



Working together for a safer London

Draft Corporate Strategy September 2005

2006-2009

MPA

Metropolitan Police Authority

Foreword:

MPS Commissioner and MPA Chair (to be developed in 2006)

Suggested Content:

Why do we have a corporate strategy: what the document is a DRIVER for?

To improve crime performance (quantitative improvements)

To improve the quality of service received by the citizens of London

London is a unique city –commentary on policing the Olympics, major events such as ‘Live 8’ & the Notting Hill Carnival & responding to Major incidents, diplomatic & royalty protection.

Big challenges of policing nationally & London – widening mission (including counter terrorism) and working smarter

Diversity of London – acknowledging the importance of London as a diverse city and our commitment to equality.

This a **combined three-year strategy and policing plan**

Our approach – Citizen Focus & Together Service Review & C3i

Our Values

We understand that the way in which we work is as important as what we do.
Our values will underpin the way that every member of the Metropolitan Police Service performs their role in delivering our mission.

Working together with all our citizens; all our partners; all our colleagues, we will

Have pride in delivering quality policing – there is no greater priority

Build trust by listening and responding

Respect and support each other – work as a team

Learn from experience and find ways to be even better

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

**TOGETHER TOGETHER
TOGETHER TOGETHER
TOGETHERE**  **METROPOLITAN
POLICE** Working together for a safer London

Purpose & Building of the Corporate Strategy

PURPOSE

The purpose of the Metropolitan Police Authority and Metropolitan Police Service Corporate Strategy is to provide **a clear picture of the direction and performance focus of the Metropolitan Police Service**. This document is the Corporate Strategy for 2006 to 2009.

The Corporate Strategy provides information for London on how we will deliver your police service. It provides information for our staff about what they are being asked to deliver together as priorities in their work. It also provides information for our partners on our areas of focus for the next three years. This is the first strategy of its kind in that it will be refreshed every year to ensure that it remains meaningful and reflects the future needs of London.

BUILDING THE CORPORATE STRATEGY

We have used many sources of information to ensure that this strategy reflects the needs of London. Public and partner consultation has been central to informing us of what London wants from its police service. The Corporate Strategy takes account of both the Government's and Mayor's priorities for policing in London. Consultation with our staff has also been key in setting values and priorities detailed within this Corporate Strategy.

Building a Corporate Strategy is a step-by-step process and therefore it has been presented so that you can understand how it has been developed. The mission and values that underpin the service we provide to you set the context for the strategic direction. From these we have identified the strategic priorities we will focus on delivering to achieve our mission. We have also identified the outcomes we are aiming to achieve through delivery of the corporate strategy.

We have identified & developed the **Mission & Values** for the Metropolitan Police Service

In order to achieve our Mission and deliver the strategy we have identified our **Strategic Priorities**

Development of the Mission has led us to identify the **Outcomes** we need to focus on to achieve our mission

Our Mission: Working Together for a Safer London

Delivering 7 strategic priorities:

Counter Terrorism, Security & Protection
Safer Neighbourhoods
Organised Criminal Networks
Capital City Policing
Information Quality
Citizen Focus
Together

Outcomes sought:

Communities are engaged with, confident in & satisfied with our police service
Security is improved & the public feel reassured
Crime, disorder, vulnerability & harm are prevented & reduced
More offenders are brought to justice

To make London the safest major city in the world

3 Key Long-term Performance Measures:

related to the Governments' first 3 Public Service Agreements

- % Reduction in crime
- Number of offences brought to justice
- Public satisfaction & confidence

Supported by living our Values & ensuring we have:

A modern & diverse workforce, Enabled staff, Better use of resources, Cohesive partnership working, Clear Communication

Descriptions of Strategic Priorities

In order to achieve our Mission and deliver the strategy we have identified 7 initial strategic priorities. A description of each priority area for delivery follows:

Counter Terrorism, Security & Protection

The national police service approach to Counter Terrorism aims to minimise risk and vulnerability to life and property, create a hostile environment for the terrorists and increase the feeling of safety and confidence in all communities. The guiding principle of the Metropolitan Police Service is that everyone has a part to play in combating terrorism and domestic extremism.

Within the Metropolitan Police Service, Specialist Operations has lead responsibility for the investigation of terrorist offences and for the provision of personal protection for individuals at risk in the UK and abroad. This responsibility includes security at critical locations in London and elsewhere in the country.

