels, but we also need to have regard to the impact of a potential loss of grant protection.
- The Government has announced a delay in the 2011-14 Comprehensive Spending Review (CSR). The level of general Government grant available to support the Service in 2011/12 and beyond will not now be known before the 2010-13 budget is approved. Current indications are for significant reductions in public sector spending albeit that the scale cannot yet be determined.
- Most specific grants for 2010/11 are expected to be held at 2008/09 levels in cash terms so inflationary impacts on expenditure covered by these grants will have to be contained within the overall MPA budget.
- The Mayor's budget guidance reflects his belief that tighter funding settlements highlight the continuing need for value for money for the national and council tax payer to drive the development of the forward plans for the GLA Group through the rigorous pursuit of efficiency savings including from increased joint working across the Group. His budget guidance assumes two planning scenarios - a cash freeze and a reduction of 1.5 per cent in general grants in both 2011/12 and 2012/13. For the MPA/MPS this means:

- Net Revenue expenditure between the following amounts

2010/11	£2,673.3 million (fixed)	
2011/12	£2,645.9 million	and £2,676.9 million
2012/13	£2,619.4 million	and £2,679.8 million

- There is no addition to the GLA council tax precept for Olympic preparation and security costs.

Efficiencies and growth

The MPS continues to progress work to balance the budget, but the tight financial settlement and greater demands on policing make this work challenging. Growth and reduction proposals are assessed against the budget principles as agreed by the MPS Management Board:

- Priority to public-facing services.
- Alignment of resources to MPS corporate objectives and the 5 'P's.
- Improve outcomes and minimise unit cost of delivery.
- Achievability.
- Identification of medium-term savings proposals, not just year one.
- Understanding the impact of cost reductions elsewhere in the organisation.

Against these principles the Service recognises the need to consider issues relating to legality, compliance, public safety, performance, productivity and resilience.

In developing the budget submission for 2010-13 the Service considers it prudent to plan for the Mayor's lower planning assumption. The final budget submission will however identify which proposals could be reinstated if the funding envelope were to be increased. The scale of the challenge to the Service is demonstrated by the following table which shows the impact of the Mayor's guidance when compared to the net revenue expenditure assumed in the 2009-12 Budget and Business Plan.

	2010/11	2011/12	2012/13
	£m	£m	£m
• 2009-12 Budget Requirement Approved by Mayor	2,673.3	2,706.8	2,706.8
• Savings to be identified in approved budget	67.6	141.8	141.8
• 2012/13 Pay and Prices			33.8
	2,740.9	2,848.6	2,882.4
• Mayor's Lower Funding Limit	2,673.3	2,645.9	2,619.4
Budget Gap	67.6	202.7	263.0

This budget gap is in addition to the £161m of identified savings already built into future budgets from the 2009-12 budget process. The budget gap would reduce to £171.7m and £202.6m in 2011/12 and 2012/13 respectively if the Mayor's upper funding envelope applied.

The MPA/MPS budget for 2010-13 therefore currently falls outside the Mayor's budget guidelines. Work continues to identify options for closing the budget gap. In carrying out this work the Commissioner has made it clear that:

- It is vital for the MPS to respond to the potential future funding constraints it faces and to plan to reduce the Service's cost base. He recognises that the Service needs not only to develop innovative plans but also to ensure it geared up to deliver them
- Whilst recognizing the need to protect frontline services and overall police numbers there is also a need to ensure the delivery of effective, efficient and economic policing services
- The objective is not to reduce overall officer numbers but all officers need to be dedicated to the delivery of the corporate operational priorities
- Depending on the scale of reductions required and the success in delivering the desired reductions in business support it may not be possible to avoid reductions in police officer numbers

The approach to delivering a budget within the Mayor's guidelines is twofold:

- Business Groups have identified and illustrated the impact of an agreed savings target on their budgets

- A number of corporate exercises, under the framework of the Service Improvement Plan, are currently being undertaken with the aim of moving to more efficient business models for support services and delivering long term and sustainable savings for the Service.

Work to Date

The initial submissions by Business Groups have been reviewed and challenged by the MPS Management Board in July. Further work has been commissioned on both the Business Group submissions and corporate exercises with the aim of completing the budget submission in the line with the deadlines set by the Mayor. The work to date has been shared with the MPA and the final draft submission will be subject to scrutiny by MPS Management Board and the MPA during September and October.

Subject to the outcome of this scrutiny the Service considers that it is well placed to close the budget gap for 2010/11. However significant challenges remain in identifying sustainable budget reductions in line with the Mayor's lower funding envelope for 2011/12 and 2012/13.

