

**MPA Budget Submission to the GLA  
November 2004**

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## ***Foreword***

The Mayor issued formal guidance to the Greater London Authority and functional bodies in June 2004 on the preparation of their budget submissions for 2005-06 and forward plans 2006/07 and 2007/08.

The purpose of the budget submission process is to enable the Mayor to distinguish clearly the costs of providing the complete range of services provided by the GLA and the functional bodies. It also will enable the Mayor to ensure that his policy objectives are an integral part of the component budgets and that the means exist for their delivery.

The purpose of this document is to meet the objectives of the budget submission guidance for the Metropolitan Police Authority.

The Mayor's budget guidance notes require that the Authority's budget submission be provided to the Mayor by 8 November 2004.

There are six key elements specifically required:

- A business plan covering the period to 2007/08
- A revenue budget plan covering the period to 2007/08
- Step Change programme business case
- A capital spending plan for the five years 2005/06 to 2009/10
- A budget and equalities submission
- A budget and environment submission

The Mayor also requested particular attention be given to:

- Plans to increase the numbers of police officers and police community support officers, while at the same time accelerating progress towards the target of 30% black and minority ethnic officers and 25% women officers, and plans for the deployment of additional officers
- Plans for the expansion of the Safer Neighbourhoods programme
- Plans to free up police officers for front-line duty
- Implementation of plans to increase the safety and security of women and the Mayor's manifesto proposals on domestic violence and hate crime
- The manifesto proposals on a real time reporting system and the targeting of police resources,
- Other initiatives to deliver improvements in public confidence in policing.

Work on the increase in uniformed officer numbers and the expansion of the Safer Neighbourhoods programme is included in the Step Change business case (section C). The other issues are addressed in the business plan (section A).

Each section is supported by a commentary and any other explanation or background information as necessary.

**DRAFT**

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**Section A  
Business Plan**

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# **MPA Business Plan for Mayoral Budget Submission**

## **1. Introduction**

1.1. The MPA's existing strategy 'Towards the Safest City' lasts until March 2005. The next strategy will be developed in the near future to reflect the changing environment and the direction that will be set by the new Commissioner. For this reason, the Business Plan below is structured principally around the priorities that guide the MPS for 2005/06. Nevertheless, in line with Mayoral expectations the plan contains a significant amount of the information requested to 2007-08.

## **2. Operational priorities**

2.1. The three priority areas that the MPA set for the MPS for the year April 2004 to March 2005 are:

### **A) Protecting the Capital against Terrorism**

1. To minimise the risk to life and property from terrorist activity in London.
2. To maintain an effective response to suspected and actual terrorist incidents.

### **B) Reducing Serious Crime**

3. To reduce the level of gun enabled crime.
4. To disrupt organised criminal activity of persons identified as Class A drugs suppliers.
5. To dismantle organised criminal networks and seize their assets.
6. To safeguard children and young persons from physical and sexual abuse.

### **C) Promoting Reassurance**

7. To improve neighbourhood safety.
8. To reduce the level of robbery compared to 2003/04.
9. To improve our contribution to the effectiveness of the criminal justice system.
10. To recognise and respond appropriately to the differential impact of crime on people, taking into account their race, gender, sexual orientation, faith, age or disability.

2.2. To provide continuity, it is likely that the three priority areas will continue through into 2005/06. These priority areas are underpinned by a series of more specific objectives, as shown under each heading. The plan for delivery of such objectives is detailed in a 'control strategy', which shows what activities each internal MPS Business Group will undertake to achieve the targets set. These activities are divided into the National Intelligence Model categories of Intelligence, Prevention and Enforcement.

2.3. The objectives were set having considered a series of factors, including Mayoral priorities and the direction set by the existing corporate strategy Towards the Safest City. As the introduction explains, this strategy is currently being updated, although the goals are likely to remain unchanged. The goals are:

1. Developing safer communities
2. Securing the capital against terrorism
3. Revitalising the Criminal Justice System
4. Developing a professional and effective workforce
5. Reforming the delivery of policing services

### **Corporate Change programmes**

2.4. A further major influence on the decision re: budget allocation is the progression of the MPS's key strategic cross cutting programmes of change. For 2005/06, these 'vital few' are:

### ***Command, Control, Communication and Information (C3i)***

2.5. The C3i programme will introduce an integrated service for handling all calls and despatching police assistance. The end product will mean a complete overhaul of the MPS's command, control, communication and information processes, thus helping the organisation build greater public satisfaction with our services. The programme is funded by the Mayor and the Home Office and the developments are supported by the Modernising Operations Programme in Territorial Policing.

### ***Modernising Operations***

2.6. The Modernising Operations programme aims to provide "24/7" intelligence, support and guidance to all frontline staff including the Safer Neighbourhoods teams, and will give Borough Commanders more effective control of their resources. Working within the new framework provided by the C3i programme, the Modernising Operations aims will be achieved with the centralisation of call handling and deployment of a range of new communication technologies.



### ***Step Change (including Safer Neighbourhoods)***

2.7. The Step Change programme is looking to increase the number of police officers for London in order to provide more visible and accessible policing without a reduction in the capacity to deal with response policing, crime reduction, major crime and terrorism.

2.8. The Step Change programme will include the setting up of dedicated teams of police officers and Police Community Support Officers who will have the specific task of creating Safer Neighbourhoods. Local issues will be dealt with by these teams in partnership with the community. The teams will not continually be called away from their primary community based role. The phased introduction of these neighbourhood teams will be supported by the development of better local survey information, intelligence systems and central support. This will be the first time the MPS has dedicated as many officers to providing local solutions to local problems giving reassurance to people to go about their day-to-day business in safety and without fear.

2.9. Further information on the Safer Neighbourhoods programme is given in Appendix D(ii).

### ***Criminal Justice***

2.10. The programme is delivering the changes that will ensure that more offences are brought to justice and in a more timely manner, narrowing the gap between the number of crimes recorded and the number of offenders convicted. Victims and witnesses need to be supported. The MPS is working with the London Criminal Justice (CJ) Board and other London CJ agencies to implement a range of improvements to the CJ system. The implementation of the National Strategy for Police Information Systems (NSPIS) Case & Custody system will eventually provide the IT support that will underpin all the other process changes being made.

### ***Freedom of Information Act (FoIA)***

2.11. The FoIA is implemented on 1 January 2005. It provides an opportunity to promote openness in the MPS by actively releasing information to the public, unless such information is legally exempt from disclosure.

2.12. Any person or organisation can apply by e-mail, letter or fax for information of any age and in any format held by the MPS. The initiative supports the MPS commitment to Open Government and access to organisational information will also help to increase public confidence. The act also facilitates improvements to the way information is managed, shared, stored and retrieved.

### ***National Intelligence Model (NIM)***

2.13. NIM provides a methodology and a set of tools to help deter and detect crime, ensuring that the MPS shares intelligence and best practice throughout the organisation. NIM is a business process that will support the MPS in making better use of its resources, increase the number of crimes that are solved through

intelligence led policing, improve understanding of local issues and enhance the public service we provide. The programme is supporting the implementation of NIM structures at BOCU/OCU level as well as at Business Group and Corporate levels. The programme includes the development of new IT tools, a framework for analysis and better use of analysts and intelligence specialists.

2.14. The way in which a range of internal and external factors – including Mayoral priorities - relate to the three priority areas of Protecting the Capital against Terrorism, Reducing Serious Crime and Promoting Reassurance are shown in Table (1) overleaf.

2.15. Section B of the Budget Submission 2005/06 contains detailed medium term financial projections. Appendix A of this business plan shows how the 'Committed increases' and 'New initiatives' in Section B Schedule 2 relate to the control strategies, change programmes and Mayoral priorities.

2.16. Appendix B highlights how progression of the control strategies, change programmes and Mayoral priorities are supported by the committed increases and new initiatives.

**Table (1): Relationship between anticipated MPA priority areas for 2005/06 and a range of internal and external factors**

<b><i>MPA priority areas</i></b>	<b><i>Goals of 'Towards the Safest City'</i></b>	<b><i>Strategic corporate change programmes</i></b>	<b><i>Government PSA targets</i></b>	<b><i>Mayoral issues for the MPA for 2005/06</i></b>	<b><i>Mayoral priorities for the MPA's next 4 years</i></b>
<b>Protecting the Capital against Terrorism</b>	Securing the capital against terrorism				Unite London against terrorism
<b>Reducing Serious Crime</b>	Developing safer communities		PSA4: Reduce the harm caused by illegal drugs (as measured by Drug Harm Index encompassing measures of the availability of Class A drugs and drug related crime) including substantially increasing the number of drug misusing offenders entering treatment through the CJS.		
<b>Promoting Reassurance</b>	[See next page]	[See next page]	[See next page]	[See next page]	

<b><i>MPA priority areas</i></b>	<b><i>Goals of 'Towards the Safest City'</i></b>	<b><i>Strategic corporate change programmes</i></b>	<b><i>Government PSA targets</i></b>	<b><i>Mayoral issues for the MPA for 2005/06</i></b>	<b><i>Mayoral priorities for the MPA's next 4 years</i></b>
<b>Promoting Reassurance</b>	<p>Developing safer communities</p> <p>Revitalising the Criminal Justice System</p> <p>Developing a professional and effective workforce</p>	<p>Step Change</p> <p>Modernising Operations</p> <p>Criminal Justice C3i</p>	<p>PSA1: Reduce crime by 15%, and further in high crime areas, by 2007-08.</p> <p>PSA2: Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the CJS without compromising fairness.</p> <p>PSA3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007-08.</p> <p>PSA6: Increase voluntary and community engagement, especially amongst those at risk of social exclusion.</p> <p>PSA7: Reduce race inequalities and build community cohesion</p>	<p>Plans to increase the numbers of police officers and police community support officers, while at the same time accelerating progress towards the target of 30% black and minority ethnic officers and 25% women officers, and plans for the deployment of additional officers.</p> <p>Plans for the expansion of the Safer Neighbourhoods programme providing reassurance and working with Londoners to tackle anti-social behaviour and improve quality of life.</p> <p>Plans to free up police officers for front-line duty by, where appropriate, using civilian staff for back room posts covered by police officers.</p> <p>The implementation of plans that increase the safety and security of women, and the manifesto proposals on domestic violence and hate crime.</p> <p>The manifesto proposals on a real time reporting system and the targeting of police resources.</p> <p>Other initiatives designed to deliver improvements in public confidence in policing for all London's communities and improve all Londoners' feelings of safety and security.</p>	<p>Continue to increase police numbers</p> <p>Local police teams for London's Neighbourhoods</p> <p>Working with London's communities</p> <p>Policing London's parks and shopping centres</p> <p>Tackle crime on public transport</p> <p>Target police resources more effectively</p> <p>A police force that represents London</p> <p>Prioritise action against domestic violence</p> <p>Crack down on hate crime</p>

### **3. Planned Performance Improvements**

3.1. The government has set long-term Public Service Agreement (PSA) targets for all UK Police Forces. These will provide the framework for the MPS's performance improvements planned to be achieved by 2007-08. They are:

PSA1: Reduce crime by 15%, and further in high crime areas, by 2007-08.

PSA2: Reassure the public, reducing the fear of crime and anti-social behaviour, and building confidence in the CJS without compromising fairness.

PSA3: Improve the delivery of justice by increasing the number of crimes for which an offender is brought to justice to 1.25 million by 2007-08.

PSA4: Reduce the harm caused by illegal drugs (as measured by the Drug Harm Index encompassing measures of the availability of Class A drugs and drug related crime) including substantially increasing the number of drug misusing offenders entering treatment through the CJS.

PSA5: Reduce unfounded asylum claims as part of a wider strategy to tackle abuse of the immigration laws and promote controlled legal migration.

PSA6: Increase voluntary and community engagement, especially amongst those at risk of social exclusion.

PSA7: Reduce race inequalities and build community cohesion.

## 4. Progress in implementing Mayoral strategies

4.1. Table (2) indicates where progress in implementing each of the 2005/06 Mayoral issues for the MPA is summarised. Table (3) gives greater detail on the location of progress concerning each of the Mayor's statutory and non-statutory strategies. Table (4) indicates where plans for progressing the Mayoral priorities for the MPA for the next four years (as set out in the Mayor's election manifesto) can be found.

**Table (2) – Location of summaries concerning each of the 2005/06 Mayoral issues that the MPA is addressing in its Business Plan**

<b>Issues for all GLA functional bodies to address</b>	<b>Location of MPA progress summary and future plans</b>
Plans for implementing the London Plan and the Mayor's other statutory and non-statutory strategies and the policies set out in the Mayor's election manifesto.	See Table (3) below Table (4) for policies in election manifesto
The implementation of the Mayor's Equalities for All service improvement plan, in particular the introduction of Mayor's disability scheme.	Included in the Budget and Equalities submission of overall budget package
Plans for dealing with terrorism and other catastrophic events.	Appendix C(i)
Plans for supporting London's 2012 Olympic Bid.	Appendix C(ii)
Plans for preparing the Low Emission Zone, with the aim that this will be in place by 2007.	Appendix E(ii)
Plans for communicating with Londoners, including using <i>the Londoner</i> and the London Portal	Appendix C(iii)
<b>Issues for the MPA to address</b>	
Plans to increase the numbers of police officers and police community support officers, while at the same time accelerating progress towards the target of 30% black and minority ethnic officers and 25% women officers, and plans for the deployment of additional officers.	Appendix D(i)
Plans for the expansion of the Safer Neighbourhoods programme providing reassurance and working with Londoners to tackle anti-social behaviour and improve quality of life.	Appendix D(ii)
The implementation of plans that increase the safety and security of women, and the manifesto proposals on domestic violence and hate crime.	Appendix D(ii) Domestic violence and hate crime – Appendix D(iii)
Other initiatives designed to deliver improvements in public confidence in policing for all London's communities and improve all Londoners' feelings of safety and security.	Appendix D(ii)
Plans to free up police officers from front-line duty by, where appropriate, using civilian staff for back room posts covered by police officers.	Appendix D(iv)
The manifesto proposals on a real time reporting system and the targeting of police resources.	Appendix D(v)

**Table (3) – Location of summaries concerning the progress that the MPA has made/will make to the London Plan and the Mayor’s other statutory and non-statutory strategies.**

<b>The London Plan, the Mayor’s other statutory and non-statutory strategies</b>	<b>Location of MPA progress summary and future plans</b>
<b>London plan (Spatial development strategy) – published February 2004</b>	
London Plan Objective 1: To accommodate London’s growth within its boundaries without encroaching on open spaces.	MPA contribution not applicable to this objective
London Plan Objective 2: To make London a better city for people to live in.	Appendix E(i)
London Plan Objective 3: To make London a more prosperous city with strong and diverse economic growth.	Appendix E(i)
London Plan Objective 4: To promote social inclusion and tackle deprivation and discrimination.	Appendix E(i)
London Plan Objective 5: To improve London’s accessibility.	Appendix E(i)
London Plan Objective 6: To make London a more attractive, well-designed and green city.	Appendix E(i)
<b>Other statutory Mayoral strategies</b>	
Air quality [published September 2002], Biodiversity [published July 2002], Noise [published March 2004], Waste [published September 2003]	Appendix E(ii) - See also the Budget and Environment submission in the overall budget package
Culture [published April 2004]	Appendix E(iii)
Economic Development [published July 2001]	Appendix E(iv)
Transport Strategy [published July 2001]	Appendix E(v)
<b>Non statutory Mayoral strategies/policies</b>	
Childcare [published November 2003]	Appendix F(i)
Children and young people [published January 2004]	Appendix F(ii)
Energy strategy [published February 2004]	Appendix E(ii) - See also the Budget and Environment submission in the overall budget package
Policy to address harm caused by alcohol and drugs [published January 2002]	Appendix F(iii)
Rough sleepers strategy [published March 2001]	Appendix F(iv)
Domestic violence strategy [published November 2001]	Appendix D(ii)
Report on importance of e-technology to London's position as the e-capital of Europe [published September 2001]	Appendix F(v)
Report setting out case for investing in the capital [published September 2001]	MPA contribution not applicable to this strategy

**Table (4) – Location of summaries for progressing the Mayoral priorities for the MPA for the next four years (as set out in the Mayor’s election manifesto)**

<b>Mayoral priorities for the MPA for the next four years</b>	<b>Location of MPA progress summary and future plans</b>
Continue to increase police numbers	Appendix D(i)
Local police teams for London’s Neighbourhoods	Appendix D(ii)
Working with London’s communities	Appendix D(ii) (Safety and security of women) + corporate change programme on Criminal Justice – Section 2
Policing London’s parks and shopping centres	Appendix D(ii)
Tackle crime on public transport	Appendix E(v)
Target police resources more effectively	Appendix D(v)
A police force that represents London	Appendix D(i)
Prioritise action against domestic violence	Appendix D(iii)
Crack down on hate crime	Appendix D(iii)
Unite London against terrorism	Appendix C(i)



## 5. 3-year financial projections

5.1. Section B of the Budget Submission 2005/06 contains detailed medium term financial projections. Appendix A of this business plan shows how the 'Committed increases' and 'New initiatives' in Section B Schedule 2 relate to the control strategies, change programmes and Mayoral priorities.

5.2. Appendix B highlights how progression of the control strategies, change programmes and Mayoral priorities are supported by the committed increases and new initiatives.

## 6. Assumptions underpinning financial projections

6.1. The following assumptions were used to set the overall budget direction:

- ◆ Precept increases above 10% are likely to be capped. However, based on the existing Medium Term Financial Plan (MTFP) rolled forward to 2005/06 and an internal review of funding pressures, an initial analysis of the budget projection indicated that (excluding Step Change Phase II and before any savings) the precept increase would need to be 28% if the central grant increased by 3%, and 21% if central grant increased by 5%.
- ◆ Cashable savings of £40m would be required to meet a Home Office efficiency savings target of 1.5%.
- ◆ £60 million of savings would reduce the precept increase requirements to 9.2% if general grant increased by 5% and 16.2% if general grant increased by 3% - *assuming no new growth proposals were added to the budget submission.*
- ◆ The Chancellor's funding review identified an increase in resources for Police Services of 4.5%. Indications from the Home Office suggest that the ceiling for grant increases might be set at about 5%.
- ◆ Funding for Step Change Phase II is being sought outside the MTFP including (where possible) direct Home Office funding. The costs based on the 2004/05 model were £62m. These are being reviewed and a reduced option of £39.4m submitted for consideration. The focus of the Home Secretary's statement following the Chancellor's funding review was for 20,000 additional PCSOs to be recruited nationally. There was no additional funding for police officers. Funding will be by diversion from existing funding streams.
- ◆ A report by Avail Consulting identified a shortfall in funding of National, International and Capital City functions in range of £23m - £45m (£51m - £74m including pensions).
- ◆ A survey of our property estate has indicated a building maintenance backlog of £82m, which is forecast to double every 2 years. Our current capital programme for the estate of £25m is about £50m under funded each year.

6.2. As Schedule 1 of Section B of the budget submission indicates, a summary of the technical assumptions underpinning the budget construction that have been reviewed are:

**Part 1: Corporately reviewed factors**

- The impact of the Police Reform agenda on police pay and allowances.
- The on-going impact of the Hay review on police staff pay costs.
- The on-going implications of growth in police pensions.
- The progressive reduction in the cost of rent/housing allowance and compensatory grant.
- The progressive reduction in officers in receipt of the £1,000 allowance to compensate for housing allowance anomalies.
- The progressive effects of the increasing overall cost of the London Pay Lead for police officers.
- The full year effect in 2005/06 of the additional police officers and PCSOs in 2004/05. (Phase 1 of Step Change)
- The adjustment of forecast pay awards and latest estimates of movements in RPI.
- The on-going impact of the contract to provide free rail travel to police officers.
- An increase in employer's pension contribution costs for police staff.

**Part 2: Technical assumptions pertaining to finance projections**

- The starting point is the approved MPA 2004/05 budget.
- Pay awards for police officers and police staff are included at rates reflecting current expectations of negotiations.
- Price inflation of 2.5% throughout the period.
- General grant increases of 5% per annum throughout the period and changes in specific grants as currently known.
- The revenue implications of the capital submission are reflected in the figures (excluding Phase 2 of Step Change).
- Levels of capital funding are broadly comparable with the current year, except for an increase in unsupported borrowing to fund capitalisation.

**Part 3: Factors excluded from the finance projections**

The projections specifically **exclude** the following:

- Costs associated with Phase 2 of the Step Change Programme.
- Any additional Police Community Support Officers funded by local authorities.
- Partnership income arrangements and associated expenditure.

## **7. Main Financial risks facing the MPS**

### **Introduction**

7.1. This section identifies the substantial financial business risks facing the MPS, where “substantial financial business risk” is defined as any risk with budgetary cost implication of at least £5 million that could manifest itself within the budget planning timeframe (four years). By definition, therefore, not all risks whether financially significant or not have been included.

7.2. In developing the substantial financial business risk profile it is recognised that the risks are all linked to the overarching ability of the Service to make London a safer place for those who live in, work in and visit the capital. This is self-evidently in line with our Mission and Vision statements.

7.3. Account has been taken of the need to ensure effective processes are in place for adhering to the Home Office requirements under the Policing Performance Assessment Framework (PPAF) to mitigate the budgetary risks associated with non-adherence.

### **Substantial Financial Business Risks**

7.4. To ensure an appropriate focus on the significant risk issues facing the organisation it was essential for the MPS to develop a Corporate Risk Profile setting out the main risks to the achievement of our corporate goals. More detail on the identified risks, and the complete Corporate Risk profile, can be accessed by appointment with the Director of Risk Management in the MPS<sup>1</sup>.

7.5. To prepare a Corporate Risk Profile the MPS Corporate Risk Management Group (CRMG) facilitated a series of meetings with key players, including the members of Management Board, to update work on the identification and evaluation of the Service’s significant risks begun by the MPS’s risk management consultants, Willis.

7.6. Following these meetings, the main business risks identified were subjected to a detailed Impact Assessment. This involved each risk being scored on the basis of the impacts outlined in the table on the following page. The likelihood of the risk occurring was then scored and total risk scores produced by multiplying the impact and likelihood scores.

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<sup>1</sup> Nick Chown, Telephone number 020 7230 7078, E-mail [nick.chown@met.police.uk](mailto:nick.chown@met.police.uk)

IMPACT ASSESSMENT CATEGORIES <sup>2</sup>
Loss of life / serious injury
Serious damage to property / resources
Loss / reduction of service to public
Loss / reduction of service to criminal justice system
Adverse impact on the MPA or on MPS reputation
Adverse impact on partnerships, community confidence
Adverse impact on security / intelligence
Breach of law or Police Regulations
Loss of key skills
Financial loss or liability

7.7. Although there is no “magic number” of risks for which the board of an organisation should be directly accountable, it is generally considered best practice for a board to ‘own’ between ten and twelve risks, certainly no more than fifteen risks. The MPS Corporate Risk Profile consists of eleven risks. Of these eleven risks, eight substantial financial business risks to the Service have been identified, as set out in Appendix G.

7.8. Ownership and accountability are crucial to success in managing risk. Each risk on the Corporate Risk Profile (including the substantial financial business risks) is owned by an individual member of Management Board. Day-to-day management of these risks will generally be delegated under the supervision of the Management Board risk owner.

7.9. A new process being deployed as part of the MPS business planning process will result in the preparation of risk profiles at (B)OCU and Business Group level. Amongst other benefits, this will provide a bottom-up process for refreshing the Corporate Risk Profile. Next year’s profile will reflect output from this process.

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<sup>2</sup> The impact categories are not in any particular order.

**Appendix A – Relationship between growth items and control strategies, change programmes and Mayoral priorities** (Extract from Section B, Schedule 2 of Budget Submission 2005/06)

Note: In the table below, only the figures for 2005/06 are shown. Schedule 2 contains figures for each subsequent year through to 2008/09. It is for this reason that a '0' is sometimes in the column. For example, the cost of the New Operational teams for the Olympics would not be expected to be incurred until 2008/09, when areas such as protection would need to grow in officer numbers to be ready for the 2012 games.

\*See Section 2 (Operational priorities) for the code identifying the control strategies to which the item relates

Figures are shown as incremental

Status	Corporate Change programme to which the item relates	*Control strategy to which the item relates	Mayoral issues to which the item relates	2005/06 £'000
<b>Committed increases</b>				
Increase in employer's superannuation contributions for police staff				24,551
Full year costs of Step Change Phase 1	Step Change Programme	C7	Expansion of safer neighbourhoods programme, increasing safety of women	15,626
Free Rail Travel			Plans to increase the numbers of police officers and PCSOs	9,300
Police staff - Hay award increments				6,600
Dual running of Airwave & Metradio	C3i programme			6,386
Additional Revenue costs of C3i	C3i programme			5,549
Transfer of functions to the centralised traffic unit	Criminal Justice programme	C9		4,500
Special Priority Payments under Police Reform			Plans to increase the numbers of police officers and PCSOs	4,500
One off savings in 2004/05 reinstated (desktop support and CCTV in custody suites)	Criminal Justice programme	C9		4,450
Cessation of Airwave grant provision	C3i programme			4,100
Revenue cost of IT Capital Programme	C3i programme			3,744
Effect of other Police Reform changes				3,600
Increase in number of officers receiving London pay lead			Plans to increase the numbers of police officers and PCSOs	2,600

Re-tendering outsourced contracts (Directorate of Information)				2,400
Burglary Sole Response			Civilianisation	1,540
IT support for Modernising Operations	Modernising Operations	C7		1,500
Debt finance for capital programme				3,200
DCC (DoI) transitional outsource costs				1,050
Mobile Data Terminals (revenue element)	C3i programme	Priorities B and C		800
Development of victim and witness focus desks	Criminal Justice programme	C9		700
PFI Unitary Charges				572
DNA analysis growth		Particularly applicable to delivery of control strategies A1, B3, B4, B5, C8, C9		569
Modernising Operations	Modernising Operations	C7		566
Career Development, Occupational Health & Health & safety			Plans to increase the numbers of police officers and PCSOs	475
Information Management Business Change Programme (Freedom of Information Act compliance)	FoI change programme			317
One off savings in 2004/05 reinstated (uniform services underspend in R&D)				200
Re-tendering outsourced contracts (Property Services)				150
Full year cost of additional accommodation at Dean Farar Street				125
<b>Sub-Total</b>				<b>109,670</b>
<b>New initiatives</b>				
G8 meeting/ EU presidency/General election		A1	Plans for dealing with terrorism and other catastrophic events	3,000
NIM/CRIMINT	NIM programme	All control strategies		2,143
Armed Hospital Guards		B3		1,992
Full year costs of Safer Schools project		C7, B3, B6	Expansion of safer neighbourhoods programme	1,319
Implementation of Genesys systems within IBOs	C3i and Modernising Operations			1,180

Custody Command team and restorative justice	Criminal Justice programme	C9	Introduction of the Mayor's disability scheme, Civilianisation	1,176
New functions within the Strategic Development Programme	Fol programme - small contribution			1,063
South London training site			Plans to increase the numbers of police officers and PCSOs	1,030
Vehicle Recovery & Storage Services expansion				800
Olympics 2012 - Planning Team			Olympic bid	763
Additional resourcing to CUSU to support new & existing C3i systems	C3i programme			750
Support to both covert & overt operations		Principally A1, B3, B4, B5		700
Freedom of Information Act	Fol programme			600
Fees to identify PPP solutions to need for new cells/custody centres	Criminal Justice programme	C9	Introduction of the Mayor's disability scheme	500
Criminal Justice Support to CPS at point of charge	Criminal Justice programme	C9		500
Foundation Training (Hendon/Satellite Sites)			Plans to increase the numbers of police officers and PCSOs	250
Fibre Optic line rental for C3i (Overt/Covert operations)	C3i programme			250
Provision of 'Tasers'				200
NSPIC Case & Custody Support System	Criminal Justice programme	C9		0
Custody officers (DDOs) - cessation of HO funding of present programme	Criminal Justice programme	C9	Civilianisation	0
Aircraft Fleet replacement			Plans for dealing with terrorism and other catastrophic events, Other initiatives to improve feelings of safety and security	0
Olympics 2012 - New Operational Units			Olympic bid	0
<b>Sub-Total</b>				<b>18,216</b>

## Appendix B – Link between delivery of control strategies, change programmes, Mayoral priorities and growth items

Note: In the table below, only the figures for 2005/06 are shown. Schedule 2 (in Section B of the budget submission) contains figures for each subsequent year through to 2008/09. It is for this reason that a '0' is sometimes in the column. For example, the cost of the New Operational teams for the Olympics would not be expected to be incurred until 2008/09, when areas such as protection would need to grow in officer numbers to be ready for the 2012 games.

Control strategies, change programmes and Mayoral priorities	Item in support of delivery	2005/06 £'000	Committed or new initiative?
<b>Priorities and supporting control strategies</b>			
<b>Priority A) Protecting the Capital against Terrorism</b>	NIM/CRIMINT - relevant to delivery of all control strategies under this priority	2,143	New initiative
1. To minimise the risk to life and property from terrorist activity in London	DNA analysis growth	569	Committed
	G8 meeting/ EU presidency/General election	3,000	New initiative
	Support to both covert & overt operations	700	New initiative
2. To maintain an effective response to suspected and actual terrorist incidents.			
<b>Priority B) Reducing Serious Crime</b>	Mobile Data Terminals (revenue element) - relevant to delivery of all control strategies under this priority	800	Committed
	NIM/CRIMINT - relevant to delivery of all control strategies under this priority	2,143	New initiative
3. To reduce the level of gun enabled crime	DNA analysis growth	569	Committed
	Armed Hospital Guards	1,992	New initiative
	Full year costs of Safer Schools project	1,319	New initiative
	Support to both covert & overt operations	700	New initiative
4. To disrupt organised criminal activity of persons identified as Class A drugs suppliers	DNA analysis growth	569	Committed
	Support to both covert & overt operations	700	New initiative
5. To dismantle organised criminal networks and seize their assets	DNA analysis growth	569	Committed
	Support to both covert & overt operations	700	New initiative
6. To safeguard children and young persons from physical and sexual abuse.	Full year costs of Safer Schools project	1,319	New initiative



<b>Priority C) Promoting Reassurance</b>	Mobile Data Terminals (revenue element) - relevant to delivery of all control strategies under this priority	800	Committed
	NIM/CRIMINT - relevant to delivery of all control strategies under this priority	2,143	New initiative
7. To improve neighbourhood safety	Full year costs of Step Change Phase 1	15,626	Committed
	IT support for Modernising Operations	1,500	Committed
	Modernising Operations	566	Committed
	Full year costs of Safer Schools project	1,319	New initiative
8. To reduce the level of robbery compared to 2003/04	DNA analysis growth	569	Committed
9. To improve our contribution to the effectiveness of the criminal justice system	Transfer of functions to the centralised traffic unit	4,500	Committed
	One off savings in 2004/05 reinstated (desktop support and CCTV in custody suites)	4,450	Committed
	Development of victim and witness focus desks	700	Committed
	DNA analysis growth	569	Committed
	Custody Command team and restorative justice	1,176	New initiative
	Fees to identify PPP solutions to need for new cells/custody centres	500	New initiative
	Criminal Justice Support to CPS at point of charge	500	New initiative
	NSPIC Case & Custody Support System	0	New initiative
	Custody officers (DDOs) - cessation of HO funding of present programme	0	New initiative
10. To recognise and respond appropriately to the differential impact of crime on people, taking into account their race, gender, sexual orientation, faith, age or disability.			
<b>Corporate change programmes</b>			
Step Change	Full year costs of Step Change Phase 1	15,626	Committed
Modernising Operations	IT support for Modernising Operations	1,500	Committed
	Modernising Operations	566	Committed

	Implementation of Genesys systems within IBOs	1,180	New initiative
Criminal Justice	Transfer of functions to the centralised traffic unit	4,500	Committed
	One off savings in 2004/05 reinstated (desktop support and CCTV in custody suites)	4,450	Committed
	Development of victim and witness focus desks	700	Committed
	Custody Command team and restorative justice	1,176	New initiative
	Fees to identify PPP solutions to need for new cells/custody centres	500	New initiative
	Criminal Justice Support to CPS at point of charge	500	New initiative
	NSPIC Case & Custody Support System	0	New initiative
	Custody officers (DDOs) - cessation of HO funding of present programme	0	New initiative
C3i	Dual running of Airwave & Metradio	6,386	Committed
	Additional Revenue costs of C3i	5,549	Committed
	Cessation of Airwave grant provision	4,100	Committed
	Revenue cost of IT Capital Programme	3,744	Committed
	Mobile Data Terminals (revenue element)	800	Committed
	Implementation of Genesys systems within IBOs	1,180	New initiative
	Additional resourcing to CUSU to support new & existing C3i systems	750	New initiative
	Fibre Optic line rental for C3i (Overt/Covert operations)	250	New initiative
National Intelligence Model (NIM)			
Freedom of Information	Information Management Business Change Programme (Freedom of Information Act compliance)	317	

	New functions within the Strategic Development Programme	1063 (part)	New initiative
	Freedom of Information Act	600	New initiative
<b>Mayoral priorities for all of the GLA functional bodies</b>			
The implementation of the Mayor's Equalities for All service improvement plan, in particular the introduction of Mayor's disability scheme.	Custody Command team and restorative justice	1,176	New initiative
	Fees to identify PPP solutions to need for new cells/custody centres	500	New initiative
Plans for dealing with terrorism and other catastrophic events.	G8 meeting/ EU presidency/General election	3,000	New initiative
	Aircraft Fleet replacement	0	New initiative
Plans for supporting London's 2012 Olympic Bid.	Olympics 2012 - Planning Team	763	New initiative
	Olympics 2012 - New Operational Units	0	New initiative
Plans for preparing the Low Emission Zone, with the aim that this will be in place by 2007.			
Plans for communicating with Londoners, including using <i>the Londoner</i> and the London Portal			
<b>Mayoral priorities specifically for the MPA</b>			
Plans to increase the numbers of police officers and police community support officers, while at the same time accelerating progress towards the target of 30% black and minority ethnic officers and 25% women officers, and plans for the deployment of additional officers.	Free Rail Travel	9,300	Committed
	Special Priority Payments under Police Reform	4,500	Committed
	Increase in number of officers receiving London pay lead	2,600	Committed
	Career Development, Occupational Health & Health & safety	475	Committed
	South London training site	1,030	New initiative
	Foundation Training (Hendon/Satellite Sites)	250	New initiative
Plans for the expansion of the Safer Neighbourhoods programme providing reassurance and working with Londoners to tackle anti-social behaviour and improve quality of life.	Full year costs of Step Change Phase 1	15,626	Committed
	Full year costs of Safer Schools project	1,319	New initiative
Plans to free up police officers from front-line duty by, where appropriate, using civilian staff for back room posts covered by police officers.	Burglary Sole Response	1,540	Committed

	Custody Command team and restorative justice	1,176	New initiative
	Custody officers (DDOs) - cessation of HO funding of present programme	0	New initiative
The implementation of plans that increase the safety and security of women, and the manifesto proposals on domestic violence and hate crime.	Full year costs of Step Change Phase 1	15,626	Committed
The manifesto proposals on a real time reporting system and the targeting of police resources.			
Other initiatives designed to deliver improvements in public confidence in policing for all London's communities and improve all Londoners' feelings of safety and security.	Aircraft Fleet replacement	0	New initiative

## **Appendix C - Summaries concerning MPS progress against each of the Mayoral issues that all GLA functional bodies should address**

### **C(i) - Plans for dealing with terrorism and other catastrophic events**

Specialist Operations (SO) Command has the duty of combating the terrorist threat to London as well as the protection of key institutions e.g. The Palace of Westminster, The Royal Household, Diplomatic Premises and Londons' Airports.

Much of SO Command embraces national and international issues due to London being a major world city. Events occurring elsewhere in the UK or overseas are likely to have a direct effect on people living in and visiting London.

The complexity of countering security and terrorist threats demands that SO operates in complex multi agency arrangements. The duties imposed on partner agencies can, in their turn, lead to an increase in workloads of Operational Command Units (for instance the impact of the expansion of Heathrow Airport on the local policing infrastructure).

Due to the nature of the activities of SO it is difficult to furnish projected work levels and associated expenditure beyond the immediate planning year. However the following issues will impact upon the work of the SO beyond 2005:

- ◆ Expansion of the security services and concomitant effects on SO Command Units.
- ◆ Effects of the Civil Contingencies Act (e.g. the need to conduct detailed Major Incident exercises with other emergency services).
- ◆ The effect of the creation of Serious and Organised Crime Agency (SOCA) – which is charged with deterring and disrupting organised criminality.
- ◆ The expansion of Heathrow Airport – the construction of Terminal 5 (Terminal 5 is expected to be fully operational by 2008).
- ◆ The increased security required should London be successful in its bid to host the Olympic Games to take place in 2012.
- ◆ On going expansion of the European Union and reformation of the European Border controls.
- ◆ Emerging terrorist threats.

Although the public mind is focused on the threat from Middle Eastern terrorism SO and partner agencies continually monitor the potential threat from new sources of terrorist crime.

### **C(ii) - Plans for supporting London's 2012 Olympic Bid.**

The 2012 Olympics could be a major event for London and the UK. One of the key issues to ensure that the London bid is successful is that security can be ensured. Therefore working with the 2012 Committee is vital. To this end, an officer has been seconded from SO to work on the Olympic Advisory Committee.

The 2012 Olympics in London would have major implications for SO protection and security advice and for TP for High Visibility Patrols. The full extent of the implications will start to set once the bidding process develops. Initial thoughts are that areas such as protection would need to grow in officer numbers in 2008-9 to be ready for the 2012 games. The planning necessary to ensure success means that the growth envisaged comprises two elements (See Appendices G and F):

- A planning team, whose work would start immediately
- New Operational teams required in 2008/09, when areas such as protection would need to grow in officer numbers to be ready for the 2012 games.

## Appendix C(iii) – Summary plans for Communicating with Londoners

### Overall Aim of the Department of Public Affairs

Support the mission of Making London safe for all the people we serve and the delivery of policing plan priorities.

By:

- Raising awareness and understanding about the MPS.
- Promoting and supporting corporate priorities.
- Enhancing the way we communicate internally.
- Developing corporate communication across the organisation.
- Providing professional communication support and expertise in media handling 24-hours a day.

### Communication Objectives

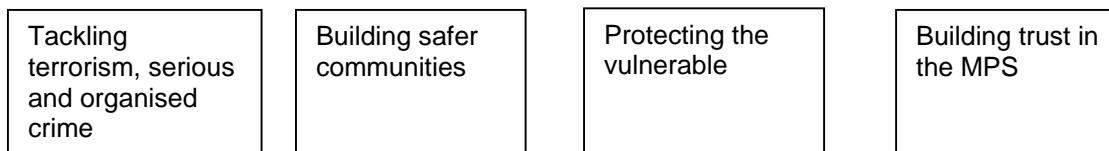
- Strengthen public confidence and trust.
- Reassure the public that the MPS is tackling crime ethically, effectively, and professionally.
- Improve public perception and satisfaction with the MPS.
- Reduce fear of crime.

### Desired Outcomes

- Gain intelligence by encouraging people to provide information.
- Encourage behaviour change (e.g. crime prevention).
- Reduce the incidence of specific types of crime.
- Increased public satisfaction with policing.