To successfully combat terrorism and improve safety and security, all parts of the Metropolitan Police Service must be involved in gathering, analysing, passing on and acting on intelligence. These vital activities reduce the opportunity for criminals to commit terrorist offences and ensure we bring to justice those involved, including those who support, encourage and finance terrorism. Partnership working with the security services and other intelligence agencies is essential.

The Metropolitan Police Service focus on delivering a citizen focused and responsive police service through Safer Neighbourhoods is vital to countering terrorism. These initiatives create an environment that encourages and facilitates the flow of community intelligence. These critical aspects of police work increase feelings of safety, provide reassurance for communities and reduce opportunities for terrorism.

The Metropolitan Police Service is committed to safeguarding communities through excellence in Security, Protection and Counter Terrorism. This requires a strengthening of our capability and resolve. It also requires that Specialist Operations work in an open, inclusive, streamlined and performance-related way to lead on achieving safety and security throughout London. By doing this we will be able to demonstrate the effectiveness of the Metropolitan Police Service in fighting terrorism and increase the confidence of communities in our

service. The effective delivery of Counter Terrorism, security and protection as a key element of the Corporate Strategy will enable the Metropolitan Police Service to pursue its widening mission to meet the needs of all London's communities.

Safer Neighbourhoods

Safer Neighbourhoods policing will positively change the local police service we provide within London. Each council ward in London will have a dedicated familiar team including a Sergeant, two Constables and three Police Community Support Officers to work with the local community on the crime and quality of life issues that are most important to them. Safer Neighbourhood teams will listen to the needs of local people and work with partner organisations and the community to tackle issues like graffiti, abandoned vehicles, aggressive driving, general anti-social behaviour by young people and other crime that negatively impacts on people's feelings of safety and security in their neighbourhood.

Through Safer Neighbourhoods the Metropolitan Police Service will close the gap between people's fear of crime and our success in reducing crime in our capital. We realise that the crime targets we are set by the Government and Mayor sometimes do not reflect your needs locally, although they do support crime reduction in London as a whole. We know that to improve your confidence and satisfaction in our police service we have to tackle the issues that are important to you.

We have already put in place 270 Safer Neighbourhoods teams across London and you may have already met members of your local Safer Neighbourhood team. You have told us that the work they are already doing is helping to make you feel significantly less vulnerable to becoming a victim of crime and that you value being able to influence what your local police do through Citizen Panel meetings.

Our figures show that Safer Neighbourhoods teams are effective at reducing crime and disorder. For example, in Tower Hamlets where in partnership with the local authority we have been able to provide all wards with their Safer Neighbourhood team there has been a 14% reduction in all crime. This is compared to an average crime reduction of 1% across London. Safer Neighbourhoods teams are also key in gathering information that will help us to tackle organised criminal networks and terrorism in London effectively. We truly believe that through your support and the provision of Safer Neighbourhood teams we will prevent and reduce crime and disorder significantly in every neighbourhood in London including yours. Safer Neighbourhoods is a key initiative in the Corporate Strategy that will enable us to deliver our priorities and aims.

Organised Criminal Networks

The Metropolitan Police Service is adopting a new approach to understanding and tackling organised criminal networks, and reducing the harm these networks cause in our communities and neighbourhoods. Changes in technology, travel, the diversity of London's communities as well as London's increasing dominance as a major financial and cultural centre is reflected in the growing complexity and presence of organised criminal networks affecting our capital.

To tackle this change we need to develop a new understanding of the socio-economic and political impact of organised criminal networks. Organised criminal networks do not focus on a single activity or crime type such as drug dealing or prostitution but are involved in a range of criminal activities. They tend to take crime opportunities when they occur or commit crime in order to facilitate another, for example stealing someone's identity to make people trafficking possible. Serious & organised crime can take many forms, for example kidnap, threats to kill, shootings, robberies and extortion. Negative role models are present in many communities and these people often attract and encourage the local youths to take part in increasing criminal activity. We know that to stop this type of crime we need your trust and confidence so you and your community want to engage with us. Your support is central to helping us reduce the harm organised criminals cause to individuals and your communities.