Service Improvement Plan

The MPS continues to have a good record on both delivering efficiency plans and targets and implementing significant programmes for change. As part of the 2009-12 budget and Business Planning process the Service established a Service Improvement Plan (SIP) which reflects:

- the Service's focus on reducing support costs and overheads
- the results of a broad review of the Service's planning and budget process
- the need to optimise cashable benefits from past and future investment decisions
- the long lead-in time required to deliver real change
- areas of service improvement requiring investment.

The initial results on scoping these reviews and target reductions will be reflected in the final MPA/MPS 2010-13 budget and business plan submission. The SIP will continue to be developed to support the delivery of reductions and investment over the planning period as an integrated part of the budget and planning process. Many projects in SIP involve major changes in the way we do business and have long lead in times from scope to delivery. The benefits from these projects are expected to increase significantly in the later years of the 2010-13 budget and business plan.

The MPA/MPS, as one of the largest bodies within the GLA Group, continues to work with other members of the Group to explore the efficiencies available from joint working. Significant benefits derived from initiatives such as joint procurement with TfL will be pursued through the SIP.

Risks and Issues

Whilst considerable work has already been undertaken to develop the 2010-13 budget and business plan there is still a significant amount to be done. The MPS will be preparing detailed estimates for 2010/11 which will be assessed against the budget principles. The Service faces a number of risks in taking this work forward:

- **Cost Pressures:**

A number of pressures are being placed on the Service particularly in respect of Protective Services (e.g. Baby P), Public Order activity and knife crime and burglary. Growth in these areas and/or delays in implementing previously agreed reductions increases the level of new savings to be identified and delivered by the Service.

- **Economic Downturn:**

The impact of the current economic downturn is yet to be fully realized. However changes in crime trends could place further pressure on the Service's limited resources. The downturn in the property market is also placing additional revenue pressures on the Service from the need to retain and manage surplus properties.

- Olympics

The MPS has worked closely with the Home Office to identify additional and opportunity costs in relation to the Games. Costs can only be estimated at this stage and, whilst the Home Office is committed to funding additionality, actual additional costs may exceed current estimates. Estimated Olympic-related opportunity costs have been considered by the MPA although these may exceed current estimates.

- Specific Grant

The current planning assumption is that existing specific grants will continue albeit cash limited to 2008/09 prices. If that proves not to be the case a decision will be required on whether those services should cease or growth in the budget be accommodated by savings elsewhere.

- Counter Terrorism (CT) Grant

Government settlement for 2010/11 has been announced and is reflected in our planning assumptions. The impact on CT Grant for 2011/12 onwards is unknown however the current level of grant cannot be guaranteed.

- Dedicated Security Posts (DSP) Grant

The current planning assumption is that DSP grant will continue at the 2009/10 level for 2010/11 onwards, which does not cover all the Service's costs. Negotiations with the Home Office are on-going, but the current level of grant cannot be guaranteed.

- PCSO Grant

NPF/PCSO terms of Grant Funding have been revised by the Home Office. The MPS will reflect any impact on the MPS' ability to recover funding for some current PCSO roles within the Policing London Business Plan.

- DDO Grant

The Home Office is reviewing the funding for Dedicated Detention Officers (DDO) and may no longer provide grants to fund these posts.

- General Government Grant

Government has announced that the police grant for 2010/11 will remain as stated in the police and community safety settlement. However, delay in announcing the CSR for 2011-14 means general government grant for those years cannot be determined. The MPS has based its funding assumptions on the Mayor's Guidance with the risk on general grant levels resting with the GLA. The current funding estimates also assume continuing grant protection for the Service which is on the grant floor.

- Pay and Price Resilience

The budgets include amounts that reflect the three year pay deals (2009-12) agreed for Police Officers and Staff.

- Partnership Working

The Service is increasingly involved in partnership working in line with agreed strategy. The MPA/MPS continues to implement a partnership action plan to improve governance but needs to recognise the financial pressures facing partner organisations. Funding available from some of these organisations to maintain the implementation of projects is becoming more limited or withdrawn.

- Litigation

A number of legal cases are being pursued which impact on Service Finances.

Capital budgets

A revised seven-year capital programme for the period 2010/11 to 2016/17 is being prepared. It will be based on the Capital Strategy, MPS Strategic Priorities and operational requirements. The review of the Capital Spending Plan will ensure that a prudent, affordable and sustainable programme is determined. Investment needs will be fully documented in order that value for money can be demonstrated and the benefits to be delivered readily understood. Returns are presently being considered. Outline proposals are being evaluated with full details on expenditure and funding sources to be included in the final budget submission.

Risk and Issues

- **Borrowing limits**

The borrowing limits for the MPA as set by the GLA are sufficient to meet the planned level of supported and unsupported borrowing noted within the capital programme to fund capital investment. However, the MPA has approved a contingency sum of £60m for additional borrowing to support capital expenditure over three years should it be demonstrated that further investment represents good value for money and that clear benefits will be delivered. If the opportunity to utilise the contingency sum proves sensible then discussions will need to take place with the GLA to review the present borrowing limits.