### Supporting the London Plan and the Mayors' strategies

Our communications priorities support the Mayoral Strategies by focusing on:



A range of communications platforms and opportunities will be used to communicate with Londoners. These include:

- Public relations and media handling.
- Advertising campaigns - out door, transport, radio, press, direct mail.
- E comms.
- *The Londoner* and *The London Portal*.

### **The Londoner**

The MPS contributes £125K per annum to the GLA for *The Londoner*. This secures content relating to the MPS policing plan priorities and operational news.

### **The London Portal**

London Connects is pursuing the development of The London Portal. The MPS Directorate of Information (DOI) has committed financial support to this agency and its aims. We have been involved in the early consultation process for the portal and will continue to work with London Connects as the project develops. It is too early to forecast the extent of MPS involvement at this stage. The MPS will need to form a view on the services it would contribute to the portal and the degree of integration with other infrastructures and systems that this would imply.

## Appendix D - Summaries concerning MPS progress against each of the Mayoral issues that the MPA should address

### D(i) – Plans to increase the numbers of police officers and police community support officers, while at the same time accelerating progress towards the target of 30% black and minority ethnic officers and 25% women officers, and plans for the deployment of additional officers

The table below shows how MPS police officer strength has grown since March 2000, and Police Community Support Officer (PCSO) strength since 31 March 2003 (role was first introduced in September 2002).

Date	Police officer strength	PCSO strength
31.08.04	30,568	1,806
31.03.04	30,265	1,431
31.03.03	28,477	513
31.03.02	26,768	-
31.03.01	25,430	-
31.03.00	26,001	-

The full year cost of Step Change Phase 1 (which includes the cost of additional PCSOs recruited in 2003/04) is shown as a committed increase in Section B, Schedule 2 of the Budget Submission 2005/06.

Future plans remain uncertain as a result of a number of uncertainties facing deployment forecasts. These are: budget for additional officers under Step Change, Resource Allocation Formula no losers policy (which without any additional funding also means no winners), civilianisation, availability of additional Counter Terrorism money and continuation of external funding for additional 200+ officers into 2005/06.

The table below summarises the MPS' performance on increasing Black and Minority Ethnic (BME) and female police officer strength and recruitment in the last five years.

Financial year ending	Black and minority ethnic police officers				Female police officers			
	BME strength	As % of total police officer strength	BME recruits	As % of total police recruits	Female strength	As % of total police officer strength	Female recruits	As % of total police recruits
FY to 31/08/04	2,081	6.81%	154	17%	5,725	19%	315	35%
31.03.04	1,981	6.54%	515	15%	5,493	18%	986	29%
31.03.03	1,575	5.53%	375	11%	4,756	17%	708	20%
31.03.02	1,289	4.81%	283	10%	4,301	16%	542	20%
31.03.01	1,055	4.15%	90	7%	4,005	16%	278	21%
31.03.00	1,015	3.91%	71	7%	4,026	15%	224	23%



The emerging MPS Recruitment Strategy 'points the way' for recruitment within the MPS over the short and longer term. The strategic direction has been steered by the desire to be a police service that reflects the communities it serves and has been informed by:

- AC Ghaffur's Report on Race and Diversity, following the *Secret Policeman* documentary;
- Agreed targets;
- Agreed objectives;
- Input from the MPS Management Board, the MPA and the Mayor of London's Office.

At the end of the financial year 2003/04 the number of police officers in the MPS stood at 30,265. This represents the highest number of officers ever (taking into account boundary changes). The increase in police officer numbers will enable us to move ever closer to delivering the type of policing that Londoners wish to see: one that is visible, familiar and accessible. Furthermore, it will allow the organisation to respond to the heightened terrorist threat, and to meet the challenges of combating street crime and burglary.

The Strategy has two major aims: firstly, in the short-term, to manage the allocation of the substantial pool of recruits to training school intakes following the success of the 'batch process' last summer; and, secondly, to introduce a paradigm shift in the recruitment methods used to recruit officers from minority ethnic and other underrepresented groups. **However, it must be emphasised that until we have managed the pool of existing candidates, our ability to implement radical and innovative recruitment processes that will effectively impact on diversity targets will be frustrated.**

The Strategy will make the most use of Census data and management information to focus recruitment resources on specific groups within the London population. This approach will mark a significant departure from the previous "broad-brush" approach adopted.

The Strategy will be dependent upon the systematic promulgation of awareness within the community about career opportunities within the MPS. The Strategy will work towards dispelling misconceptions held by people within the community about careers within the MPS, thus effecting an attitudinal change. This approach is supported by the initial findings of a recent piece of qualitative research undertaken by London Metropolitan University. To help facilitate this objective, the central positive action team has recruited over 420 local volunteers, who have been fully trained and receive support and guidance from the central team. It is envisaged that the positive action team and volunteers will forge strong, sustainable links throughout local communities.

The Strategy is concerned with setting the scene for activity and the blueprint for the future, namely a fully inclusive and diverse workforce. Due to the existing levels of visible ethnic minority representation within the policing ranks, the movement towards the desired position will only be achieved through recruitment. The existing Home Office targets would mean that the vast majority of police recruits over the next five years would need to be drawn from visible ethnic minority groups. This means that the application pool will need to comprise mainly applicants from visible ethnic minorities.

## **D(ii) – Plans for the expansion of the Safer Neighbourhoods programme providing reassurance and working with Londoners to tackle anti-social behaviour and improve quality of life**

This appendix also includes MPS plans to increase the Safety and Security of women and other initiatives designed to deliver improvements in public confidence in policing.

### **Background**

With residential burglary in London being at a 29 year low, and with reductions in street crime being recorded, the MPS has made significant progress in tackling and reducing the Government's areas of priority crime. Despite these successes, the Service is aware that local communities across London do not necessarily have an enhanced confidence in the police and the Criminal Justice System in general.

In April 2004, the Commissioner made clear his intention to introduce neighbourhood-based policing teams across the capital. These teams – comprising of a sergeant, two police constables and three police community support officers (PCSOs) per neighbourhood – would help to revive the idea of community policing and give local communities a real say in deciding the priorities for their neighbourhood.

The MPS would like to reduce the fear of crime further in the capital. Its successes in reducing priority crimes are meaningless to the people of London if they continue to feel unsafe in their community. Neighbourhood policing teams will give more uniformed presence on the streets, positively impacting on crime and on the public's perception and fear of crime.

Using good practice gathered from the four National Reassurance Policing Programme sites in the capital, the MPS launched its first Safer Neighbourhoods (SN) team in Stonebridge, Harlesden, on April 5 2004. Since then an additional 96 teams have launched across London. Specialist Crime Directorate (SCD) contributes by tackling organised crime operating at neighbourhood level, addressing chaotic offenders and groups responsible for local crime and disorder as well as serious crime, developing solutions to crime suffered by distinct or vulnerable communities and post-critical incident recovery and prevention work. Sophisticated criminals operating in London have to be targeted using specialist techniques and resources. Safer neighbourhoods policing will provide more intelligence on such people which will then need to be actioned effectively.

### **Police Community Support Officers (PCSOs)**

A key part of the SN programme has been the successful integration of PCSOs with police officers and the community. Two years after they were first introduced in London, by the end of August 2004 there were 1,806 PCSOs deployed in every borough in four main roles across the capital [Community (including SN teams), Transport, Security and Parks]. 30% of these are female and 35% are from a visible ethnic minority background. Of this total amount, around 288 are currently deployed in SN teams and the service is actively recruiting 585 additional PCSOs to staff additional SN teams between September 2004 and March 2006.

Within the next year, the role of the PCSO will be expanded with the formation of a brigading unit, available for tasking through existing Borough Operational Command Unit (BOCU) structures. In some areas, PCSOs will work alongside specialist units such as Specialist Crime Directorate to provide community reassurance in troubled parts of the capital. In the future there is likely to be an increase in the number of roles PCSOs perform, in light of the proposed additional powers contained in the forthcoming Police Reform Bill.

Longer term, it is envisaged that PCSOs will be fully integrated into all areas of the business. By 2008, it is likely that there will be around 8,000 PCSOs (subject to funding) with more of a focus on enforcement, specifically in relation to anti-social behaviour. It is also likely that they will be involved in the reporting and investigation of crime.

## **The Safer Neighbourhoods Programme and Central Unit**

Safer Neighbourhoods gives the MPS the opportunity to dedicate its officers to providing local solutions to local problems, whilst still maintaining its focus on reducing crime. Between April and August 2004 a minimum of three SN teams were launched in every London borough, releasing 288 police officers and 288 PCSOs to community-based roles this year alone. The teams have already helped to improve public confidence by working with local people to identify and solve the issues that most affect their daily lives.

Subject to successful submissions by the Step Change programme, the MPS plans to introduce an additional 160 SN teams in the next year, providing five extra teams per borough (and releasing a further 528 constables and 528 PCSOs to community-based roles).

Part of the MPS growth programme will see an additional 1,248 PCSOs and 1,872 police officers being deployed on London's streets on SN teams by the end of 2008, subject to funding. This represents a significant increase in accessible and visible police presence on every neighbourhood across London. These teams will be dedicated to working locally on publicly identified issues.

Currently the diversity mix of SN teams (comprising both PCSOs and Police Officers) shows that 19% of staff are from visible ethnic minority groups and 23% are women.

Police officers on SN teams are ring-fenced from abstraction and serve a minimum tenure of two years, whilst PCSOs serving on the teams are recruited as permanent SN staff. The MPS has also written deployment and abstraction policies to prevent the SN staff from being removed from their community-based roles (save for the most serious or catastrophic of incidents).

The SN team officers have been identifying new and challenging ways to engage people, in a bid to understand what affects their feelings of safety in their neighbourhood. The result is that between April and July 2004, 237 public events have been held, resulting in just over 6,000 people being consulted (25%, or 1,552 people, have been from visible ethnic minority groups).

SN teams work with the community to identify local priorities and assist with producing sustainable solutions. Since April 2004, the most common identified areas of concern raised by the public have been:

- Youth crime
- Anti-Social Behaviour (ASB) in general
- ASB by motorists
- Graffiti
- Drug dealing and using

Of the 157 local identified issues resolved between April and July 2004, 135 have been directly related to ASB.

These issues have been dealt with using a variety of tactics – some mainstream and conventional, others challenging and innovative. It is likely that without the SN teams in place, these quality of life issues may otherwise have gone untreated, resulting in rising crime and the fear of crime and a more disengaged community.

### **Impact on crime**

The deployment of SN teams is having a discernible impact on reported crime levels within their areas. Total notifiable offences are down by 2.9% in Safer Neighbourhoods wards, compared to a 0.8% reduction for non-SN areas. (April - August 2004 totals).

The table below provides comparisons in reported crimes between SN and non-SN areas within the MPS for April-August 2004 against the same period in 2003.

Notifiable crime – Safer vs. non-Safer Neighbourhoods

Crime Grouping	SN areas	Non-SN areas
Burglary	-12%	-10%
Criminal Damage	-4%	0%
Drugs	0%	7%
Robbery	-14%	-8%
Theft Handling	-7%	-2%
VAP*	13%	9%
Sexual Offences	10%	10%

[\* Safer Neighbourhoods VAP (Violence Against the Person) increase is linked to the offence of harassment, reflecting a higher number of police interventions and of increases in ABH, part of which comprises the new offence of Racial/Religious ABH. Though anecdotal, it is likely that increased reporting reflects an increased confidence in local policing established by the SN teams.]

### Secondary Benefits

SN teams are encouraged to work from community bases rather than police stations. Not only does this assist them in cultivating local contacts, it provides the public with the visibility and accessibility the public have been calling for. In those areas where teams work from hospitals, schools, supermarkets and places of worship, the secondary benefits to the wider community are really beginning to be felt.

The MPS commissioned Accenture to undertake a study to identify any emerging secondary benefits, in the form of wider benefits to non-police organisations. The study observed emerging secondary benefits in two of the MPS's National Reassurance Policing Programme sites – Welling (Bexley) and Upper Edmonton (Enfield). Among the headline findings were:

**Environmental Gains:** The London Central bus company has seen a marked drop in incidents of verbal and physical abuse against its drivers in Welling, compared to other areas of Bexley. Window repair bills at Welling School (Bexley) are down 60% on the equivalent period in 2003, saving around £3,500 in four months alone. 30% of store owners in Fore Street, Edmonton (Enfield) report a reduction in vandalism since the reassurance teams were introduced.

**Economic Gains:** 'Barometer' businesses like McDonald's in Welling (Bexley) have reported major benefits in terms of reduced vandalism repair bills and improvements in staff morale as a result of the SN teams. In Upper Edmonton, alcohol-related ambulance call outs are almost 50% lower during the two quarters in which the team has been in place than in the equivalent periods last year. In Upper Edmonton (Enfield) presence of the SN team (in Middlesex North Hospital) projected to reduce annual hospital vandalism bill by 20%-30% (c£7K). Security bills at Welling School (Bexley) have been slashed by the equivalent of £14,000 per year thanks to the SN team working from the premises.

**Social Gains:** Footfall in Welling town centre (Bexley) in March 2004 was up 8% on the previous year, suggesting increased confidence as a result of the presence of the SN teams. Attendance at Upper Edmonton (Enfield) 'reassurance consultation meetings' more than doubled (now +150). There were no reported incidents of vandalism against buses passing through Welling (Bexley) in the first quarter of 2004, compared to seven over the same period in 2003.

### **Increasing the safety and security of women**

Currently, a Stay Safe publication is in the process of being updated to reflect current safety and security issues of women and a new leaflet about safety on the streets and open spaces – which is primarily aimed at women to provide post-incident reassurance – is also being developed. An agreement is in place with all major retailers to stock personal alarms and personal safety demonstrations (given jointly by the Suzy Lamplugh Trust and the MPS) are available for women across London to attend. Additionally, architects and planners being encouraged to create Safer and Secure places in accordance with the principles of current crime prevention practices.

During 2005/06 a quarterly crime prevention calendar will be developed for pro-active media engagement, which will heavily feature safety and security affecting women. More Safer and Secure places will be developed in London and further promotional material and demonstrations will be produced to tackle personal safety and security. By 2008, a significant number of homes, commercial premises and open spaces will be (re) developed supporting the Government's Designing out Crime campaign. Flanked by the SN teams and public attitude surveys, the MPS will expect to see women's feelings of safety and security brought in line with the reality of crime levels. SCD's homicide command is concentrating significant efforts on increasing women's safety in relation to domestic violence, 'honour killings' and stranger attacks.

### **Other initiatives designed to deliver improvements in public confidence**

The MPS is working closely with the DIY superstores B&Q, who are demonstrating home security and public safety products in a selection of its London stores. Preventative products – such as property marking kits and distraction burglary devices – will be sold in its key stores across the capital.

A multi-agency partnership to tackle distraction burglary in London has been launched and includes work with trading standards to reduce crime against the elderly and vulnerable in particular.

Cash point privacy boxes are being developed to create personal space for automatic transaction machine (ATM) users. Talks are in the process of being arranged between the MPS and the bank industry to introduce the next generation of ATMs. The number of Safer Parking areas is likely to increase five-fold following the formal introduction of the scheme in October 2004.

The Safer Places initiative, launched by the Government earlier in 2004 to 'design out crime' is being promoted by the MPS to encourage developmental improvements to new and existing homes, commercial premises and open spaces across the capital.

By 2007-08, the MPS envisages that the community and partners in all of London's neighbourhoods will be engaged to combat distraction burglary. Supported by home security and personal safety information, the MPS hopes to have crime prevention advice readily available in a variety of mediums to appeal to different audiences and hope to have crime prevention professionals who more accurately represent London's diverse communities.

We envisage that Crime Prevention Through Environmental Design will become an accepted concept in the development of all buildings and public spaces in London with high compliance via voluntary and mandatory controls. We also hope to see more areas being made a "Safer Parking Area" and hope to see all cash points designed and located with full consideration of crime and community safety.

Operation Trident's 'Not Another Drop' campaign in partnership with affected communities, has contributed to reductions in gun crime, using a combination of preventative action, targeted policing of criminals and community involvement. SCD has used specialist intelligence and proactive teams to tackle organised immigration crime (Operation Maxim) and vulnerabilities within the Turkish, South Asian and other communities.

## **Policing London's parks and shopping centres**

From April 2004 PCSOs have been deployed to the MPS's newly formed Parks OCU. This unit has been formed in order to take over responsibility for the policing of the Royal Parks from the Royal Parks Constabulary, which will be amalgamated with the MPS by the end of March 2005.

As of September 2004, 45 PCSOs are deployed in this role. They receive the normal four-week initial training course and then a further two weeks 'in house' training specifically to teach them how to police the parks. Their role is to provide a visible presence and reassurance in the capital's open spaces.

PCSOs deployed in these roles are briefed about crime and security information before they undertake high visibility patrols within the many security zones within the Royal Parks – including military, government and royal buildings. They often assist with crowd and safety control within the Royal Parks as well as deal positively with reducing the public's fear of terrorism, crime and anti-social behaviour.

Shopwatch – the MPS's latest partnership offensive on reducing retail crime and helping to increase public confidence on the High Street – has been successfully trialed in Camden and by Christmas 2004 will be extended to the capital's key shopping areas. The consortiums in Regents Street and Oxford Street have received presentations about the scheme, which releases retail staff for two days per month to patrol their own retail area as uniformed Metropolitan Police Special Constables (SC).

Those who volunteer receive paid leave from their company and additional leave to compensate their time for being on patrol as a SC. With retail crime costing the industry £2.25bn nationally each year, these staff have helped in Camden to act as a visible deterrent to would-be criminals thereby reducing crime and the fear of crime in the process. The same is anticipated in Westminster, which, if successful in the capital's major shopping environment, could be incorporated into neighbourhood policing across London.

An ambitious but achievable target of establishing the Shopwatch scheme in Oxford and Regents Streets for Christmas 2004 is on course to succeed.

## **Conclusion**

The MPS has moved fast in introducing this new policing style and it is helping to transform the national picture of localised, neighbourhood-based policing. The SN teams are themselves assisting in the revival of community policing – increasing police presence on the streets, listening and responding to community concerns and looking at new ways of reducing crime and the public's fear of crime.

The feedback is overwhelming: the public, the business sector and our partners are supportive of the programme. It is placing uniform presence on the streets, increasing accessibility to policing services, galvanising community cohesion, impacting on crime, providing benefits to the wider community and providing the necessary familiarity to increase public confidence in the police service.

In essence, the MPS has responded to the calls of the law-abiding citizen to stay tough on criminals and begin to improve the quality of life in all of the capital's 624 neighbourhoods.

The costs associated with delivering the Safer Neighbourhoods programme/Step Change (which is also a corporate change programme) are detailed in the options for continuation of the Step Change programme. This forms a separate part of the Budget submission 2005/06.

### **D(iii) – Domestic violence and hate crime**

The MPS has produced three separate policies and associated Standard Operating Procedures for the investigation of domestic violence, vulnerable adult abuse and hate crime, outlining minimum standards for all staff in the investigation of these crimes. These policies will be implemented across London by November 2004. The policies replace and update the current policy introduced in 2000 and take account of the Disability Discrimination Act, current best practice and for the first time provide a separate policy for domestic violence which places a clear focus on holding offenders accountable through the criminal justice system. The MPS has developed a new domestic violence risk assessment tool and investigation form which - along with mandatory domestic violence training - is now being delivered to all borough staff up to the rank of Inspector by police trainers and domestic violence specialists from our partner agencies. Year on year we continue to improve our detection rates for hate crime and domestic violence. For the period April to September 2004 we achieved the following detection rates: domestic violence 46.3% (target 35%), race crime 28.8% (26%), homophobic crime 25.8% (26%) and rape 31.9% (35%).

We continue to record significant increases in the reporting of domestic violence, 107,000 offences in 2003/04, while at the same time seeing a drop in domestic violence related serious assaults, sexual offences and criminal damage. Reporting of homophobic crime, which we know has previously been under reported to police, increased by 15 % for the period April - September 2004/05 compared to the same period the previous year. This reflects our work over the last 18 months to identify Lesbian Gay Bisexual Transgender (LGBT) liaison officers in every borough to develop and build trust within the LGBT community. Despite a drop over the last few years in reporting of racist incidents this year has seen reporting levels remaining stable and still significantly above those pre Lawrence.

By September 2005 the Racial and Violent Crimes Task Force (DCC4) will have moved to TP crime to reflect the drive to improve police performance in relation to the investigation of domestic violence and hate crime. We will link up the work of Sapphire and Jigsaw more effectively to target dangerous offenders and support vulnerable victims. We will have implemented the new ACPO domestic violence policy due to be launched in October 2004. All staff engaged in investigating domestic violence will be conducting risk assessments and implementing appropriate risk management plans for all domestic violence victims. Greater links will have been established with child protection teams and in particular those children affected by domestic violence. Under Commander Moore, Project Umbra will have been established. Reporting directly to the London Criminal Justice Board this project will bring together Police, Probation, Prison, Crown Prosecution Service and Magistrates to coordinate activity across all agencies, improve responses, increase detections, track cases through all agencies, reduce attrition rates and ultimately hold more offenders accountable and make victims and their children safer.

By 2007/08 The work of Project Umbra will be fully integrated into the work of the MPS. The policing of domestic violence and hate crime will remain a key priority for all our staff. The levels of domestic violence crime will be down and domestic homicides reduced year on year. There will also be effective sharing of information and intelligence between all agencies involved in tackling domestic violence and hate crime with clear links to local CDRPs and Pan London strategies.

## **D(iv) – Freeing up officers for front-line duty by, where appropriate, using civilian staff for back room posts covered by police officers**

### **Progress on Civilianisation**

Following an Accenture report, a plan was drawn up to civilianise the 850 posts over a three-year period. The plan was to civilianise on a head-for-head basis, 188 posts within year one, 299 within year two and 363 within year three. Originally, Management Board agreed that the first year of the plan (to end March 2005) would be funded within existing budgets. Subsequently, it was decided that the civilianisation of 188 posts (first year of the plan) would help support the Step Change Growth.

Specialist Crime Directorate has made good use of civilianised posts and ex-police officers on contract, to manage investigation work. The murder review group is tasked with ensuring that all investigative opportunities have been addressed in unsolved murder cases. Most of the group consists of former police officers whose skills and knowledge are a great asset to younger, serving colleagues. The use of former police officers as investigators is a useful starting point for potential further civilianisation in the future.

However, achieving successful civilianisation is a difficult and complex process, given the apparent emphasis on police officer numbers. Consequently, for the reasons outlined in the section below on 'Difficulties' a paper was discussed at Management Board in July 2004. The outcome of this paper is summarized in the section entitled 'New approach and shaping the new plan'.

### **Difficulties**

A brief summary follows of the difficulties faced by the MPS with regard to successful Civilianisation, namely;

#### ***Impact of Disability Discrimination Act (DDA) and Recuperative and Restricted Duties***

The total impact of the DDA is relatively unknown at this stage in terms of potential consequences for further civilianisation. The feeling is that the DDA could impede both the type and number of roles with the potential for civilianisation, if the numbers of police officers that fall under the provisions of DDA are greater than anticipated. The same can be said with regard to recuperative and restricted duties, whereby those officers might again restrict the numbers and types of posts that police staff could instead be performing.

#### ***Flexible working arrangements***

Information provided by TP illustrates that a high proportion of those posts identified for civilianisation, included staff with child care issues and staff who are primary carers for relatives and for whom flexible working arrangements are required. In addition, some police officers require retraining to enable them to return to operational duty.

#### ***Data capture***

The original data upon which Accenture reported for civilianisation was captured in late 2002, and now needs revisiting to provide an accurate up to date picture. Clearly any data capture can be argued to be purely a snapshot in time.

#### ***Budget***

Necessary though it has been, budget cutting in Police Staff Pay clearly hampers civilianisation efforts. Issues regarding budget shortfalls for this financial year have clearly had a significant effect on the Civilianisation Programme.



### ***Reduction in ill-health retirements***

A way of reducing ill-health retirements is to place those officers who would previously have been ill-health retired into posts that match their capabilities. Some of these posts might hold the potential for civilianisation.

### ***Focus on police 'numbers'***

As long as the focus remains on police numbers, the MPS is limited in its ability to make full use of police staff.

### **Funding Implications**

The relationship between Step Change and Civilianisation has been widely debated since January 2004. Originally, it was agreed at Management Board that the release of the 850 posts would help fund the step change growth. The cumulative additional costs that will occur i.e. the Step Change Programme would cost an additional £18.5m in 2007/08 if civilianisation of 850 posts were not delivered.

There are obvious financial implications around the areas identified e.g. the cost to retrain officers returning to operational duties or the cost to provide childcare facilities for officers who require this.

Additional savings are also required in the 2005/06 budget, which will further squeeze already tight resources and will obviously impinge on the police staff pay budgets.

### **New approach and shaping the new plan**

For the reasons outlined above, Management Board agreed on July 6 that:

1. Civilianisation be separated from the Step Change programme; and
2. That the MPS recast the Civilianisation programme;

On 1, this means that the whole Step Change programme is to be reviewed in terms of its finance, given that the earlier programme was premised on the basis of linked Civilianisation. This will no longer be the case.

On 2, the MPS is starting from a new premise of creating police staff roles in order to relieve police officers of those functions that do not require attested powers.

Each Business Group is undertaking some further preparatory work and providing the HR Directorate with details pertaining to;

- ◆ New police staff posts previously performed by police officers,
- ◆ Posts identified by Accenture that have already been civilianised, and
- ◆ Details regarding functions/activities that do not require a police officer to perform them, in terms of percentage of work and types of roles

Based on this, a further paper will be presented to Management Board in October/ November outlining the new plan. This will also take into account what is happening elsewhere in the MPS on Police Reform, Workforce Modernisation and the inspection on Sergeants deployment.

## **D(v) – Real time reporting system and targeting of police resources**

This refers to the need for robust performance information that demonstrates how the incidence of crime and reports from the public determine the deployment of police resources and the impact on the delivery of local, sub-regional and regional objectives. The requirement is to link inputs to outputs and outcomes in a way that holds officers and teams accountable to the MPS, MPA and the Mayor for their performance. Territorial Policing's (TP's) approach to performance management is therefore outlined below. SCD also has a comprehensive performance management framework involving a programme of OCU visits, a performance element to tasking meetings and a requirement to account for results. SCD now participates fully in the weekly TP themed performance meetings with borough commanders.

### **Principles of Performance Management within Territorial Policing**

The TP command ethos is one of support to our staff and co-operation towards the vision of making London the safest major city in the world. The principles of performance management shall at all times reflect:

- The role of the Borough/Unit Commander remains respected as the key to successful delivery of performance and responsibility is devolved to them
- Their work, and that of their commands shall be supported

This is achieved by:

- Promoting and reviewing crime control strategies across TP
- Focussing upon a common crime reduction theme
- Developing action plans to improve challenged performance
- Sharing of successful solutions and best practice
- Identifying barriers to further performance improvement and,
- Holding the borough's to account for performance

### **Performance Management Framework**

#### Themed Performance Review Visits

This is a pan TP review examining a particular theme or system. This identifies issues affecting corporate performance or responds to performance issues identified via the Home Office, MPA, TP Command Team and other external / internal reviewing bodies. These reviews are undertaken by the TP Performance Review Unit and are generally completed in quick time. The most recent review concentrated on improving detections and examined areas impacting on the theme such as Leadership, Training, Processes, Performance Management and Supervision. Successful solutions are then shared with all Boroughs and barriers are progressed to remove or reduce them.

#### Borough Operational Command Unit Performance Review Process

The BOCU Performance Review process conducts an in depth review of an individual BOCU, that concludes with the Deputy Assistant Commissioner meeting the units Senior Management Team and agreeing an action plan based on the review findings. BOCUs are selected for a variety of reasons including performance concerns against priority crime and remote analysis of data. The aim of the review is to improve performance by identifying barriers to effective performance and then monitoring of the action plan. The TP Performance Review Unit undertakes these reviews. The most recent examples of this were carried out on the Boroughs of Barking and Dagenham and Lewisham.

## **Borough Operational Command Unit Performance Framework**

### Themed Crime Control Strategy Meetings

These meetings are held to review the performance of BOCUs on behalf of Assistant Commissioner Territorial Policing. They bring together Borough Commanders in similar performance issue groups and are an opportunity to share or find successful solutions to the problems that the Boroughs face. They focus on a common crime theme. The latest round of these meetings were on improving detections and examined data around sanctioned and non-sanctioned detections, outstanding warrants, forensic identifications and LiveScan compliance. They are chaired by the TP Commander with Performance Management as a portfolio (Commander Simon Foy) on a weekly basis. Barriers to performance are identified and work undertaken to remove or reduce them.

### **Other Performance Meetings**

#### Crime Operations Performance Meeting

This meeting is chaired by Deputy Assistant Commissioner (Operations) and examines Borough performance in relation to priority crime. The meeting is held fortnightly and identifies Boroughs that could benefit from the assistance of pan London policing units (TSG, Transport OCU, Dogs, Mounted branch, air and marine support, TP crime Squad and Traffic OCU) to increase their performance and assist with dealing with crime hotspots. The discussions held at this meeting inform the TP Tactical Tasking and Coordinating Group meeting.

#### Territorial Policing Tactical Tasking and Coordinating Group Meeting

The aims of this meeting are to review current performance against objectives in relation to robbery, residential burglary, autocrime, gun crime, rape, homophobic crime, domestic violence, neighbourhood safety and the effectiveness of the criminal justice system as well as to review current analysis and tactics in relation to corporate hotspots. The meeting focuses on reviewing pan London units and ensuring their deployments support Boroughs to improve operational performance. The meeting is held fortnightly and is partially informed by the Crime Operations Performance Meeting held on the alternate week.

#### Link Commanders

There are four link Commanders with responsibility for a number of Boroughs. Each link Commander reviews performance on a regular basis through visits to the Borough / unit and at TPHQ.

#### Superintendent (Operations) Meeting for Boroughs

This meeting is chaired by Commander (Crime Operations) and is attended by every Boroughs Superintendent with portfolio for Crime. It meets every two months to discuss performance and current issues in relation to priority crime.

#### BOCU Commanders Meetings

The role of the Borough/Unit Command is the key to successful delivery of performance. The work of their commands to deliver their annual policing plans is monitored through these meetings. Borough Commanders have in place local arrangements for reviewing performance within their own commands.

#### Finance, Resource and Personnel Meetings

A number of meetings are held to align and allocate resources to assist Boroughs/units to improve performance.

**Appendix E - Summaries concerning MPA progress against the London Plan and the Mayor’s other statutory strategies**

**E(i) – MPA progress against the London Plan**

London plan (Spatial development strategy) – published February 2004	Where the MPS is now (September 2004)	Where the MPS will be in 2005/06	Where the MPS will be in 2007/08
London Plan Objective 1: To accommodate London’s growth within its boundaries without encroaching on open spaces.	MPA does not make an explicit contribution to this objective	MPA does not make an explicit contribution to this objective	MPA does not make an explicit contribution to this objective
London Plan Objective 2: To make London a better city for people to live in.	Property Services is leading for MPA on planning and regeneration agreed. Recruitment of professional lead in hand – appointment expected in year. Property strategies reflecting Objective. Support to BOCU level will be in place at year-end.	Full engagement with London Borough Planning Groups, S106 policy issued, programme to engage fully with Regeneration Partnerships in place/ approved. All fully aligned to Policing Plan.	Delivering Police infrastructure plans via S106 and Regeneration budgets. Policing needs fully fed in to Borough Statutory Plans / London Plan
London Plan Objective 3: To make London a more prosperous city with strong and diverse economic growth.	Economic growth is dependent on security of the capital. Specialist Operations is working continually to secure the capital against terrorism.	See details provided in Appendix C(i)	See details provided in Appendix C(i)
London Plan Objective 4: To promote social inclusion and tackle deprivation and discrimination.	MPS is progressing the policy direction under this objective to ‘Tackle discrimination, building on the economic and cultural strengths of London’s diversity and building a London that is more accessible to disabled people’. Work has been carried out by the Diversity Directorate to reach hard-to-reach groups and widen the base for consultation and community reassurance. The MPS has prepared fully for the Disability Act.	[Included in the Budget and Equalities submission of the overall budget package]	[Included in the Budget and Equalities submission of the overall budget package]

London Plan Objective 5: To improve London's accessibility.	The MPS's contribution to this objective is delivered by the Transport OCU, whose activities and future plans are summarised in Appendix E(v).	See Appendix E(v) – Progress against the Mayor's transport strategy	See Appendix E(v) – Progress against the Mayor's transport strategy
London Plan Objective 6: To make London a more attractive, well-designed and green city.	Developing capacity and strategy. Need for BOCU / TP engagement SOPs. Recruitment (as Objective 2) in hand.	Resource and engagement in place and developing / delivering with stakeholders on a priority location basis.	Fully developed unit aligned with Policing Plan and wider London Plan objectives.

**E(ii) – MPA progress against the Mayor's environmental strategies**

<b>Other Mayoral Statutory strategies</b>	<b>Where the MPS is now (September 2004)</b>	<b>Where the MPS will be in 2005/06</b>	<b>Where the MPS will be in 2007/08</b>
Air quality Biodiversity Noise Waste  Energy (a non statutory Mayoral strategy) Plans for preparing for the Low Emission Zone	These environmental issues are fully covered in published documents <sup>3</sup> where in many ways the MPS is a leader in GLA family terms. In most areas we are delivering ahead of programme and the published documents and updates fully explain the MPA and MPS position. We intend to maintain this position and status – in year we renewed our electricity contracts on a totally green sourcing basis. A new Environment Manager / Strategist was appointed in September 2004 to progress these issues.	To have maintained our position (see where we are now section) and to have expanded into new areas including direct generation (wind) and have established feasibility around additional solar sources / possibilities.  We will continue to adopt BREAAAM status for new build and innovative energy conservation measures relevant to our occupations.	We will be maintaining a leading edge and demonstrable delivery regime.  We aim to have our first wind and solar schemes in use.  Subject to global markets and cost impacts we are aiming to maintain green electricity use.  We aim to be sharing our purchasing might more widely with GLA and other London organisations more effectively (if they are receptive).

Note: The resources devoted to progressing these environmental issues are detailed in the 'Budget and Environment' Section F of the overall budget submission.

<sup>3</sup> See the MPA's Environmental Progress Report, available from Property Services Department. Contact for copy of document is Phil Smith (0207 230 8379)

### **E(iii) – MPA progress against the Mayor’s culture strategy**

Ensuring the security of the capital helps London to promote itself as a world cultural city and tourism destination. To this end, our contribution to the cultural strategy is summarised in Appendix C(i), which outlines our plans for dealing with terrorism.

### **E(iv) – MPA progress against the Mayor’s economic development strategy**

The principle of ‘Sustainable development’ is set out in the Economic Development Strategy. [Ensuring that London’s growth respects the need for social progress, environmental protection and conservation of scarce resources]. One of the strategic objectives laid out in this principle is ‘Improving community safety in London.’ Clearly, all of London Borough’s local Crime and Disorder strategies contribute to this strategic objective, whose delivery is also very closely linked to the Safer Neighbourhoods change programme [Appendix D(ii)].

### **E(v) – MPA progress against the Mayor’s transport strategy**

Police related objectives:

#### **Transport**

- target 27 significant bus routes
- bus staff and passenger safety
- bus reliability by tackling
  - congestion, including improved co-ordination of street works
  - enforcement of traffic regulations, parking, loading and bus lane controls
- partnership between relevant agencies and transport operators
- taxis and private hire vehicle enforcement
  - improvement of public safety
  - tackling illegal touting
- increase use of CCTV

#### **Road Safety**

- Casualty reduction including National targets of
  - 40% reduction in Killed or Seriously Injured (KSI) casualties
  - 50% reduction in number of child KSI casualties
  - 10% reduction in the slight casualty rate, expressed as the number of people injured per 100 million vehicle kilometres

with the reduction targets being applied in London to include:-

- > pedestrians
- > pedal cyclists
- > powered two wheelers

**Progress**

The Traffic and Transport Branch was created to co-ordinate the work of the Transport OCU, Traffic OCU, the Traffic Warden Service and the Central Driving Offences Unit now the Traffic Criminal Justice OCU (incorporating the London Safety Camera Partnership).

A pan London joint Control Room and intelligence Unit was created to co-ordinate the work of the MPS, Transport for London (TfL) and British Transport Police (BTP).

**Transport OCU**

The Transport OCU was set up in June 2002 under a SSA with TfL to specifically deliver the transport objectives as set out in the Mayor's Transport Strategy which focuses activity on 27 priority bus routes (including the central London corridor) which run through 20 corridors.

Funded by the Mayor, Phase 1 2002/2003 @ £24m - Phase 11 2003/2004 a further £25m.

The MPS has provided the agreed resources of 406 police, 452 Transport PCSOs and 68 police staff. Total 926.

(Route Teams – 656, Cab Enforcement Team – 33, Pan London Congestion Team - 129)

The TOCU + initiative has provided the opportunity to enhance policing activity around key transport interchanges by the creation of Focus Teams.

**Planned activities**

- Use of mobile custody facility for specific operations
- Greater use of Automatic Number Plate Recognition (ANPR) targeting persistent penalty notice evaders and unregistered vehicles
- Merger of Traffic Warden Service with TOCU (enforcement of the decriminalisation of red route network being negotiated with TfL)
- Improved analysis of bus related crime and causes of delays to bus journey times.

**Results**

**Arrests** now average over 400 a month. Total arrests:-

	<b>Bus Route Teams Arrests</b>	<b>Cab Enforcement Team Arrests</b>	<b>Parking Tickets issued</b>	<b>Vehicles Removed</b>
2002 - 2003	1,423	366	45,520	1,820
2003 - 2004	3,558	574	98,897	2,179
1 April 2004 – 31 August 2004	1,958	336	37,692	876

**Traffic OCU**

Budget £35m - Police BWT 686 - Police Staff BWT 125

Objectives to contribute to achievement of casualty reduction targets:

- support of the National THINK campaign by themed road safety activities
- to work with partners and stakeholders to educate road users when appropriate
- co-ordination between Collision Investigation Units, traffic management and stakeholders to engineer out road problems

- provide High Visibility, tactical policing on the strategic road network, proactively targeting casualty hot spots  
focusing on:
  - speed enforcement
  - drink/drug driving
  - increase use of seat belts
  - decrease use of mobile phones whilst in charge of a vehicle
- Safer routes to school
- Bikesafe campaign

Planned activities

- all Traffic cars equipped with Automatic Number Plate Recognition (targeting crime and casualty hot spot areas & unregistered vehicles)

Results

[KSI = Killed or Seriously Injured]

	<b>2002-2003 vs. 2003-2004</b>	<b>April – August 2004 cf. April – August 2003</b>	<b>April – June 2004 cf. April – June 2003</b>
<b>Fatal road casualties</b>	12% reduction	22% reduction (89 v 114)	
<b>KSI road casualties</b>	11% reduction		11% reduction (1193 v 1337)
<b>Child KSI casualties</b>			3% reduction (153 v 158), fatals (3 v 4)
<b>Powered 2 wheel vehicles KSIs</b>			26% reduction (224 v 302), fatals (11 v 19)
<b>Pedestrian KSI casualties</b>			3% reduction (375 v 386), fatals (19 v 28)
<b>Pedal cyclist KSI casualties</b>			30% reduction (93 v 132), fatals (1 v 2)

**Traffic Criminal Justice OCU**

- Centralisation of traffic prosecution work for London, in conjunction with criminal justice partners to achieve more effective administration of justice. (Completion April 05)
- The identification and prosecution of persistent traffic offenders and evaders of penalty notices, including fine recovery utilising the Traffic Reporting Information System (2005)
- Improved timeliness of KSI data by moving responsibility from the Performance Information Bureau to Traffic CJU. (December 04)
- Increase participation and evaluation of the Driver Improvement Scheme

**London Safety Camera Partnership**

- reduction of KSIs at camera locations
- media/publicity campaign aimed at educating drivers and parents re speed awareness



## **Appendix F - Summaries concerning MPA progress against the Mayor's non statutory strategies**

### **F(i) - Childcare**

In February 2004, a Childcare Co-ordinator was appointed by the MPS with the aim of proposing a childcare strategy. In the autumn the intention is to appoint a further childcare Co-ordinator. All staff will have access to the Co-ordinators whose roles are;

- ◆ To support Officers and Staff and help them access affordable childcare and to encourage the development of childcare provision and tax efficient schemes
- ◆ To formulate, develop and promote the flexible working policies and other family friendly practices for working parents as part of an integrated Child Care Strategy for the MPS
- ◆ To develop partnerships with other Police Services and outside organisations such as the National Health Service, The National Association of Children's Information Services (NACIS) and the Mayor of London's Office.