Our understanding of the harm caused by criminal networks in communities is growing. It is clear that organised criminal networks impact on people's quality of life and increase fear of crime. We are using the information and intelligence we have to identify the best approach we should take to tackle the networks that pose the greatest threat to communities and London. We will use people with the highest quality skills and our other resources to tackle these priority and prolific offenders. This work will involve all parts of the Metropolitan Police Service, partner agencies and other law enforcement agencies to ensure that our specialist skills are effective in reducing the harm caused by organised criminal networks.

Capital City Policing

London is our capital city. It has national and international significance and is one of the world's greatest cultural centres. It is important that you are confident that the Metropolitan Police Service is working 24 hours a day with our partner agencies to ensure you are safe when enjoying the uniqueness of London.

We will ensure that London continues to be the chosen venue for many of the World's major events. We want you as a resident, commuter or tourist to continue to safely enjoy the richness, culture and diversity of our world class city taking pride and pleasure in high profile events such as the 2012 Olympics. We want you to feel safe in our parks, on our waterways and in all our public spaces when you choose to participate in the breadth of activities on offer. Whether you are using Transport for London services or private transport we will tackle those road safety and security issues we all see as being important, so we can all travel without fear.

We also want you to know that we are ensuring your safety through planning our response to major incidents both natural and man-made. We will remain at the cutting edge of disaster management, using our planning expertise to ensure we are prepared to respond. We will work closely with our partners in the public and private sectors to ensure we are ready and able to meet your needs when you most need us.

Our capital is the home of our Royal Family, Government and many national and international institutions. London is the heart of our nation's democracy and we will protect your right for lawful demonstration and celebration. We will ensure that order is kept on our streets, while minimising disruption to the life of our city. London has a tradition of being a democratic and freethinking city, in order to safeguard this and enable it to flourish, we must retain our ability to respond to those that threaten our values and democracy.

We will work to make London the safest capital in the world. We want you to be safe and feel safe in your homes, in the diverse and vibrant communities where you live, in your places of work, during your leisure time, travelling in our city, visiting our city as a tourist and on the streets of London. Through focusing on capital city policing as a strategic priority we will ensure the identity of London remains exhilarating, diverse and dynamic.

Information quality

To enable the Metropolitan Police Service to deliver the policing service that London wants our information and intelligence must be of the highest quality. Information underpins our ability to deliver. It enables vital decision-making, it allows us to be proactive and prevent crime before it occurs and is core to bringing offenders to justice. Good quality information is one of the Metropolitan Police Service's most valuable resources and must be reliable and complete if we are to achieve an effective police service for London.

Good quality information needs to be available to all of our staff whenever they need it to enable them to perform their roles well. We know it is important to make sure all our contact with you is right first time. Our Command, Control, Communication and Information programme (C3i) will ensure officers arriving at an incident will be aware of all of the facts before they arrive enabling them in providing a tailored response at the scene. Good quality information should also be available to you whenever you want it in a format that meets your needs. We want you and our staff to trust the information we hold and trust that we will use it to deliver the most effective and efficient policing service we can.

The key to making real improvements in our information quality is to improve the way that we manage our information. Our staff need to understand the value of the information the Metropolitan Police Service has and their own role in ensuring it is of the highest quality possible. Our information and intelligence systems must speak to each other and make the tasks of entering and using information for policing delivery or support as simple and effective as technology can enable. Our systems also need to enable improvements in partnership working with other law enforcement agencies so that together we can provide coherent police intelligence to enable prevention of all crime including terrorism.

Where possible open sharing of information with all our partners and communities will inspire trust and confidence in the Metropolitan Police Service. We need to demonstrate through feedback the difference that information you provide us can make in reducing and preventing crime in your neighbourhood and across London. The inclusion of information quality improvement in delivery of the Corporate Strategy demonstrates the enabling value that information and intelligence has in achieving a safer London.

Citizen Focus

Citizen focused policing is about putting what you want from our police service at the heart of what the Metropolitan Police Service does. We want to improve our understanding of your needs. To do this we need to engage and communicate with all of London's communities. By listening to your feedback we will improve our services and shape the way we do things so you feel that we are delivering the police service you want and need.

London is a uniquely diverse city and it is essential that we continuously build our understanding of the different needs of people who live, work in and visit our city and respond flexibly to meet them. This means that every member of the Metropolitan Police Service must recognise the role they play in delivering high quality policing services; whether they work directly with the public or perform a vital support role. All of our staff must have the confidence and the right training to enable them to use their own initiative to meet your needs.