- **Capital Receipts**

A number of issues are affecting the level of capital receipts from the disposal of redundant or obsolete property. These include:

The adjusted timetable for the Safer Neighbourhood Programme.

Revisions to the schedule for release of operational property.

The downturn in the property market.

The drop in capital receipts is a cause for concern. Capital reserves and revenue contributions to capital outlay (RCCOs) have been utilised and have alleviated some of the pressure over recent years. However, these are 'one-off' sources of finance and if the present level of capital investment is to be maintained then alternative sources of funding need to be explored.

- **Programme Management**

Programme management capacity was initially introduced within the Capital Programme to ensure a level of over-programming existed. This would allow any underspend in expenditure to be addressed. However, the level of programme management needs to be maintained at a suitable level to ensure that expectations regarding project delivery were kept within reasonable levels. Due to the ever increasing demand for capital investment the level of over-programming now being assumed needs to be reviewed and challenged to make sure that it is sustainable.

Managing Our Performance

Strategic performance framework

The strategic performance framework for crime and policing has been re-aligned in [The New Performance Landscape](#) towards crime reduction, community safety and criminal justice outcomes developed in the Policing Green Paper, planning to meet shared local priorities and the Policing Pledge and monitoring and measuring success through local targets and the single national confidence indicator.

The national performance framework is developed around the [Public Service Agreements](#) on crime (PSA 23), justice (PSA 24), drugs and alcohol (PSA 25) and terrorism (PSA 26), secured through local ownership and less centralised performance management. [Analysis of Policing and Community Safety](#) (APACS), the core policing performance framework, provides a common analytical basis for understanding performance in policing and community safety and, although published, is no longer used for graded assessments.

[The local performance framework](#) is driven through Local Area Agreements (LAA), comprising up to 35 shared local priorities drawn from the National Indicator Set (NIS). They require that Local Strategic Partnerships consult on communities needs and [publish local priorities](#). The [NIS](#) is composed of 198 indicators that set out government priorities to be delivered by councils and their partners, and provides a consistent way of measuring progress across public services and across performance frameworks.

[The Policing Pledge](#) is at the heart of policing performance, promising service standards that are underpinned with local priorities for each neighbourhood. These are supported by Pledge performance indicators, and by ongoing inspection.

Primary responsibility for managing police performance rests with the Service itself, while the MPA agrees annual policing plans and holds the MPS senior command team to account. The MPA is expected to initiate remedial action to tackle areas of weak performance and to commission support from the National Police Improvement Agency (NPIA) and Her Majesty's Inspectorate of Constabulary (HMIC).

HMIC is the lead agency in monitoring MPA/MPS performance, including the new [Rounded Assessment](#) of police performance and the Comprehensive Area Assessment (CAA) process with the Audit Commission, whilst the NPIA provides improvement support. The [CAA](#) represents a fundamental change to inspection, assessing how well people are collectively served by their local public services. It includes publication of performance against the NIS. More broadly, Policing performance is shared with communities through published data and reports, including the MPS [Annual Report](#), through [crime mapping](#) and public meetings.

Within this performance environment the MPA/MPS manages headline performance against Key Performance Indicators (known as Critical Performance Areas (CPA)) aligned to corporate objectives. KPI's are drawn from a broader set of police performance indicators defined for each corporate objective and aligned mainly to the NIS or to MPS Corporate Health Indicators (CHI), a set of 65 indicators assessing how well the MPS manages key resources including staff and finances.

As part of the development of the MPS corporate Performance Management Framework, the frequency of reporting on the measures and targets contained within this plan is being agreed with the MPA. The initial proposal is to report quarterly on all measures and targets, and if required on a monthly basis by exception.

Managing Performance at the MPS

Managing performance is making sure that we know what things matter most, and then doing those things better.

Based on conversations with senior leaders at all levels in the organisation, we believe we have built a clear understanding of the main challenges to effective performance management in the MPS. There is a clear case for a new model, whereby high quality insightful analysis is considered by Performance Board; all performance stakeholders work with consistent sets of data; trends and issues are identified early; research and in-depth analysis is commissioned effectively; and the expected impact of interventions is considered in the context of resource usage.

A simple Performance Management framework can drive better performance if we identify and articulate our priority goals; plan for delivery; set indicators and incentives to align with and drive towards our goals; report, analyse and understand how we are doing. The aims are to:

- Gain consensus on strategic priorities and ensure link with meaningful indicators
- Ensure performance analysis effectively informs senior level decision-making
- Remove duplication and improve accuracy of performance reporting
- Build an understanding of what good Performance Management is and capability for delivering it throughout the MPS.

The approach

The MPS is rationalising the approach to performance management to enable more informed decision-making. This will help us understand and improve progress against the three strategic outcomes (confidence, safety, improvement) and the 5Ps, and will create transparency on resource allocation and how it is driving performance. We will specifically link resource allocation with outcomes and focus analyses and performance conversations on high-priority areas including productivity.