### **The rationale for the strategy under development**

The MPS Childcare Strategy under development focuses attention on childcare provision for MPS staff in order to enable access to good quality, affordable and accessible childcare with the aim of;

- ◆ Supporting recruitment by making the MPS an attractive and competitive employer through promoting family friendly policies
- ◆ Facilitating retention of skilled and experienced officers/staff through delivery of family friendly practices.
- ◆ Helping individuals to balance work and family commitments thereby, enhancing working lives and enabling a positive impact on productivity; and
- ◆ Addressing disproportionality issues impacting on working parents.

Key methods of addressing these strategic aims include; flexible working options; holiday play schemes; emergency back-up nurseries; childcare vouchers and possibly day nursery provision. There are of course, implications for other MPS policies such as deployment and progression etc. that will also need addressing. The financial implications – options and costs for the provision of childcare - are currently being developed.

The MPS knows that work-life balance issues are important to all its personnel, including those with caring responsibilities, and it therefore sees its work on childcare issues as an important way of valuing the people who work for us. This sends out an important message, and is one of a number of ways for us to attract and retain talented staff in the competitive London market as we improve progress towards achievement of the mayor's target of 25% women officers.

## **F(ii) – Children and Young people**

The MPS Safer Neighbourhoods Unit (SN) has responsibility in dealing with the strategic direction on young people, outside of Child Protection and post conviction. In 2003 the MPS Youth Strategy was produced, which linked into the Strategies of the Youth Justice Board and the Children and Young People strategy of the Mayor. Key activities both centrally and locally were identified through an action planning process. The activities that have taken place over the past year that have impacted on the Mayors Young People Strategy are:

### **Safer Schools Partnership (SSP).**

In October 2004 there were 123 police officers working in 220 Secondary schools across London, with a further 30 taking on additional positions before December 2004. These are reflected in the budgetary information in Appendices F and G as the full year costs of the Safer Schools project. There is a SSP on every Borough across London. Their remit is to reduce bullying, crime and anti social behaviour in and around the school environment through diversion, restorative justice conferencing and problem solving with the teachers in the schools.

The SSP is being closely linked into the wider SN work, with schools in neighbourhoods being identified to maximise the opportunities. One example is the promotion of the Safer Routes to and from school where officers patrol the most widely used routes used by young people to reduce bullying, street crime and anti social behaviour. Another is Operation Blunt which looks at initiatives to reduce the attractiveness for young people to carry knives.

### **The way forward**

The role of officers working in feeder schools is currently being reviewed, with a view to identifying a role for officers, or PCSOs, and then linking this programme into the wider SN programme.

### **Youth Inclusion Programmes (YIP)**

There are some 23 Youth Justice Boards and 3 MPS YIPs being run in London with the MPS involved on the Board. The YIPs are individually targeting the 50 young people aged 13-16 in an area who are most actively involved in crime, or those who are associated to these young people or their siblings. The aim is to reduce offending, truancy and crime committed by the young people.

With the MPS YIPs we are actively involved with the Premier League Football Association to look at the role they, as a key partner, can play in the diversion arena with sport as the medium. Additionally the MPS is engaged with the Home Office Positive Futures programme, where grass root sporting activities are used to break down community barriers and tensions, and at the same timework to reduce crime and the fear of crime in inner city areas.

### **Success stories:**

- ❑ Arrest rates of the top 50 young people most actively involved in crime in an area has been reduced by 65% in two years.
- ❑ There has been a reduction of crime by 2.3% amongst 2/3 of the projects.
- ❑ Mentoring young people with role models to enable them to break away from crime.
- ❑ Environmental work to clean graffiti and recreational areas. Supporting civic responsibility and cohesion agendas.

### **The way forward**

The Home Office has announced in their 2005-2008 crime reduction strategy the need for more YIPs across the country. We will be working to promote the need for at least one YIP in every BOCU, working with the SN officers. Junior YIPs focusing on 8 – 13 year olds have also been introduced and the MPS will canvas for the expansion of this programme with the YJB.

### **Police Volunteer Cadets (PVCC)**

The volunteer programme in the MPS is very strong. There are 750 young people who have volunteered to become cadets across 26 Boroughs aged between 15 and 19 years old. 50% of the cadets are female and 38% are from a VEM background. Their remit is to work in SN area on their Boroughs to reduce crime and the fear of crime. The local cadet leaders work with the local Youth Offending Team managers and take young people who have been reprimanded or finally warned onto the programme in order to offer them diversionary activities within a police environment.

One initiative involved all the cadets property marking mobile phones to reduce theft. In December 2003 they property marked 12,000 mobile phones in London, and in January 2004 they property marked in excess of 20,000 mobiles on one day.

The PVCC are also actively involved in pan London activities where a police presence is desirable but not essential. They help at the London Marathon, Remembrance parade on bag searches and the London triathlon.

### **The way forward**

The popularity of the PVCC means that there are young people waiting to join on all the existing BOCUs. Expanding the programme to cover all 32 BOCUs is the first priority, and at the same time a comprehensive review will take place to ensure the PVCC structure fits in with the wider volunteering programme of the MPS.

### **Youth Offending Teams (YOTs)**

All 32 YOTs across London, run by the Youth Justice Board, have a police officer working alongside partners. Their role has been one of ensuring all the opportunities are offered to young people to prevent or divert them away from crime, after they have been referred there following a warning or reprimand. They help to provide part of the holistic picture on the young person to ensure they are offered the best possible interventions.

### **The way forward**

The role of the police officer has, over time, become diluted to the effect that they have been filling gaps left by other partners to make sure the YOT fully delivers the best possible service. A comprehensive youth justice manual has just been produced which identifies and recognises all the avenues of diversion available to young people, and at the same time the MPS has redrafted the role requirement of these officers to ensure they fully deliver the MPS requirements in reducing crime and disorder in the local area.

### **Positive Activities for Young people (PAYP)**

Positive Activities for Young people are run through the Connexions Service, linked to the Youth and Crime Unit at the Government Office. Connexions run these programmes at a local level with full participation from the MPS. These officers are usually the same officers who run the Volunteer cadet schemes and are engaged with the schools programme.

#### **Success Stories**

- ❑ August is the main time of year that the PAYP programme takes place. This is the time of year traditionally that youth crime, offending and victimisation is at its lowest.
- ❑ In Lambeth 572 young people attended the scheme over a four week period.

In addition to the above, Specialist Crime Directorate (Child Abuse Investigation Command) undertakes the following activities to progress the Mayor's children and young people strategy:

**A VOICE FOR LONDON'S CHILDREN:** We are jointly hosting a seminar with the Association of Child Abuse Lawyers on 25th November 2004 to be opened by Sir Ian Blair where the adult representatives of those who have survived or are suffering child abuse can air their views on the quality of service we offer. We will be explaining our role and the alternatives to criminal process e.g. civil action/compensation. All major Non Governmental Organisations and Charities will be represented as well as some of the smaller groups. The GLA will be represented at this initiative.

**STAYING SAFE:** The Child Abuse Investigation Command provides a specialist service to the child victims of sexual, physical or emotional abuse committed by parents, carers and professionals. 468 detectives are supported by 160 police staff and are divided as follows:

- 18 regionally based Child Abuse Investigation Teams focusing primarily on intra-familial abuse
- 2 Major Investigation Teams leading on suspicious child death and complex abuse.
- The 22 strong Paedophile Squad proactively targeting child abusers
- A Hi-tec Crime Unit safeguarding children on the internet
- An intelligence cell liaising with other law enforcement agencies and charity helplines e.g. NSPCC and Childline
- The country's only Child Abuse Prevention and Partnership Unit focusing on partnership in distinct communities, child trafficking and children abused through prostitution.

**QUALITY SERVICES:** We are currently working with health authority partners to develop two Amythst Suites, a one-stop shop approach to the forensic medical examination of children the first is at the pilot stage at Northwick Park Hospital.

**DIVERSITY:** We have employed two Community Partnership Officers from minority communities to build our links into the African and Asian communities in Newham and Hackney. The newly created Ports Safeguarding Team has officers at Heathrow and Lunar House identifying children from minority communities who may be suffering abuse at the hands of traffickers or carers.

### **F(iii) – Harm caused by alcohol and drugs**

The Mayor for London's strategy in relation to alcohol is outlined in the document 'The London agenda for action on alcohol.' There are six objectives shown and each objective has between one and five priorities.

The MPS is involved in the objective 'to reduce alcohol-related crime, disorder and nuisance on the streets of the capital' and is assisting in the furtherance of two of the priorities that come under this objective.

CO14 (Clubs and Vice) have been engaged in discussions with the GLA over the development of a 'standard' for all licensed premises. However, the diverse nature of such premises in London makes such a standard very challenging to develop but work is ongoing to establish the feasibility of such a scheme.

In relation to supporting Safer Travel at Night, the MPS is engaged in a number of initiatives. Examples are licensed minicab offices in the foyers of clubs, the work of the Transport OCU on bus routes and illegal minicab touts, and media campaigns such as 'know what you are getting into'. This type of activity will continue.

In relation to the other priorities under this objective, the lead is with Local Authorities. However, the ACPO position in relation to licensing both nationally and in London dovetails completely into the Mayor's strategy and the MPS is totally supportive of initiatives that create an effectively managed night time economy that offers a diversity of premises and entertainment. The provisions of the new Licensing Act offer a significant chance to impact on the areas outlined above.

The MPS is fully engaged at a local level in the consultation process about Local Authority Licensing Policies as such policies provide a good opportunity to reduce crime and disorder through prevention rather than just enforcement. It is through these policies that issues such as street drinking emanating from licensed premises can be addressed.

Violence against the person, much of it fuelled by alcohol, has moved significantly up the government's agenda and it is very likely that it will be a priority for the service next year. Over the next 12 to 18 months, there will be considerable CDRP activity in and around this issue as problem locations / licensed premises are targeted.

However, enforcement activity only deals with the symptom and not the main cause of the problem. People's desire to drink to excess is at the heart of this problem and only a cultural change in our society will produce the long-term solution. The onus for creating this cultural change rests with government.

The MPS's approach to reducing the harm caused by drugs is carried out as an integral part of the 2004/05 objective to 'Disrupt organised criminal activity of persons identified as Class A drugs suppliers'. This objective is likely to continue through into 2005/06. Recognising an enforcement gap in targeting drugs dealers operating across boroughs, SCD has brought together Operation Middle Market, in partnership with HM Customs and Excise, to tackle middle market dealers. The SCD Drugs Directorate co-ordinates prevention and enforcement activity in liaison with the boroughs most affected by class A drugs criminality.

## **F(iv) – Rough sleepers strategy**

### Introduction

Many homeless groups were invited to participate in the MPS's consultation undertaken at a corporate level. Such groups included, for example, the Homeless Network, Finsbury Park Homeless families Project and the King's Cross Homelessness project.

In addition, the MPS has a 'Safer Streets' unit in Westminster set up to deal with homeless issues. This is working in partnership, and has forged close links with the many agencies involved in providing services for the homeless and street users, e.g. Street based Community Action Team (CAT) workers, Ministry of Defence ex-serviceman's resettlement, Missing Persons Help line, police station based arrest referral workers (HART and Westminster Drug Project), Westminster City Council (WCC) and the Homeless Directorate (Office of the Deputy Prime Minister). Many of the agencies attend weekly meetings to decide on an appropriate action plan.

### Where we are now

The controlled drinking zone has been rolled out across the whole of the borough of Westminster and has been effectively enforced, and the street drinking schools decreased. Steps have been taken to limit the 'high strength' alcohol sold by off licences to rough sleepers by amendments to their licences. The withdrawal of all high strength beers from the shelves of 'Sainsbury's was a major success.

The introduction of a dispersal area under Part 4 of the Anti Social Behaviour Act 2003 in the Victoria area has prevented any disturbances, and improved the ambiance of the area.

Westminster is a 'trail blazing' borough with regard to begging, and the Safer Streets Unit continues to support the initiative e.g. 'Killing with Kindness' campaign with neighbouring Boroughs i.e. Camden, and conducts begging audits for the Home Office.

Initiatives have been undertaken to break down homeless encampments across the borough, and address crime trends and local community concerns.

### Where we expect to be within 1 year and by 2007-08

- Dedication to the Westminster rough sleepers and street culture strategy, and the objective to reduce total homeless to less than 100 (count at 28/10/2004 was 180).
- Hidden homeless to be tackled via integrated homeless steering group strategy for 2005.
- Concerns with associated street activity, objective is to balance social care and enforcement in Westminster, but work with other Boroughs.
- Move to building based services for outreach teams will ensure consistency in good practice.
- Information to all homeless of full range of services – leaflet provided to all patrolling officers and provision of a help line with WCC.
- Seek to establish short-term assessment units within existing hostel provision.
- Education for EU Nationals of the plight of persons coming to Westminster without job provision and necessary financial support.
- Enforcement of the Controlled drinking zone and use of the Anti Social Behaviour Act 2003 (dispersal areas).

## **F(v) - Report on importance of e-technology to London's position as the e-capital of Europe**

### **Background**

"e-London - an outline of London's Opportunities and Challenges" (subsequently referred to as "e-London") provided a situational analysis of e-technologies relevant to the emerging global information and knowledge markets and how London could exploit these pro-actively to assume pre-eminence in electronic service delivery.

The report identified three key areas likely to underpin London's success in this respect:-

- Development of mass access to broadband technologies in London;
- Development of e-skills and appreciation of new technology;
- Delivery of e-Government services within specific timescales.

Whilst the e-London report did not place any responsibilities directly on the MPS, it did state that *"...the GLA needs to ensure that the public sector in London plays its part [in meeting] central government's timetable for all central, regional and local government services to be available electronically by 2005..."*.

The paragraphs below therefore summarise the MPS's position in meeting the e-Government agenda and provide a forward look to 2007-08.

### **Progress so far**

The MPS has:-

- Developed an e-Policing Strategy, ratified by Management Board and the MPA;
- Worked to introduce the necessary capabilities to the MPS to deliver the strategy;
- Maintained relationships with ACPO, PITO and LondonConnects<sup>4</sup> for co-ordinated delivery of national and regional initiatives;
- Undertaken consultation through the annual public attitude survey to identify the services and channels of choice for Londoners;
- Retained oversight of local / partnership e-initiatives and sought to influence these where possible;
- Initiated (and will deliver by 2005) a policy toolkit to enable sound and accountable information sharing arrangements with partners including London public sector agencies;
- Enhanced accessibility of the MPS internet presence;
- Implemented the necessary technical and business infrastructure to participate in the national on-line notification of crime<sup>5</sup>;
- Begun the local implementation of national a multi-channel police alert / broadcast system;
- Begun to fundamentally reshape its call-handling and emergency response capabilities (C3i / MetCall);

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<sup>4</sup> LondonConnects is the regional executive agency tasked with taking forward electronic service delivery for London, funded by the London Public Sector - GLA / ALG, London Boroughs and other agencies (including the MPS who donated £50k in 2003/04)

<sup>5</sup> MPS receives notification of 1,100 crimes by this avenue each month, and has just processed its 10,000<sup>th</sup> crime. Greater Manchester, by comparison, averages 16 crimes per month

- Introduced a 24 x 7 non-emergency email receipting service;
- Introduced on-line recruiting and keyholder management capabilities through third parties;
- Introduced secure messaging amongst the Police community (via the CJX) and the wider CJO community (via Criminal Justice Information Technology Secure Email);
- Participated in approximately 150 local electronic service delivery initiatives, often in partnership with local authorities and other public sector agencies.

### **Forward look to 2008**

Between now and 2008 the issues currently visible are:-

#### *MPS Corporate*

- C3i / Metcall go live
- Airwave go live

#### *In partnership in London*

- Introduction of a public sector services network
- Introduction of a London Portal
- Participation in joint services enabled by a London Smartcard
- Information Sharing and Assessment (formerly IRT – children’s agenda)
- There will be doubt over the sustainability of local authority services funded by the Office of the Deputy Prime Minister (ODPM) as ODPM plan to cease the Implementing Electronic Government (IEG) bidding process post-2005.

#### *In partnership with Criminal Justice Information Technology*

- On-line monitoring of case progress by victims & witnesses

The costs associated with delivering C3i (which is also a corporate change programme) are detailed in Section B of the Budget submission 2005/06.



## Appendix G: MPA substantial financial business risks and their current status

RISK	STATUS
1. Ability to protect the capital against terrorist attack	A key factor towards mitigation of this risk is an increased understanding of the threat. MPS activity is fully integrated with the national Counter Terrorist strategy including: focussed briefing, target hardening, pro-active operations and post-event planning, enhancing our ability to detect, deter and disrupt terrorist activity.
2. Ability to achieve successfully the change from Borough to centrally facilitated despatch of police officers in response to 999 calls through C3i	This risk is being addressed through the Change Co-ordination Board. The various programme / project boards, and general deployment of a PRINCE2 approach to programme / project risk management.
3. Ability to manage the impact of growth in police officer numbers on infrastructure (the Step Change Programme business case for growth)	This risk is being addressed through the Step Change Programme Business Case For Growth, and the general deployment of a PRINCE2 approach to programme / project management.
4. Ability of MPS/supporting external critical physical and ICT infrastructure to ensure resilience (impacts on service delivery)	Internal and external inter-dependencies have been reviewed and action taken to improve resilience under the direction of a Steering Group chaired by Assistant Commissioner Specialist Operations and a Working Group chaired by Deputy Assistant Commissioner Territorial Policing.
5. Robustness of business continuity planning arrangements in the event of loss of critical infrastructure	A Business Continuity Framework has been developed and deployed. The framework is augmented by a Business Continuity High Risk Self Review and plan-testing regime.
6. Failure of insurance cover for property and liability exposures to cater for major and catastrophic events, including insurance of New Scotland Yard premises	The MPS risk management consultants Willis, have successfully renewed the liability and property insurance programme with support from the MPA Treasurer's team, Department of Professional Standards and Corporate Risk Management Group.
7. Insufficient cultural awareness of health and safety and local implementation of health and safety systems	The management of this risk is being driven by the Strategic Health and Safety Committee and the head of Health and Safety. The risk is being addressed through increased training and awareness, development of MPS health and safety policy by the head of Health and Safety in conjunction with Willis, and deployment of best practice health and safety management systems.
8. Major high visibility investigation or prosecution unsuccessful.	A Critical Incident Steering Group (CISG) meets bi-monthly to manage a comprehensive training programme to equip all levels in the MPS. The CISG has sponsored a suite of standard logs to ensure key decisions are properly recorded and audited with Human Rights Legislation. The work of the Murder Review Group also makes a significant contribution to organisational understanding and management of risk.

**DRAFT**

**MPA Budget Submission to the GLA  
November 2004**

**Section B**

**2005/06 Revenue Budget and  
Medium Term Financial Projection**

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## **A. Budget guidance**

1. The revenue budget for 2005/06 and the medium term financial forecasts to 2007/08 set out in the attached statements have been developed taking account of the guidance issued by the Mayor on 30 June 2004.
2. The guidance included specific policy objectives for the MPA to address in its submission as follows:
  - Plans to increase the numbers of police officers and police community support officers, while at the same time accelerating progress towards the target of 30% black and minority ethnic officers and 25% women officers, and plans for the deployment of additional officers.
  - Plans for the expansion of the Safer Neighbourhoods programme providing reassurance and working with Londoners to tackle anti-social behaviour and improve quality of life.
  - Plans to free up police officers for front-line duty by, where appropriate, using civilian staff for back room posts covered by police officers.
  - The implementation of plans that increase the safety and security of women, and the manifesto proposals on domestic violence and hate crime.
  - The manifesto proposals on a real time reporting system and the targeting of police resources.
  - Other initiatives designed to deliver improvements in public confidence in policing for all London's communities and improve all Londoners' feelings of safety and security.
3. The first of these objectives is dealt with partly through the options for the continuation of the Step Change programme and partly through the Budget and Equalities Submission. The second objective is also part of the Step Change programme. Civilianisation is considered at paragraphs 23-24 below. Further more detailed comments on civilianisation and the other objectives in the Mayor's guidance are addressed in the Business Plan to be submitted separately with the Budget Submission.
4. The Mayor's guidance recognised that, in the context of the implementation of a new government spending review (SR2004), budget options would have to be developed with continuing uncertainty around government grant. The guidance therefore set no minimum cash saving targets but the budget submission must exemplify proposals which span the range:
  - A budget requirement restricted to the amount that could be funded by a 2.5% increase in the MPA's share of the GLA council tax precept.

- A budget requirement restricted to the amount projected for 2005/06 in the published final 2004/05 GLA budget.
5. The forward plan figures in the published final 2004/05 GLA budget exclude provision for the next stages of the Step Change programme. In view of this and because additional funding was to be sought from the Government, the further expansion of police numbers beyond phase 1 was not covered by the above parameters and was to be treated separately.
  6. The guidance specifically required the development of a menu of options covering intermediate levels between the two ends of the range.
  7. The guidance prescribes the format in which the revenue budget is to be presented and this is reflected in the detailed statements. The guidance also requires that the submission include details of reserves and balances and related policies and a report by the Chief Financial Officer on the robustness of the proposed budget estimates and the adequacy of the financial reserves.

## **B. Overall position**

8. The draft budget for 2005/06 set out in this submission totals £2,703.1 million, an increase of 5.3% over the original budget for 2004/05, as approved by the MPA in March 2004. At this stage the budget excludes any new expenditure on the Step Change programme. Total funding comprises government grant, council tax precept and use of reserves. The critical assumption in estimating government grant is that general, formula-driven grants will be subject to a 5% ceiling for 2005/06 increases and that the MPA's entitlement will be at the ceiling level.
9. The overall position is summarised in Table 1 as follows.

*Table1 2005/06 Revenue Budget – Overall Position*

	<i>2004/05 £m</i>	<i>2005/06 (draft) £m</i>	<i>Change %</i>
Total net expenditure	2,567.6	2,703.1	5.3
Total funding			
Government grants	2,022.6	2,119.5	4.8
Council tax precept	521.3	572.6	9.8
Use of reserves	<u>23.7</u>	<u>11.0</u>	
	2,567.6	2,703.1	
Budget requirement (total exp. net of specific grants and reserves)	2,343.3	2,485.7	6.1

10. The draft budget falls within the range for options to be exemplified as specified in the Mayor's guidance and is broadly in line with one of the intermediate options determined by the MPA Finance Committee (see paragraph 16 below).
11. Net expenditure includes committed increases and decreases, new initiatives and savings as detailed in schedules 2 and 12. There is a commentary on the expenditure and savings proposals at paragraphs 25-35 below. Detailed analysis of the expenditure estimates is set out in schedules 4 to 8. The grant forecast is described in paragraphs 36-46 below and set out in schedule 3. Proposals in respect of reserves are made in paragraphs 47-54 below
12. Net expenditure for 2005/06 represents an increase of £135.5 million over 2004/05. A summary of this increase is shown below.

*Table 2 Summary of change between 2004/05 approved budget and 2005/06 draft budget*

	£m	£m
2004/05 net expenditure		2,567.6
Inflation	72.0	
Committed increases	109.6	
Committed decreases	(12.6)	
Efficiency and other savings	(65.8)	
New initiatives	18.2	
Real terms change in unfunded pensions	14.1	
		135.5
2005/06 draft net expenditure		2,703.1

13. Proposals for continuation of the Step Change programme are included separately in the budget submission (section C). The following table shows the impact of incorporating option D into the 2005/06 budget as currently drafted.

*Table 3 Summary of impact of incorporating Step Change into the draft 2005/06 budget*

	<i>Budget requirement £m</i>	<i>Increase %</i>	<i>Total Precept £m</i>	<i>Increase %</i>
Budget as submitted	2,485.7	6.1	572.6	9.8
Step Change option D	39.4	1.7	39.4	7.6
Total	2,525.1	7.8	612.0	17.4

14. A precept increase of this magnitude would almost certainly be unsustainable in the context of council tax capping and the draft budget will have to be reviewed following the grant settlement before final proposals are submitted to the Mayor in December.

### **C. Budget process**

15. In approaching the review of the budget proposals for the 2005/06 Medium Term Financial Plan, the starting point was the approved MTFP for 2004/05. This document already indicated an increase in expenditure in 2005/06 that would require a substantial precept increase if no changes were made to the assumptions underlying the financial projections and before any new growth items were included. Based on a relatively optimistic assumption that there would be a ceiling of 5% applied to formula grant increases, the precept increase would be 17%. This represented the upper limit of the range within which the Mayor's guidance sought exemplification of budget options.
16. In the light of this the Finance Committee agreed two intermediate budget options for exemplification, namely budget requirements equivalent to 9.9% and 5.0% precept increases. These would be in addition to the lower end of the guidance range, i.e. a budget requirement producing a 2.5% precept increase.
17. In order to develop a budget within the range indicated by the Mayor and taking account of likely precept capping limits, an overall savings target of £60m was agreed by the Finance Committee. To provide some further flexibility, the MPS Management Board required the savings target to be increased to £70m.
18. The process agreed to put this into effect was to issue each business group with a control total derived from the expenditure projection contained in the 2004/05 MTFP reduced by a share of the overall savings target. Business groups were free to amend growth proposals or identify savings proposals that were needed to draw up a budget within the control totals. The control totals were issued to business groups at the beginning of August 2004.
19. Guidance to business groups was that scope for growth was likely to be very limited and that priority needed to be given to the major change management programmes being implemented in the MPS. Attempts have been made to link the budget proposals in this submission more closely to the planning processes within the MPS. The planning priorities and linkages with the financial growth proposals are outlined in the Business Planning section of the budget submission.
20. During the course of the budget review, business groups identified many more operational pressures that give rise to financial requirements. This led to returns in early September exceeding the control totals by £135m. These returns were considered at a number of meetings of the Planning Process Board set up to coordinate the financial and planning processes of the MPS. Further guidance was also given at the Change Coordination Committee of MPS Management Board members.

21. Arising from directions given at these meetings, business groups have reduced their submissions to the extent that the budget proposals have been reduced to £21.8m above the control totals. In reaching this position there have clearly been a number of difficult decisions. The savings proposals are identified in Schedule 12 within the budget submission.
22. In addition, a number of significant items have been excluded that would have appeared as growth proposals had resources been available. A separate confidential briefing note was prepared for members of the Finance Committee and is being circulated to all members of the Authority. In particular attention is drawn to the fact that no growth is included to respond to the Bichard and Morris Inquiries. There is also no bid for resources to fund the medium term strategy for police staff pay that has been previously reported to Human Resources Committee and was costed at £12.7m in 2004/05.
23. The Mayors guidance also required information on plans to free up police officers for front-line duty by, where appropriate, using civilian staff for back room posts covered by police officers. Civilianisation had previously been incorporated into the Step Change programme with the growth in police officer numbers being partly provided by civilianising existing police officer posts on a 'head for head' basis. Practical considerations have resulted in a refocusing of efforts to achieve civilianisation by releasing police officers from various duties taken over by police staff. These considerations have also led to the separation of the proposals from the Step Change programme.
24. The Director of HR leads on MPS civilianisation generally and proposals are included in the business group submissions where civilianisation can contribute to achieving the overall budget constraints. In particular, the TP submission proposes strengthening of the police staff on boroughs that would facilitate the release of police officers for front-line duties. These are commented on more fully in paragraph 27 below.

**D. Expenditure pressures and savings**

25. The expenditure pressures impacting on 2005/06 include the following corporate items:

- a. *Inflation/Pay Awards* £78.62m

Pay awards for all police officers and staff have been included at rates reflecting current expectations of the outcome of negotiations and the ongoing effect of the Hay pay review. Non-pay inflation is included at 2.5%.



b. *Police pay reform* £5.1m

This provision relates to the ongoing effects of reform of the police pay structure including special priority payments.

c. *Employer's pension contributions for police staff* £24.551m

The rate of employer's contribution will increase by approximately 5% of pay increasing the amount to be paid over to the Cabinet Office for the police staff pension scheme.

d. *Payments to ATOC re police officer free travel* £9.3m

The cost of the free travel agreement has increased substantially as a result of survey data that indicates a higher take up of the free travel facility than had previously been forecast. Costs were capped in 2004/05 but this protection is no longer available for 2005/06.

e. *Police pensions* £14.1m

The underlying level of increased net pension costs in 2005/06 based on current projections amounts to £24.1m in higher lump sum and annual pension payments above the pension liabilities in 2004/05. This can be offset, however, by an increase in income from pension contributions and transfer values and from a reduced number of medical retirements and fewer officers exercising their right to retire when they attain retirement age Net savings of £10m have therefore been applied to reduce this budget requirement.

A forecast underspending on this budget in 2004/05, also indicates that it may be possible to make a further reduction in the pension budget. However, it must be stressed that the numbers of retirements are difficult to predict and that the liability for lump sums may increase rapidly if the number of retirements exceeds expectations.

f. *Step Change Phase 1* £15.626m

The full year costs of the 2004/05 Step Change provision amounts to £15.626m across all business groups. Phase 2 proposals for 2005/06 have been excluded from this part of the budget submission and are reported on separately.

26. The overall impact of these pressures alone is some £70m in excess of inflation. The review of budget requirements by business groups also identified significant operational pressures in addition to those already reflected in the 2004/05 MTFP. After consideration by the MPS Management Board these have been substantially scaled back and savings of £65.78m identified to offset funding requirements. Details of the growth proposals are included in schedule 2 and the savings

proposals in schedule 12. The major items impacting on the proposals reflected in this budget submission include the following:-

27. Within Territorial Policing (TP), proposals have been included for funding the new Traffic Criminal Justice Unit and the victim and witness focus desks. Transitional funding was included in the 2004/05 budget to help begin the establishment of these functions. Permanent funding is now required to ensure continued development of these roles. Benefits are anticipated in improved performance in criminal justice disposals and in releasing police officer resources in boroughs for front-line duties. This will facilitate the release of 160 police officers to reduce the cost of establishing additional Safer Neighbourhood teams in 160 wards in 2005/06 as part of the Step Change programme. The police staff employed as part of the Traffic CJU will also allow the civilianisation of 56 police officer posts undertaking enquiries related to traffic offences. The funding of the Traffic CJU is linked with the income anticipated from the decriminalisation of red routes that contributes to the savings identified in TP.
28. The Specialist Crime Directorate (SCD) has lead responsibility for the implementation of the National Intelligence Model required by the Home Office. Additional funds are required to discharge this responsibility. The operation of the control totals in preparing the budget has meant that SCD has contained this pressure by identifying savings to offset the cost. Within these savings there is a sum of £8.9m to be achieved by a fundamental review of the SCD structure of service delivery. Details of this will need to be worked out in time for implementation in 2005/06. Proposals under consideration include an element of civilianisation and a reduction in police overtime.
29. For Specialist Operations there is a requirement to provide heightened security arising from the G8 meeting scheduled for July 2005, Britain's presidency of the EU and the general election likely to be called in 2005. These events are over and above the normal level of annual activity and are anticipated to need an extra £3m primarily in police officer overtime. In addition proposals for armed hospital guards and a team to undertake planning for the 2012 bid for the Olympic games are included in the budget submission.
30. The implementation of C3i and Airwave also represent further pressures in 2005/06. The dual running of Airwave is currently forecast to require an additional £6.386m in 2005/06 prior to offsetting savings in future years as Metradio is phased out. A specific provision set up with grant funding in 2003/04 has also been fully utilised in 2004/05 resulting in an increased funding requirement of £4.1m in 2005/06.
31. Expenditure associated with C3i will increase by £5.549m in 2005/06 and a further £3.874m in 2006/07 before budget reductions offsetting these increases come on stream in 2007/08 and 2008/09. Some delays in the roll out of this programme have adversely affected the profile of

business benefits being achieved and increased the costs attributable to this project.

32. The amount of growth within the DoI business group has also forced this area to identify substantial budget savings towards meeting its control total. Savings totalling £8.2m are proposed from within its departmental budget that are detailed in Schedule 12. These will clearly impact on a number of IT programmes and delay operational benefits from their implementation.
33. The Resources Directorate savings proposals include a reduction of £4.2m in Property Services Directorate that will come partly from vacancy management but primarily reduced expenditure on buildings facilities management. Given the level of backlog maintenance previously reported this cut would clearly exacerbate the situation regarding the condition of the MPS estate.
34. As part of the savings proposals, items have been included for capitalisation of expenditure within the existing revenue budget for both Property Services and DoI. £5m in each area is proposed to be transferred to the capital programme and this is reflected in the capital strategy included with the budget submission. This proposal will reduce the immediate charge to the Revenue Account but will require additional borrowing and an increase in capital financing charges.
35. Forecasts of interest on revenue balances continue to indicate that actual receipts will exceed the current budget provision in 2004/05. At present a sum of £1m has been included in the budget submission but this will be kept under review to assess whether further savings can be anticipated.

#### **E. Government Grants**

36. A summary of projected levels of grant funding over the medium term is set out in schedule 3. The medium term period coincides with the three years covered by the Government's latest spending review SR2004 the conclusion of which was announced in July 2004. However there remain significant uncertainties about the review's precise implications for police authorities generally and the MPA in particular, which are unlikely to be resolved until the provisional grant settlement for 2005/06 is published in mid November. Grant prospects in the medium term remain further clouded by the likely incorporation of full 2001 census data into the grant formula from 2006 together with the outcome of an associated review of the formula itself. At this stage grant changes arising from new arrangements for financing police pensions due to be implemented from April 2006 are also unclear.
37. At this stage there is still no published disaggregation of the total Home Office provision reflected in SR2004 across its service responsibilities.

Total Home Office resources show an increase in 2005/06 of 6% with an average annual increase of 5.4% over the three year review period. The Chancellor of the Exchequer stated that 'with the Immigration and Nationality Department budget now flat, the rest of the Home Office budget will see an annual real terms increase of 4 per cent.'

38. Until we see further detail, we do not know the increase in the police provision nationally, nor how much of that provision will be applied to central services or ring fenced for specific purposes. In particular it is not possible to say how much grant will be available for distribution by way of the allocation formula. Experience in previous years suggests that the increase in formula grant will be lower than that for police resources as a whole.
39. In 2004/05 all police authorities received a similar flat rate increase of about 3.3% in general grants. As a result the MPA's actual allocation was £56 million less than we were entitled to under the formula which had become more favourable to the Metropolitan Police following the review carried out in 2002. There will only be the normal data changes in 2005/06 and relative formula entitlements should therefore remain similar to the current year.
40. The Chair of the Authority and the Mayor have been lobbying ministers to ensure that they are fully aware of the potential implications for London of final decisions in relation to next year's grant settlement.
41. Given the overall increase in Home Office resources and the stated wish of the Home Secretary not to repeat the 2004/05 approach it seems probable that there will be a more realistic ceiling applied to grant gains next year. In that case an assumption of a 5% ceiling does not appear unreasonable and this has been built into our grant forecasts. If in the event this assumption proves to be over-optimistic every 0.5% reduction in the ceiling would mean lower grant of £9.1 million, equivalent to 1.7% on the precept.
42. Earmarked grants have been estimated on the best information available. However a number of issues remain unresolved as set out in the following paragraphs.
43. As part of SR2004 the Home Secretary announced that there would be additional resources to secure an increase in community support officers (CSOs) nationally from 4,000 currently to 20,000 by March 2008. To achieve this a new Neighbourhood Policing Fund (NPF) is to be established. An initial tranche of funding (£50 million) has been made available for recruitment of CSOs during 2004/05. A bid has been submitted for the full complement of PCSOs required for the next planned phase of safer neighbourhoods under the Step Change programme. It is unlikely that the bid will be agreed in full or that the funding will match the MPS costs related to the number of CSOs approved. It is understood that there will be no further funds available

from the NPF until 2006/07. At this stage no NPF funding has been included in schedule 3. The amount eventually approved will effectively offset growth in Step Change costs.

44. A new provision of £50 million for counter terrorism has been included in the Home Office's total resources under SR2004. No decisions have yet been announced as to the allocation of this funding. The Home Office's attention has been drawn to the evidence, including the report by Avail Consulting, that funding for national, international and capital city functions of the MPS seems to be falling short of costs largely because of the pressures around counter terrorism. It has been suggested that counter terrorism grant should be made available to support expenditure, which is already being incurred. As with the NPF, no assumption has been made about additional counter terrorism funding in the draft budget.
45. In the original proposals for the 2004/05 settlement the Home Office had transferred the Airwave specific grant into the main formula grant. Following strong representations from police authorities the specific grant was partly reinstated for the final settlement. It is unclear whether there will be any specific Airwave funding for 2005/06 and nothing has been included in our grant estimates.
46. Decisions on the specific funding for street crime reduction have been made by the Home Office on an annual basis. The 2004/05 MPA budget includes grant income of £12.5m that was matched by specific expenditure and the budget submission is based on maintaining this level of grant and expenditure. However, it is anticipated that the grant in 2005/06 will be substantially lower and the commitment given so far by the Home Office amounts to only £2.5m. When details of the actual grant are known it will be necessary to reduce both the grant and expenditure budget figures accordingly. If the reduction is as much as £10m this will clearly impact on service currently being provided and require TP to implement savings involving a reduction of police officer numbers.

## **F. Reserves**

47. The MPA maintains a general reserve to meet unforeseen or emergency expenditure which cannot be contained within the approved budget and has agreed that this reserve be established at a minimum of 1% of net budgeted expenditure, provided that there are adequate accounting provisions and earmarked reserves, reasonable insurance arrangements, a well funded budget and effective budgetary control. At 31 March 2004 the general reserve stands at £25.6 million, in line with the minimum policy level. The conditions attached to the policy are broadly satisfied and the minimum is therefore acceptable. The general reserve must not be allowed to fall below the 1% level.