Our policing approach will mean you will have access to the Metropolitan Police Service and our services in a variety of ways that are designed to make it easy for you to contact us. Our Command, Control, Communication and Information programme (C3i) will revolutionise the way we respond to your requests for our help. Putting you at the heart of what we do will mean that your views genuinely influence the development and delivery of policing services. We will respond quickly and flexibly to questions about any aspect of our services and will develop our understanding so that we can proactively provide information before you have to ask. Every member of our staff will consider it essential that they keep the commitments we make to you as citizens of London.

We hope that connecting with communities and individuals will help to bring more offenders to justice because victims and witnesses will feel more comfortable engaging with us throughout the criminal justice process. We also want you to feel more comfortable passing information to us as community intelligence is vital if we are to effectively tackle crime, disorder and anti-social behaviour, as well as providing the key to dealing with the most serious crimes including terrorism and the harm caused by the activities of organised criminal networks.

The inclusion of citizen focused policing in this Corporate Strategy reflects the importance the Metropolitan Police Service attaches to improving our way of working. It also demonstrates our commitment to providing a service that responds to the needs of communities and individuals, especially victims and witnesses, and inspires public confidence in the police, particularly among minority communities.

Together

The mission of the Metropolitan Police Service is widening. Our challenge is to deliver improved local policing through Safer Neighbourhoods, continue to reduce crime such as robbery and burglary as well as preventing terrorism. Underpinning our day-to-day work to meet this challenge will be 'Together'. Together describes our style of working. It is about *how* we aspire to be when delivering your policing service and the perception that our colleagues, our partners and the public have of us as an organisation. Building on our fundamental values, Together will develop the Metropolitan Police Service in a way that has never happened in the past.

To deliver against the challenges we face and to achieve the performance improvement we want, changes must take place within the Metropolitan Police Service. Together will work to join all parts of the Metropolitan Police Service and unite every member of our staff behind our mission and priorities. Over recent years we have focused successfully on building workforce capacity but we now need an equally strong focus on ensuring staff capability, particularly around management and leadership.

Together is about making the Metropolitan Police Service an organisation where all individuals, regardless of the role they play or their personal background, feel valued as part of the collective team - 'Team Met'. Together will work to build an organisation where all staff feel well treated, respected and invested in so that they feel able and supported in achieving their full potential. We will seize opportunities to learn and have passion and pride in delivering a quality service, enhancing our ability to prevent and reduce crime and disorder and bring offenders to justice. Enabling leadership and improving communications will be key to achieving these outcomes.

Together will also change the way we work with all our partners and the diverse communities of London. Complimenting the Citizen Focus approach, Together will work to ensure that the public are satisfied with and confident in the policing service they receive and that people feel positive when in contact with us. We want to build more cohesive relationships with our partners so together we can provide the most efficient and effective service we can for the public. The Metropolitan Police Service will go further in achieving these changes if we work together. Together with our colleagues, together with our partners and together with the citizens we serve. The most effective way to make London safer is to work as one unified team.

Strategic Outcomes

The strategic outcomes provide a framework for every member of the Metropolitan Police Service so we all understand what to focus our effort on to achieve our mission and to make London the safest major city in the world.

Communities are engaged with, confident in & satisfied with our service	Policing is delivered for the public. It should be designed to meet your needs and those of your community. We will listen and respond to your needs, involving and engaging you in policing London. We will deliver a police service that puts citizens at the heart of what we do. Your satisfaction and confidence with the Metropolitan Police Service is of fundamental importance.
Safety & Security is improved & the public feel reassured	We want everyone to feel safe and secure in London. We recognise that you want a familiar, visible, accessible and responsive police service. It is important that you are confident that the Metropolitan Police Service is working 24 hours a day with our partner agencies to ensure you are safe in your homes, in your places of work, during your leisure time, travelling in our city and on the streets of London.
Crime, disorder, vulnerability & harm are prevented & reduced	So London remains a vibrant place to live, work and visit, vulnerability to becoming a victim of crime has to be minimised. The harm caused by crime in communities impacts on people's lives and increases their fear of crime. Through being proactive we will understand, prevent and reduce the harm that criminals cause ensuring that all crime and disorder is reduced.
More offenders are brought to justice	In order to reduce crime and increase safety and public confidence, we need to ensure that all offenders that commit crime are brought to justice.
Supported by living our Values and ensuring we have:	
A modern & diverse workforce	We will have a modern workforce to deliver our service. It is key that the service is representative of the communities it serves and understands the people it polices.
Enabled staff	Through enabling and equipping our people to perform their role to the maximum of their potential we will ensure that they all understand and deliver their part of our mission and provide you with a quality police service.
Better use of resources	To ensure we are efficient and effective all of our resources and information must be used in the best way possible to ensure delivery of our mission.
Cohesive partnership working	To work smarter, we need to work together. Cohesive partnership means working together with the citizens we serve, our partners and our staff.
Clear communication	Communication with our customers, partners and staff needs to be clear and consistent. Messages should be simple and