How we will deliver the approach

The planning and finance team will work closely with Business Groups to refine an effective approach to performance management that is relevant on the ground. We will not replace existing processes that are working well, but roll out best practices. Organisational goals will feed into the performance analysis and reporting work, and we will work to reduce duplicative data requests and streamline reporting.

The MPS has set up a group of performance management practitioners to ensure data accuracy and comparability, agree key messages and problem solve on root causes of observed performance, for example identify problem boroughs for burglary and assess existing improvement initiatives. This performance group will:

- Consult on, and verify, key emerging messages from analysis of performance data and information
- Identify priority strategic areas for driving performance improvement
- Prioritise options for current and future actions to improve performance
- Prioritise and direct further analysis and research on key areas of performance
- Agree on essential decisions required and topics for discussion at Performance Board and Management Board
- Coordinate performance data requests from the Home Office, MPA, and others and act as a final “clearing house” for responses for the MPS.

STRATEGIC OUTCOMES	CORPORATE OBJECTIVES	HEADLINE PERFORMANCE INDICATORS
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CONFIDENCE		
Convince communities we are on their side	Build confidence in the police by delivering on the Pledge and improving people's experience of our services	<p>KPI 1(a) - Public Confidence and Satisfaction (National): Percentage of people who think that the police and local council are dealing with anti-social behaviour and crime issues that matter in their area (APACS 2.2 Source: British Crime Survey (BCS) and PAS)</p> <p>KPI 1(b) - Percentage of people who think the police in their area are doing a good job (APACS 2.3 Source: BCS)</p> <p>KPI 2(a) - Percentage of victims satisfied with the overall service provided by the police, (APACS 1.1 Source: User Satisfaction Survey (HOUSS))</p> <p>KPI 2(b) - 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 1.2 Source: HOUSS)</p> <p>KPI 2(c) - Percentage of people who agree that the police treat you with respect (Source: Public Attitude Survey (PAS))</p>
SAFETY		
Reduce crime and catch criminals	With our partners, make neighbourhoods safer by responding to local priorities, tackling crime and ASB and reducing road casualties	<p>KPI 3(a) - Number of serious acquisitive crimes per 1,000 population (robbery, burglary and motor vehicle crime) (APACS 5.2 Source: NI 16)</p> <p>KPI 3(b) - Percentage change in the number of people killed or seriously injured in road traffic collisions (APACS 9.1 Source: NI 47)</p>
Be intolerant of violence	Reduce serious violence and protect young people	<p>KPI 4(a) - The number of Violence with Injury crimes per 1,000 population (APACS 5.1 Source NI 15 Serious Violent Crime)</p> <p>KPI 4(b) - Percentage of Violence with Injury offences brought to justice (sanction detections) (APACS 6.1)</p> <p>KPI 4(c) - The percentage of serious sexual offences brought to justice (OBTJ) (APACS 6.4)</p> <p>KPI 4(b) - The number of gun crimes per 1,000 population (tbc)</p>
	Reduce serious and organised crime by disrupting criminal networks	<p>KPI 5(a) - The number of criminal networks disrupted</p> <p>KPI 5(b) - The value of the assets recovered - The value of cash forfeiture orders and confiscation orders per 1,000 of the population (APACS 8.1)</p> <p>KPI 5(c) - The number of a) sanction detections and b) offences brought to justice for Class A drugs trafficking (tbc)</p>
Deliver security of our streets	Enhance our Counter Terrorism capability and capacity while developing our approach to preventing violent extremism	KPI 6 - Enhance our Counter Terrorism capability and capacity - a set of measures based around CONTEST including public perceptions, recruitment of Prevent Engagement Officers, Counter Terrorism Local Profile development and the number of disruptions. (In development)
	Plan for and effectively police major events in London and prepare for the 2012 Olympic and Paralympic Games	KPI 7 – Planning and preparation for the London 2012 Olympics and Paralympic Games - The proportion of Police Service delivery project milestones delivered on time (OSD programme criteria). (In development).
IMPROVEMENT		
The right service at the right price	Lead and manage our service to ensure the most efficient, effective and economic use of all the resources entrusted to us	<p>KPI 8(a) - Delivery of net cashable, efficiency and productivity gains (APACS 12.1)</p> <p>KPI 8(b) - Percentage of police officer recruits from minority ethnic groups compared to the percentage of people from minority ethnic groups in the economically active population (APACS 3.1)</p> <p>KPI 8(c) - Number of key Corporate ICT Systems and Services achieving target availability or higher (11 systems)</p>
Commissioner's Ps - PRESENCE, PERFORMANCE, PRODUCTIVITY, PROFESSIONALISM, PRIDE		