48. The Authority's balance sheet also contains earmarked reserves established to meet specific expected revenue costs. The largest earmarked reserve relates to police pensions and currently amounts to £45.5 million. This is discussed further at paragraphs 50-54 below.
49. The remaining earmarked reserves at 31 March 2004 total £65.9 million but use of £23.7 million has already been assumed in finalising the budget for 2004/05. Of the remaining £42.2 million, it is currently estimated that approximately £30 million will be utilised in the current financial year and the balance in future years. At this stage no sums have been identified as not being required for the original purpose and thus available to support the funding of the 2005/06 budget.
50. The police pensions reserve requires particular consideration. The bulk of the reserve was originally built up as a provision to cover the current liability to meet the commuted lump sum pension costs of serving officers who had reached full pension entitlement and could retire at one month's notice. The provision was eventually sufficient to meet 75% of the estimated liability, a level which was acceptable to the external auditor. The implementation of FRS17 and the full disclosure of the total accrued liability in respect of police pensions on the face of the balance sheet rendered this provision redundant in accounting terms. The potential commitment to meet the commuted payments remained but the provision had to be reclassified as a reserve.
51. At the same time as the provision was being established the Finance Committee considered a report on future pension costs by actuaries Hymans Robertson. In the light of their projections the Authority agreed to build a reserve to assist in meeting the additional lump sum costs arising from an increase in officers attaining full service for retirement purposes. Sums have been set aside for this purpose in each of the last two years.
52. New financing arrangements for police pensions are likely to be introduced from April 2006 and these will have significant implications for the need to hold pensions reserves. Under the new arrangements police authorities will no longer be responsible for meeting pensions costs directly. The charge to police authorities' budgets will be by way of employers contributions to a separate pensions account whose balance will be met by Home Office grant. Police budgets will not be impacted by the volatility of commuted lump sum payments, nor by growth in the number of pensioners since the employers contributions will be calculated to reflect the accrued liability of current officers.
53. The principal reasons for maintaining pensions reserves will therefore be eliminated. There are two risks for which reserves may be required:
  - Until the Home Office produces exemplifications of the new arrangements it is impossible to assess the net impact on the MPA at the point of transition. If there was to be a net deterioration in the

Authority's financial position it might be appropriate to use reserves to help adjust to the new arrangements.

- The Authority will probably retain a degree of responsibility for the costs of ill health retirements. If it was considered that the number of ill health retirements might fluctuate in the future it may be desirable to have reserves available to smooth the costs year-on-year.

54. Without further clarification neither of these risks can be adequately assessed, although it would seem, prima facie, that they would not justify as large a reserve as currently held. In the circumstances it is proposed that the pension reserve should be applied in 2005/06 towards its stated purpose and should fund the commuted lump sum costs associated with the increased number of retirees compared with 2004/05. This would utilise approximately £11 million of the reserve and reduce the precept requirement accordingly. Further consideration of the pensions reserve should be deferred until there is greater clarification around the impact of the new financing arrangements.

#### **G. Precept Implications**

55. The precept implications of the expenditure and savings reflected in his budget submission together with the current estimates of government grant and the proposed use of reserves are summarised in the following table.

*Table 4 Summary of Precept Implications 2005/06*

	<i>2004/05 £m</i>	<i>2005/06 £m</i>	<i>Variance %</i>
Net expenditure	2,567.6	2,703.1	5.3
Specific grants	200.6	206.4	2.9
Transfer from reserves	23.7	11.0	
Budget requirement	2,343.3	2,485.7	6.1
General formula grants	1,822.0	1,913.1	5.0
Precept requirement	521.3	572.6	9.8

56. Comparison has been made with the 2004/05 budget as approved by the MPA in March 2004. This reflects late notification of specific grant for street crime together with matching expenditure.
57. This position approximates closely to the 9.9% precept increase option agreed for exemplification by the Finance Committee. The precept requirement would need to be reduced by a further £25 million to secure a precept increase of 5% and by £38 million if the precept increase was to be restricted to 2.5%.
58. The MPS Management Board consider that the extent of savings already identified in both this submission and in recent years have

placed considerable strain on the organisation in meeting the objectives set for the MPS. Further savings of this magnitude would necessarily involve reduction of police officer numbers effectively rolling back some of the progress made in delivering the Step Change programme in 2004/05.

59. The Authority has nevertheless required that work should continue to identify options for reducing the draft budget so that they can be considered as necessary once the grant settlement has been announced.
60. The cost of options for continuation of the Step Change programme would add to this precept increase. Option D included in section C of the submission, which reflects the preferred approach to the continued implementation of Step Change, would cost £39.4 million in 2005/06. This is equivalent to a precept increase of 7.6% for this purpose alone. If this were added into the budget as currently drafted the overall precept increase would be 17.4%.
61. The Government has demonstrated this year its intention to cap council tax increases which it considers excessive. The criteria for determining an excessive increase in 2004/05 were as follows:
  - in relation to the GLA group, including MPA, an increase in budget above 6.5% and council tax increase above 8.5%
  - for precepting police authorities (does not apply directly to MPA) an increase in budget above 7% and an increase in council tax above 13%.
62. All the indications from government are that the capping limits will be set at lower levels for 2005/06.
63. If the budget as currently drafted had also to incorporate the continuation of the Step Change programme on the basis currently proposed it would clearly be unsustainable in the context of council tax capping. Therefore, unless there is a substantial improvement in the Authority's grant position following the settlement compared with that assumed in the draft budget the overall budget package will have to be reduced before the submission is finalised in December.

#### **H. Medium term financial projections**

64. Schedule 5 contains medium term financial projections for 2006/07 and 2007/08. Detailed changes reflected in the projections are included in schedule 2. The following table 5 sets out a summary.



Table 5 Medium Term Financial Projections

	2005/06 £m	2006/07 £m	Change %	2007/08 £m	Change %
Net expenditure	2,703.1	2,835.1	4.9	2,944.0	3.5
Specific grants	<u>206.4</u>	<u>208.5</u>		<u>215.3</u>	
Net rev expenditure	2,496.7	2,626.6	5.2	2,718.3	3.5
Use of reserves	<u>11.0</u>	-		-	
Budget requirement	<u>2,485.7</u>	2,626.6	5.7	2,718.3	3.5

65. These projections are of limited value at this stage. They do not include any Step Change programme costs beyond those approved as part of the 2004/05 budget. There is only limited provision for other new initiatives although experience of recent budgets suggests that more will be identified during the plan period. Finally no savings are included beyond the 2005/06 year.
66. With the continuing uncertainty around grant entitlement for 2005/06, grant projections for the later two years are speculative at this stage. Taken with the incomplete nature of the expenditure projections it is not appropriate to exemplify precept implications.
67. Further work is needed to develop the medium term projections in the following areas:
- Step Change costs should be incorporated even if only on a provisional basis for the later years.
  - A thorough review is required of potential new initiatives and pressures so that a realistic provision can be included.
  - The new national efficiency strategy for the police service will require three year efficiency plans delivering at least 1.5% cashable savings per year, which should therefore be reflected in the medium term financial projections. In the case of the MPA this amounts to about £40 million.
  - More broadly, future financial constraints are likely to place a greater need on redeployment of existing resources to meet service pressures as opposed to new growth. The MPS has initiated a redirection review which will need to be developed over the coming months.
68. The Authority is in dialogue with the Mayor over the scope for creating greater certainty for future planning through a three year budget framework. This would fit with government proposals for three year grant settlements. An essential basis for three year budgets will be robust medium term financial forecasts. The Authority will need to work with the MPS to improve this aspect of its financial management.

## **I. Consultation**

69. In accordance with the Mayor's guidance the MPA is involved in wider consultation on the budget proposals in order to prepare the way for the Mayor's formal consultation in December/January. Presentations on the draft budget will be made to the London Business Board and officers of the ALG. MPA members will also meet with the ALG and specific briefing, together with the GLA, will be provided for the Society of London Treasurers.

## Summary of Technical Assumptions

### Part 1: Corporately reviewed factors

- The impact of the Police Reform agenda on police pay and allowances
- The on-going impact of the Hay review on police staff pay costs.
- The on- going implications of growth in police pensions.
- The progressive reduction in the cost of rent/housing allowance and compensatory grant.
- The progressive reduction in officers in receipt of the £1,000 allowance to compensate for housing allowance anomalies.
- The progressive effects of the increasing overall cost of the London Pay Lead for police officers.
- The full year effect in 2005/06 of the additional police officers and PCSOs in 2004/05. (Phase 1 of Step Change)
- The adjustment of forecast pay awards and latest estimates of movements in RPI.
- The on-going impact of the contract to provide free rail travel to police officers.
- An increase in employer's pension contribution costs for police staff

### Part 2: Technical assumptions pertaining to finance projections

- The starting point is the approved MPA 2004/05 budget.
- Pay awards for police officers and police staff are included at rates reflecting current expectations of negotiations
- Price inflation of 2.5% throughout the period
- General grant increases of 5% per annum throughout the period and changes in specific grants as currently known (see schedule 3)
- The revenue implications of the capital submission are reflected in the figures (excluding Phase 2 of Step Change)
- Levels of capital funding are broadly comparable with the current year, except for an increase in unsupported borrowing to fund capitalisation

### Part 3: Factors excluded from the finance projections

The projections specifically **exclude** the following:

- Costs associated with Phase 2 of the Step Change Programme.
- Any additional Police Community Support Officers funded by local authorities.
- Partnership income arrangements and associated expenditure.

## Budget Changes in 2005/06 and the Medium Term

(figures are shown as incremental)

Status	2005/06 £'000	2006/07 £'000	2007/08 £'000	2008/09 £'000
Inflation/pay awards on 2004/05 base budget	72,020	77,340	83,440	89,570
<b>Sub-Total</b>	<b>72,020</b>	<b>77,340</b>	<b>83,440</b>	<b>89,570</b>
<b>Committed increases</b> (see schedule 3.10)				
Increase in employer's superannuation contributions for police staff	24,551	1,381	1,238	800
Full year costs of Step Change Phase 1	15,626	0	0	0
Free Rail Travel	9,300	0	0	0
Police staff - Hay award increments	6,600	5,900	2,200	210
Dual running of Airwave & Metradio	6,386	(3,732)	(2,627)	(1,897)
Additional Revenue costs of C3i	5,549	3,874	(1,772)	(7,322)
Transfer of functions to the centralised traffic unit	4,500	2,700	0	0
Special Priority Payments under Police Reform	4,500	1,600	800	800
One off savings in 2004/05 reinstated (desktop support and CCTV in custody suites)	4,450	0	0	0
Cessation of Airwave grant provision	4,100	0	0	0
Revenue cost of IT Capital Programme	3,744	3,042	2,730	2,750
Effect of other Police Reform changes	3,600	2,000	300	0
Debt finance for capital programme	3,200	2,670	2,140	1,920
Increase in number of officers receiving London pay lead	2,600	2,600	2,600	3,700
Re-tendering outsourced contracts (Directorate of Information)	2,400	0	0	0
Burglary Sole Response	1,540	1,266	0	0
IT support for Modernising Operations	1,500	300	300	0
DCC (DoI) transitional outsource costs	1,050	524	0	0
Mobile Data Terminals (revenue element)	800	800	0	0
Development of victim and witness focus desks	700	0	0	1,450
PFI Unitary Charges	572	521	536	648
DNA analysis growth	569	1,254	0	0
Modernising Operations.	566	2,762	(109)	0
Career Development, Occupational Health & Health & safety	475	475	0	0
Information Management Business Change Programme (Freedom of Information Act compliance)	317	(102)	1,203	0
One off savings in 2004/05 reinstated (uniform services underspend in R&D)	200	0	0	0
Full year cost of additional accommodation at Dean Farrar Street	125	0	0	0
<b>Sub-Total</b>	<b>109,520</b>	<b>29,835</b>	<b>9,539</b>	<b>3,059</b>
<b>Committed decreases</b> (see schedule 3.11)				
Progressive reduction in housing related allowances	(5,600)	(5,200)	(5,000)	(5,000)
Estate resilience	(2,290)	0	0	290
Provision of pre-charge advice services from the CPS	(1,702)	0	0	0

Status	2005/06 £'000	2006/07 £'000	2007/08 £'000	2008/09 £'000
Counter Terrorism - Fingerprinting Team (CTFT)	(1,400)	0	0	0
Process of re-letting outsourced contracts	(1,000)	0	(1,000)	(1,900)
Equipment for firearms forensic capability	(600)	0	0	0
Transfer of Coroners' Officers from the MPS to the new Coronial Service	0	0	0	(2,500)
<b>Sub-Total</b>	<b>(12,592)</b>	<b>(5,200)</b>	<b>(6,000)</b>	<b>(9,110)</b>
<b>Efficiency and other savings</b> <i>(Listed in Schedule 3.12)</i>				
	(65,780)	0	0	0
<b>Sub-Total</b>	<b>(65,780)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>New initiatives</b> (see schedule 3.9)				
G8 meeting/ EU presidency/General election	3,000	(3,000)	0	0
NIM/CRIMINT	2,143	0	0	0
Armed Hospital Guards	1,992	0	0	0
Full year costs of Safer Schools project	1,319	0	0	0
Implementation of Genesys systems within IBO's	1,180	(177)	(702)	0
Custody Command team and restorative justice	1,176	0	0	0
New functions within the Strategic Development Programme	1,063	0	0	0
South London training site	1,030	0	0	0
Vehicle Recovery & Storage Services expansion	800	870	800	100
Olympics 2012 - Planning Team	763	0	0	0
Additional resourcing to CUSU to support new & existing C3i systems	750	0	0	0
Support to both covert & overt operations	700	1,689	914	875
Freedom of Information Act (SO)	600	0	0	0
Fees to identify solutions to need for new cells/custody centres	500	0	0	0
Criminal Justice Support to CPS at point of charge	500	0	0	0
Foundation Training (Hendon/Satellite Sites)	250	750	0	0
Fibre Optic line rental for C3i (Overt/Covert operations)	250	0	0	0
Provision of 'Tasers'	200	(400)	0	0
Custody officers (DDOs) - cessation of HO funding of present programme	0	5,700	0	0
NSPIC Case & Custody Support System	0	4,000	0	0
Aircraft Fleet replacement	0	600	255	0
Olympics 2012 - New Operational Units	0	0	0	26,000
<b>Sub-Total</b>	<b>18,216</b>	<b>10,032</b>	<b>1,267</b>	<b>26,975</b>
<b>Real Term Changes in unfunded pensions</b>				
<b>Growth in police pensions</b>	<b>14,100</b>	<b>20,002</b>	<b>10,235</b>	<b>21,687</b>
<b>Total</b>	<b>135,484</b>	<b>132,009</b>	<b>98,481</b>	<b>132,181</b>

## PROJECTED GRANT FUNDING 2004/05 - 2008/09

	Notes	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000	2008/09 £'000
Central funding allocated by national formula (ie main police grant, RSG and NNDR)	1	1,614,982	1,695,731	1,780,518	1,869,544	1,963,021
<i>Annual increase</i>			5.0%	5.0%	5.0%	5.0%
MPS special payment	2	207,000	217,350	228,218	239,628	251,610
<i>Annual increase</i>			5.0%	5.0%	5.0%	5.0%
<b>Sub-total general grants</b>		<b>1,821,982</b>	<b>1,913,081</b>	<b>2,008,735</b>	<b>2,109,172</b>	<b>2,214,631</b>
Specific grants:						
Crime Fighting Fund	3	72,980	75,170	77,425	79,748	82,140
Pay lead grant	4	26,981	31,517	34,897	38,324	41,870
DNA expansion programme grant	5	4,600	4,600	0	0	0
Loan charges grant	6	3,500	3,400	3,300	3,100	3,000
Grant for free rail travel for police officers	7	2,500	3,081	3,081	3,081	3,081
Airwave grant	8	0	0	0	0	0
Funding for Special Priority Payments	9	10,300	14,352	14,964	15,630	16,255
Funding for counter-terrorism	10	52,200	47,000	47,000	47,000	47,000
Funding for PCSOs recruited in 2002/03	11	15,000 )	10,831	11,254	11,695	12,152
Funding for PCSOs recruited in 2003/04		0 )	3,505	3,645	3,791	3,942
Funding for PCSO recruited in 2004/05	12	0	421	437	455	473
Safer Streets	13	12,500	12,500	12,500	12,500	12,500
<b>Sub-total specific grants</b>		<b>200,561</b>	<b>206,377</b>	<b>208,503</b>	<b>215,324</b>	<b>222,413</b>
<b>TOTAL FUNDING</b>		<b>2,022,543</b>	<b>2,119,037</b>	<b>2,216,801</b>	<b>2,324,041</b>	<b>2,436,571</b>
<i>Annual increase</i>		<b>2.8%</b>	<b>4.8%</b>	<b>4.6%</b>	<b>4.8%</b>	<b>4.8%</b>

## Notes

- Assumes annual increase in formula-allocated funding at ceiling of 5%.
- MPS special payment is assumed to increase at same level as formula grant.
- Crime Fighting Fund provides full continuation funding for officers recruited 2000 to 2003 and 60% funding for officers recruited in 2003/04.
- Assumes Home Office will fund London pay lead at 75% of annual cost excluding employer's national insurance.
- Grant payments available up to 2005/06, subject to qualifying expenditure. Funding beyond that year subject to outcome of SR2004.
- This grant is paid as a contribution to costs associated with pre-1990 debt and will disappear over time.
- Home Office grant towards cost of free rail travel not expected to increase above the level agreed for 2004/05 subsequent to the budget being set.
- Assumes no further Airwave service costs grant.
- Grant to meet minimum cost of Special Priority Payments to police officers introduced under Police Reform. Reflects further switch from specific to general grant in 2005/06.
- 2004/05 grant level was subsequently confirmed as £47m to fund previous levels of CT activity and a further £12m from HO to fund additional growth. The additional expenditure of £12m has not yet been reflected in the budget and future years projections therefore assume only the on-going receipt of grant to cover 2003/04 activity levels.
- Grant for security PCSOs recruited in 2002/03 assumed to remain at 100%. Community PCSO funding reduces to 75% in 2004/05 and 50% in 2005/06 and thereafter.
- £302k grant in 2004/05 notified after budget was set.
- Safer Streets grant (and associated expenditure) assumed to continue at 2004/05 level.

## Budget Submission - Objective Summary

2004/05 budget			Business Groups:	2005/06 proposed budget		
Expenditure £000	Income £000	Net £000		Expenditure £000	Income £000	Net £000
1,159,436	-56,804	1,102,632	Territorial Policing	1,235,354	-89,638	1,145,716
270,456	-12,627	257,829	Specialist Crime Directorate	277,077	-17,324	259,752
221,348	-64,733	156,615	Specialist Operations	233,022	-63,457	169,565
284,368	-3,605	280,763	Deputy Commissioner's Command	322,819	-4,525	318,294
273,528	-38,457	235,071	Resources Directorate	274,562	-41,456	233,106
137,792	-28,520	109,272	Human Resources Directorate	124,664	-28,554	96,110
<b>2,346,928</b>	<b>-204,747</b>	<b>2,142,181</b>	<b>Total Business Groups</b>	<b>2,467,498</b>	<b>-244,955</b>	<b>2,222,543</b>
			<b>Corporate Budgets:</b>			
368,761	-94,644	274,117	Pensions	403,777	-109,938	293,839
131,135	-6,700	124,435	Not yet allocated	180,226	-11,261	168,965
<b>499,896</b>	<b>-101,344</b>	<b>398,552</b>	<b>Total Corporate Budgets</b>	<b>584,003</b>	<b>-121,199</b>	<b>462,804</b>
<b>2,846,824</b>	<b>-306,091</b>	<b>2,540,733</b>	<b>Total MPS</b>	<b>3,051,501</b>	<b>-366,154</b>	<b>2,685,347</b>
8,949	0	8,949	MPA	9,216	0	9,216
<b>2,855,773</b>	<b>-306,091</b>	<b>2,549,682</b>	<b>Net Service Expenditure</b>	<b>3,060,717</b>	<b>-366,154</b>	<b>2,694,563</b>
16,541	0	16,541	Capital financing costs	20,604	0	20,604
0	-11,100	-11,100	Interest receipts	0	-12,060	-12,060
<b>2,872,314</b>	<b>-317,191</b>	<b>2,555,123</b>	<b>Net Expenditure</b>	<b>3,081,321</b>	<b>-378,214</b>	<b>2,703,107</b>
		-188,061	Specific Grants			-206,377
		<b>2,367,062</b>	<b>Net Revenue Expenditure</b>			<b>2,496,730</b>
		-23,762	Transfer from reserves			-11,000
		<b>2,343,300</b>	<b>Budget Requirement</b>			<b>2,485,730</b>
			<b>Funding:</b>			
		-1,822,000	Central funding			-1,913,100
		-521,300	Precept			-572,630
		<b>-2,343,300</b>	<b>Total Funding</b>			<b>-2,485,730</b>

## Budget Submission - Objective Summary (2)

Service analysis	GLA Approved Budget 2004/05 £m	Changes to budget before 2004/05 Budget Book £m	2004/05 Budget as per Budget Book £m	In-Year Revised Budget 2004-05 <sup>5</sup> £m	August forecast outturn 2004-05 <sup>5</sup> £m	Plan 2005-06 £m	Plan 2006-07 £m	Plan 2007-08 £m
<b>Business Groups:</b>								
Territorial Policing	1,102.6	47.1	1,149.7	1,149.6	1,162.6	1,145.7	1,161.5	1,161.6
Specialist Crime Directorate	257.8	9.5	267.3	267.8	275.2	259.8	262.3	262.3
Specialist Operations	156.6	5.7	162.3	163.6	172.6	169.6	166.2	166.2
Deputy Commissioner's Command	280.8	19.5	300.2	305.1	305.4	318.3	324.5	324.6
Resources Directorate	235.1	4.0	239.1	246.4	251.7	233.1	234.6	235.1
Human Resources Directorate	109.3	-15.8	93.5	91.9	89.5	96.1	97.3	97.3
<b>Total Business Groups</b>	<b>2,142.2</b>	<b>70.0</b>	<b>2,212.1</b>	<b>2,224.5</b>	<b>2,257.0</b>	<b>2,222.5</b>	<b>2,246.4</b>	<b>2,247.1</b>
<b>Corporate Budgets:</b>								
Pensions	274.1	5.9	280.1	280.1	260.1	293.8	313.8	324.1
Not yet allocated	124.4	-63.5	60.9	60.7	56.7	169.0	254.4	339.9
<b>Total Corporate Budgets</b>	<b>398.6</b>	<b>-57.6</b>	<b>340.9</b>	<b>340.8</b>	<b>316.8</b>	<b>462.8</b>	<b>568.3</b>	<b>663.9</b>
<b>Total MPS</b>	<b>2,540.7</b>	<b>12.4</b>	<b>2,553.1</b>	<b>2,565.2</b>	<b>2,573.8</b>	<b>2,685.3</b>	<b>2,814.7</b>	<b>2,911.0</b>
MPA/Internal Audit	8.9	0.1	9.1	9.9	9.9	9.2	9.2	9.2
<b>Net service expenditure</b>	<b>2,549.7</b>	<b>12.5</b>	<b>2,562.2</b>	<b>2,575.1</b>	<b>2,583.7</b>	<b>2,694.6</b>	<b>2,823.9</b>	<b>2,920.2</b>
Capital financing costs	16.5	0.0	16.5	16.5	13.0	20.6	23.3	25.4
Interest receipts	-11.1	0.0	-11.1	-11.1	-13.1	-12.1	-12.1	-12.1
<b>Net expenditure</b>	<b>2,555.1</b>	<b>12.5</b>	<b>2,567.6</b>	<b>2,580.6</b>	<b>2,583.6</b>	<b>2,703.1</b>	<b>2,835.1</b>	<b>2,933.6</b>
Specific grants	-188.1	-12.5	-200.6	-200.6	-200.6	-206.4	-208.5	-215.3
<b>Net revenue expenditure</b>	<b>2,367.0</b>	<b>0.0</b>	<b>2,367.1</b>	<b>2,380.0</b>	<b>2,383.0</b>	<b>2,496.7</b>	<b>2,626.6</b>	<b>2,718.3</b>
Transfer from reserves	-23.8		-23.8	-36.7	-36.7	-11.0		
Transfer to reserves			0.0			0.0		
<b>Budget requirement</b>	<b>2,343.3</b>	<b>0.0</b>	<b>2,343.3</b>	<b>2,343.3</b>	<b>2,346.3</b>	<b>2,485.7</b>	<b>2,626.6</b>	<b>2,718.3</b>
<b>Funding:</b>								
Central funding	-1,822.0		-1,822.0	-1,822.0	-1,822.0	-1,913.1		
Precept	-521.3		-521.3	-521.3	-521.3	-572.6		
<b>Total Funding</b>	<b>-2,343.3</b>	<b>0.0</b>	<b>-2,343.3</b>	<b>-2,343.3</b>	<b>-2,343.3</b>	<b>-2,485.7</b>		

Note:





## Metropolitan Police Authority: subjective analysis

	GLA Approved Budget 2004/05 £m	Changes to budget before 2004/05 Budget Book £m	Budget Movements and Virements £m	Inflation £m	Growth £m	2005/06 Budget Estimates £000	Main reasons for growth
<b>Employment Expenses:</b>							
Police officer pay	1,254.0	23.2	1.0	35.3	9.6	1,323.1	Special Priority Payments (£4.5m); London Pay Lead (£2.6m); other Police Reform (£3.6m); Reduction in Housing-related allowances (-£5.6m); Step change phase 1 (£4.8m); TP savings (-£4.3m); Safer Schools (£1.1m); Custody Command/Restorative Justice (£0.8m); SCD savings (-£0.5m); NIM/CRIMINT (£0.9m); armed hospital guards (£2.0m); 2012 planning team (£0.5m); DCC savings (-£0.8m); Strategic Development Programme (£0.1m)
Police staff (civil staff) pay	421.6	6.6	0.3	12.9	44.0	485.4	Hay award increments (£5.7m); Employer's superannuation contributions for police staff (£24.6m); Step change phase 1 (£4.0m); Victim and Witness Focus Desks (£0.7m); Centralised Traffic CJU (£2.3m); Custody Command/Restorative Justice (£0.2m); Burlary sole reponse (£0.9m); SCD savings (-£0.5m); NIM/CRIMINT (£0.6m); FoIA (£0.9m); 2012 planning team (£0.1m); additional revenue costs of C3i (£3.7m); DCC savings (-£1.5m); CUSU to support C3i (£0.8m); Strategic Development programme (£1.0m); Resources savings (-£0.9m); vehicle recovery & storage expansion (£0.8m); career development, Occupational Health, H&S (£0.4m); Foundation training (£0.2m)
Police staff (traffic wardens) pay	18.1	-3.3	0.0	0.4	0.3	15.5	Hay award increments (£0.3m)
Police staff (police community support officers) pay	39.2	3.2	0.0	1.7	6.3	50.4	Hay award increments (£0.6m); Step change phase 1 (£5.7m)
<b>Sub-total: pay</b>	<b>1,732.9</b>	<b>29.8</b>	<b>1.4</b>	<b>50.3</b>	<b>60.2</b>	<b>1,874.5</b>	
Police officer overtime	108.4	-2.6	0.3	3.2	1.9	111.3	Step change phase 1 (£0.3m); TP savings (-£1.0m); Safer schools (£0.1m); G8 (£2.7m); 2012 planning team (£0.1m); DCC savings (-£0.2m)
Police staff (civil staff) overtime	20.2	2.4	0.0	0.7	-0.1	23.2	DCC savings (-£0.1m)
Police staff (traffic wardens) overtime	1.7	-0.4	0.0	0.0	0.0	1.4	
Police staff (police community support officers) overtime	0.8	0.0	0.0	0.0	0.0	0.8	
<b>Sub-total: overtime</b>	<b>131.1</b>	<b>-0.6</b>	<b>0.4</b>	<b>4.0</b>	<b>1.9</b>	<b>136.7</b>	
Other	7.2	-0.9	-0.3	0.2	-0.1	6.1	Burlary sole response (£0.1m); SCD savings (-£0.1m); NIM/CRIMINT (£0.2m); DCC savings (-£0.3m)
Pensions	377.8	3.4	0.0	9.5	25.9	416.7	Pensions increase (£25.9m)
<b>Total employment costs</b>	<b>2,249.0</b>	<b>31.7</b>	<b>1.5</b>	<b>64.0</b>	<b>87.9</b>	<b>2,433.9</b>	

## Metropolitan Police Authority: subjective analysis

	GLA Approved Budget 2004/05 £m	Changes to budget before 2004/05 Budget Book £m	Budget Movements and Virements £m	Inflation £m	Growth £m	2005/06 Budget Estimates £000	Main reasons for growth
<b>Running Expenses:</b>							
Employee related	21.3	-4.2	0.0	0.5	5.6	23.2	ATOC (£6.6m); HR savings (-£1.0m)
Premises costs	199.2	-5.6	1.7	5.0	-10.9	189.3	Step change phase 1 (£1.3m); Pre-charge advice from CPS (-£0.9m); CT fingerprinting team (-£1.4m); firearms forensic capability (-£0.1m); SCD savings (-£0.3m); PFI unitary charges (£0.6m); retendering outsourced copntracts (Property Services) (£0.2m); Estate resilience (-£2.3m); capitalisation of PSD expenditure (-£5m); reduced FM expenditure (-£4.3m); Resources savings (-£0.1m); Fees to identify PPP solutions for custody centres (£0.5m); criminal justice support to CPS at point of charge (£0.5m); South London training site (£0.3m); MPA additional accommodation (£0.1m)
Transport costs	49.7	-1.8	0.2	1.3	-1.3	48.1	Pre-charge advice from CPS (-£0.2m); Burglary sole response (£0.1m); SCD savings (-£0.3m); NIM/CRIMINT (£0.1m); G8 (£0.3m); Resources savings (-£1.4m)
Supplies and services	337.6	6.6	1.0	8.7	13.3	367.2	Step change phase 1 (-£1.1m); modernising operations (£0.6m); Centralised Traffic CJU (£0.6m); MDTs (£0.8m); Pre-charge advice from CPS (-£0.7m); Burlary sole response (£0.4m); DNA analysis growth (£0.6m); firearms forensic capability (-£0.5m); SCD savings (-£5.7m); NIM/CRIMINT (£0.3m); 2012 planning team (£0.1m); Tasers (£0.2m); DCC one-off savings reinstated (£4.5m); retendering outsourced contracts (£2.4m); revenue cost of IT capital prog (£3.7m); IT support for modernising ops (£1.5m); Dual running of Airwave/ Metradio (£6.4m); cessation of Airwave grant (£4.1m); additional revenue costs of C3i (£1.9m); Dol transitional outsource costs (£1.1m); capitalisation of Dol expenditure (-£5.2m); other DCC savings (-£7.4m); fibre optic line rental for C3i (£0.3m); implementation of Genesys within IBOs (£1.2m); support to covert/overt ops (£0.7m); process of reletting outsourced contracts (-£1m); ATOC PAYE settlement agreement (£2.7m); South London training site (£0.7m)
Capital financing costs	16.5	0.0	0.0	0.0	4.1	20.6	Step change phase 1 (£0.9m)
MPA contingency	0.0	0.0	0.0	0.0	0.0	0.0	
<b>Total running expenses</b>	<b>624.3</b>	<b>-5.0</b>	<b>2.8</b>	<b>15.5</b>	<b>10.7</b>	<b>648.4</b>	
Not yet allocated	-1.0	0.0	0.0	0.0	0.0	-1.0	
<b>Total revenue expenditure</b>	<b>2,872.3</b>	<b>26.7</b>	<b>4.3</b>	<b>79.4</b>	<b>98.6</b>	<b>3,081.3</b>	
Interest receipts	-11.1	0.0	0.0	0.0	-1.0	-12.1	Increase in investment income (-£1.0m)
Other income	-306.1	-14.2	-4.3	-7.4	-34.2	-366.2	Step change phase 1 pension contributions (-£0.3m); other pension contributions (-£11.8m); Centralised Traffic CJU (£1.6m); decriminalisation of red routes (-£16m); other TP savings (-£2.5m); SCD savings (-£2.5m); SO savings (-£0.8m); DCC savings (-£0.9m); Resources savings (-£0.9m)
<b>Total income</b>	<b>-317.2</b>	<b>-14.2</b>	<b>-4.3</b>	<b>-7.4</b>	<b>-35.1</b>	<b>-378.2</b>	
<b>Net revenue expenditure before specific grants</b>	<b>2,555.1</b>	<b>12.5</b>	<b>0.0</b>	<b>72.0</b>	<b>63.5</b>	<b>2,703.1</b>	

New Initiatives

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
1	G8 Summit / EU presidency / General Election 2005 – Protection and Aid duties						3,000			(3,000)						
<p><b>Detail:</b>                      The 2005 G8 Summit will be held in Gleneagles, Perthshire from July 6-8 2005. Although the scale of protection activity required is not yet known, SO will be required to assist Tayside Police with protection for visiting dignitaries from the G8 members as well as continuing protection of existing UK principals attending the summit.</p> <p>In addition to protection duties there are likely to be further aid requests from Tayside Police, which will impact upon both SO and TP, with the implication of having to backfill posts.</p> <p>Significant additional costs are expected in police overtime and travel.</p>								<p><b>Expected service improvements and effect on key performance indicators:</b>                      N/A - One off work.</p>								
<p><b>Support for strategic goals and aims of “Towards the Safest City”:</b>                      Minimise the risk to life and property from terrorist activity</p> <ul style="list-style-type: none"> <li>• provide personal protection for persons considered to be at threat.</li> <li>• provide protection to high profile targets and venues at threat</li> <li>• supply counter terrorism security advice</li> </ul>								<p><b>Support for Mayoral Priorities:</b></p>								

## Schedule 9 – New Initiatives

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
2	National Intelligence Model	10		398	14	17	2,143									
<p><b><u>Detail:</u></b>            SCD9 was set up to implement, maintain and develop the National Intelligence Model (NIM). Since its inception by Management Board in 2002 it has never been fully funded within SCD.</p> <p>NIM is the strategic tool that allows the MPS align resources based on an intelligence led assessment of operational activities across London</p> <p>This bid seeks to properly fund the units within SCD9 that support NIM across the MPS, namely;</p> <ul style="list-style-type: none"> <li>• Corporate Intelligence Development Unit (CIDU) - This unit leads on the implementation, development and management of NIM across the MPS. It also deals with all aspects of policy on Intelligence and NIM.</li> <li>• Central Management Unit (CMU) - This new unit will deal with the management of MPS intelligence systems including the introduction of Crimint Plus. It will also pick up the management functions currently performed by BOCUs when Crimint Plus is implemented. The introduction of Crimint Plus is essential to ensuring the MPS is NIM complaint, and in addressing one of the key recommendations of the Bichard Inquiry.</li> <li>• Office for the Analyst Profession – Will support, develop and act as a professional lead for the analysts currently working across the organisation in direct support of NIM.</li> </ul>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b>            Some of the significant achievements in the implementation of NIM across the MPS include:</p> <ul style="list-style-type: none"> <li>• SCD reducing the number of open operations from over 500 down to about 130 which are now monitored and reviewed on a regular basis</li> <li>• Boroughs that have invested in their intelligence units have achieved significant reduction in volume crime, achieving their performance targets, e.g. Tower Hamlets and Lambeth</li> <li>• An increase in the analytical capability across all OCUs with the recruitment of about 185 analysts over the last 12 months</li> <li>• Improved tasking and co-ordination between boroughs and other agencies, e.g. the identification of travelling street robbers through liaison with British Transport Police</li> <li>• The introduction of tactical meetings at the Corporate and Business Group levels</li> <li>• The ability of Boroughs to elevate those operations/problems beyond their capability to Business Group level, e.g. the emergence of extreme violence by distinct groups within local communities in parts of London</li> <li>• The ability of Business Groups to elevate those operations beyond their capability to the corporate level e.g. Operation Minstead.</li> </ul>								
<p><b><u>Support for strategic goals and aims of “Towards the Safest City”:</u></b></p> <p>The implementation of NIM supports all the strategic goals but is most directly linked to developing safer communities and reforming the delivery of policing services.</p>								<p><b><u>Support for Mayoral Priorities:</u></b></p> <p>The manifesto proposals on a real time reporting system and the targeting of police resources.            Other initiatives designed to deliver improvements in public confidence in policing for all London’s communities and improve all Londoners’ feelings of safety and security.</p>								

## Schedule 9 – New Initiatives

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
3	Armed Hospital Guards	23		996	46		1,992									
<p><b><u>Detail:</u></b>            Currently there are 23 Armed Hospital Guards, which equates to one hospital guard run over a 24hr period.</p> <p>The reality is the number of guard runs that SO16 are required to cover have increased and are currently approaching, on average, nearly three per week. Indeed this occurs despite efficient management and pro-active reviews of their requirement.</p> <p>Currently the guard runs are met with existing resources, necessitating a knock on increase in overtime levels.</p> <p>This bid is for 46 officers to cover the increased demand for guard runs.</p>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b></p>								
<p><b><u>Support for strategic goals and aims of “Towards the Safest City”:</u></b></p> <p>To reduce the level of gun enabled crime</p> <ul style="list-style-type: none"> <li>• provide armed protections to victims of crimes at hospitals</li> </ul>								<p><b><u>Support for Mayoral Priorities:</u></b></p>								

## Schedule 9 – New Initiatives

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000
4	Expansion of the Safer School Partnership Initiative				30		1,319									
<p><b>Detail:</b>            By December 2004 there will be 130 officers working in schools across London under the Safer Schools Partnership (SSP) umbrella.</p> <p>Of this total, 30 officers are being funded from Safer Streets monies in 2004/05, but funding is on a one-year basis only. The full cost will need to be met from MPS resources from 2005/06 onwards. Therefore, there is a need to fund an additional 30 officers (PCs) to work within the school environment, closely aligned to the Safer Neighbourhood programme.</p>								<p><b>Expected service improvements and effect on key performance indicators:</b>            There are clear long term and short-term benefits associated with this initiative. The partnership between the school head, Governors and PTA to support officers in schools has a positive effect on reducing bullying, anti social behaviour in and around the school, and impacting on truancy. Involving a police officer as a role model in the early stages of a young person's life does have an impact on the young people themselves.</p> <p>The SSP is an integral part of the Prime Ministers Crime Action Group designed to reduce street robberies and related crime. There is evidence that CAD (999) calls are significantly reduced at peak times from 3 to 4pm and that crime in and around schools has fallen, attendance has improved and anti-social behaviour to and from schools and in schools has fallen. This whole initiative involves many different partners working closely together (Dept. for Education &amp; Skills (DfES), Youth Justice Board, Association of Chief Police Officers (ACPO), Chief Education Officers and Head Teachers)</p> <p>Reassurance of young people in the school environment is high with 78% of young people saying they feel safer as a result of a police officer being in their school (Source: DfES).</p>								
<p><b>Support for strategic goals and aims of "Towards the Safest City":</b></p> <p><b>Goal 2: To Safeguard Children and Young People from physical and sexual abuse.</b>            Placing officers in schools acts as a deterrent to reduce bullying, and makes schools, and their surrounding area safer for young people.</p> <p><b>Goal 3: To improve Neighbourhood Safety</b>            Focusing SSP's alongside the Safer Neighbourhoods Programme will have a significant impact on reducing anti-social behaviour in and around the school, as well as improving the flow of community intelligence.</p>								<p><b>Support for Mayoral Priorities:</b>            Reducing anti social behaviour in and around London's Schools.</p>								

## Schedule 9 – New Initiatives

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
5	Implementation of Systems Management within IBO's						1,180			(177)			(702)			0
<p><b><u>Detail:</u></b>            As a result of the C3i programme, CAD rooms in boroughs throughout the MPS will be closed. A number of systems which are currently operated from/terminate at the CAD room – e.g. town centre CCTV, security CCTV, access control systems and panic alarms – will be moved into the new Integrated Borough Operations (IBOs). The system has been identified to integrate these systems and allow them to be controlled from a single workstation. This bid provides for the phased implementation and ongoing support of systems into the Borough IBOs.</p>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b>            Streamlined management of CCTV and security functions.</p>								
<p><b><u>Support for strategic goals and aims of “Towards the Safest City”:</u></b></p>								<p><b><u>Support for Mayoral Priorities:</u></b></p>								



## Schedule 9 – New Initiatives

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000
6	Custody Command and Restorative Justice				16	8	1,176									
<b>Detail:</b>								<b>Expected service improvements and effect on key performance indicators:</b>								
<p>To establish a pan-London Custody Command and dedicated Restorative Justice Team, for the MPS in order to:</p> <ul style="list-style-type: none"> <li>• Develop a system of co-ordinating custody facility provision and availability together with associated management information</li> <li>• Update and review MPS custody review demand forecasts and develop a custody strategy, embedded in the MPS strategy, for each BOCU</li> <li>• Undertake strategic planning of custody refurbishment and new-build programmes</li> <li>• Develop custody partnership liaison and co-ordination including a custody Independent Advisory Group (IAG)</li> <li>• Develop corporate custody policy and standards including the professionalisation of custody staff roles.</li> <li>• Formalise the existing Restorative Justice pilot project to enable the MPS to continue to provide closure for victims and witnesses at the conclusion of their cases and to enable this to be used within the new “Conditional Cautioning” arrangements arising out of the Criminal Justice, Act 2003.</li> <li>• To support the governmental objective (PSA2) of bringing more offenders to justice by improving our early interventions/investigations and administration as well as supporting victims and witnesses through the Criminal Justice processes.</li> </ul>								<p>Anticipated service improvements of the custody command include:</p> <ul style="list-style-type: none"> <li>• Greater custody capacity so that supply appropriately meets demand</li> <li>• Enhanced quality of MPS service to detainees through improved efficiency of custody systems and custody capacity</li> <li>• Enhanced service to arresting officers and other users of custody.</li> </ul> <p>Effect of key performance indicators will be increased public confidence through improvement in processing of detainees, quicker return of officers to patrol and potential release of sergeants for operational deployment.</p> <p>The Restorative Justice project aims to test the effects of a restorative justice process as an alternative to prosecution for adult offenders who admit to moderately serious crimes and who are eligible for a conditional caution. The project concentrates now on burglary, robbery and criminal damage and it is anticipated that this approach will reduce re-offending, thereby having a beneficial impact on key performance indicators.</p> <p>Research has also shown an increase in victim satisfaction as a result of taking part in the process, rather than going through a court process, and an increase in confidence in police bringing offenders to justice. By offering a diversion from court, the restorative justice process leads to more admissions, which will contribute to achieving the Offenders Brought to Justice targets.</p>								
<b>Support for strategic goals and aims of “Towards the Safest City”:</b>								<b>Support for Mayoral Priorities:</b>								
<p><b>Goal 1: Developing Safer Communities</b>            Improve our partnerships with other voluntary, public and private organisations to help fight crime and improve the quality of life.</p>								<p>The implementation of the Mayor’s Equalities for All service improvement plan, in particular the Mayors disability scheme.</p> <p>Plans to free up officers from front line duty by, where appropriate,</p>								

## Schedule 9 – New Initiatives

Improve how we consult communities (particularly those that are vulnerable or hard to reach).