reinforced.

Details of the Strategic Outcomes

Communities are engaged with, confident in & satisfied with our service

Why is this important?

Policing is delivered for the public and should be designed to meet your needs. We want to openly involve all of London's communities in making London safer. We will listen to and act on what you tell us and provide an improved quality of service that meets London's diverse needs. Your engagement will help us better understand crime, from terrorism to anti-social behaviour and help us to prevent and reduce crime and bring all offenders to justice.

Why is it a strategic outcome?

You have told us that you want a service that meets the needs of you and your community. Both the Government and Mayor agree that community engagement in policing will help us to achieve a safer London and have included community engagement in their priorities. Our staff believe that talking to you about what we do and why will help to improve your trust and confidence in the service we provide.

What difference will it make?

Having the trust, confidence and engagement of all the communities of London is important because we want everyone to feel positive about the Metropolitan Police Service from initial contact, during and after every interaction you have with us. We want you to feel a part of making London safer because we listen to your views and act upon them. We want you to feel that we have ongoing and open communication that builds your trust in us, meaning you feel confident in coming forward with suggestions and information that will help us to make London safer.

Our partners will also benefit from our greater engagement with communities, as it will increase our understanding of how we can all work together for the safety of London. We want our staff to feel that they are working with communities to solve real problems that impact on your quality of life and that they are making a difference through the role that they play. We want our staff to understand your needs and know what to do and how to work to ensure you have confidence in them and are satisfied with our service.

Safety & security is improved & the public feel reassured

Why is this important?

We have been successful in reducing crime across London. However we know that what is equally important is that you feel safe in London. Reassurance policing is about making you feel safe as well as reducing crime. Reassurance policing also means dealing effectively with critical incidents as well as ensuring safety during the major events that make London a unique capital city.

Why is it a strategic outcome?

The Government and the Mayor see reassuring you and reducing your fear of crime and anti-social behaviour as a key priority. You and our staff have told us that us providing a visible, accessible, familiar police officers on the streets to interact with you and deal with and anti-social behaviour, preventing low level crime and disorder as well as improving road safety and reducing anti-social behaviour of road users are priorities for you.

What difference will it make?

We want you to know that we are doing everything we can to make you safe in your home, place of work, on the streets and in your local neighbourhood 24 hours a day. We want you to be familiar with us, to see us, feel able to talk to us and know that we are close at hand. We want you to be able to contact us in a way that is best for you and enables us to respond effectively. We want to respond to your needs in a way that you think is right. Our partners will feel we are working with them in a way that inspires confidence in all public and private services. We want our staff to know that they make a difference through the quality of their contact with the people of London. Through the professionalism of our staff we want to directly reduce your fear of crime.

Crime, disorder, vulnerability & harm are prevented & reduced

Why is this important?

So London remains a vibrant place to live, work and visit, vulnerability to being a victim of crime has to be minimised. We must be proactive to prevent crime occurring and to reduce the harm to individuals and communities when it does occur. This harm might be physical, financial, negatively affect the way our local neighbourhood looks or affect the relationships between the people of London. All citizens have a right to live without the fear of crime and be reassured that people who commit criminal offences will be brought to justice.

Why is it a strategic outcome?

You have told us that our response to all crimes including anti-social behaviour in our communities and on our roads, domestic violence, alcohol and drug related crime are important to you. You have also said you are particularly concerned about youth crime and crime committed on the basis of race, age, gender, disability, religious belief or sexual orientation. The Government and the Mayor have set demanding targets for us to achieve a further reduction in crime and disorder across London as well as specific targets for reducing the harm caused by drug related crime. Our staff see tackling anti-social behaviour, violent crime and gun crime as a priority.