Protect vulnerable victims, including children and victims of rape, domestic violence and hate crimes (such as racist and homophobic crime).

### **Goal 3: Revitalising the Criminal Justice System**

Change our working practices to improve the services given to victims and witnesses.

Enhance our ability to work with other agencies within the criminal justice system.

Improve the accuracy and timeliness of papers, documents and evidence.

Actively support reform of the criminal justice system.

### **Goal 4: Developing a Professional and effective Workforce**

In line with the aims and objectives of the MPS Diversity Strategy we will recruit, train and retain an extended policing family of employees reflecting the diversity of London.

Create an environment in which the talents, skills and experiences of our diverse workforce are able to enhance and support operational demands.

Provide our staff with the most appropriate working conditions, environmentally friendly facilities and equipment to help achieve our goals.

Introduce new approaches to work, with particular regard to shift patterns, part-time working, home working and family-friendly policies.

### **Goal 5: Reforming the Delivery of Policing Services**

Become more responsive to people's needs regarding the services they receive from us and how those services are provided.

Deliver more services electronically to the public and our partners.

using police staff for back room posts covered by police officers.

Other initiatives designed to deliver improvements in public confidence in policing for all London's communities and improve all Londoners' feelings of safety and security.

## Schedule 9 – New Initiatives

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
7	Growth for new functions within the Strategic Development Programme, including new statutory requirements				1	23	1,063									
<p><b>Detail:</b> Additional posts and funding are needed:</p> <ul style="list-style-type: none"> <li>to deal with new statutory requirements (criminal justice data including offenders brought to justice &amp; failure to appear, warrants, COZART drugs testing data, expanded Annual Data Return under Policing Performance Assessment Framework (PPAF), additional PPAF surveys of non-crime police contact);</li> <li>to manage implementation of the National Incident Recording Standard and monitor compliance;</li> <li>to deal with anticipated statutory requests for management / performance information under the Freedom of Information (Fol) Act;</li> <li>to implement MetMIS, the MPS element of a national management information system;</li> <li>to deal with new work areas (activity based costing &amp; data quality);</li> <li>to set up the new Corporate Change Coordination Unit that will: <ul style="list-style-type: none"> <li>drive the MPS's Portfolio Management activity in support of the Deputy Commissioner and Management Board</li> <li>provide a framework for the management of strategic change</li> <li>manage the 'Centre of Excellence' function in line with the Office of Government Commerce framework</li> </ul> </li> </ul>								<p><b>Expected service improvements and effect on key performance indicators:</b> Ability to complete statutory returns; enhanced confidence in key performance indicators. More efficient production of information. Compliance with FoI responsibilities.</p> <p>The purpose of the Change Coordination function is to provide a framework for the better alignment of major change programmes with MPS strategy, their better management at a strategic level and ensuring the delivery of real benefits. The MPS currently runs too many poorly aligned programmes – the Change Coordination process is expected to ensure the development of more cost effective strategic change that is less disruptive of service delivery activity. This approach will also support the developing efficiency agenda and compliance with FoI responsibilities.</p>								
<p><b>Support for strategic goals and aims of “Towards the Safest City”:</b> All new statutory requirements reflect national priorities. The Towards the Safest City aim 'revitalising the criminal justice system' is supported by several of these new requirements. The Change Coordination Unit will support the development of a better aligned portfolio of strategic change that will more effectively deliver on the national, MPA and MPS goals. A more controlled approach to the initiation, management and delivery of major change programmes will also ensure better use of resources - this supports the need to free up resources to support front-line services.</p>								<p><b>Support for Mayoral Priorities:</b></p>								

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8	South London Training Site						1,030									
<p><b><u>Detail:</u></b> This is a requirement for a new MPS Training Centre in the South London area to alleviate the pressure on the facilities at the Peel Centre, Hendon.</p>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b> The new site will reduce waiting times for courses and also improve training accessibility for students, particularly those living south of London.</p>								
<p><b><u>Support for Policing Plan priorities/strategic goals and aims of “Towards the Safest City”:</u></b> Goal 4 – Developing a Professional and Effective Workforce</p>								<p><b><u>Support for Mayoral Priorities:</u></b> Increase the number of Police Officers and Police Community Support Officers</p>								

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9	Vehicle Recovery & Examination Services expansion	2	86	5,288		25	800		27	870		25	800			100
<b><u>Detail:</u></b>								<b><u>Support for Policing Plan priorities/strategic goals and aims of “Towards the Safest City”:</u></b>								
<p>Growth posts are required for the second, third and fourth Vehicle Recovery and Examination Service (VRES) sites. We anticipate 50% growth in demand in 2004-2005, a further 33% growth in 2005-2006 and further growth in 2006 - 2007. This is the result of a change in policy – VRES to include all lost and stolen vehicles, increased number of vehicles for forensic examination and an increased number of those involved in serious accidents.</p> <p>The £100k for 2008-09 relates to the expansion of the auto crime intelligence unit.</p> <p>Their role would be: -</p> <ol style="list-style-type: none"> <li>Undertaking auto crime inspections,</li> <li>Criminal intelligence gathering</li> <li>Compilation of Crime Tasking docketts</li> <li>Executing arrest warrants.</li> </ol> <p>The £5.3m base budget is the net revenue budget for all activities performed and income received by VRES.</p>								<p><b>Goal 1: Developing Safer Communities</b></p> <p><i>Aims</i></p> <ul style="list-style-type: none"> <li>Focus on local crime and disorder priorities within a common policing model.</li> <li>Disrupt organised crime and criminal activity on a London-wide and inter-force basis, particularly murder, human trafficking, gun-crime and crime related to hard drugs.</li> <li>Improve our partnerships with other voluntary, public and private organisations to help fight crime and improve the quality of life.</li> <li>Introduce the extended 'policing family' to provide reassurance and reduce the incidence of anti-social behaviour by sustaining high visibility policing.</li> <li>Contribute to the achievement of a safe environment for all road users.</li> </ul> <p><b>Goal 2: Securing the Capital against Terrorism</b></p> <p><i>Aims</i></p> <ul style="list-style-type: none"> <li>Enhance the collection of intelligence to inform our counter terrorist activities.</li> </ul> <p><b>Goal 5: Reforming the Delivery of Policing Services</b></p> <p><i>Aims</i></p> <p>Focus on meeting the needs of service users, delivering services locally where beneficial and ensuring clear lines of accountability for the results.</p>								
<b><u>Consequences of Not Obtaining Funds:</u></b>								<b><u>Support for Mayoral Priorities:</u></b>								
<p>The revenue increases in budget have been based on estimates for actual expenditure and income over the next four years. If additional funding is not forthcoming it will take longer to acquire subsequent car pounds 2, 3 and 4. This is because without the staff to run pound 2 it will be difficult to realise the increased income necessary to refurbish pound 3, and so on.</p>								<p>Transport Strategy Red route removals Enhance Road Safety campaign Removal of abandoned vehicles from streets.</p>								

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10	2012 Olympics Planning Team				9	3	763	0			0			0		
<b>Detail:</b> The 2012 Olympics would be a major event for London and the UK. One of the key issues for a successful bid is security. Accordingly, it is vital that there is a planning team to work with the 2012 Committee.								<b>Expected service improvements and effect on key performance indicators:</b>  N/A								
<b>Support for strategic goals and aims of “Towards the Safest City”:</b> To minimise the risk to life and property from terrorist activity in London.								<b>Support for Mayoral Priorities:</b> Supporting London’s 2012 Olympic bid								

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11	Additional resourcing to CUSU and other resource costs	7	9	850	1	10	750									
<b>Detail:</b> Additional resourcing for the Communication User Support Unit (CUSU) to enable the delivery of business user support capability to underpin new & existing C3i systems – e.g. CAD, Mobile Data Terminals & Airwave. This support function will be crucial during transition and beyond into steady state. The additional staff consist of 1 x C/I, 7 x Band D’s and 3 Band F’s.								<b>Expected service improvements and effect on key performance indicators:</b> This unit will provide vital technological support to the users of C3i systems. Therefore the benefits to the organisation and its’ performance are those already identified within the C3i business case.								
<b>Support for strategic goals and aims of “Towards the Safest City”:</b> The C3i service will directly support the strategic goals of the MPS in providing a communication and resource deployment service to the whole organisation. The new enhanced CUSU service will underpin the technologies used in providing this service.								<b>Support for Mayoral Priorities:</b> As detailed.								

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12	Support to both covert & overt operations and development of emerging technology		195	17,435			700		7	1,689		7	914		6	875
<p><b><u>Detail:</u></b>            The Operational and Technical Support Unit (OTSU) within the Directorate of Information (DoI) is tasked with providing technological support directly to frontline policing. The remit covers both immediate operational support and the development and release of potential emerging technologies. The Emerging Technologies work stream will develop strategies and processes for the assessment and testing of developments in technology, to make the Service aware of potential applications and introduce approved developments into service.</p> <p>The MTFP bid encompasses the expected growth in support and maintenance costs for projects delivered into service by the OTSU – covering both staff and non-pay costs – as well as growth in the emerging technology workstream. The growth in in-car technology (e.g. Provida) is likely to lead to the need for provision of a maintenance area north of the Thames – an estimate of equipping costs has been made in the bid for 2007-08. In addition, funding is required in 2006-7 for the urgent replacement of explosive ordinance disposal (EOD) wheelbarrows.</p>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b>            Improved management of the introduction of emerging technological solutions into front-line policing.</p> <p>Ongoing improvements to surveillance, search and detection capabilities in line with wider developments in technology.</p>								
<p><b><u>Support for strategic goals and aims of “Towards the Safest City”:</u></b>            These expenditures directly contribute to:</p> <ul style="list-style-type: none"> <li>• Developing Safer Communities</li> <li>• Securing the Capital Against Terrorism</li> </ul>								<p><b><u>Support for Mayoral Priorities:</u></b>            These expenditures enable the Technology Group to continue its work in supporting the police in dealing with terrorism and other catastrophic events. The Emerging Technologies team will continue to target developments in technology that increase the productivity of police officers and release police officers for front-line duties.</p>								

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13	Freedom of Information Act (FoIA) – SO	-	-			20	600									
<p><b><u>Detail:</u></b>            FoIA goes live on the 1st January 2005 and all planning to date within SO has been on the basis of nil growth. At this point it is impossible to predict how many requests will be made but experience elsewhere in the world indicates that take-up could be considerable and ongoing. A need for up to 2 police staff per OCU in SO and an additional need for 6 staff plus IT, accommodation, furniture etc for Single Point of Contact in SO.</p>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b>            The legislative response time of 20 working days is clearly stated and there will be an expectation that this will be met, regardless of the volume of requests received. The number of requests and time taken to respond will be measured by the software under development to support the MPS response to FoIA.</p>								
<p><b><u>Support for strategic goals and aims of “Towards the Safest City”:</u></b>            Development of a professional and effective workforce – Ensure leaders listen and are visible to London’s communities and staff. Failure to respond to reasonable, correctly submitted requests from the public sector and/or staff might imply that this was not happening.</p>								<p><b><u>Support for Mayoral Priorities:</u></b></p>								



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14	Fees to identify solutions to need for new cells/custody centres			0			500									
<p><b><u>Detail:</u></b>            Priority is to invest in improved custody suites possibly in partnership with Greater London Magistrates Court Authority.</p> <p>This bid is for development fees to investigate options for practical solutions and bring them to fruition.</p>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b>            To meet service improvement review and address cell shortages across the Service. It will impact across TP Key Performance Indicators. Fees to procure solutions only in phase 1.</p>								
<p><b><u>Support for strategic goals and aims of “Towards the Safest City”:</u></b></p>								<p><b><u>Support for Mayoral Priorities:</u></b>            Making London safer by developing the estate to meet operational needs and placing more officers on the streets.</p>								

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15	Criminal Justice support to CPS at point of charge						500									
<p><b>Detail:</b>            This bid is to fund joint partnership initiatives with the Crown Prosecution Service to support this service at point of charge.</p> <p>Such initiatives increase revenue expenditure in respect of accommodation-related requirements.</p>								<p><b>Expected service improvements and effect on key performance indicators:</b>            Property Support to CPS at point of charge and Operation Emerald (TP) requirements</p>								
<p><b>Support for strategic goals and aims of “Towards the Safest City”:</b>            Goal 3 Revitalising the Criminal Justice System            Change working practices to improve services given to victims and witnesses</p> <p>Enhance our ability to work with other agencies within the Criminal Justice System.</p> <p>Part of Criminal Justice programme and unavoidable cost of meeting concordant costs with CPS signed by the Commissioner. Meets “equivalence” costs agreed by MPA June 2003 – policy.</p> <p>Changing to improve services will result in better support for victims and witnesses making them feel safe, secure and willing to make statements and testify, resulting in successful prosecutions and safer streets.</p> <p>Enhancing abilities to work in conjunction with other agencies within the criminal justices system, outside constabularies and establishments would increase communication, flow of critical information and open opportunities to share and receive specialist knowledge. Improving accuracy and timeliness of papers, documents and evidence would help in following statutory procedure. This will assist the CPS so charges will lead to successful convictions.</p> <p>Reform of the Criminal Justice system will bring all parties involved within prosecutions closer and help to ensure that all cases that are brought to trial are successful and fair.</p>								<p><b>Support for Mayoral Priorities:</b>            Increases the safety and security of London’s many diverse communities.</p>								

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16	Foundation Training (Hendon/Satellite Sites)	165		7,549		5	250		15	750						
<p><b>Detail:</b> The temporary downsizing of Recruit School in 2004-05 related to recruit numbers dropping to 1,858 from 3,600. Recruit levels are expected to increase from 2005-06 and then peak in 2007-08, requiring an increase in the number of trainers. A further influencing factor is the planned modernisation of probationer training that may include the delivery of training from satellite training delivery centres. This could pose issues of resilience based on current trainer numbers.</p>								<p><b>Expected service improvements and effect on key performance indicators:</b> Better trained officers, using full range of officers, with fewer errors; resulting in better customer satisfaction, fewer complaints and less compensation in legal action</p>								
<p><b>Support for strategic goals and aims of “Towards the Safest City”:</b> Goal 4 – Developing a Professional and Effective Workforce</p>								<p><b>Support for Mayoral Priorities:</b> N/A</p>								

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17	Fibre optic line rental for C3i programme			0			250									
<p><b>Detail:</b> The C3i centres at Lambeth, Hendon and Bow will require new fibre optic lines to feed the video systems.</p>								<p><b>Expected service improvements and effect on key performance indicators:</b> Supports the service improvements expected from the C3i programme.</p>								
<p><b>Support for strategic goals and aims of “Towards the Safest City”:</b> The system supports the police in the efficient and effective policing of London.</p>								<p><b>Support for Mayoral Priorities:</b></p>								

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18	Provision of 'Tasers'			200			200			(400)						
<p><b><u>Detail:</u></b>            Increased costs to cover the extension of the Taser trial pending the Home Office decision on the future roll-out. Following a successful conclusion of the year long trial period, ACPO approached the Home Office and proposed that the trial be extended and Tasers be made available to all police forces, within the same guidelines that have been in place within the five trial forces for the preceding period. Furthermore, Tasers should be made available to other suitably trained specialist officers within the trial forces and deployed to a wider range of incidents to include those incidents where an officer may have to face serious violence or the threat of serious violence. At the conclusion of the year trial and pending the Home Office decision, the trial continued in the same format.</p>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b></p>								
<p><b><u>Support for strategic goals and aims of "Towards the Safest City":</u></b></p> <p>Developing a Professional and Effective Workforce – To provide our staff with the most appropriate working conditions, environmentally friendly facilities and equipment to help achieve our goals.</p> <p>Providing non-lethal weapon response and support to BOCUs.</p>								<p><b><u>Support for Mayoral Priorities:</u></b>            Making London the Safest City.</p>								

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19	Civilianisation of Custody Officers using designated detention officers								177	5,700						
<p><b>Detail:</b>            The Home Office is currently providing funding for drug testing, which has been used by the MPS to purchase 177 Designated Detention Officers (DDOs). This funding is only available for 2 years until 31<sup>st</sup> March 2006. They undertake the drug testing of prisoners who have been charged with trigger offences in support of the Governments criminal justice implementation programme (CJIP). The programme is hailed as the most successful across the country and the MPS are hitting their drugs testing targets in advance of all expectations.</p> <p>By making the officers designated, they also undertake custody duties from the point the detainee arrives through to when they leave the police environment, thus releasing police officers to undertake other operational duties.</p> <p>The funding required would allow the MPS to continue to have a minimum of 177 DDOs though the number funded by Home Office will rise after round three bidding to approximately 250, to cover approximately 22 BOCUs. This bid does not cover the cost of extending the scheme to all boroughs.</p>								<p><b>Expected service improvements and effect on key performance indicators:</b></p> <ul style="list-style-type: none"> <li>• Enable custody officers to take a management role in the custody suite without being distracted by unnecessary paperwork;</li> <li>• Provide a better service to stakeholders (solicitors, forensic medical examiners, independent custody visitors);</li> <li>• Enable prisoner processing teams to focus on gathering evidence and case file preparation;</li> <li>• Assist in the administration of 'investigative bail' cases;</li> <li>• Release sergeants and constables to perform their core functions.</li> </ul>								
<p><b>Support for strategic goals and aims of "Towards the Safest City":</b></p> <p><b>Goal 3: To improve Neighbourhood Safety</b>            Maximising the support to the Safer Neighbourhoods Programme by identifying positions currently 'worked' by police officers to professionalise the role and release officers to Safer Neighbourhood areas.</p> <p><b>Goal 4: Developing a Professional and effective Workforce</b>            Maximise the number of staff in the policing family and deploy them to increase the proportion of 'Visible Operational Uniformed Personnel' across London. This will include PCSOs, DDOs and SROs.            Provide our staff with the most appropriate working conditions, environmentally friendly facilities and equipment to help achieve our goals.</p> <p><b>Goal 5: Reforming the Delivery of Policing Services</b>            The use of central staff to drive the change process forwards in all areas of the extended police family as well as the Safer Neighbourhoods agenda.</p> <p>It also supports the objective of revitalising the criminal justice system.</p>								<p><b>Support for Mayoral Priorities:</b></p> <p>Creating Safer Neighbourhoods and engagement of communities to reduce crime and disorder.</p>								

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20	National Strategy for Police Information Systems - Case and Custody Support system									4,000						
<b><u>Detail:</u></b> The organisation has committed to implement the national case and custody system (NSPIS), which is being funded by the Home Office. However the maintenance costs are only covered for the 2005/06 financial year and no decision has been taken for funding future years. This bid has been made on the basis that no additional funding will be made available								<b><u>Expected service improvements and effect on key performance indicators:</u></b>								
<b><u>Support for strategic goals and aims of “Towards the Safest City”:</u></b> Supports goal 3 – Revitalising the criminal justice system								<b><u>Support for Mayoral Priorities:</u></b>								

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21	Aircraft Fleet Replacement								2	600			255			
<p><b>Detail:</b>                      The MPS Aircraft Support Unit (ASU) is increasingly expected to be capable of conducting an ever-widening spectrum of tasks in support of Territorial Policing, public order and counter terrorist incidents.</p> <p>The versatility, flexibility and capabilities of rotary wing platforms, combined with search sensors and evidential recording equipment have contributed enormously to increased crime detection, crime reduction and counter terrorism initiatives. The aircraft are force multipliers, in that their attendance at tasks increases the effectiveness of ground units.</p> <p>The ASU fleet replacement programme introduces three new helicopters to replace the ageing aircraft introduced into service between 1993 and 1996. The current helicopters have become less reliable and provide less availability than at any time since their purchase. Because the new machines are of a different category, the engineering formula demands additional skilled MPS personnel to enable the mandatory scheduled and unscheduled, maintenance to be carried out. A full business case was presented to the MPA on 23rd September and approval given to approach Home Office for capital funding.</p>								<p><b>Expected service improvements and effect on key performance indicators:</b>                      Based on evidence gathered during the evaluation process and set out in the business case, a number of significant efficiency benefits would accrue with a change of aircraft, such as opportunities to reduce the time that an aircraft is unavailable for operational purposes by up to 50%.                      New aircraft will also provide 'opportunity cost savings' which will be achieved through the enhanced capability and improved performance of the latest generation of aircraft. Depending on the aircraft chosen, flying hours spent re-positioning the aircraft could be significantly reduced and made available for operational tasking.</p>								
<p><b>Support for strategic goals and aims of "Towards the Safest City":</b></p> <p><b>Goal 1: Safer Communities.</b></p> <ul style="list-style-type: none"> <li>Supporting BOCU's by focusing upon local crime &amp; disorder priorities by targeted patrols</li> <li>Disrupting organised crime London wide &amp; inter-force</li> <li>Working in partnership with public organisations to help fight crime</li> </ul> <p><b>Goal 2: Securing the Capital against Terrorism</b></p> <ul style="list-style-type: none"> <li>ASU are tasked in connection with all aims in goal 2</li> </ul> <p><b>Goal 4: Professional &amp; Effective Workforce</b></p> <ul style="list-style-type: none"> <li>The talents, skills &amp; experiences of the MPS ASU workforce enhance and support operational demands</li> <li>Staff are provided with most appropriate conditions to help achieve our goals</li> <li>New working practices developed to support staff.</li> </ul>								<p><b>Support for Mayoral Priorities:</b></p> <ul style="list-style-type: none"> <li><b>Plans for dealing with terrorism &amp; other catastrophic events:</b> The ASU is a core London Emergency Services Liason Panel resource.</li> <li><b>The London 2012 Olympic bid:</b> Replacement airframe specification has a multi function capability aligned with the bid</li> <li><b>Initiatives designed to improve London communities feelings of safety &amp; security:</b> ASU is in partnership with British Transport Police to reduce vandalism and graffiti and improve passenger safety.</li> </ul>								

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22	2012 New Operational Demands															26,000
<p><b><u>Detail:</u></b>                      The 2012 Olympics, if it is held in London, would have major implications for SO protection and security advice and for TP for High Visibility Patrols. The full extent of the implications will start to set once the bidding process develops. Initial thoughts are that areas such as protection would need to grow in officer numbers in 2008-9 to be ready for the 2012 games.</p>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b>                      N/A</p>								
<p><b><u>Support for strategic goals and aims of “Towards the Safest City”:</u></b>                      To minimise the risk to life and property from terrorist activity in London.</p>								<p><b><u>Support for Mayoral Priorities:</u></b>                      Supporting London’s 2012 Olympic bid</p>								



## Schedule 10 – Committed Increases

### Committed Increases

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1	Increase in employer's superannuation contributions for police staff						24,551			1,381			1,238			800
<b>Detail:</b> Employer's superannuation contribution rate is expected to increase by around 5% of pay from 1 April 2005.								<b>Basis of calculation:</b> Estimated level of police staff, traffic warden and PCSO pay budgets, including the effect of growth in future years.								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
2	Full-year costs of Step Change Phase 1			26,646			15,626									
<b>Detail:</b> Full-year costs of Step Change Phase I growth which commenced in 2004/05.								<b>Basis of calculation:</b> Agreed Step Change costing model.								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
3	Police officer free travel costs			10,435			9,300									
<p><b><u>Detail:</u></b> The cost of the continuation of free rail travel for police officers based on the amount payable by the MPS to Association of Train Operating Companies and the estimated tax liability. Actual costs will be based on surveys carried out to ascertain usage levels.</p>								<p><b><u>Basis of calculation:</u></b> The calculation is based on the actual agreement and the current tax arrangements.</p>								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
4	Police staff – Hay award increments						6,600			5,900			2,200			210
<p><b><u>Detail:</u></b> The consequential costs arising from the implementation of the Hay recommendations on police staff pay structure.</p>								<p><b><u>Basis of calculation:</u></b> The costs include the incremental progression of staff who are below the top of their new pay scale and increased employer's superannuation contributions arising from implementation.</p>								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000
5	Dual running of Airwave and Metradio – Service costs only			20,090			6,386			(3,732)			(2,627)			(1,897)
<p><b><u>Detail:</u></b>            The replacement of the MetRadio system with Airwave, a service provided by MM02.            Cost comprises:</p> <ul style="list-style-type: none"> <li>• Running the existing Met Radio system until it is replaced by Airwave.</li> <li>• Implementation of Airwave, due for completion in 2006/07.</li> <li>• Airwave service costs, increasing as the new system is implemented.</li> </ul>								<p><b><u>Basis of calculation:</u></b>            The implementation of the Airwave service will be affected by the delays to the installation of the Integrated Communications Platform. This will prolong the dual running of the Metradio system and thereby impact upon costs.</p> <p>The existing contract assumes that the Metradio system will be wound down in 2007/08 and that by 2008/09 only the Marine Support Unit radio system will remain.</p> <p>The Home Office directly funds core charges and it is assumed that this will continue.</p>								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000
6	Additional revenue cost of C3i	316	1,669	86,295		(45)	5,549	28	226	3,874	(300)	126	(1,772)		40	(7,322)
<p><b>Detail:</b>                      The bids labelled C3i cover six revenue aspects of the C3i Programme and subsequent delivery of services by Metcall, PSD and DoI Service Delivery Group. After implementation of C3i Programme, all management and financial responsibility of items within this bid will fall to different areas of the MPS.</p> <p>This bid includes the cost of police officers presently in the C3i working environment working in BOCU control rooms whose posts will be civilianised at the completion of the transition phase. The cost of retaining these posts in the MPS, in accordance with the C3i protocol, will be reflected in the Step Change bid.</p> <p>In summary, the areas covered are the communications officers and Metcall management OCU providing the C3i services, maintenance of three C3i centres and technology installed within them.</p>								<p><b>Basis of calculation:</b></p> <p>The components are:</p> <ol style="list-style-type: none"> <li>1. Systems service delivery costs – costs of maintaining C3i systems once they are implemented. Responsibility of Service Delivery Group (Directorate of Information).</li> <li>2. Cost of Communications Officers in the C3i environment</li> <li>3. Metcall OCU – build-up of the OCU during implementation so that a structure is in place before transition from the existing services. This includes excess travel expenses.</li> <li>4. Civilianisation of BOCU police officer posts.</li> <li>5. Costs of running and maintaining the three C3i centres. This budget is the responsibility of Property Services.</li> <li>6. Incentive payments to retain existing communications officers within the C3i environment.</li> </ol>								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000
7	Transfer of functions to the centralised traffic unit			3,100		319	4,500			2,700						
<b><u>Detail:</u></b>								<b><u>Expected service improvements and effect on key performance indicators:</u></b>								
<p>The decision has now been taken to centralise the traffic prosecutions function. The new centralised unit will be based at Marlowe House, Sidcup where it will be amalgamated with the Central Driving Offences Unit to form the new Traffic Criminal Justice OCU. This initiative is linked with the key MPS-wide strategy of freeing up space in BOCUs to allow the co-location of MPS CJU staff and CPS personnel in all CJUs. (CPS staff will also be co-located with staff in the new Traffic Criminal Justice OCU.) The new unit will also be responsible for the initial data capture for London-wide personal injury collisions. This will rectify current procedural delays in the publication of accurate injury collision data for London. This different approach is linked to the potential decriminalisation of red routes, which is still the subject of negotiation.</p>								<p>The creation of the centralised traffic CJU will bring together traffic process work across the MPS creating a corporate and consistent approach to enable the MPS top support the objectives of the Mayor in relation to improving traffic matters in London. It creates some efficiencies also in the use of MPS resources and reducing the resource requirement on the CPS by some 25%. This will allow the CPS to put lawyers into the points of charge on boroughs thereby supporting the key performance objectives relating to improving the criminal justice system and bringing offences to justice.</p>								
<b><u>Support for strategic goals and aims of “Towards the Safest City”:</u></b>								<b><u>Support for Mayoral Priorities:</u></b>								
<ul style="list-style-type: none"> <li>• <u>Change our working practices to improve the service give to victims and witnesses</u></li> <li>• Enhance our ability to work with other agencies within the criminal justice system</li> <li>• Improve the accuracy and timeliness of papers, documents and evidence</li> <li>• Actively support reform of the criminal justice system</li> <li>• Contribute to the advancement of a safe environment for all road users.</li> </ul>								Economies of scale.								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
8	Special Priority Payments under Police Reform						4,500			1,600			800			800
<b>Detail:</b> The estimated cost of Special Priority Payments (SPPs) to police officers.								<b>Basis of calculation:</b> The Home Office has set minimum limits on the amount to be spent on SPPs. These are 1% of basic pay in 2003/04 rising to 1.5% in 2004/05 and 2% in 2005/06.								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
9	One-off savings in 2004/05 reinstated (desktop support and CCTV in custody suites)			(4,450)			4,450									
<b>Detail:</b> Savings were offered on a one off basis as part of the 2004/05 budget.								<b>Basis of calculation:</b> £4,200k relates to desktop support contract. £250k relates to CCTV in custody suites.								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
10	Cessation of Airwave grant provision						4,100			0			0			0
<b>Detail:</b> Use of pre-payment of Airwave grant to offset expenditure in 2004/05 will not continue in later years.								<b>Basis of calculation:</b>								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000
11	Revenue cost of IT Capital Programme			36,881			3,744			3,042			2,730			2,750
<b>Detail:</b> On-going support costs of projects taken into service. This expenditure is the revenue costs associated with capital infrastructure investments that change and improve current systems or provide new functionality.								<b>Basis of calculation:</b> It is known that services delivered from the IS development programme result in additional support costs. In recent years this equates to 14% of the capital spend incurred. Hence, given a capital programme as identified in the capital submission, the above costs are anticipated.								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
12	Effect of other Police Reform changes			4,000			3,600			2,000			300			
<b>Detail:</b> The estimated cost implication of other Police Reform changes such as: <ul style="list-style-type: none"> <li>• shortening of pay scales;</li> <li>• competency threshold payments;</li> <li>• changes in certain allowances.</li> </ul>								<b>Basis of calculation:</b> The net increase in costs brought about by Police Reform changes, comprising: <ul style="list-style-type: none"> <li>• increases to value of pay scale points and shortening of pay scales;</li> <li>• competency threshold payments to officers who meet the required standard and have served at least 1 year at the maximum of their pay scale;</li> <li>• cessation of certain allowances and, in some cases, their replacement by reimbursement of actual costs incurred by officers.</li> </ul>								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
13	Debt Finance for capital programme						3,200			2,670			2,140			1,920
<b>Detail:</b> The Capital Financing Requirement (supported and unsupported) is forecast to grow in line with the proposed capital spending plan. This results in a higher statutory charge to revenue for principal repayment and an increased interest charge.								<b>Basis of calculation:</b> Anticipated level of borrowing.								



## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
14	Increase in number of officers receiving London Pay Lead						2,600			2,600			2,600			3,700
<b>Detail:</b> All officers who have joined the MPS since September 1994 receive an additional London allowance to bring their pay closer to the level of officers who joined before that date and who receive a housing allowance. Thus the number of officers receiving this additional allowance increases each year.								<b>Basis of calculation:</b> Recruitment plans, excluding that element covered in any growth bids.								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000
15	Re-tendering outsource contracts (Directorate of Information)			93,400			2,400									
<b>Detail:</b> Historically it has been found that when contracts run below RPI, increases are adjusted to take account of the full RPI effects during re-tendering.								<b>Basis of calculation:</b> Estimated extent to which the terms of individual contracts have suppressed prices since they were originally let.								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000
16	Burglary Sole Response		60	1,411		56	1,540			1,266						
<b>Detail:</b> Implementation of Burglary Sole Response, which is the use of forensic staff to examine, photograph and interpret crime scenes, deal with victims of crime and carry out fingerprint and other forensic examinations 116 Crime Scene Examiners across Territorial Policing will enable the MPS to implement Burglary Sole Response. This forms part of the Scientific Support Strategy and is linked to the forensic strand of the MPS Policing Model.								<b>Basis of calculation:</b> 116 staff recruited during 2004/05 and 2005/06.								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000
17	IT support for Modernising Operations			2,500			1,500			300			300			
<b>Detail:</b> Modernising Operations is the TP led initiative aimed at improving the co-ordinating and tasking function at Boroughs. Its overarching deliverable is an Integrated Borough Operations, IBO facility that will complement the business process initiated via C3i. To achieve this the IBO room "cell" will have to have a mixture of customised technology accessing MPS corporate facilities via the Aware infrastructure.								<b>Basis of calculation:</b> There will be one cell per Borough. TP consider this initiative to be an essential element of the C3i service.								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000
18	Transitional Outsource Costs			2,400			1,050			524						
<b>Detail:</b> Costs associated with the transition from the existing outsource suppliers to the new supplier. These will include set up and exit costs.								<b>Basis of calculation:</b> Service Improvements will be negotiated as part of the re-tendering process.								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000
19	Mobile Data Terminals (revenue element)						800			800						
<p><b>Detail:</b> The key objective of the project is to provide patrolling MPS staff with access to corporate IT systems whilst mobile or on foot. The funding requirements are to support the ongoing service costs for the support of mobile data terminals. The incremental rise in support costs reflects the current rollout programme.</p>								<p><b>Basis of calculation:</b> There is still a requirement for the ongoing maintenance costs as originally bid.</p>								
<p><b>Support for strategic goals and aims of “Towards the Safest City”:</b></p> <p><b>Goal 2: Securing the Capital against Terrorism</b></p> <ul style="list-style-type: none"> <li>Enhance the collection of intelligence to inform our counter terrorist activities.</li> </ul> <p><b>Goal 4: Developing a Professional and effective Workforce</b></p> <ul style="list-style-type: none"> <li>Maximise the number of staff in the policing family and deploy them to increase the proportion of ‘Visible Operational Uniformed Personnel’.</li> <li>Provide our staff with the most appropriate working conditions, environmentally friendly facilities and equipment to help achieve our goals.</li> </ul> <p><b>Goal 5: Reforming the Delivery of Policing Services</b></p> <ul style="list-style-type: none"> <li>Deliver more services electronically to the public and our partners.</li> </ul> <p>Ensure that the maximum efficiency gains are being derived from the implementation of the Bureaucracy Taskforce's recommendations</p>								<p><b>Support for Mayoral Priorities:</b> See Goal 4 on the left. Increasing the mobility and enabling MPS patrolling staff through the enhanced use of IT, will increase operational policing and effectiveness to support the Mayor’s vision.</p>								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000	Police No.	Police Staff No.	£000
20	Development of victim and witness focus desks (revised costs)			3,300		150	700								50	1,450
<p><b><u>Detail:</u></b>            The development of Victim and Witness Focus Desks is key to the Ministerial objective to improving the criminal justice system through improved victim and witness care. The original MTFP proposal for 2005/06 included £2.2m transitional costs. In order that TP meets all of its major change programs, there is a requirement for a base budget of £4m for 2005/06 and onwards to cover the permanent staffing costs. Some external funding has been achieved through the Invest to save budget, which has reduced costs for the next three years</p> <p>Improvements to the service provided to victims and witnesses featured strongly in the MPA's 'Crime Management' and 'Bringing Offenders to Justice' Best Value Reviews and the development of victim and witness focus desks was agreed by the MPA as part of implementing the Crime Management Review.</p>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b>            The creation of Witness Care Units will deliver improvement to the criminal justice system by reducing the number of ineffective trials due to witness non-attendance. A second indicator will be improved public confidence in the MPS. Work is being done to measure ineffective trial rates due to witness non-attendance that will start to produce figures on 1st October 2004. Public confidence is being measured through an ongoing customer satisfaction survey and a future MORI poll is planned. The key performance indicator will be more right first time outcomes at court as more effective trials deliver more offences brought to justice, as fewer witnesses are lost through intimidation and fatigue.</p>								
<p><b><u>Support for strategic goals and aims of "Towards the Safest City":</u></b></p> <ul style="list-style-type: none"> <li>• Change our working practices to improve the service given to victims and witnesses</li> <li>• Enhance our ability to work with other agencies within the criminal justice system</li> <li>• Improve the accuracy and timeliness of papers, documents and evidence</li> <li>• Actively support reform of the criminal justice system.</li> </ul>								<p><b><u>Support for Mayoral Priorities:</u></b>            An enhanced service, tailored to individual needs will be offered to victims and witnesses of crime, leading to increased confidence and greater access to the criminal justice system.</p>								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
21	PFI Unitary Charges			21,472			572			521			536			648
<b>Detail:</b> PFI – South East London Police Stations (Lewisham, Bromley, Sutton & Deptford)  PFI - Firearm and Public Order Facility.								<b>Basis of Calculation:</b> Projected annual increase in usage.								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000
22	DNA analysis growth			4,570			569			1,254						
<b>Detail:</b> Currently the Home Office provides funding for certain types of DNA samples under the DNA Expansion Programme. Forces are required to fund costs up to a set threshold; the Home Office will then provide grant to fund further expenditure up to the same value as the threshold. Expenditure beyond the 'match funded' level must be funded by Forces.								<b>Basis of Calculation:</b> The costs relate to testing of DNA samples by external suppliers and reflect the implementation of the Scientific Support Strategy and the Home Office DNA expansion programme. They are based on projections of the number of samples to be tested in each year.								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000
23	Modernising Operations.			1,250		1	566		104	2,762		15	(109)			
<p><b>Detail:</b>            Modernising Operations (MO) provides an opportunity for a step change in policing. It maximises the Borough benefits from the C3i programme and introduces a standardised borough interface with the Met-call centres. An integrated borough operations (IBO) function supports the MPS policing model and facilitates effective local command. The IBO provides integrated intelligence provision, total resource management, station based supervision, support capacity and operational planning. MO is supportive of the C3i programme but also provides the crucial mechanism to effectively manage the increased policing numbers, particularly relating to PCSOs and probationary officers.</p>								<p><b>Basis of Calculation:</b>            Profile of projected costs</p>								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
24	Human Resources (i) Career Development (ii) Occupational Health (iii) Health and Safety		121	4,395		11	475		11	475						
<b><u>Detail:</u></b> (i) We need to invest more resources in developing all staff – police officers and support staff. We need to develop career development programmes for staff at all ranks and grades. We need to nurture and encourage talent. We need to develop the future leaders of the MPS. Increasing numbers make the work more urgent.  (ii) In order to expand the existing spend to save programme and develop a more preventative approach to occupational health, as well as to cope with the increased demand on occupational health of record numbers of staff (police officers and police staff), and so reduce the number of days lost to preventable illness and injury, and in order to comply with Home Office guidelines, we need more doctors, specialists and nurses.  (iii) We need to heighten health and safety awareness across the MPS, refresh comprehensive initial and refresher training programmes, ensure the estate complies with all health and safety legislation, and promote the more routine use of risk assessments. The benefits of this will be seen in fewer injuries at work and fewer health and safety incidents.								<b><u>Expected service improvements and effect on key performance indicators:</u></b> Motivated and efficient staff, fully compliant in health and safety legislature.  Reduction in resignation levels.								
<b><u>Support for Policing Plan priorities/strategic goals and aims of “Towards the Safest City”:</u></b> <ul style="list-style-type: none"> <li>• Recruit, train and retain an extended police family reflecting the diversity of London.</li> <li>• Create an environment in which the talents, skills and experiences of our diverse workforce are able to enhance and support operational demands.</li> <li>• Provide our staff with the most appropriate working conditions, environmentally friendly facilities and equipment to help achieve our goals.</li> </ul> Actively manage the growth in staff numbers and ensure that officers receive proper support.								<b><u>Support for Mayoral Priorities:</u></b> <ul style="list-style-type: none"> <li>• Support mechanisms for increasing police numbers to 35,000 over the next 3 to 5 year period.</li> <li>• Substantial progress towards a representative workforce.</li> </ul>								

## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000	Police officer No.	Police Staff No.	£000
25	Information Management Business Change Programme (Freedom of Information Act Compliance)			1,599		7	317			(102)			1,203			
<p><b><u>Detail:</u></b>                      The Information Management Business Change Programme (IMBCP) is a programme of work to ensure improvements in the management of information sufficient to achieve cost effective compliance with the FOIA and deliver associated business and service benefits.</p> <p>During 2005/06 the MPS will be required to implement the corporate File Plan and associated record management disciplines to ensure ongoing compliance with FOIA and progress towards electronic records management. The growth is required for staff to implement and thereafter support a corporate File Plan.</p> <p>Following the Bichard Inquiry, it is also anticipated that the MPS will be required to implement a new Information Management Code of Practice and associated guidance issued under the Police Reform Act, 2002. The implementation strategy for this Code is anticipated to require dedicated staff resource. This Code is likely to be issued in the autumn of 2005.</p>								<p><b><u>Expected service improvements and effect on key performance indicators:</u></b></p>								
<p><b><u>Support for Policing Plan priorities/strategic goals and aims of “Towards the Safest City”:</u></b>                      Improved MPS Information Management, as proposed by the Programme will support Policing Plan priorities in the following respects:  <b>Goal 3 – Revitalising the Criminal Justice System –</b></p> <ul style="list-style-type: none"> <li>• Through improved record keeping, development of electronic case papers, workflow</li> <li>• More timely interworking if records can be handled electronically</li> <li>• Better decision making arising from better quality information and improved systems of accountability</li> </ul> <p><b>Goal 5 - Reforming the Delivery of Policing Services –</b></p> <ul style="list-style-type: none"> <li>• Through delivery of electronic services to citizens and business partners</li> </ul>								<p><b><u>Support for Mayoral Priorities:</u></b>                      Moving to an electronic primary record will reduce the accommodation overheads for storage of paper material and the transport costs and environmental damage arising from the physical movement of paper files. The size of this benefit will increase in proportion to any growth in the size of the MPS.</p>								



**Schedule 10 – Committed Increases**

<ul style="list-style-type: none"><li>• Reducing bureaucracy through enabling electronic transactions to replace paper processes</li><li>• Facilitating devolution of decision making by improved access to record keeping where accountable decisions may be recorded.</li></ul> <p>Support is also claimed for; <u>Key Strategic Initiative 2 - Effective use of Science and Technology</u> Key Strategic Initiative 3 – Resource Management Key Strategic Initiative 5 – Communication</p>	
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## Schedule 10 – Committed Increases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
26	One-off savings in 2004/05 reinstated (Uniform Services underspend in R&D)			(200)			200									
<b>Detail:</b> One off savings offered to balance the 2004/05 budget								<b>Basis of calculation:</b> Reinstatement of budget to previous level.								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
27	Full-year cost of additional accommodation at Dean Farrar Street						125									
<b>Detail:</b> The growth in the number of posts within the MPA and recruitment to those posts has necessitated the secretariat taking on extra accommodation within Dean Farrar Street.								<b>Basis of calculation:</b> The full year cost of the additional rent, rates, and other premises related costs is estimated at £125k.								

## Schedule 11 – Committed Decreases

### Committed Decreases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
1	Progressive reduction in housing related allowances						(5,600)			(5,200)			(5,000)			(5,000)
<b>Detail:</b> Police Regulations allow police officers who joined before September 1994 to receive housing and rent allowance. As these officers retire or resign, these payments will reduce.							<b>Basis of calculation:</b> The estimated reduction of housing allowances paid to police officers retiring/leaving the MPS.									

Item	Description	2004-05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
2	Estate resilience			4,290			(2,290)									290
<b>Detail:</b> The base budget covers the increased need to ensure the continuance of power supplies for 13 critical locations, involving a total review of all engineering infrastructure, building management systems and back up generators within these buildings. One-off costs in 2004/05 will drop out in 2005/06.							<b>Basis of Calculation:</b> One-off costs of £2,290k in 2004/05 budget will not required from 2005/06 onwards.									

## Schedule 11 – Committed Decreases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police No.	Civil Staff No.	£000	Police No.	Civil Staff No.	£000	Police No.	Civil Staff No.	£000	Police No.	Civil Staff No.	£000	Police No.	Civil Staff No.	£000
3	Criminal Justice support to CPS at point of charge			1,702			(1,702)									
<b>Detail:</b> This sum has been used to fund joint partnership initiatives with the Crown Prosecution Service to support this service at point of charge. We have been able to deliver that more quickly and at a reduced cost through focussing on the efficient use of resources. This initiative will be mainly completed by the end of the 2004/05 financial year, and the balance of funding originally requested is offered up as savings.								<b>Basis of Calculation:</b> Removal of budget allocated in 2004/05.								

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
4	Counter Terrorism – Fingerprinting Team (CTFT)			1,400			(1,400)									
<b>Detail:</b> One-off costs associated with the movement of the above team to an outer London location allowing for CT Forensic Facility. At present this forensic work is undertaken in central London in FSS labs by Directorate of Forensic Services staff and costs the MPS £500k per year.								<b>Basis of Calculation:</b> Budget for one-off costs was allocated in 2004/05. However, due to difficulties in finding a suitable location the project has slipped and it is unlikely that work will start on the new facility before the end of this financial year. Therefore, whilst no budget is required in 2005/06, it will be necessary to carry forward the current year's budget for future use.								

## Schedule 11 – Committed Decreases

Item	Description	2004-05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
5	Process of re-letting outsourced contracts		23	3,900			(1,000)						(1,000)			(1,900)
<b>Detail:</b> Reflects the cost of reviewing and re-letting outsourced contracts, which will be managed centrally by the Director of Procurement. The balance of the existing earmarked reserve will be applied in 2005/06.  All contracts should be in place by 2007/08. The new contracts will be reviewed to see when the costs for the benchmarking exercise are to be incurred and external consultancy resources required for the next re-tender exercise and/or extension of the new contracts.							<b>Basis of Calculation:</b> An assessment of the additional administrative, technical, legal and specialist expertise required to carry out the re-tendering programme.									

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
6	Equipment for firearms forensic capability			600			(600)									
<b>Detail:</b> One-off cost in 2004/05 of purchase and implementation of Integrated Ballistic Identification System (IBIS). This acts as the engine for the National Firearms Forensic Intelligence Database (NFFID) and will enable ballistic evidence to be compared quickly and accurately on a national basis. The system is international and there is the potential to match weapons recovered in the MPS with crime scenes worldwide.  The MPS will also have more control on workload priorities to help ensure that dangerous offenders are not released on bail pending a firearms classification result.							<b>Basis of Calculation:</b> Budget no longer required in 2005/06.									

## Schedule 11 – Committed Decreases

Item	Description	2004/05 (Base)			2005-06			2006-07			2007-08			2008-09		
		Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000	Police Officer No.	Police Staff No.	£000
7	Transfer of Coroners' Officers from the MPS to the 'new' Coronial Service		88	2,500											(88)	(2,500)
<p><b><u>Detail:</u></b> Following the Shipman enquiry it was recommended that a 'new' Coronial Service be set up by 2008. This would 'adopt' the existing Coroners' Officers and be funded by transfer of existing funds.</p>								<p><b><u>Basis of Calculation:</u></b> <b><u>The £2.5m figure is based upon 2003/04 costs and includes the Coroners' Officers managers.</u></b></p>								
<p><b><u>Support for strategic goals and aims of "Towards the Safest City":</u></b> Goal 3; Revitalising the Criminal Justice System. Changes in working practices to improve the service given to victims and witnesses.</p>								<p><b><u>Support for Mayoral Priorities:</u></b> Home Office Objective to be implemented by 2008.</p>								

## Budget Savings Proposals for 2005/06

<b>Efficiency and other savings</b> <i>(figures are shown as incremental)</i>	<b>2004/05</b> <b>£'000</b>	<b>2005/06</b> <b>£'000</b>	<b>2006/07</b> <b>£'000</b>	<b>2007/08</b> <b>£'000</b>
<b>Deputy Commissioner's Command</b>				
<i>Directorate of Information</i>				
Rationalisation of employee and consultancy costs	(2,076)			
Reductions on various minor non-pay related expenditure	(2,195)			
Reductions in various ICT related costs	(3,406)			
Reductions in development charges	(500)			
Capitalisation of revenue expenditure	(5,195)			
<i>DCC other</i>				
DPA - reducing number of sets of daily press cuttings, stop printed copies of Notices, remove £250k from publicity/advertising and remove one police staff post	(406)			
Diversity Directorate - made up from: £350k Victim and Intimidated Witness project; and £100k Corporate Positive Action	(450)			
DCC Business Support - reduction in consultancy budget	(115)			
DPS - seconding staff to IPCC would recover £373k staff costs and £200k police overtime	(575)			
Additional income from special enquiries	(781)			
DCC1 restructuring , savings in police staff	(76)			
DCC 7 reduction of 1 Police sergeant	(43)			
DCC 7 restructuring - vacant police staff posts	(449)			
MPAA unit to be self-funding, to receive £131k from MPS/members	(131)			
DCC Central, efficiency savings within DCC	(195)			
<b>Total Deputy Commissioner's Command</b>	<b>(16,593)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Human Resources</b>				
Employee expenditure, HR recruitment	(1,020)			
<b>Total Human Resources</b>	<b>(1,020)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Resources</b>				
<i>Property Services</i>				
Capitalisation of existing revenue expenditure	(5,000)			
Property Services - Vacancy management, reduced FM expenditure	(4,265)			
<i>Logistical Services</i>				
<i>Catering</i>				
Reduced trading hours, closure of catering units & vacancy management	(292)			
2% above inflation increase in retail prices	(180)			
Withdraw free meals for those attending courses at Peel Centre and reduced opening hours	(236)			
Subsidy charge to FSS at Lambeth	(100)			
<i>Commercial Services</i>				
Increased income from travel commissions	(100)			
Commercial Services - Reduce running costs	(222)			
<i>Resources personnel development unit</i>				
Delete full external training and overtime budget, vacancy management	(49)			
<i>Vehicle recovery and examination services</i>				
Additional income from an extended contract with TfL	(351)			
<i>Performance and Communication unit</i>				
Vacancy management	(26)			
<i>Transport</i>				
Reduce size of the owned fleet - disposal of temp loaned vehicles	(980)			
Transport - Bring forward outsourcing programme	(250)			
Review tasks within driver services and additional income for maintenance of non MPS vehicle	(190)			
<i>Finance and Procurement Services</i>				
Financial Services - investment income, vacancy management, local purchases	(1,260)			
Procurement Services - vacancy management, external training, local purchases	(111)			
<b>Total Resources</b>	<b>(13,612)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Specialist Crime</b>				
Efficiency Savings Review of SCD Configuration and Services	(8,935)			
Operation Enterprise (Telephone Investigation Unit)	(1,000)			

<b>Efficiency and other savings</b> <i>(figures are shown as incremental)</i>	2004/05 £'000	2005/06 £'000	2006/07 £'000	2007/08 £'000
<b>Total Specialist Crime</b>	(9,935)	0	0	0
<b>Specialist Operations</b>				
Increase in DPG House of Lords income	(810)			
<b>Total Specialist Operations</b>	(810)	0	0	0
<b>Territorial Policing</b>				
Reduction in Inspector Posts	(1,760)			
Additional Immigration income	(1,000)			
Reduction in police overtime	(1,000)			
Leadership programme	(50)			
Decriminalisation of red routes	(16,000)			
Contribution of TFL overheads from decriminalisation	(1,500)			
Officer enquiry posts	(2,500)			
<b>Total Territorial Policing</b>	(23,810)	0	0	0
<b>Total</b>	(65,780)	0	0	0



**DRAFT**

**MPA Budget Submission to the GLA  
November 2004**

**Section C**

**Step Change Programme Business  
Case 05/06**

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# **THE CASE FOR GROWTH**

## **Introduction**

The Metropolitan Police Authority (MPA) and the Mayor of London, on the advice of the Commissioner of the Metropolitan Police Service (MPS), have indicated a wish to increase officer numbers in order to achieve the vision of making London the safest major city in the world, with an emphasis on community-based policing. The initial judgement was that this will require an increase in numbers towards 35,000 Police Officers and Police Community Support Officers (PCSOs).

The MPS Step Change Programme aims to deliver the joint MPS, MPA and Mayor's objective of growth in uniformed officers to 35,000. Growth is also planned for Police Staff. A major part of the growth is to deliver the Commissioner's vision of dedicated neighbourhood officers (Safer Neighbourhood Teams), but there will also be significant increases in police numbers generally across the MPS to support this growth.

The Business Case to support growth towards 35,000 officers, and the need for the whole organisation to grow to support this, was submitted to the MPA/Greater London Authority (GLA) and approved in principle in November 2003. Funding of £26.6m was granted in Year One (2004-5), sufficient to fund the roll-out of 96 Safer Neighbourhood Teams, and associated support costs. Full year costs are £42.3m. The rollout of the 96 Safer Neighbourhood Teams for 2004-5 is now complete. In fact 100 Safer Neighbourhood Teams have been introduced across London. Four additional teams are on National Reassurance Policing Project (NRPP) sites. The policing approach for Safer Neighbourhood Teams was influenced by the experience from the NRPP. No growth for Specialist Operations (SO), or Specialist Crime Directorate (SCD), was included in the first year funding, or full year commitment.

Safer Neighbourhood Teams are absolutely central to this vision. They directly address Londoners' concerns and fears about crime and anti-social behaviour, which remain high, despite the overall reduction in crime levels over the last 10 years. The Annual London Survey 2003 identified 52% of London residents as citing crime and safety as issues for them. Crimes, and the fear of crime, disproportionately affect communities where there is economic deprivation, black and minority ethnic communities, women and homeless people in London.

Consultation with Londoners delivers a consistent message: That seeing Police officers, and Police Community Support Officers (PCSOs), patrolling on foot in their area makes the public fear crime less. Patrolling officers help prevent crime and anti-social behaviour from taking place, and build productive relationships between police and local communities. The MPS believes that the proposal for Safer Neighbourhood Teams, ring-fenced and delivered alongside response and specialist policing, will not only make London measurably safer, but also make it *feel* safer for Londoners.

However to achieve Safer Neighbourhoods, more than Safer Neighbourhood Teams are required. In many cases both support and involvement from SO and the SCD is needed to address fully local problems. Significant public fear of terrorism and of

serious crime, especially gun crime, is apparent from the results of the MPS/MPA On-Line Consultation for the Policing Plan 2005/06. It says that:-

“Broadly speaking, Londoners’ priorities for local offence types are anti-social behaviour in all its forms, drug related crime, street crime and burglary. Locally, service delivery priorities include more visible policing and greater commitment to working in partnership with the community (including the business community) and with other local agencies.

The initial top twelve results of the prioritisation process from the on-line consultation, for example, were as follows:

1. Anti-social behaviour and low-level crime.
2. Visibility, numbers of police and reassurance.
3. Drugs and drug related crime.
4. Partnership with communities and key partners.
5. Alcohol and alcohol related crime.
6. Crime reduction and prevention schemes.
7. Racial, homophobic and other hate crime.
8. Reporting and response times.
9. Youth crime and other youth issues.
10. Street crime.
11. Violent and gun crime.
12. Terrorism.

The two areas, which have either not appeared in previous years, or were of a lower priority, are terrorism and alcohol-related crime.

Security and safety type priorities for the capital as a whole include gun crime, terrorism, hate crime and serious crimes, while service delivery issues seen as more appropriately dealt with at the London (or even national) level include preventative measures such as drug rehabilitation, control of alcohol and crime reduction schemes.”

Whilst the Business Case for the Programme remains largely unchanged, the proposals for deployment of funded resources must reflect a number of key issues.

- Growth for the continued roll-out of Safer Neighbourhood Teams, in line with the original plan. (160 extra during 2005/06)
- To achieve Safer Neighbourhoods requires a commitment from specialist units that can address identified concerns around serious crime and terrorism.
- The accepted case that growth of officer numbers requires consequential growth across the support and resources side of the organisation.

To address this need to engage all the resources of the MPS in making neighbourhoods safer, a new dynamic to the Step Change Programme has emerged, summarised as:

- Safer Neighbourhood Teams
- Serious Crime
- Protection against Terrorism

This Business Case for 2005-6 is based on this.

## **Safer Neighbourhood Teams**

The role of the uniformed patrol Police Officer, or PCSO, is highly valued by the public in London. Patrolling officers provide a sense of security, a sense of help being close at hand. Local police officers who know, and are known to, the community are especially valued. They provide immediate and highly visible accessibility for the public to policing services, and familiarity with specific local problems and needs. Research shows a strong correlation between public satisfaction and the deployment of local officers.

Consultation across London strongly confirms that the public want a substantial increase in community-based policing; delivering dedicated street patrols and a greater visible presence of officers who are familiar with their local needs and issues. Clearly London needs a police service which responds effectively to emergencies. However Londoners consistently tell us that they also want community-based policing, which provides sustained, informal and non-confrontational contact with the police outside times of crisis. They want to build working relationships with the police and develop mutual trust, both essential to solving local problems of crime and anti-social behaviour. All the evidence tells us that dialogue between community-based officers, and local residents, who know, trust and regularly converse with them increases intelligence, which in turn suppresses crime. Dedicated resources, committed solely to community-based policing, can turn this relationship between community intelligence and the suppression of crime into a virtuous circle with major benefits for London.

Safer Neighbourhood Teams align Police Officers and PCSOs, closely to neighbourhoods. So far this has been based largely on wards. Safer Neighbourhood Teams have given officers specific geographical responsibility for engaging with the local community, and ensuring that police, partner agencies and the public play an active role in resolving local problems. They are dedicated to tackling signal events. These are events that have a disproportionate impact on public and individual perceptions of risk, such as anti-social behaviour, disorder, graffiti and criminal damage. Significantly, the types of crime and disorder targeted vary from community to community, and locality to locality, because local people are involved in identifying what impacts most on their fear of crime. Ring-fenced Safer Neighbourhood Teams make a commitment to dealing effectively and consistently with those issues. Londoners are seeing the difference.

### **Early Activities and Successes of 2004-5**

96 Safer Neighbourhood Teams were set up between April and August 2004. Early indications are that these are very successful.

Between April and July 2004 the Safer Neighbourhood Teams have held 232 public meetings, or events. Around 5,960 people have attended. 20.2% of these were people from visible ethnic minority groups (1,202 people).

Safer Neighbourhood Teams work with the community to identify local priorities, and to assist with producing sustainable solutions. Since April the consistent response from the public across London has been to deal with:

- Youth crime
- Anti-Social Behaviour (ASB) in general
- ASB by motorists
- Graffiti
- Drug dealing and using

Use of Anti-Social Behaviour legislation, in Safer Neighbourhoods, is highlighted below. Of the 157 local identified issues resolved, 135 have been directly related to ASB.

**Use of Anti-Social Behaviour legislation in the first three months.**

Anti-Social Behaviour legislation	April	May	June	July
Acceptable Behaviour Contracts	8	17	20	21
Anti-Social Behaviour Orders	4	8	13	8
Disorder Notices	3	6	20	29
Dispersal Powers	0	2	4	2
Local identified issues resolved	52	28	37	18

A questionnaire is being developed by the MPS Corporate Performance Group (CPG) to establish whether the introduction of the new teams is increasing confidence and security within the neighbourhoods. CPG will ensure that the questionnaire is statistically viable and will use comparisons against the British Crime Survey (BCS) and MPS Public Attitude Survey (PAS).

The deployment of Safer Neighbourhoods Teams is having a discernible impact on reported crime levels within their areas. Total Notifiable Offences (TNOs) are down by 2.9% on Safer Neighbourhoods sites compared to 0.8% across the MPS (April to August 2004).

The table below provides comparisons in reported crimes between Safer and Non-Safer Neighbourhoods areas within the MPS for April-August 2004 v 2003.

**Crime, Safer Neighbourhood areas v Non- Safer Neighbourhood areas**

Crime	Safer Neighbourhoods	Non-Safer Neighbourhoods
Burglary	-12%	-10%
Criminal Damage	-4%	0%
Drugs	0%	7%
Robbery	-14%	-8%
Theft Handling	-7%	-2%
Violence Against Person	13%	9%
Sexual Offences	10%	10%

Safer Neighbourhoods Violence Against the Person (VAP) increase is linked to the offence of harassment. This reflects a higher number of police interventions, and increases in Actual Bodily Harm (ABH), part of which comprises the new offence of

Racial/Religious ABH. Though anecdotal, it is likely that increased reporting reflects an increased confidence in local policing established by Safer Neighbourhood Teams.

### **Public Attitude Survey (PAS)**

The MPS PAS has been revised in 2004/5 to capture relevant and useful information to drive improvement in “citizen focus”. The development of Safer Neighbourhoods is clearly compatible with the corporate desire to track Londoners’ confidence in policing. The MPS recognises that how the people of London feel about policing is every bit as important as the tangible delivery of service. It is critically linked to overall trust and confidence. This survey work is complimented by annual consultation carried out by the MPA and the MPS to get a better appreciation of what the public require from policing services.

### **Key Findings from the Safer Neighbourhoods Survey 2004**

Using the PAS, the baseline Safer Neighbourhood Survey (SNS) interviewed 9,611 Londoners between March and July 2004. Approximately 100 residents, per Safer Neighbourhood, within 96 Safer Neighbourhoods, were interviewed about their experiences, and perceptions, of crime and policing.

Key findings are:

- **Visibility matters.** Londoners have many ideas for improving the safety of their neighbourhood, but the most popular option by far is an increase in the number of uniformed Police Officers patrolling on foot, with an increase in vehicle patrols the second most popular option and the use of CCTV third most popular. PCSOs/Neighbourhoods Wardens also get significant support. The majority of respondents believe that it is important to know a local police officer.
- **Contact matters.** Personal experience and what respondents have seen in the area are the main factors influencing worry about crime and anti-social behaviour. Victim satisfaction with the way they were dealt with by the police is driven by officer behaviour. Taking the matter seriously, keeping victims informed of the progress of the case, ease of contacting the police all influence satisfaction with service received.
- **Area matters.** Although there are some common concerns amongst Londoners, some issues are bigger concerns in some areas than others. Thus in 33 of the 96 Safer Neighbourhoods a majority of residents see teenagers hanging around as a problem, but in only 1 ward is being harassed by strangers, a major problem.

Findings confirm what Londoners want from the MPS:

- Police who understand the concerns of local people and take them seriously are helpful, courteous, competent, patient, fair and honest;
- To be kept informed about what their local police are doing. Amongst the respondents that felt they had found out something about police in their area in the previous year, local newspapers and TV were the main sources of information.



## **Findings on the impact of the introduction of Safer Neighbourhood**

Comparisons have been made with the PAS first Quarter 2004/05 and the results from the Safer Neighbourhood Teams involved in the National Reassurance Policing Programme. The Safer Neighbourhoods Survey (SNS) was carried out in these 12 wards 9 months after the implementation of the Safer Neighbourhood Teams.

Safer Neighbourhood Teams' residents feel:

- Safer than 12 months ago;
- That the crime rate has decreased over the last 2 years;
- That anti-social behaviour has got better over the last 2 years;
- That they see a uniformed Police Officer more frequently, and that this is 'about right' in terms of frequency.
- Approximately half of the respondents are worried about crime in their neighbourhood and anti-social behaviour. Respondents in Norbiton ward (Kingston-upon-Thames), High Street ward (Waltham Forest), Wealdstone (Harrow) and Queens Park (Westminster) feel significantly less worried about crime and anti-social behaviour 3 months after the introduction of Safer Neighbourhood Teams.
- Respondents who are very worried about crime in their neighbourhood cite teenagers hanging around as the major problem. Significantly more respondents in Norbiton ward (Kingston-upon-Thames), Queens Park (Westminster), Hackney Central (Hackney) and High Street ward (Waltham Forest) feel that anti-social behaviour issues are less of a problem 3 months after the introduction of Safer Neighbourhood Teams.
- Support for the idea that the public should get to know a local police officer is very high. Significantly more respondents in Norbiton ward (Kingston-upon-Thames), Dormers Wells (Ealing), High Street (Waltham Forest) and Wealdstone (Harrow) have seen police officers on patrol 'at least daily' 3 months after the implementation of the community policing teams and significantly more respondents reported this to be 'about right'.
- Keeping people informed also has an impact on respondents worry about crime in the neighbourhood. Those respondents who feel informed are more likely to be 'not worried' about crime in their neighbourhood. Significantly more respondents in Norbiton (Kingston-upon-Thames), Dormers Wells (Ealing) and Queens Park (Westminster) feel 'fairly informed' 3 months after the implementation of the community policing teams.

## **Secondary Benefits**

The NRPP commissioned Accenture to undertake a study to identify any emerging secondary benefits to non-police organisations. The policing approach for Safer Neighbourhood Teams was influenced by the experience from the NRPP. Safer Neighbourhood Teams have now been running on NRPP sites for about a year, so secondary benefits are apparent.

The study observed emerging secondary benefits in two of the MPS's NRPP sites; Welling (Bexley) and Upper Edmonton (Enfield). Among the headline findings were:

- **Environmental Gains:** The London Central Bus Company has seen a marked drop in incidents of verbal and physical abuse against its drivers in Welling, compared to other areas of Bexley. Window repair bills at Welling School (Bexley) are down 60% on the equivalent period in 2003, saving around £3,500 in four months alone. 30% of store owners in Fore Street, Edmonton (Enfield) report a reduction in vandalism since the Safer Neighbourhood Teams were introduced.
- **Economic Gains:** 'Barometer' businesses like McDonald's in Welling (Bexley) have reported major benefits in terms of reduced vandalism repair bills and improvements in staff morale as a result of the Safer Neighbourhood Teams. In Upper Edmonton, alcohol-related ambulance call outs are almost 50% lower during the two quarters in which the team has been in place than in the equivalent periods last year. In Upper Edmonton (Enfield) the presence of the Safer Neighbourhood Team (in Middlesex North Hospital) projected to reduce annual hospital vandalism bill by 20%-30% about £7,000. Security bills at Welling School (Bexley) have been slashed by the equivalent of £14,000 per year, owing to the Safer Neighbourhood Team working from the premises.
- **Social Gains:** Footfall in Welling town centre (Bexley) in March 2004 was up 8% on the previous year, suggesting increased confidence as a result of the presence of the Safer Neighbourhood Team. Attendance at Upper Edmonton (Enfield) 'reassurance consultation meetings' more than doubled (now +150). There were no reported incidents of vandalism against buses passing through Welling (Bexley) in the first quarter of 2004, compared to seven over the same period in 2003.

### **Working with partners**

In a joint initiative with the National Probation Service, Project Community Payback is being piloted in Enfield. Offenders who have Community Punishment Orders are jointly supervised by Probation and Safer Neighbourhood Team PCSOs and undertake tasks identified in the public consultation process that require attention in the community. This initiative is likely to feed into the extension of the secondary benefit analysis.

Multi-cultural faith groups from across London are assisting Safer Neighbourhood Teams with accommodation, community engagement and consultation. The Methodist Church is working with other denominations to identify a faith leader in every London borough who will provide the access into all communities. Enfield has appointed the MPS's first full time Borough Faith Officer who develops ways that faith groups become more involved with local communities.

Links have been made with the Prolific Offender Programme Team to identify ways in which Safer Neighbourhoods Team officers can assist in this Government initiative.

## **Officer Growth To Support Safer Neighbourhood Teams**

There will need to be officer growth in the MPS other than that to establish Safer Neighbourhood Teams. This is necessary to deliver neighbourhoods that are safer, and to ensure that the organisation as a whole can meet the increased expectations of Londoners that will arise from closer police/public links. The officer growth necessary to support Safer Neighbourhood Teams can be categorized into the following areas:

- The growth, in SO, and SCD, that is necessary to achieve Safer Neighbourhoods. Safer Neighbourhood Teams require a commitment from specialist units that can address identified concerns around serious crime and terrorism, and to manage greater demands as a consequence of the success.
- The accepted case that growth of officer numbers requires consequential growth across the support and resources side of the organisation. An expanded operational strength of Police Officers, and PCSOs, will need commensurate effective support. Internal growth will be necessary across a wide range of services, including the Integrated Borough Operations (IBOs) functions.

## **Specialist Operations**

MPS/MPA On-Line Consultation for the Policing Plan 2005/06, and the GLA ALS 2003, and 2002 indicate public concern, in some neighbourhoods, over gun crime, drugs, and terrorism. Data from the already established Safer Neighbourhood Teams, following public consultation, reinforce this.

49% of respondents in New Cross ward, Lewisham Borough, considered gun crime to be a major problem in their area. This is supported by other data, such as the GLA ALS 2003, which showed 26% of Londoners surveyed would wish extra money for policing to be spent on dealing with gun crime.

The GLA ALS 2003, showed 14% of Londoners surveyed would wish extra money for policing to be spent on preventing terrorist attacks, as high a percentage as those supporting increased community support officers.

### **Specialist Firearms Unit (SO19)**

#### **Resources**

Specialist Firearms Unit (SO19) are seeking funding for 35 Police Officers from the Step Change Growth Programme for 2005/2006. These officers will be employed on Armed Response Vehicles (ARVs) and Tactical Support Teams (TSTs) This will ensure that the response provided is suitable to the threat presented.

The ARVs will meet the needs of unarmed Safer Neighbourhood officers, dealing with spontaneous firearms incidents by providing fast time armed support capable of locating, containing and isolating a subject. The majority of such incidents (research indicates in the region of 90%) are presently resolved by ARV crews. Should the incident be beyond their capabilities then a Tactical Response Vehicle (TRV) will be assigned.

The Tactical Support Teams (TSTs) will be capable of dealing with the majority of pre-planned containment and callout operations and will also provide support to surveillance teams. The TSTs will also remain available to supplement ARV patrols in times of increased demand and carry out pre-planned initiatives on Safer Neighbourhoods, aimed at gun crime reduction.

#### **Benefits**

These resources will enable Specialist Firearms Unit (SO19) to increase the number of patrolling ARVs. Intelligence led directed patrolling, and better geographic coverage, will improve response times to spontaneous firearms calls in the face of increasing demand.

The increased number of officers will enhance Specialist Firearms Unit's (SO19) ability to provide officers to support pre-planned gun crime reduction initiatives, both SCD, Operation Trident (initiative to combat black community shootings and gun crime), and initiated by Safer Neighbourhood Team.

TSTs will increase Specialist Firearms Unit's (SO19) capacity to deliver support for Safer Neighbourhood Teams organising anti-gun crime initiatives.

This will support:-

**Safer Neighbourhoods by:**

- Helping to ensure visible neighbourhood policing.
- Providing meaningful and timely response in support of local policing to protect the capital against terrorism.
- Linking with Serious Crime Units on a local level to provide more effective and timely response to local gun crime enforcement activities.

**MPS Objectives:**

- Objective 1 To minimise the risk to life and property from terrorist activity in London.
- Objective 2 To maintain an effective response to suspected and actual terrorist incidents.
- Objective 3 To reduce the level of gun enabled crime.
- Objective 7 To improve neighbourhood safety.

**Special Branch (SO12)**

**Resources**

Special Branch (SO12) are seeking funding for 25 Police Officers from the Step Change Growth Programme for 2005/2006. These posts will be ring-fenced for Special Branch (SO12) Counter Terrorism Intelligence Officers (CTIOs). The CTIOs will be physically located within Borough Operational Command Units (BOCUs) and provide direct support to local policing teams. This will enable the capture of CT and extremist related intelligence within Boroughs and the local community.

A review of Special Branch (SO12) intelligence processes identified that improving liaison between Special Branch SO12 and local policing teams would provide opportunities for enhanced intelligence gathering. The current Special Branch (SO12) vision seeks to establish the deployment of CTIOs on all MPS Boroughs, thereby linking fully to local policing across the capital.

At present the CTIOs will roll out to a further five Boroughs in September 2004 bringing the total to eight BOCUs. This requirement will be met from existing CT resources and this years approved CT growth bid.

This bid for a further 25 posts will enable the roll out of CTIOs to a further 12 BOCUs thereby enabling coverage of all *priority* Boroughs and provide support for front line Step Change growth.

## **Pilot Trial**

In order to bring Special Branch (SO12) to the front line of local service delivery, a pilot trial was launched on the 24<sup>th</sup> May 2004, deploying Counter Terrorism Intelligence Officers (CTIOs) on three Borough Operational Command Units (BOCUs) – Lambeth, Newham and Westminster.

Initial findings from the Pilot Trial have demonstrated that:

- Direct daily contact with local policing teams has raised awareness of Counter Terrorism (CT) and extremism issues and resulted in an improved two-way flow of information and intelligence.
- CTIOs are a welcome addition to Borough assets engaged in CT work, providing immediate advice and guidance to local officers on both a tactical and strategic level.
- CT & extremist related information has been obtained which may not have been identified or submitted. This has been linked to an increased efficiency with which evaluated and developed intelligence is being fed into Special Branch (SO12) intelligence units.
- CTIOs are adding genuine value to local investigations by providing an additional CT perspective.
- CTIOs have been proactively engaged by working alongside local officers e.g. assisting with local enquiries and attending searches.
- CTIOs have taken action to develop community intelligence by cultivating contacts with trusted members of the community and officials from local authority bodies.
- CTIOs are ideally placed to coordinate Special Branch (SO12) intelligence activity targeting right wing racist groups with local policing activity that seeks to protect and reassure members of the most vulnerable communities.

## **Support for Local Policing.**

Deployment of CTIOs on BOCUs directly supports:

### **Safer Neighbourhoods by:**

- Helping to ensure visible neighbourhood policing is more effectively briefed and focussed on CT and extremism intelligence gathering.
- Providing meaningful and timely intelligence in support of local policing to protect the capital against terrorism.
- Linking with Serious Crime Units on a local level to provide more effective co-ordination of investigative resources.

### **MPS Objectives:**

- Objective 1 To minimise the risk to life and property from terrorist activity in London.
- Objective 6 To improve neighbourhood safety.
- Objective 2 Reducing likelihood or effects of terrorism.
- Objective 3 Enhancing the community contribution to the CT and counter extremism effort.

## **Specialist Crime Directorate (SCD)**

MPS/MPA On-Line Consultation for the Policing Plan 2005/06, and the GLA ALS 2003, and 2002 indicate public concern, over gun crime, drugs, and terrorism. Data from the Safer Neighbourhood Teams, following public consultation, reinforce this.

86% of respondents in Hackney Central saw using and selling drugs as a major problem, based upon what respondents had observed in their neighbourhood. The GLA Survey 2003 showed 39% of Londoners surveyed would wish extra money for policing to be spent on tackling drug dealing and drug related crime, and 20% viewed organised crime as a priority.

Safer Neighbourhood Teams place greater operational demands on SCD. There will be an increase in the volume and improved quality of intelligence, resulting from closer links between the MPS and communities. This will increase as more Safer Neighbourhood Teams are set up. This is most likely to be felt in the following areas:

- Organised crime.
- Operation Trident.
- Drugs crime.
- Gun crime.
- Counter Terrorism and extremist related intelligence.

Increased community confidence will also generate more information about hidden crimes, such as child protection issues. The SCD units, which deal with such issues in support of boroughs, will need to be resourced appropriately to meet the increase in public engagement and expectation consequent upon MPS growth and the commitment to Safer Neighbourhood Teams.

### **Proactive Development Syndicates:**

Organised criminals operate in tight-knit networks where there may be limited intelligence available. This is compounded when this occurs within distinct communities that have little or no liaison with police. To target these criminals effectively a detailed intelligence picture is necessary.

Small, dedicated teams of officers will provide a taskable and mobile proactive capability providing intelligence support and development. Deployment will be intelligence led and through the National Intelligence Model (NIM) compliant service tasking process.

These teams will use a variety of techniques to assess the true level of crime and those drivers responsible for it. This will allow the most effective operational solution to be found. Properly trained and equipped officers will have the capability to utilise sophisticated covert tactics in targeting organised crime.

These teams will require a surveillance capability and have their own dedicated financial investigators and intelligence support.

## **Taskable Teams**

These officers will be tasked through the Tasking Director and deployed to Safer Neighbourhood Teams, on a priority basis, where significant crime problems generate the need for a significant operational response against

- Drug supply
- Organised immigration offences
- Firearm crime and supply
- Violent criminals
- Gang activity and safe havens
- Organised crime
- Serious crime opportunities
- High value fraud offences

It is at the Safer Neighbourhood level that the harmful effects of their networks and operations are felt, e.g. supplying of drugs at 'street level' and using violence for protection, enforcement and the facilitation of crime.