What difference will it make?

We want you to feel that we will protect you and your communities of all races, ages, genders, disabilities, religious beliefs and sexual orientations from people that intend to hurt all of us through violent and criminal behaviour. We want you to feel that when a crime does occur we will do everything we can to reduce the impact of that crime and ensure that it does not happen again. You will understand what you can do to prevent crime and you will feel safer because you will know that we are successful in bringing offenders to justice. The role of our partners both in the UK and internationally in preventing harm is key and we need to demonstrate to our partners that we are committed to solving the long-term causes of crime as well as reducing harm when crime occurs. Our staff will know that their skills and abilities are making a difference by reducing crime, disorder and vulnerability in our capital.

More offenders are brought to justice

Why is this important?

For London to become safer individuals that commit criminal offences must be detected, investigated and brought to justice. This is important because doing this successfully will inspire confidence in the criminal justice system and reduce crime.

Why is it a strategic outcome?

You have told us that you want criminals involved in traffic crime, drug and alcohol related crime, domestic violence and hate crime brought to justice. Our staff have highlighted the need to improve the support we provide to victims and witnesses of crime and to continue improving the criminal justice processes particularly sentencing of prolific offenders. The Government and the Mayor see bringing offenders to justice as a core priority for policing and have set us challenging targets.

What difference will it make?

We want you to feel confident that you are protected from crime and feel safe because individuals that commit crime are brought to justice. We also want you to know that if you become a victim or witness of crime we will do everything we can to ensure you are looked after and that the offender is brought to justice. We want to work openly and closely with our criminal justice partners to ensure that the legal process is as effective and efficient as possible and supports victims and witnesses. We want our staff to know that their effort in detecting and investigating crime is worthwhile and does prevent and reduce crime and disorder within London.

A modern and diverse workforce

Why is this important?

To deliver our mission and make London safer it is important that we have the right people in the right roles at the right time. In particular it is key that our resources are released to perform front line policing. It is also important that the members of our police service reflect the diversity London's communities so we have the understanding and ability necessary to meet our communities' needs. To achieve these goals we have to make sure our workforce is flexible and diverse with the right capabilities to deliver. The Government and Mayor have laid out their agenda for modernisation of public services and have set us targets for increasing the diversity of the Metropolitan Police Service. Our staff have highlighted making best use of our experienced members of staff and the allocation of resources as a priority.

What difference will it make?

You will feel the service you receive is delivered by someone with the right skills and knowledge to meet your needs. You will feel confident and reassured that your police service understands and is able to meet your needs. Our staff will feel their skills are being used to their maximum potential and that their role is the best use of the knowledge, experience and training. Our partners will feel that the Metropolitan Police Service works effectively alongside them.

Enabled staff

Why is this important?

We know that our people are our most valuable resource. Only through our staff can we deliver a safer London. It is therefore vital that every member of the Metropolitan Police Service feels equipped and able to perform to the maximum of their potential. We need to ensure that every person working in the Metropolitan Police Service understands our mission and their own part in making it happen. Our staff have told us that increasing the professionalism of the service they can provide, through training and development particularly in relation to technology, and delivering a citizen focused police service are priorities for them. The Morris inquiry highlighted the need for every member of our staff to feel enabled and valued. It also highlighted the need for improved management and leadership skills, particularly in relation to managing difference.

What difference will it make?

You will have confidence that every member of the Metropolitan Police Service has the right equipment, knowledge, skills and abilities to provide a police service that meets your needs. Our staff will know what part they play and why their role is important. They will feel valued, supported, motivated and enthusiastic about their part in making London safer. Our partners will feel confident in every member of the police service they work with.

Better use of Resources

Why is ensuring better use of our resources important?

Policing London requires a significant investment of public money. You need to know that we are using that money in the best possible way to deliver policing that meets the needs of London. It is important that our people, information and intelligence, equipment and technology are used in the most effective and efficient ways to help us make London safer. The Government and Mayor have set us demanding performance targets through their Public Service Agreement for us and our partners. To meet them we have to use all of our resources to their maximum potential, ensure we are intelligence led and focused on the outcomes of what we do. Our staff have told us that technology that talks to each other, information that is accessible and accurate, the effective allocation of resources and financial management are priorities for them. You have told us that the speed and the way in which we respond is a priority for improving our service.