The deployment of these teams will work for and support the borough policing response by tackling criminality that goes beyond borough capability or where a borough response would significantly impact on core business. It will bring the skills and expertise of major crime investigations to boroughs tackling prolific and organised criminals at Safer Neighbourhood level.

## **Community Support Teams**

SCD has developed considerable expertise in the area of community engagement. This is particularly true of Operation Trident, whose links to London's black communities have undoubtedly contributed to the reduction in black on black murders.

As part of the MPS strategy on tackling gun crime within London it is imperative that we continue to engage with the communities and maximise intelligence opportunities as well as providing reassurance.

This would provide two functions:

- **Support:** SCD Operational Teams and Boroughs after critical incidents. The availability of officers with expertise of cultural and community issues supporting Safer Neighbourhood Teams with local knowledge would be able to provide effective community reassurance post incident. This unit would also be able to carry out directed local enquiries and gather local intelligence.
- **A preventive function:** deployment to specific neighbourhoods through intelligence led tasking. The presence of officers with knowledge of community issues interacting with Safer Neighbourhoods will lead to further reassurance and gathering of community intelligence.



## **How SCD Units support Safer Neighbourhoods.**

### **Organised Crime Operating at Neighbourhood Level**

Many of the symptoms of serious and organised crime are evident at neighbourhood level, although frequently their connection with organised criminality is not fully recognised. Organised criminals tend to trade in different commodities, be they class 'A' drugs, contraband tobacco, alcohol or pirated DVDs. Often, these activities are associated with the use of firearms, especially where drugs supply is involved. The crime associated with such trading involves 'turf wars', low and high-level violence and an impact on the attractiveness of an area to criminals and others wanting to buy those commodities. This is likely to increase negative signals, such as drugs paraphernalia and street disorder, leading to an enhanced fear of crime, economic blight and a tendency for more serious crimes to take place. Safer Neighbourhood Teams are not expected to have the capacity, or skills, to tackle these higher level issues without specialist assistance.

The SCD units would enable the MPS to develop actionable intelligence on organised criminals operating locally, at all levels, so that extended crime networks can be tackled from the bottom as well as from the top. The SCD units would also be able to call in other specialist resources, such as undercover officers and technical assistance, in order to develop intelligence and evidence against key local offenders.

### **Chaotic Offenders**

Chaotic offenders are frequently responsible for serious offences such as commercial armed robbery and spontaneous violent crime, as well as for a range of offences including shoplifting and street robbery. These offenders are difficult to target. SCD operations, aimed at these offenders, have shown their unpredictability, although they clearly present a significant problem. A neighbourhood focus would allow SCD and TP to concentrate jointly on these individuals, in their home areas, so that their chaotic offending could be successfully curbed. The capabilities of SCD would complement, rather than substitute for, those of Safer Neighbourhood Teams.

The funding sought would enable the Proactive Development Syndicates, and Taskable Teams, to target chaotic offenders, regardless of precise crime type (unlike now, where SCD concentrates on priority offence types). The teams would be another specialist resource that BOCUs could bid for, just as they currently bid for surveillance teams. However, the criteria would be altered so that the needs of a specific Safer Neighbourhood would be a key determinant in the bidding decision.

### **Distinct Communities (Cultural, Geographic)**

SCD has built up a significant expertise in tackling crime in distinct communities, vulnerable to crime. This has included understanding the risks and rivalries associated with groups in some such communities.

The funding sought would enable the Proactive Development Syndicates to build on the intelligence we already have, about how vulnerable certain communities are, focusing on specific neighbourhoods. This would help us to address the gaps in our understanding of their vulnerabilities to crime, so that our Taskable Teams can tackle

them. Certain communities are plagued by criminal gangs, which can only be tackled via a robust and technically sophisticated response. An enhanced neighbourhood focus for SCD will impact on these gangs, using specialist intelligence techniques. As SCD has a pan-MPS role, the neighbourhood intelligence picture will be put in a wider context.

### **Post-Incident Recovery and Prevention Work**

SCD has developed skills and contacts that have immense benefits in the aftermath of critical incidents occurring in specific communities, e.g. via Operation Trident.

The bid for a Community Team would provide a resource to deploy in the aftermath of a murder, or other critical incident, involving distinct communities. This team would work with Trident, or other investigators, and link in with the Cultural and Communities Resource Unit (CCRU), Diversity Directorate, and SCD OCUs. It would assist with Community Concern Assessments, and reassurance activity, by networking with key people, gathering information of benefit to the enquiry and assisting Safer Neighbourhood Teams in managing the aftermath. When not tasked in this way, the team would be deployed, at the request of Borough Commanders, as problem solvers in Safer Neighbourhoods, where their expertise would be of greatest benefit, to assist the Safer Neighbourhood Team(s) involved.

### **Summary**

The funding sought for SCD Safer Neighbourhoods-focused Proactive Development Syndicates, Tasking Teams and a Community Team, represents an investment that can provide Safer Neighbourhoods with a skilled, and productive, response to the more serious problems that neighbourhoods will encounter. The composition of the bid follows NIM in that it balances intelligence, prevention and enforcement capability. It will enable SCD to target resources to those neighbourhoods needing particular support, at times of stress, when the BOCU and Safer Neighbourhood Teams cannot easily resolve problems.

The expertise of the teams will develop over time and enable learning to be applied throughout the MPS. Advice and support will be given to BOCUs and Safer Neighbourhood Teams. SCD will share in a joint enterprise of neighbourhood problem solving against serious, and organised, crime and criminals. This will be an opportunity to work directly with, and on behalf of, the Safer Neighbourhood Teams and thereby 'manage out' the most serious criminal blight on particular neighbourhoods.

### **Resources**

SCD are seeking funding for 142 Police Officers from the Step Change Growth Programme for 2005/2006. This will cover three areas:

Proactive Development Syndicates; small, dedicated teams of officers (51 Police Officers) will provide a taskable and mobile proactive capability providing intelligence, and development, support. Deployment will be intelligence led through the NIM compliant service tasking process.

Taskable Teams; (79 Police Officers). These officers will be tasked through the Tasking Director (DAC) and deployed to neighbourhoods on a priority basis where significant crime problems generate the need for a significant operational response.

SCD Community Support Teams, (12 Police Officers). These will be available to Operation Trident, the South Asian Crime Task Force and other units that work within distinct and vulnerable communities.

**Benefits.**

Deployment of Proactive Development Syndicates, Taskable Teams and SCD Community Support Teams directly supports:

**Safer Neighbourhoods by:**

- Enhanced SCD/TP operational working, leading to more effective and efficient targeting of serious crime.
- Tackling organised crime operating at a Safer Neighbourhood level.
- Addressing chaotic offenders and groups responsible for neighbourhood crime and disorder, as well as serious crime.
- Developing solutions to criminality suffered by distinct communities
- Post-critical incident recovery and prevention work.

**MPS Objectives:**

- Objective 3 To reduce the level of gun enabled crime.
- Objective 4 To disrupt organised criminal activity of persons identified as Class A drugs suppliers.
- Objective 7 To improve neighbourhood safety.

## **Territorial Policing (TP)**

TP seek funding, outside Safer Neighbourhood Teams, from the Step Change Growth Programme for 2005/2006. This is in four areas.

### **Integrated Borough Operations (IBOs)**

The Safer Neighbourhood Teams are ring fenced to work on their neighbourhoods, and may not be redeployed to meet other demands, such as Aid. As a consequence they are not managed through the new C3i structure. The only tracking and tasking of Safer Neighbourhood Teams will be through the IBOs, which also carry out intelligence checks and provide support for Safer Neighbourhood Teams. IBOs are therefore the vital communication link with Safer Neighbourhood Teams, and the community.

### **Case Progression Units (CPUs)**

There is a pressing need to provide support and supervision to all uniformed officers who make arrests, especially patrolling officers. Safer Neighbourhood Teams need to be able to complete the minimum of paperwork and return to visible patrol. With the advent of Duty Prosecutors on boroughs, cases are failing in the early stages of scrutiny because of quality issues and lack of evidence. The need is to quality assure all case files in the presence of the submitting officer prior to the first court appearance.

### **Crime Command**

Missing persons and mental health are two areas of MPS activity that Safer Neighbourhood Teams deal with on a regular basis. Officers from the Crime Command will deal with the current lack of development and co-ordination of strategy, which significantly affects Safer Neighbourhood Teams. These areas are both high profile and high risk to the MPS, indeed a number of recent high profile cases including Soham, have reinforced the need for better local partnership work and focused tasking as part of creating Safer Neighbourhoods and increasing public reassurance.

### **Traffic Command**

There is a need for specialist support to Safer Neighbourhood Teams that are tackling crime and disorder issues related specifically to drivers and vehicles causing disturbances. It is recognised that such issues of anti social behaviour will be a priority for the Safer Neighbourhood Teams since they will feature in local determined priorities for police action. The use of specialist officers from the Traffic Command in the use of Section 59 of the Police Reform Act to deal with the nuisance by, for example seizing the vehicles, will provide the help needed to achieve sustainable and safe impact.

## **Resources**

TP are seeking funding for a total of 250 Police Officers, outside Safer Neighbourhood Teams, from the Step Change Growth Programme for 2005/2006, to support these objectives.

128 Police Officers (supervisors) for the IBOs. IBOs will have a variety of functions, some being 24 hour. The staffing levels for these functions will vary, according to need. Many of the staff will be Police Staff but the functions need to be managed by Police Office supervisors.

- Borough Operations Supervisor, 24 hour 1 person.
- Duty Resource Manager, 24 hour 1 person.
- Team Support 24 hour 1 person.
- Duty Intelligence Researcher, 24 hour 1 or 2 persons.
- Operations Events Planer, not 24 hour, 1 person.

98 Police Officers for the Case Progression Unit. This will ensure that the case files are 'fit for purpose' and sufficiently robust to survive the early stages of the prosecution process.

12 Police Officers for the Crime Command.

12 Police Officers for the Traffic Command

## **Benefits**

IBOs will:

- Provide a supervisory capability that can manage the Safer Neighbourhood Teams.
- Enable local management to task, re-direct, command and monitor as appropriate.
- Provide and collate 'real time' intelligence, tasking and safety information.

CPUs will:

- Ensure maximum patrol time.
- Professionalise both interrogation and case paper preparation.
- Minimise inconvenience to witnesses through more guilty pleas.

Crime Command

- Improved addressing of Mental Health issues
- Improved addressing of Missing Person issues

Traffic Command

- Specialist support for Safer Neighbourhood Teams

## **Human Resources (HR) Directorate**

HR seek funding for training and skills development, to meet the needs of officers working on the new and existing Safer Neighbourhood Teams, and the expanded workforce generally.

HR plays a fundamental role throughout the process to achieve the Mayor's vision and wants of the community of London to see Police Officer and PCSO numbers increase to 35,000. This includes:

- Recruitment and training for new recruits.
- Subsequent training needs of all officers.
- The maintenance of the skills bases throughout the organisation
- The deployment and well-being of all staff.

Growth in HR is directly linked to the growth in the organisation, as the MPS expects its workforce to be trained. The deployment plan does not post probationers into Safer Neighbourhoods Teams. Therefore the transfer of skilled officers into Safer Neighbourhoods Teams will require a backfilling of those lost skills, in order to honour the Commissioner's undertaking that officers on Safer Neighbourhood Teams would be ring fenced. An increase in the size of the organisation will ultimately also require an increase in management, and therefore additional training.

HR is responsible for delivering PCSO training. The increase in the number of PCSOs is directly linked to the growth strategy.

### **Resources**

HR are seeking funding for a total of 28 Police Officers and 22 Police Staff, from the Step Change Growth Programme for 2005/2006, to support these objectives.

Directorate of Training and Development (DTD) is seeking growth in Professional Development Unit, Management School, and IT School. The increase is necessary to provide an appropriate level of training commensurate with the anticipated growth in both Police Officers and Police Staff. This is with a view to developing a professional and effective workforce with the appropriate skills to deliver the priorities of the MPS. Police Officers sought are 10 for Professional Development Unit (PDU) and 3 for Management School, 2 for Diversity Training, 2 for Information Technology (IT) School, 10 for Recruit School and 1 for Recruitment. Police staff sought are 10 for PCSO training, 2 for IT School and 10 for Recruit School.

In overall terms any increase in Police Officer and PCSO numbers places additional demand to maintain the necessary proportions of VEM and female recruits. This gives rise to an increase demand on the Positive Action Team. In financial years 2005 onwards it is expected that targeted advertising may be necessary to attract sufficient candidates from visible ethnic minority communities. This is a major issue for HR Recruitment and the MPS in order to support the vision that the workforce should better reflect the community we serve.

## **Benefits**

- Skills lost through the transfer of officers into Safer Neighbourhood Teams could be adequately addressed, thereby honouring the Commissioner's undertaking that officers on Safer Neighbourhood Teams would be ring fenced.
- Class sizes would be reduced to meet the undertaking given to the MPA.
- In addition, growth within DTD will allow scope to address an increased need for management training.
- PCSO Training will be delivered with appropriate funding.
- Additional targeted recruitment, and marketing campaigns, will take place, to achieve the necessary proportions of VEM and female recruits.

## **Deputy Commissioners Command (DCC)**

### **Diversity Directorate (DCC4)**

The experience within Diversity Directorate on how to deliver services to the diverse range of communities across London is unique. This has been a gradual process of learning which has made the unit the national leader in this field. With the emphasis of Step Change being on developing Safer Neighbourhood Teams delivering policing to local communities it is vital that this experience is fully used. There is also a need to have an internal focus on the diverse staff of the MPS with the aim of truly reflecting the communities we serve. Diversity Directorate have a central role in ensure that such teams are properly supported to deliver a high quality service to their neighbourhoods.

With the large scale investment in growth there will be a need to monitor whether improvements are being realised. In the case of Safer Neighbourhood Teams Policing Performance Assessment Framework (PPAF) the Policing Standards Unit is developing measurements. There will also be a need to monitor performance from the strategic perspective by the Diversity Directorate.

### **Resources**

Diversity Directorate are seeking funding for 10 Police Officers, from the Step Change Growth Programme for 2005/2006, to support these objectives.

### **Benefits**

- To enhance the quality of service provided to all London's Communities and all members of society within London by ensuring that an inclusive approach to Policing is developed.
- To ensure that service delivery takes into account the particular needs of individuals and is flexible enough to provide accessible services to the whole community.
- To improve the investigation of crime, by ensuring that the differing needs of both the victim and offender are actively pursued throughout the investigation.
- Ensure compliance with relevant legislation.
- Ensure the learning from the Stephen Lawrence inquiry is fully implemented and the wider lessons learnt.
- A shifting of the internal culture of the MPS at an operational level.

### **Directorate of Professional Standards (DCC8) - DPS**

The Step Change Programme has a significant impact on the overall business of the DPS. The workload of DPS is directly related to MPS staff numbers. This is necessary to ensure that significant growth in MPS staff does not compromise the quality and integrity of service provided to the public.



The impact of organisational growth on the work of the DPS can be broadly defined as:

- Either cessation of the current ongoing reduction, or even an increase in the number of complaints recorded against police.
- Increase in the number of Internal Investigations (e.g. Computer/IT misuse, Drugs) as evidenced in our Strategic Intelligence Assessment to the Deputy Commissioner.
- Increase in activity of the Anti-Corruption Command on serious corruption based also on our Strategic Intelligence Assessment.
- Increased demand on Intelligence development (research & analysis) in accordance with the requirements of the NIM.
- Increase in the number of civil actions (with resulting tension on corporate compensation budgets).
- Possible increase in the number of Employment Tribunals.
- Increased accidents requiring investigation (e.g. police collisions/accidents in the workplace/damage to property due to forced entry etc). Again, impacting on corporate compensation budgets.
- Significantly increased vetting activity due to the surge in Police Officer, PCSO and Police Staff recruiting.
- Increase in the number of Freedom of Information Act enquiries (experience in the USA, Canada, Australia and Europe evidences that 60% to 80% of FOI enquiries come from existing or former employees).

## **Resources**

DPS are seeking 23 Police Officers and 16 Police Staff, from the Step Change Growth Programme for 2005/2006, to support these objectives. These are for:

**Personnel Security Group (PSG)/Vetting**, More recruits mean more people that need to be vetted. Multiple vetting of each new recruit now has to be undertaken. This is due to the large timescales elapsing between when people apply to become Officers and being allocated a training position. Therefore, DPS have to vet all new recruits twice, once on application, then prior to formal training. (a recommendation from the Bichard Inquiry).

**Internal Investigations Command (IIC)** seek increase in workforce to be able to investigate larger numbers of complaints. Complaints workload has stabilised. There has not been the continued year-on-year reduction in 2004/5 as anticipated. It is anticipated the trend will reverse due to growth in Police Officer, and PCSO, numbers.

**Anti-Corruption Command (ACC)** due to larger workforce, potential for corruption has increased. The trend has been for computer related crimes that has led for the need to strengthen the specialised posts, and support staff, in this area.

**Support Services** specialist support staff required to support the computer infrastructure that has had to be installed, so that the investigative measures required to deal with the larger workforce can be undertaken efficiently.

## **Benefits**

- DPS safeguards the reputation of the MPS whilst at the same time ensuring that the community has trust in the integrity of police and civil staff, thereby infusing confidence in the service provided London-wide, nationally and in the International arena.
- Pre-emptive operations on serious corruption have remained at a high level and a number of notable successes have been recorded. The intelligence picture strongly suggests that efforts in this area, some directly linked with "fast-track" organisational growth, must continue as new threats materialise.

## **Metcall DCC10 (C3i)**

The additional demands placed on the Metcall OCU to cope with the larger MPS necessitate a growth in the overall capacity of the Metcall service. Thus, a proportional number of additional operator positions will be provided, together with the associated Police Officer and Police Staff levels.

## **Resources**

Metcall are seeking funding for 14 Police Officers and 34 Police Staff, from the Step Change Growth Programme for 2005/2006, to support these objectives.

Metcall will be in place by the end of 2004. In equipping the centres, the Step Change Programme growth plans have been taken into account, and provision has been made to increase capacity, in line with the projected growth in officer numbers. Therefore, a total of 19 extra operator positions were provided during the original fit-out in 2004/5 to accommodate the whole of the anticipated Step Change growth, since this has proved significantly more economical than to expand incrementally during the course of the programme. It is intended to increase Metcall staffing over the course of the Step Change Programme, so that these additional positions can be brought into use in line with officer growth.

## **Benefits**

Metcall will provide the capacity to service the increased demand from members of the public and the increased officer numbers.

## **DCC - Corporate Performance Group (CPG)**

CPG seek funding to ensure that data, and analyses, are available, at a Safer Neighbourhood level, to Safer Neighbourhood Teams, MPS managers and external stakeholders. This is to support and monitor the success, and impact, of the Step Change Programme.

There are three main reasons for developing new performance data and analyses, for the Step Change Programme:

- Data to plan and monitor the process of growth and its wider impacts and key areas of risk;
- Data to manage and assess success of Safer Neighbourhood Teams (a major element of the programme likely to impact on how the MPS gathers and records data).
- Data for the Step Change Programme Board and other stakeholders to oversee and judge the overall success of the programme;

There is a need to develop data and analyses, in line with the Programme's goals, at a Safer Neighbourhoods level;

- Crime reduction (allowing for any short/medium term increases arising from improved confidence causing increased reporting)
- Reduction in anti-social behaviour
- Increasing police visibility (using the MPS Operational Policing Measure)
- Tackling and reducing signal events
- Improving local perceptions of risk and safety
- Internal measures of how well Safer Neighbourhood Teams are working (e.g. turnover of staff on Safer Neighbourhood Teams and abstraction levels)
- Information about partner agencies to monitor joint activity and performance levels
- Changing levels of demand on BOCUs in general and on Safer Neighbourhood Teams in particular.
- Development of geo-coded and ward based data across a range of other areas (e.g. crime, Computer Aided Despatch (CAD), team based data).

Many of these areas will require expanded data collection (e.g. additional staff surveys to provide Safer Neighbourhood based information about perceptions of risk and safety). Some will require development of new measures and data collection (e.g. definitions of anti-social behaviour that are applicable across different Safer Neighbourhoods and can be monitored corporately; development of information around signal events).

Enhanced analytical and data collection support at a Safer Neighbourhoods level;

- To support management and monitoring of Safer Neighbourhood Teams: identification of local issues, team Management Information (MI) and Performance Indicators (PIs) and other data.

- At corporate level to ensure corporate data, and analyses, are available to stakeholders and to ensure that corporate data can meet business group and Safer Neighbourhood needs.

### **Resources**

CPG are seeking funding for 68.4 Police Staff, from the Step Change Growth Programme for 2005/2006, to support these objectives. Performance and Analytical support for BOCUs; an additional BOCU analyst and researcher per Borough (32 Police Staff analysts, and 32 Police Staff researchers). There will be a need to provide Safer Neighbourhood based analysis to help identify local issues, monitor ward based activity, and achievement of local problem solving.

To enable CPG to manage the increased volume, and range, of corporate performance data that will be received. This includes the Safer Neighbourhood based data (1 Police Staff).

Developing CPG and TP capacity to analyse Safer Neighbourhood Survey Data (1 Police Staff TP, 2.4 Police Staff Research and Survey Unit (R&SU)).

Training costs for the introduction, and maintenance of the above posts.

PAS; these are the method chosen to examine success, in the eyes of the public, of Safer Neighbourhoods. It involves surveying 100 members of the public, in each Safer Neighbourhood.

### **Benefits**

CPG seeks to:

- Identify requirements and develop new corporate data, and analyses, at a Safer Neighbourhoods level, to support management and monitoring of Safer Neighbourhood Teams.
- Identify requirements and develop new corporate data, and analyses, at a Safer Neighbourhoods level, to support management and monitoring of other major areas of growth in the MPS.
- Identify and implement new data collection systems, within CPG, to support the Step Change Programme.
- Identify, and support, other MPS requirements for analytical and data collection support resulting from the Step Change Programme (e.g. Safer Neighbourhood Teams needs).

## **DCC - Directorate of Information (DoI)**

Growth in officer numbers will impact on operational services provided by DoI. There is a direct relationship between the number of operational MPS officers and the demand for DoI operational services.

The introduction of Safer Neighbourhoods policing requires DoI to connect and equip a large number of brown-field and green-field, sites that will be used to house the Safer Neighbourhood Teams in bases on, or close to, the areas to be policed. Because of the number of bases to be provided during the course of the 4-year programme, opportunities are being investigated to reduce the cost of individual connections by capital investment in central infrastructure, and by the use of modern internet connections for both data and voice.

Existing operational processes and practices are likely to change in ways which will impact on the existing DoI systems that support operational policing. Work has started on changes to permit identification of Safer Neighbourhood location of crimes and policing activities for management information and performance reporting. Further work is anticipated which will provide improved access to key systems by front-line officers through the increased use of mobile communications, giving the benefit of more immediate information and minimising the time spent back at base.

In addition, to manage the increased service provision, the DoI will require an expansion of its civil staff numbers in order to maintain the quality of service and support, and to manage expanded supplier delivery.

### **Resource**

DoI are seeking funding for 16 Police Staff, from the Step Change Growth Programme for 2005/2006, to support these objectives.

The growth of the MPS produces pressure on Information, Computing and Telecommunications (ICT) services through greatly increased demand. This requires a growth of 9 Police Staff. DoI are taking steps to ensure that the infrastructure, which supports all channels of service provision, is enhanced as necessary to maintain the current level of service whilst accommodating this increased throughput. This will incur both capital expenditure to extend and expand the infrastructure appropriately, and ongoing revenue for the maintenance and support of the increased ICT service provision.

Operational Technology Support Unit (OTSU) seek a growth of 7 Police Staff to meet the additional demands for technical and engineering services. This growth in staff will require support in transport, and other specialist equipment. OTSU are specifically involved in the surveying and equipping of new bases for Safer Neighbourhood Teams.

### **Benefits**

The benefits of the DoI Strand are detailed below.

#### Operational Services:

- Maintain existing quality of engineering and technical support services to MPS business groups.
- Grow the MPS' engineering and technical services capacity to meet the anticipated increase in demand arising from the increase in officer strength.
- Ensure that the Metcall OCU is operational within planned timescales and is able to meet its target service levels.
- Scale the planned Metcall service to meet the increased demand arising from the increase in officer numbers.

#### ICT Services

- Maintain existing quality of ICT services to MPS Business Groups.
- Support the roll-out of Safer Neighbourhood officers through the extension of the ICT infrastructure to Safer Neighbourhood Teams bases.
- Scale the MPS ICT infrastructure and services to accommodate the increase in officer and civil staff numbers.
- Extend and enhance existing information systems to support the introduction of Safer Neighbourhood policing, in line with agreed business requirements.

## **Directorate of Public Affairs (DPA)**

Effective external communication both at a corporate and a local level will be essential to the delivery of the Step Change Programme in order to secure and maintain continued support from Londoners, politicians and opinion formers.

Effective internal communication will be crucial to ensure that the organisation understands the objective of the programme, is signed up to the change in policing style and that the new members of staff feel like part of the organisation.

DPA will be at the forefront of co-ordinating and delivering effective communication and will need to ensure that they have the necessary resources and infrastructure in place in order to achieve this.

The DPA will develop a communication strategy to encompass three stages of the programme:

- Selling the concept at a corporate level to ensure funding
- Ensuring that Londoners understand what the MPS is proposing to deliver and are signed up to paying for it
- Selling the work of the Safer Neighbourhood Teams to ensure continued support.

Internal communication will be required at every stage.

The DPA will establish key information and tools to communicate corporate messages to the organisation. It will co-ordinate production of publicity material to support Safer Neighbourhood Teams and to promote the programme both at a corporate and a Safer Neighbourhood level.

### **Resources**

No funding for Police Staff, or Police Officers, is sought by DPA, from the Step Change Growth Programme for 2005/2006.

The primary cost to the DPA in delivering its strand will be in developing and delivering corporate and local publicity and communication. There needs to be a marketing strategy, which will work in three phases. It will:

- Sell the concept at a corporate level to ensure that all the key stakeholders are signed up to the concept and that funding is guaranteed to ensure the programme happens.
- Target Londoners to ensure that they understand what the Met is proposing to deliver and is signed up to paying for it.
- Sell the work of the local teams to ensure ongoing support and engagement.

There is a cost involved in delivering the strategy and in developing the communication tools to deliver the strategy. Effective delivery of the Step Change

Programme will rely on focused communication and this cannot be delivered at nil cost.

With an increase in workforce the DPA will also be required to increase the capacity and delivery of corporate communication tools which include The Job and Mission, Vision and Value (MVV) Briefings.

As the additional Safer Neighbourhood Teams start to appear they will need to have information and publicity material, which they can localise in order to introduce themselves to their local community, secure engagement and also the Safer Neighbourhoods informed of their performance and contact details. DPA will produce templates, and products, which can then be adapted for local use.

### **Benefits**

DPA will;

- Provide information that helps to bridge the reassurance gap.
- Facilitate events intended to introduce the Safer Neighbourhood Teams, and report progress.
- Tell residents that Safer Neighbourhood Teams are accessible, and how and where they can contact/visit them.
- Ensure that Londoners know that they can report crime to their Safer Neighbourhood Team, and how to do that. This benefit will only be achieved through effective communication.
- Ensure that there is consistency and corporacy, co-ordinating corporate and Safer Neighbourhood publicity. This will become more of a challenge when the organisation is larger and based at increasingly remote locations.



## **Property Services (PS)**

The implementation of the Step Change Programme requires that an intensive, and diverse, expansion of the estate takes place to accommodate the Safer Neighbourhood officers. The successes of the Step Change Programme will depend on the delivery of property solutions that mirror the neighbourhood engagement/location of facilities inherent in the underlying policing plan.

Over 200 new locations will need to be procured or sourced in a short time period including:

- New builds
- Acquisitions (leasehold and freehold)
- Partnership arrangements (with appropriate legal documentation about provision and occupation)
- Related town and country planning (as police use is unique in planning terms most locations will require planning consent)
- Related legal documentation.

In addition the premises will in most cases require “fitting out”, IT cabling and links, risk assessment, resilience, maintenance etc. Major adjustments will also be needed to the existing estate.

It is acknowledged that as a result new estate provision is on the critical path for implementation of the Step Change Programme, the existing estate is already groaning under the demands from wider MPS growth, is out of place, out of date and suffers from major under-funding (both capital and revenue).

It is regarded by the MPS as essential that execution of the Step Change Programme does not deflect the PS team from other imperatives and the workload for SCP is not within existing planned Property Services capacity.

Procurement of new estate facilities is widely acknowledged as having a long lead time. Under-investment in this phase is also widely acknowledged in the public sector as increasing cost and incurring delay(s).

### **Resources**

No funding for Police Staff, or Police Officers, is sought by PS, from the Step Change Growth Programme for 2005/2006.

### **Benefits**

- Creates Safer Neighbourhood bases, within local communities.
- Ensures Safer Neighbourhood accommodation is fit for purpose.
- Meets accommodation needs for officers supporting Safer Neighbourhoods.

## **Finance Services**

The Finance Services Business Case highlights three key areas where the proposed Step Change Programme place additional demands. The three key areas are:

- The provision of financial advice and support to Safer Neighbourhood Teams, during the implementation phase.
- Partnership advice; anticipated increase in partnership funding is expected as a result of the development of closer ties with local communities as a consequence of Safer Neighbourhood Teams.
- Salaries and pensions; the volume increase associated with the payment of salaries and pensions to a larger workforce will result in increased costs.

## **Resources**

Finance Services are seeking funding for 2 Police Staff, from the Step Change Growth Programme for 2005/2006, to support these objectives.

## **Benefits**

- Provision of effective and efficient financial systems and processes.
- Provision of expert, accurate and timely financial information.

## **Commercial Services**

Commercial Services seek funding to deal with the increased demand for uniforms, and related items, from a significantly expanded number of Police Officer, and PCSO, recruits. They will also provide replacement uniform and related items to a larger workforce.

### **Resources**

Commercial Services are seeking funding for 8 Police Staff, from the Step Change Growth Programme for 2005/2006, to support these objectives. These include a Police Staff manager, to co-ordinate and deliver the different elements of the Programme. The focus will be on deploying resources for the effective management of the supplier interface, stock levels, customers, and to provide an important focal point with Training School managers.

An additional Police Staff warehouse operative/driver will provide the necessary resource to meet the additional demands of the changed training cycle, in particular the facility to transfer stock between Mandela Way and Peel Centre.

### **Benefits**

- To ensure stock levels are maintained at the correct level, with regard to best value.
- Provide uniforms, in a timely manner, for new staff.
- Replace uniforms, in a timely manner, for existing staff.

## **Transport Services**

Transport Services seek funding to deal with the increased demand for vehicles, and related items, from the growth in MPS numbers. They will also be providing hire vehicles, and related items, to a larger workforce.

### **Resources**

Transport Services are seeking funding for 1 Police Staff, from the Step Change Growth Programme for 2005/2006, to support these objectives. Funding for vehicles, equipment and running costs for those vehicles.

### **Benefits**

- Provide, and maintain vehicles, in a timely manner, for the growth in MPS numbers.

## **Vehicle Recovery and Examination Service**

The Vehicle Recovery Team requires the increase to respond to the Safer Neighbourhood Teams requests and in particular supporting the Safer Vehicle Strategy. It is necessary to increase “Forensic Services” based at car pounds supporting crime reduction.

### **Resources.**

The Vehicle Recovery Team are seeking funding for 1 Police Officer, from the Step Change Growth Programme for 2005/2006, to support these objectives.

### **Benefits**

- Undertaking auto crime inspections
- Criminal intelligence gathering
- Compilation of Crime Tasking dockets

## **Race and Equality Impact**

A key objective of the MPS and MPA is to build an organisation that reflects the diverse communities of London. A more representative workforce will enhance the confidence of the London public in the MPS, and deliver a policing service better tailored to meet London's diverse needs.

The increased recruitment of PCSOs and Police Officers through the Step Change Programme will provide an opportunity to ensure that more Londoners from more diverse backgrounds are involved in policing their own city. Diversity measures and targets have already been set across the whole policing family (see below). Significant growth will provide an opportunity to increase the diversity of the workforce. It allows the MPS to meet those targets much more rapidly than at existing recruitment rates, and workforce turnover patterns, would otherwise achieve. Further it is believed the role of PCSOs will be a route for many to join the MPS as Police Officers. Thus the higher levels of minority ethnic and female PCSOs will lead to an increase in minority and female representation across police roles in the MPS.

Prior to the Step Change Programme, on 1st April 2004, the proportion of female Police Officers was 18.18%, and 6.52% VEM. The figures for PCSOs were 28.93% female, and 34.65% VEM Officers.

The most recent figures are those for August 2004, which show, for Police, 18.73% female Police Officers and 6.81% VEM Officers. For PCSOs the figures are 29.53% female PCSOs and 33.58% VEM PCSOs.

Safer Neighbourhood Teams have been introduced as part of the Step Change Programme. By the end of July 2004 the proportion of female Police Officers, on Safer Neighbourhood teams was 13.47%, and 6.22% VEM. The figures for PCSOs on Safer Neighbourhood teams were 30.30% female, and 29.00% VEM.

From this it can be seen that, in Safer Neighbourhood Teams, Police Officer female and VEM figures are slightly lower than those for all Police Officers. That is as expected as Safer Neighbourhoods officers tend to be drawn from more experienced, longer service officers, amongst whom the relevant proportions are lower. The PCSO figures are very similar. This is as expected. PCSOs are a recent introduction, and Safer Neighbourhoods PCSOs should be a representative sample.

## **Civilianisation**

The Step Change Programme had originally assumed a Civilianisation Programme realising 850 officers over four years. Additionally the C3i programme released 300 police officers over the last two years of the roll-out. The Step Change Programme had assumed that these officers were released and then redeployed, according to Step Change Programme priorities, thus providing 1,150 of the 35,000 officers. This reduced the requirement for new officers, and therefore the cost of the programme.

Management Board deferred the 2004/05 Civilianisation Programme until 31/03/05 and asked the Director of Human Resources to report further, which he did on 6 July 2004.

Based on this report, the Civilianisation Programme will not deliver officers for the Step Change Programme at the speed that had been assumed in the programme. This delay would impact on the roll-out of the overall programme. Given the arguments now recognised for retaining the deployment of some police officers in non-front line duties, it is also clear that civilianisation of the majority of the posts previously included will prove difficult. It has therefore been agreed to separate out the Step Change Programme and the Civilianisation Programme.

Delivering civilianisation remains a priority for the GLA/MPA and “freeing up” of officers for front-line duty is a major element of the Home Secretary’s latest funding announcements. The revised focus of the Civilianisation Programme will improve the front-line policing measure and release resources to strengthen operational activity. It will not, however, release officers for direct deployment into the Step Change Programme roll-out.

## Options

Described below are four growth Options (**A**, **B**, **C**, and **D**).

**Option A** describes the position had roll-out occurred as envisaged in the original Step Change Programme Business Case. The Step Change Programme Business Case 2005-6 has been written evidencing this option. **Option B**, **Options C**, and **Option D**, are versions of **Option A** with various costs reduced, delayed or deleted, as described below.

In all the options considered a Safer Neighbourhood Team consists of:

- 0.25 Inspectors
- 1 Police Sergeant
- 2 Police Constables
- 3 PCSOs

In all the options below, except **Option A**, The Step Change Programme contributes:

- 0.25 Inspectors
- 1 Police Sergeant
- 1 Police Constable
- 2 PCSOs

**Option A** would have been for 2 Police Constables being provided from the Step Change Programme, in line with the 2004-5 roll-out. 1 PCSO would be transferred, into each Safer Neighbourhood Team, from existing resources. In **Option B**, **Option C**, and **Option D**, only 1 Police Constable is provided by the Step Change Programme. 1 Police Constable, and 1 PCSO, will be transferred, into each Safer Neighbourhood Team, from existing resources.

**It must be noted** that the transfer of the Police Constable, to each Safer Neighbourhood Team, is dependent on a bid for Police Staff being funded in the Medium Term Financial Plan (MTFP). This will enable the Police Officers to be released to the Safer Neighbourhood Team. If the MTFP bid is not accepted, and the Step Change programme is to supply 2 Police Constables, to each Safer Neighbourhood Team, the cost of **Option B**, **Option C** and **Option D** would increase by approximately £8m.

**It must be further noted** that the PCSOs are dependent on the success of the application to the Home Office for PCSOs. If this application is not, successful the cost of **Option B**, **Option C** and **Option D** would increase by approximately £9.2m. If it is partially successful the cost will rise proportionally.



## **Option A**

The original Step Change Programme Business Case, approved in principle in November 2003, called for growth in 2005-6 that was costed at £64.1m. This was for 176 Safer Neighbourhood Teams, and supporting growth across the MPS to deliver Safer Neighbourhoods. The Safer Neighbourhood Teams would be half-year funded. This would be a phased roll-out. Supporting growth would mainly be half year funded. This would deliver the growth of the MPS to 35,000 uniformed officers by 2009. This option's numbers and costs have not been further reviewed or refined, as it did not include full year roll-out of Safer Neighbourhood Teams, and the anticipated costs were likely to be prohibitive. (**Appendix A**).

## **Option B**

This is for 160 Safer Neighbourhood Teams and reduced supporting growth across the MPS. The Safer Neighbourhood Teams would be full year funded. Half the supporting Police Officer growth, in **Option A**, has been delayed to later years. Supporting growth is mainly half-year funded. (**Appendix B**).

For the purposes of easy comparison with other options, the Police Officer, and Police Staff, numbers, and other significant costs, are summarised.

**Safer Neighbourhood Teams:** 160 Safer Neighbourhood Teams would be created, with supporting growth across the MPS to deliver Safer Neighbourhoods. Police Officer growth from Step Change would be; 0.25 Inspectors, 1 Police Sergeant, 1 Police Officers, and 2 PCSOs, per Safer Neighbourhood Team. The Safer Neighbourhood Teams would be full year funded.

**TP:** 128 Police Officers, for IBOs. Also costs in developing and delivering local publicity.

**SO:** 30 Police Officers in Specialist Firearms Unit (SO19).

**SCD:** 71 Police Officers total. Proactive Development Syndicates, 25 Police Officers, Taskable Teams 40 Police Officers, SCD Community Support Teams, 6 Police Officers.

**DoI:** Police Staff total. OTSU, 5 Police Staff, ICT, 3 Police Staff, Metcall 12 Police Officers and 30 Police Staff. Equipment and maintenance costs.

**DCC4 Diversity:** 5 Police Officers.

**DCC8 (DPS):** 7 Police Officers and 16 Police Staff.  
Reviewed, numbers and costs unchanged.

**HR:** 14 Police Officers, 10 Police Staff for PCSO training.

**Resources:** 1 Police Officer for Vehicle Recovery Team.

**Transport:** Funding for vehicles, equipment and running costs for those vehicles. Reviewed, vehicles for DCC have been deleted, and costs reduced for SCD, TP, SO, and HR.

**PSD:** Costs associated with property requirements for new staff.

**CPG:** 68.4 Police Staff total. Performance and Analytical Support 64 Police Staff, Safer Neighbourhood data, 1 Police Staff, Survey Data TP 1 Police Staff, R&SU 2.4 Police Staff. Costs of Public Attitude Surveys.