What difference will it make?

You will be provided with the right people, with the right information and equipment when you need us. You will feel that we have a real understanding of crime in London and have confidence that we are using your investment in us in the best way we can. Our partners will trust that we are being effective with the resources we have and together we will work to reduce duplication and bureaucracy. Our staff will have the information and equipment to perform to the best of their ability at all times.

Cohesive partnership working

Why is cohesive partnership working important?

The Metropolitan Police Service plays the central role in policing London. We have a wide range of local, London wide, national and international partner organisations who also have responsibilities that overlap or link with ours in some way. To deliver a complete service that meets the needs of London we have to work in a cohesive and joined up way with all of our partners using problem solving to prevent crime. You have told us that anti-social behaviour and the behaviour of young people are of particular concern to you; we will most effectively tackle these problems by involving our partners including education and social services. Our staff have also highlighted partnership working as key. The Government and the Mayor also agree this is a priority and have set Public Service Agreements for us and our partners to work towards.

What difference will it make?

You will feel that the Metropolitan Police Service and its partners are working closely together to ensure you feel safe. You will feel that between us we offer all of the services you need. Our staff will understand what, how and why our partners do what they do. They will feel able to work with our partners as one team. Our partners will feel a change in our approach to working with them. They will have a clear understanding of our relationship with them, which will improve all of our performance.

Clear communication

Why is clear communication important?

Communication is the key to achieving our mission. Clear, timely and accurate communication with the people of London, with our colleagues and with our partners is vital to developing the police service that London deserves. You have told us that reassurance is a priority for you and that familiarity and interaction are key to providing the service you want. The Government and the Mayor see providing a citizen focused police service as a priority; to do this we need open and clear communication.

What difference will it make?

We want you to feel that we are approachable and receptive when you want to contact us. We want you to feel that you have been listened to and that your opinions have been considered as part of our decision-making. We want to provide you with clear and consistent messages so you feel confident that you understand what we are doing and why. We want to update you proactively so that you feel reassured you know what is going on.

We want our partners to feel that their opinions and suggestions are listened to. We want them to feel that they get the right answer and that we keep them informed. We want our staff to feel that their views are listened to and that their suggestions are central to improving the Metropolitan Police Service. We want all of staff to think about how the public, their colleagues and our partners might perceive their messages and ask for feedback so we can get communication right.

Delivery of the Corporate Strategy

1. Development & Implementation of Detailed Plans:

- The **Annual Policing Plan** will be part of the 1 year delivery mechanism of the 3 year corporate strategy. The 3 year Corporate Strategy will be refreshed every year alongside development of each Annual Policing Plan.
- Individual **Delivery Plans** will additionally provide an effective framework to deliver performance against each strategic priority. Delivery plans will detail activities, resources, measures and high-level costs across the Metropolitan Police Service and will be developed in conjunction with the Intelligence Standards Unit to ensure National Intelligence Model compliance.

2. Responsibility and Accountability Framework Development & Implementation:

- A **High Level Accountability and Performance Monitoring Framework** will be developed, which will determine accountability and responsibility for delivery against strategic priorities. Management Board will visibly 'own' corporate strategic priorities, driving our mission throughout the Metropolitan Police Service.
- The link between **Finance and Planning** will be strengthened, ensuring that delivery of the Corporate Strategy takes priority during the allocation of both capital and revenue resources.

3. Realignment:

- All **Change Programmes** will be reviewed in light of the direction set by the Corporate Strategy. This will include reviewing the scope of, as well as stopping or starting programmes as required to ensure the delivery of the Corporate Strategy.
- All Metropolitan Police Service **Business Groups** will be required to consider their service provision in light of the Corporate Strategy and focus their delivery on the Corporate Strategy priorities.
- Key **Supporting Strategies** will be realigned in light of the Corporate Strategy. Key supporting strategies, such as 'Enabling People' and the Diversity and Equality strategy, will determine how support services within the Metropolitan Police Service will deliver the Corporate Strategy, providing the necessary internal structure to enable front line policing delivery.

4. Making it a driver for all our staff:

- For this Corporate Strategy to help us deliver our mission every member of Metropolitan Police Service staff must understand it and know what their role is. To ensure this happens a communication strategy and delivery plan is required that utilises line managers at all levels within the organisation.