**DPA:** No additional growth.

**Finance:** 2 Police Staff.

**Commercial Services:** No Police staff growth.

### **Option C**

Costs have been prepared for growth of 160 Safer Neighbourhood Teams and supporting infrastructure growth. The Safer Neighbourhood Teams would be full year funded. This is shown in **Appendix C**.

For the purposes of easy comparison with other options, the Police Officer, and Police Staff, numbers, and other significant costs, are summarised.

**Safer Neighbourhood Teams:** 160 Safer Neighbourhood Teams would be created, with supporting growth across the MPS to deliver Safer Neighbourhoods. Police Officer growth from Step Change would be; 0.25 Inspectors, 1 Police Sergeant, 1 Police Officers, and 2 PCSOs, per Safer Neighbourhood Team. The Safer Neighbourhood Teams would be full year funded.

**TP:** No Police Officer, or Police staff growth in this option. Costs in developing and delivering local publicity.

**SO:** No costs in this option.

**SCD:** No costs in this option.

**DoI:** Police Staff total. OTSU, 5 Police Staff, ICT, 3 Police Staff, Metcall 30 Police Staff. Equipment and maintenance costs.

**DCC4 Diversity:** no additional costs in this option.

**DCC8 (DPS):** 16 Police Staff.

**HR:** 10 Police Staff for PCSO training.

**Transport:** Funding for vehicles for SNT, equipment and running costs for those vehicles.

**Resources:** No costs in this option.

**PSD:** Costs associated with property requirements for new staff.

**CPG:** 68.4 Police Staff total. Performance and Analytical Support 64 Police Staff, Safer Neighbourhood data, 1 Police Staff, Survey Data TP 1 Police Staff, R&SU 2.4 Police Staff. Costs of Public Attitude Surveys.

**DPA:** No additional growth.

**Finance:** 2 Police Staff.

**Commercial Services:** No Police staff growth.

## **Option D**

At the MPA Finance Committee, on 11<sup>th</sup> October 2004, **Option D** was proposed. This is for 160 Safer Neighbourhood Teams and limited supporting infrastructure growth to deliver Safer Neighbourhoods. The Safer Neighbourhood Teams would be full year funded. To support Safer Neighbourhood Teams the Police Officer growth would be in SO, SCD and in DCC 8, (Vetting). All other supporting Police Officer growth has been delayed to later years. This is the preferred bid of the MPS, to deliver truly Safer Neighbourhoods. This is shown in **Appendix D**.

For the purposes of easy comparison with other options, the Police Officer, and Police Staff, numbers, and other significant costs, are summarised.

**Safer Neighbourhood Teams:** 160 Safer Neighbourhood Teams would be created, and limited supporting growth across the MPS to deliver Safer Neighbourhoods. Police Officer growth from Step Change would be; 0.25 Inspectors, 1 Police Sergeant, 1 Police Officers, and 2 PCSOs, per Safer Neighbourhood Team. The Safer Neighbourhood Teams would be full year funded.

**TP:** No Police Officer, or Police staff growth in this option. Costs in developing and delivering local publicity.

**SO:** 30 Police Officers in Specialist Firearms Unit (SO19).

**SCD:** 71 Police Officers total. Proactive Development Syndicates, 25 Police Officers, Taskable Teams 40 Police Officers, SCD Community Support Teams, 6 Police Officers.

**DoI:** Police Staff total. OTSU, 5 Police Staff, ICT, 3 Police Staff, Metcall 30 Police Staff. Equipment and maintenance costs.

**DCC4 Diversity:** No additional costs in this option.

**DCC8 (DPS):** 7 Police Officers and 16 Police Staff.

**HR:** 10 Police Staff for PCSO training.

**Transport:** Funding for vehicles for Safer Neighbourhood Teams, SCD, and SO. Equipment and running costs for those vehicles.

**PSD:** Costs associated with property requirements for new staff.

**CPG:** 68.4 Police Staff total. Performance and Analytical Support 64 Police Staff, Safer Neighbourhood data, 1 Police Staff, Survey Data TP 1 Police Staff, R&SU 2.4 Police Staff. Costs of Public Attitude Surveys.

**DPA:** No additional growth.

**Finance:** 2 Police Staff.

**Commercial Services:** 2 Police Staff.

## **Conclusion**

**Option A** is the option that follows the model of the original Step Change Business Case. **Option A** does not include full year roll-out of Safer Neighbourhood Teams. The anticipated costs are likely to be prohibitive, both for 2005-6 and the subsequent commitments. **Option A** is therefore not recommended. The Business Case however still provides the rationale for the growth in all other options. Cost for 2005/6 is £64.1m

**Option B** provides full year costs for Safer Neighbourhood Teams, and mainly half year funding for supporting Police Officer growth, including SO and SCD, to deliver truly Safer Neighbourhoods. **Option B** represents a desirable outcome, for the MPS. However **Option B** requires funding that may be too high. Cost for 2005/6 is £44.4

**Option C** provides full year costs for Safer Neighbourhood Teams, but no supporting Police Officer growth. **Option C** is therefore not recommended, by the MPS, as it does not provide for truly Safer Neighbourhoods. It is however the cheapest option. Cost for 2005/6 is £35m

**Option D** provides full year costs for Safer Neighbourhood Teams, and mainly half year funding for supporting Police Officer growth. This is only in SO, SCD, and DCC8 (vetting). **Option D** is seen, by the MPS, as the minimum requirement to deliver truly Safer Neighbourhoods. It is significantly cheaper than **Option B**, and therefore is the MPS preferred Option. Cost for 2005/6 is £39.4m

Safer Neighbourhood Model			SCP Contribution	Existing Strength	Composite
Inspectors			0.25	0	0.25
Sergeants			1	0	1
Constables			2	0	2
PCSOs			2	1	3
Number of Neighbourhoods			176		
Proportion of Year			50%		
Existing TP Constables Transferred per Team			0		
Police Staff Direct Support for Police Officers			17.5%		
Police Staff Direct Support for PCSOs			10%		

Step Change Programme 2005/06	Proportion of Year in 2005/06	Numbers Growth in 2005/06		Growth Required 2005/06	Full Year Commitment
				£'000	£'000
<u>Safer Neighbourhood Teams</u>					
Inspectors	50%	44		1,365	2,696
Sergeants	50%	176		4,791	9,406
Constables	50%	352		7,670	14,873
PCSOs	50%	352		5,694	10,943
<u>Other Police Officers</u>					
Territorial Policing	50%	250		7,002	13,766
Specialist Operations	50%	60		1,680	3,304
Specialist Crime Directorate	50%	142		3,977	7,819
Deputy Commissioner's Command	50%	47		1,316	2,588
Human Resources	50%	28		784	1,542
Resources	50%	1		28	55
Hendon	50%	121		2,131	4,186
Commissioner's Discretion PCSOs	50%	23	1596	387	733
Police Staff - Direct Support for PCs/ PCSOs	50%	230		3,557	7,328
Total				40,384	79,239
Civilianisation (Impact of Phase 1)				1,279	1,279

	Proportion of Year in 2005/06	Police Staff Growth 2005/06	Commitments in MTFP (£42.3M)	Total Requirement 2005/06	Total Requirement 2006/07	Growth Required 2005/06	Growth Required 2006/07
						£'000	£'000
<u>Strand Costs</u>							
Territorial Policing	0%	0		286	293	286	293
Specialist Operations	0%	0		1,051	1,078	1,051	1,078
Serious Crime Directorate	0%	0		1,866	1,913	1,866	1,913
Transport Services	100%	1	693	2,150	2,282	1,457	1,589
Property Services Division	0	0	4,089	9,706	12,241	5,617	8,152
Dol	77%	50	3,216	8,539	8,096	5,323	4,880
CPG	79%	68	462	3,103	3,181	2,641	2,719
DPA	0%	0	101	108	110	7	9
Finance Services	100%	2	240	343	438	103	198
Commercial Services	0%	0	120	292	326	172	206
DCC4 Diversity	0%	0	115	115	118	0	3
DCC8 DPS	55%	16	745	1,441	1,477	696	732
Human Resources	49%	22	1,003	2,770	2,840	1,767	1,837
Subtotal			10,784	31,770	34,393	20,986	23,609
Capital Financing			1,723	3,134	4,869	1,411	3,146
Grand Total						64,060	107,273
Deduct PCSO Grant						0	0
Funding Required						<b>64,060</b>	<b>107,273</b>

Safer Neighbourhood Model			SCP Contribution	Existing Strength	Composite		
Inspectors			0.25	0	0.25		
Sergeants			1	0	1		
Constables			1	1	2		
PCSOs			2	1	3		
Number of Neighbourhoods			160				
Proportion of Year			100%				
Existing TP Constables Transferred per Team			1				
Police Staff Direct Support for Police Officers			17.5%				
Police Staff Direct Support for PCSOs			10%				
Step Change Programme 2005/06	Proportion of Year in 2005/06	Numbers Growth in 2005/06			Growth Required 2005/06	Full Year Commitment	
					£'000	£'000	
<u>Safer Neighbourhood Teams</u>							
Inspectors	100%	40			2,417	2,451	
Sergeants	100%	160			8,453	8,551	
Constables	100%	160			6,715	6,761	
PCSOs	100%	320			9,970	9,948	
<u>Other Police Officers</u>							
Territorial Policing	50%	128			3,585	7,048	
Specialist Operations	50%	30			840	1,652	
Specialist Crime Directorate	50%	71			1,989	3,909	
Deputy Commissioner's Command	50%	24			672	1,322	
Human Resources	50%	14			392	771	
Resources	50%	1			28	55	
Commissioner's Discretion PCSOs	100%	55			1,776	1,752	
Police Staff - Direct Support for PCs/ PCSOs	50%	147			2,280	4,697	
Total					39,117	48,917	
Civilianisation (Impact of Phase 1)					1,279	1,279	
	Proportion of Year in 2005/06	Police Staff Growth 2005/06	Commitments in MTFP (£42.3M)	Total Requirement 2005/06	Total Requirement 2006/07	Growth Required 2005/06	Growth Required 2006/07
<u>Strand Costs</u>							
					£'000	£'000	
Territorial Policing	0%	0		374	383	374	383
Specialist Operations	0%	0		222	222	222	222
Serious Crime Directorate	0%	0		490	504	490	504
Transport Services	100%	1	693	1,380	1,414	687	721
Property Services Division	0	0	4,089	7,574	8,731	3,485	4,642
Dol	50%	38	3,216	7,458	7,200	4,242	692
CPG	79%	68	462	2,546	3,002	2,084	2,540
DPA	0%	0	101	108	110	7	9
Finance Services	100%	2	240	364	470	124	230
Commercial Services	0%	0	120	146	177	26	57
DCC4 Diversity	0%	0	115	115	118	0	3
DCC8 DPS	50%	16	745	888	1,201	143	456
Human Resources	50%	10	1,003	1,427	1,667	424	664
Subtotal			10,784	23,092	25,203	12,308	11,126
Capital Financing			1,723	2,595	3,941	872	2,218
Grand Total						53,576	63,540
Deduct PCSO Grant						9,200	7,073
Funding Required						44,376	56,467

Capital Costs	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Transport Services	219	489	0	0	0	0	0
Property Services Division	13,801	23,021	3,101	0	0	0	0
DoI	4,595	7,890	1,385	10	0	0	0
Commercial Services	282	0	0	0	0	0	0
<b>Total Step Change Capital Costs</b>	<b>18,897</b>	<b>31,400</b>	<b>4,487</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0.075</b>							
4%MRP							
3.5%Interest							
Y1	708,634	1,417,268	1,417,268	1,417,268	1,417,268	1,417,268	1,417,268
Y2		1,177,519	2,355,037	2,355,037	2,355,037	2,355,037	2,355,037
Y3			168,253	336,507	336,507	336,507	336,507
Y4				375	750	750	750
Y5					0	0	0
Y6						0	0
<b>Cost of Capital</b>	<b>708,634</b>	<b>2,594,787</b>	<b>3,940,559</b>	<b>4,109,187</b>	<b>4,109,562</b>	<b>4,109,562</b>	<b>4,109,562</b>



Safer Neighbourhood Model	SCP Contribution	Existing Strength	Composite
Inspectors	0.25	0	0.25
Sergeants	1	0	1
Constables	1	1	2
PCSOs	2	1	3
Number of Neighbourhoods	160		
Proportion of Year	100%		
Existing TP Constables Transferred per Team	1		
Police Staff Direct Support for Police Officers	17.5%		
Police Staff Direct Support for PCSOs	10%		

Step Change Programme 2005/06	Proportion of Year in 2005/06	Numbers Growth in 2005/06	Growth Required 2005/06	Full Year Commitment
			£'000	£'000
<b>Safer Neighbourhood Teams</b>				
Inspectors	100%	40	2,417	2,451
Sergeants	100%	160	8,453	8,551
Constables	100%	160	6,715	6,761
PCSOs	100%	320	9,970	9,948
<b>Other Police Officers</b>				
Territorial Policing	50%	0	0	0
Specialist Operations	50%	0	0	0
Specialist Crime Directorate	50%	0	0	0
Deputy Commissioner's Command	50%	0	0	0
Human Resources	50%	0	0	0
Resources	50%	0	0	0
Commissioner's Discretion PCSOs	100%	55	1,776	1,752
Police Staff - Direct Support for PCs/ PCSOs	50%	101	1,554	3,202
Total			30,886	32,666
Civilianisation (Impact of Phase 1)			1,279	1,279

	Proportion of Year in 2005/06	Police Staff Growth 2005/06	Commitments in MTFP (£42.3M)	Total Requirement 2005/06	Total Requirement 2006/07	Growth Required 2005/06	Growth Required 2006/07
						£'000	£'000
<b>Strand Costs</b>							
Territorial Policing	0%	0		374	383	374	383
Specialist Operations	0%	0		0	0	0	0
Serious Crime Directorate	0%	0		0	0	0	0
Transport Services	100%	1	693	1,154	1,183	461	490
Property Services Division	0	0	4,089	7,574	8,731	3,485	4,642
Dol	50%	38	3,216	7,226	7,071	4,010	692
CPG	79%	68	462	2,546	3,002	2,084	2,540
DPA	0%	0	101	108	110	7	9
Finance Services	100%	2	240	364	470	124	230
Commercial Services	0%	0	120	146	177	26	57
DCC4 Diversity	0%	0	115	115	118	0	3
DCC8 DPS	50%	16	745	888	1,201	143	456
Human Resources	50%	10	1,003	1,427	1,667	424	664
Subtotal			10,784	21,923	24,115	11,139	10,168
Capital Financing			1,723	2,580	3,911	857	2,188
Grand Total						44,161	46,301
Deduct PCSO Grant						9,200	7,073
Funding Required						<b>34,961</b>	<b>39,229</b>

Capital Costs	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Transport Services	219	98	0	0	0	0	0
Property Services Division	13,801	23,021	3,101	0	0	0	0
DoI	4,595	7,890	1,385	10	0	0	0
Commercial Services	282	0	0	0	0	0	0
<b>Total Step Change Capital Costs</b>	<b>18,897</b>	<b>31,009</b>	<b>4,487</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0.075</b>							
4%MRP							
3.5%Interest							
Y1	708,634	1,417,268	1,417,268	1,417,268	1,417,268	1,417,268	1,417,268
Y2		1,162,840	2,325,681	2,325,681	2,325,681	2,325,681	2,325,681
Y3			168,253	336,507	336,507	336,507	336,507
Y4				375	750	750	750
Y5					0	0	0
Y6						0	0
<b>Cost of Capital</b>	<b>708,634</b>	<b>2,580,109</b>	<b>3,911,203</b>	<b>4,079,831</b>	<b>4,080,206</b>	<b>4,080,206</b>	<b>4,080,206</b>

Safer Neighbourhood Model	SCP Contribution	Existing Strength	Composite
Inspectors	0.25	0	0.25
Sergeants	1	0	1
Constables	1	1	2
PCSOs	2	1	3
Number of Neighbourhoods	160		
Proportion of Year	100%		
Existing TP Constables Transferred per Team	1		
Police Staff Direct Support for Police Officers	17.5%		
Police Staff Direct Support for PCSOs	10%		

Step Change Programme 2005/06	Proportion of Year in 2005/06	Numbers Growth in 2005/06	Growth Required 2005/06	Full Year Commitment
			£'000	£'000
<b>Safer Neighbourhood Teams</b>				
Inspectors	100%	40	2,417	2,451
Sergeants	100%	160	8,453	8,551
Constables	100%	160	6,715	6,761
PCSOs	100%	320	9,970	9,948
<b>Other Police Officers</b>				
Territorial Policing	50%		0	0
Specialist Operations	50%	30	840	1,652
Specialist Crime Directorate	50%	71	1,989	3,909
Deputy Commissioner's Command	50%	7	196	385
Human Resources	50%	0	0	0
Resources	50%	0	0	0
Commissioner's Discretion PCSOs	100%	55	1,776	1,752
Police Staff - Direct Support for PCs/ PCSOs	50%	119	1,847	3,804
Total			34,203	39,215
Civilianisation (Impact of Phase 1)			1,279	1,279

	Proportion of Year in 2005/06	Police Staff Growth 2005/06	Commitments in MTFP (£42.3M)	Total Requirement 2005/06	Total Requirement 2006/07	Growth Required 2005/06	Growth Required 2006/07
						£'000	£'000
<b>Strand Costs</b>							
Territorial Policing	0%	0		374	383	374	383
Specialist Operations	0%	0		222	222	222	222
Serious Crime Directorate	0%	0		490	504	490	504
Transport Services	100%	1	693	1,307	1,339	614	646
Property Services Division	0	0	4,089	7,574	8,731	3,485	4,642
Dol	50%	38	3,216	7,458	7,200	4,242	692
CPG	79%	68	462	2,546	3,002	2,084	2,540
DPA	0%	0	101	108	110	7	9
Finance Services	100%	2	240	364	470	124	230
Commercial Services	0%	0	120	146	177	26	57
DCC4 Diversity	0%	0	115	115	118	0	3
DCC8 DPS	50%	16	745	888	1,201	143	456
Human Resources	50%	10	1,003	1,427	1,667	424	664
Subtotal			10,784	23,019	25,128	12,235	11,052
Capital Financing			1,723	2,590	3,931	867	2,208
Grand Total						48,584	53,754
Deduct PCSO Grant						9,200	7,073
Funding Required						<b>39,384</b>	<b>46,681</b>

Capital Costs	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Transport Services	219	366	0	0	0	0	0
Property Services Division	13,801	23,021	3,101	0	0	0	0
Dol	4,595	7,890	1,385	10	0	0	0
Commercial Services	282	0	0	0	0	0	0
<b>Total Step Change Capital Costs</b>	<b>18,897</b>	<b>31,277</b>	<b>4,487</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0.075</b>							
4%MRP							
3.5%Interest							
Y1	708,634	1,417,268	1,417,268	1,417,268	1,417,268	1,417,268	1,417,268
Y2		1,172,891	2,345,781	2,345,781	2,345,781	2,345,781	2,345,781
Y3			168,253	336,507	336,507	336,507	336,507
Y4				375	750	750	750
Y5					0	0	0
Y6						0	0
<b>Cost of Capital</b>	<b>708,634</b>	<b>2,590,159</b>	<b>3,931,303</b>	<b>4,099,931</b>	<b>4,100,306</b>	<b>4,100,306</b>	<b>4,100,306</b>

Draft

**DRAFT**

**MPA Budget Submission to the GLA  
November 2004**

**Section D**

**Borrowing and Capital Spending Plan  
2005/06 to 2009/10**

## Borrowing and Capital Spending Plan 2005/06 to 2009/10

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1	Draft Capital Strategy
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3	Property Services – Detailed Capital Projects
4	Directorate of Information – Detailed Capital Projects
5	Transport Services- Detailed Capital Projects
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7	C3i Programme
8	Step Change Programme – First Year Costs
9	Prudential Code Indicators
10	Property Services – Interim Operational Plan
11	Interim Asset Management Plans
12	Debt Management Expenses

## Draft

### Introduction

1. The borrowing and capital spending plan for 2005/06 to 2009/10 has been developed in accordance with budget guidance issued by the Mayor on 30 May 2004.
2. The budget guidance stated that the borrowing and capital spending plan should include:
  - details of proposed authorised borrowing limits over the period of the capital spending plan justified by reference to the requirements of the Prudential Code;
  - the level of borrowing required to support the capital spending plan separately identifying borrowing not attracting Government support (unsupported borrowing) from supported borrowing;
  - a statement of funding available detailing the various sources;
  - a list of all the proposed projects including:
    - a description of the nature of the expenditure;
    - the total cost of each project (minor projects grouped together);
    - previous years' expenditure (in total);
    - cost in 2005/06; and
    - projected cost over the next four years i.e. 2006/07 to 2009/10.
  - a statement linking capital expenditure to the delivery of objectives/priorities;
  - details of the revenue expenditure consequences of the capital spending plan, including debt management costs, which are to be fully reflected within the revenue budget proposals. The consequences arising from projects expected to be funded by supported borrowing from those supported by unsupported borrowing should be separately identified; and
  - a statement outlining how projects have been prioritised and how performance is to be monitored and evaluated.

### Overall Position

3. The medium term capital expenditure programme for 2004/05 to 2008/098 was approved by the MPA on 25 March 2004. It set the capital programme for 2004/05 and the capital allocations for future financial years. In doing so it recognised the better than expected capital settlement for 2004/05 and the increased flexibilities afforded by the introduction of the Prudential Code. Since confirming the capital programme, changes have been made to the current year's programme. These result from slippage in respect of major projects such as the C3i Programme necessitating the carry forward of funds from 2003/04 to 2004/05 and beyond.

## Draft

4. It is acknowledged that the scale of funding that can be made available for capital investment is insufficient to finance the full range of schemes the Authority would wish to initiate over the course of the capital programme 2005/06 to 2009/10. The Prudential Code has provided some flexibility in terms of allowing discretion over the level of borrowing which can be undertaken to support capital expenditure. However, caution still needs to be exercised in view of the financial burden that is borne by the revenue programme. The drive to increase police and police community support officer numbers brings accommodation, equipment, and technology demands that must be addressed. Whilst, a detailed planning process is already in place, ensuring capital investment is prioritised in line with Service needs, it has been recognised that a more focused approach is required, allowing a corporate wide analysis of overall affordability, prudence and sustainability as directed by the Prudential Code.

### Capital Strategy

5. The MPA endorsed the establishment of a capital strategy in February 2004, with a draft document approved by the Finance Committee in July 2004. The strategy is enclosed at Schedule 1. Whilst much can already be claimed to be in place, the policy will mature and develop over the coming two to three years. The core element of the strategy is to focus the Authority's capital planning directly on projects and activities that support the achievement of the Authority's vision. Integral to the strategy are:
  - the identification of investment needs;
  - the generation of option appraisal for all major capital project proposals;
  - prioritisation of capital projects thereby determining the allocation of additional capital resources;
  - member involvement at all stages of the process thereby enhancing corporate governance and ensuring fully agreed corporate priority criteria;
  - timely monitoring of ongoing and completed projects;
  - management and evaluation of ongoing/completed projects to ensure benefits have been delivered;
  - regular corporate review of the estate and existing vehicles, plant and equipment to ensure that it is being used in the most efficient and effective way;
  - the establishment of a Capital Strategy Board; and
  - the development of new asset management plans detailing management processes, planned action for improved corporate asset use, replacement criteria, etc.



## Draft

6. The capital strategy will become an integral part of the strategic financial and service planning process supporting the annual budget setting exercise. The capital investment needs of the MPA will be set in the context of what opportunities are available both from internal resources, and using external partnership and co-operation, to ensure the achievement of strategic objectives.
7. The newly created Capital Strategy Board will be responsible for reviewing investment needs identified by business groups and assessing the merits of each scheme in accordance with agreed prioritisation criteria. Investment projects must be seen to build upon corporate goals and business group priorities. This process will be robust and transparent and will be subject to annual review. The strategy will ensure that schemes are shown to represent the strategic objective they support or the business goal they will fulfil. However, in the short term projects will continue to be identified by the type of activity involved e.g. property, technology, transport, etc.

### Prioritisation and Monitoring

8. Capital resources have been allocated to MPS provisioning areas largely on the basis of previously approved MPA capital budgets. However, given the parlous state of the MPA Estate it is recognised that some regeneration can occur internally by using receipts secured from the disposal of buildings not suitable or fit for purpose to purchase modern structures offering adaptable accommodation options. Whilst, it will not be policy to ring-fence capital receipts for purely property purposes, the general condition of the MPA Estate will demand that there will be a significant call on capital receipts for Estate enhancement/improvement.
9. The criteria for determining the inclusion of individual projects within the spending plan have been subject to review as part of the capital strategy formulation process. Many of the key considerations still remain. However, the criteria have been sharpened to give a greater link with corporate objectives. Key prioritisation criteria are:
  - a mandatory legal requirement to provide the service or asset;
  - meeting the objective of the “Towards the Safest City” strategy;
  - continuing or completing a capital project where there is a contractual commitment;
  - a demonstrable need to replace an asset for efficiency purposes;
  - where significant revenue savings will result; and
  - the continuation or completion of a project where significant expenditure has already occurred and unjustifiable wastage of resources would result.
10. The Capital Programme Review Board will be responsible for ensuring that the above criteria are applied in a consistent manner and resolving any issues of conflict.

## Draft

11. The monitoring of capital expenditure has recently been subject to review with spend information now forwarded to Committee as part of an integrated monthly report. The report details performance against the revenue and capital budgets as well as details of budget movements and progress against savings. All adjustments beyond the delegated approval level of £1m will be referred to Committee for approval, with new projects forecast to cost in excess of £0.5m reported to Committee for endorsement as to inclusion within the capital spending plan.

### Development of Capital Spending Plan

12. In May 2003 the document 'Building Towards the Safest City 2003-08' was agreed by the Authority. This set out the revised property and estate strategy and explained how it complemented the MPS vision of making London the safest major city in the world. To meet our property needs it was acknowledged "we need to come up with some new and radical thinking to ensure (proposed) solutions are affordable, deliverable and in line with diverse and often complex front-line policing needs." Investment in land and buildings now reflects a policing priority theme based approach, concentrating on the statutory obligations placed on the MPA. "Building Towards the Safest City 2003-08" gives clear details on how the Estate will be managed and developed. It is seen as an essential cornerstone in the development of the new capital strategy.
13. Property is a long-term investment which must reflect the changing needs of a dynamic police force. Too much of our Estate is outdated and in the wrong place. The aim is to correct this in a dynamic and innovative way. Upgrading or renewing the Estate is no longer an option. The financial position will continue to be closely monitored to ensure that we can respond to investment opportunities as and when they present themselves.
14. Other key areas of the capital programme, e.g. IT and transport have also been reviewed. Significant investment in information technology continues to be made and implementation of the information strategy is critical in providing structured support in the fight against crime. Interrelated criminal justice, crime management, information management, and intelligence systems are being developed. Resource systems have also been enhanced, e.g. HR and Finance to ensure efficient and effective use of manpower and equipment can be made. In addition to these initiatives, considerable IT investment will result through the C3i Programme – see paragraph 25. Vehicles, boats and helicopters are essential assets to support front line policing in the capital. In the competitive motor vehicle industry negotiation with suppliers continues to ensure that vehicles and equipment are acquired at advantageous prices.
15. Renewal of the present helicopter fleet is deemed urgent. The three existing helicopters have become unreliable and are not providing sufficient flying hours to support a wide range of territorial policing, public order and counter-terrorist activities. The cost of replacement would be prohibitive but subject to 40% specific funding being achieved from the Home Office, and reasonable sums being secured from the disposal of the existing craft, is considered sustainable and supportable utilising the flexibilities provided under the Prudential Code i.e. unsupported borrowing.

## Draft

16. Timing problems can be experienced with major projects. The carry-forward of funds between financial years is possible but every opportunity is explored to anticipate projects from forward years to utilise available finances. This enables 'slipped' schemes to slot back into the capital programme and also eliminates the need to find additional funds as the portfolio of projects remains unchanged. For this to be achieved there must be a number of schemes within the spending plan that have the ability to be fast-tracked. As part of the development of the capital strategy a number of such projects are being identified as well as a call-off list of schemes which whilst initially afforded a low priority against the criteria listed at paragraph 9 can be called upon should savings be identified during the course of the financial year.
17. A summary of the expenditure proposals for 2005/06 and the next four years, i.e., 2006/07 to 2009/10 and the resultant resourcing proposals are set out in Schedule 2. Details of individual projects are set out in Schedules 3 to 8 in respect of each business group/programme of works. The MPA Finance Committee will review the capital programme in January 2005 following announcement by the Home Office of the capital settlement for 2005/06 for police authorities in England and Wales.

## Resources

18. The capital spending plan has been prepared on the understanding that funding will be available from capital grant, capital receipts, capital reserves, specific grants awarded for named projects, and borrowing (supported and unsupported). The plan assumes no utilisation of revenue sources of income and therefore has no direct financial implications for the precept to be levied by the Greater London Authority. If borrowing is used as a financing source there will of course be ongoing revenue costs to be taken into account i.e. actual interest charges on negotiated loans and the statutory requirement to repay an element of outstanding principal each financial year.
19. Future availability of funding is based on the following assumptions:
  - police capital grant – as per 2004/05 level;
  - supported borrowing – as per the 2004/05 level notified as part of the capital settlement.
  - unsupported borrowing – as deemed affordable, prudent and sustainable and required to ensure an efficient, balanced capital plan (see paragraphs 27 and 28 below);
  - capital receipts (see paragraph 21 below);
  - usable capital reserves (see paragraphs 22 - 24 below);
  - specific capital grants (see paragraph 25 below);

## Draft

20. Other than in the utilisation of specific grants the MPA chooses not to identify individual funding arrangements for each project. A 'pool' of finance is available to meet recorded expenditure. This enables general capital grants to be fully utilised in the year of application by being written-off to the Capital Financing Reserve. To ensure compliance with the Prudential Code all projects to be financed through unsupported borrowing are specifically identified. This enables decisions to be reached on the affordability, prudence and sustainability of each individual scheme.

### Capital Receipts

21. The sum included within the capital spending plan from the disposal of surplus assets as required for meeting planned investment needs is projected at £8m in 2005/06 and £7m per annum thereafter. This is in line with previous estimates. However, as noted at paragraphs 8, 12, and 13, should the opportunity present itself, options will be explored for the disposal of unsuitable/not fit for purpose properties to enable renewal/rejuvenation of the Estate.

### Capital Reserves

22. Over recent years it has been possible to utilise usable capital reserves to support the capital programme. Usable capital reserves have remained particularly buoyant as a result of the decision to continue sales of the residential estate, coupled with disposal of redundant and outdated police stations. However, the level of reserves has diminished to the point where it is no longer considered prudent to reduce further the level of capital reserves.
23. In preparing the capital spending plan it is acknowledged that a suitable level of capital reserves should be maintained to ensure:
  - security in respect of major projects such as the C3i and Step Change Programmes should funding or cashflow problems arise;
  - reassurance that reserves are not denuded to such a level that serious financial concerns would arise;
  - safety from the effects of less than budgeted in year capital receipts; and
  - reassurance that reserves provide sufficient flexibility should critical capital expenditure issues arise.
24. For the duration of the C3i Programme it has been agreed that a minimum level of usable capital reserves of £10m be maintained. This ensures a suitable level of assurance exists should unforeseen circumstances arise.

### **C3i Programme**

25. The C3i Programme comprises the replacement of the Authority's command and control system (MetCALL) together with the upgrade of the present police radio network (Airwave). The programme is largely funded from specific grants provided by the Home Office. However, it is recognised that £11.147m of MPA funds were invested at the onset of the project and further monies will be required to secure a successful conclusion. The scale of the project and the major outlay involved demands that the project is closely monitored. Timing problems are arising due to security considerations and the supply of the Integrated Communications Platform. It is acknowledged that with no further funds available from the Home Office, the expenditure profile for completion of the C3i Programme must be managed within the overall cash flow profile of the MPA capital spending plan 2005/06 to 2009/10. To this end, discussions have taken place with the Home Office to ensure that the payment profile of the relevant specific grants can be suitably adjusted to align with forecast expenditure.

### **Prudential Code**

26. The Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting)(England) Regulations 2003, provide the regulatory framework for the new financial regime for capital expenditure. These documents support the new CIPFA Prudential Code which acts as a professional code of practice to support local authorities in taking investment decisions. The start date for the new system was 1 April 2004 and like many local authorities the MPA has been cautious in exploring the potential flexibilities provided under the Code.
27. Detailed work has been undertaken in determining appropriate indicators and borrowing limits to ensure that the capital investment plan is affordable, prudent and sustainable, that sensible planning principles are adopted, and that treasury management decisions are taken in accordance with sound financial management practice. The prudential indicators will be regularly updated to ensure that borrowing is maintained within affordable limits.
28. Within the capital spending plan financing of the capital programme has been pitched at the level of supported borrowing as notified within the 2004/05 capital settlement. Unsupported borrowing has largely been limited to the capitalisation of revenue items which it is recognised should more correctly be classified as capital expenditure. This adjustment of the spending plan takes heed of the operating de-minimis expenditure level for capital expenditure of £5k and the benefits that must be evidenced for capital items across more than one accounting period. In compiling the latest capital spending plan the opportunity has been taken to increase the level of unsupported borrowing used in this way from £5m to £15m. £5m has been added to the Property Services budget to support building enhancements and a further £5m added to the Department of Information's budget in respect of the renewal of technical equipment. This decision complements savings identified within the revenue budget submission to achieve a balanced spending plan. Unsupported borrowing has also been utilised to finance new initiatives where alternative funding sources do not present themselves but are key to delivering the long-term objective of making London the safest capital city in the world e.g. renewal of the helicopter fleet and the Step Change Programme.

## Draft

29. At the present time only the first tranche of the Step Change Programme has been sanctioned for inclusion within the capital spending plan. The second tranche of the Programme is detailed within a separate part of the overall budget submission. However, in order to appreciate the impact on overall capital expenditure of the second tranche, and its funding implications, various schedules to this submission have been added to accordingly.
30. The list of prudential indicators and relevant calculations used in determining the appropriate level of borrowing to be negotiated by the Authority in support of capital expenditure are shown at Schedule 9. The calculations have been undertaken excluding and then including the second tranche of the Step Change Programme.

### Property Services – Interim Operational Plan

31. 'Building Towards the Safest City 2003-08' has set out clear goals in terms of focussed strategies for policy delivery, concentrating on legislative and key policing aims rather than individual schemes of work. A wholesale review of the Estate is required as it is old and expensive to run: some 35% of it pre-dating 1940. Considerable funding is required and this is not readily available. An Interim Operational Plan has recently been published which acts a guide to how the MPA intends to manage the Estates over the next three take the first steps towards its vision of providing buildings that are fit for 21<sup>st</sup> century policing purposes. The plan is seen as setting down policy that will bridge the short-term gap in accommodation provision. It seeks to address the immediate concerns of the main operational command units. A copy of the Interim Operational Plan is included at Schedule 10 to this submission.

### Asset Management Plans

32. Asset management plans are an integral part in the development of a grounded and workable capital strategy. They clearly define assets held, their general condition, how such assets can be utilised to maximum benefit, efficiency and performance targets, and include maintenance profiles to identify lifetime needs and when disposal should be considered. The asset management plans help define investment priorities. Their creation represents a considerable body of work and until such time that the MPS has an asset base that can be regarded as fit for purposes can only be approached in a fragmented way. Planning documents for the drawing up of asset management plans are attached at Schedule 11.

### Revenue Consequences

33. When preparing the capital spending plan recognition has been taken of (a) the revenue costs of implementation; and (b) on-going costs once projects are completed e.g. maintenance, etc. (The former of these are noted against named capital schemes within the accompanying schedules.) All estimated revenue costs associated with the five-year capital plan have been incorporated within the revenue budget submission for 2005/06 and in the medium term financial projections for future years.

## Draft

34. The revenue consequences of borrowing to finance the capital spending programme in terms of the debt management expenses that arise have been calculated and are shown in the calculations at Schedule 12. These costs have been taken into consideration in preparing the revenue submission for 2005/06 and future years. In formulating the capital strategy over the coming years it will be essential to recognise the full range of savings that can be achieved in revenue costs such as maintenance, etc. when choosing to invest in new property or IT schemes. This will ensure that the full benefits of borrowing to invest are secured and could lead to renewal of the asset base without a significant impact on the revenue budget.

### Forward View

35. The continued growth in police officer, police community support officer and police support staff numbers, brings with it increased demand for suitable accommodation and equipment for daily tasks to be performed. This coupled with the worn out and non-compliant condition of much of the MPA Estate, and the pressure to introduce modern technology and vehicles to assist in the fight against crime, means that the present capital programme is regarded as inadequate to meet real needs.
36. Decisions on which capital projects should proceed will be taken in line with the developing capital strategy. Demands on the revenue budget are considerable; such that any direct use of revenue funds to finance budgeted capital expenditure cannot realistically be considered. The consequence of this is that important schemes of work are being delayed longer than should be appropriate for a modern police force. It is likely that as understanding of the impact of unsupported borrowing on revenue expenditure grows the pressure will increase to allow the level of loan financed capital investment to rise.
37. Discussions continue with the Home Office on capital funding issues and the possibility of increasing the level of direct capital grants that can be made available. Steps will also continue to be taken to explore innovative ways of securing assets for use by the Authority, e.g. partnership arrangements, sponsorship, etc.

MPA/MPS Capital Strategy  
2005 – 2010

July 2004 Draft



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# SECTION 1

## Metropolitan Police Authority Context Sheet

### General

London is the largest Metropolis in the European Union and one of the top five financial centres. With a population of 7.1 million it has a total workforce of 3.5 million with 1 million commuters. There is a further daily influx of 2 million visitors and tourists.

### Capital and Revenue Budgets

The MPA revenue budget of £2.5 billion in 2004/05 is nearly 25% of the total cost of policing in England and Wales.

The number of police officers has increased from 25,430 in 2000-01 to 30,265 at the end of March 2004. The new Police Community Support Officer workforce now stands at 1,431. At March 2004 police staff totalled 12,093.

The present capital programme and resourcing is as follows:

<b>Medium Term Capital Plan 2004/05 to 2007/08</b>				
<b>Expenditure</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Property Services	40,854	25,796	24,231	24,231
Directorate of Information	27,470	29,394	27,894	27,894
Transport Services	17,005	12,850	17,175	17,825
Other Plant & Equipment	1,570	300	300	300
C3i Programme - Directorate of Information	82,386	13,547	897	0
Step Change Programme 2004/05 starts	22,799	347	355	276
<b>Grand Total - All Projects</b>	<b>192,084</b>	<b>82,234</b>	<b>70,852</b>	<b>70,526</b>
<b>Funding</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Police Capital Grant	29,034	29,034	29,034	29,034
Air Support Grant	560	0	0	0
Borrowing	23,999	23,999	23,999	23,999
Capital Receipts	10,000	7,000	7,000	7,000
Usable Capital Reserves	22,306	7,307	8,567	9,217
Other	1,000	1,000	1,000	1,000
<b>Total - Funding of Business Groups</b>	<b>86,899</b>	<b>68,340</b>	<b>69,600</b>	<b>70,250</b>
C3i Programme - Specific Grants	40,000	30,000	10,670	0
Usable Capital Reserves from Main Programme	42,386	-16,453	-9,773	0
<b>Unsupported Borrowing - Step Change</b>	<b>22,799</b>	<b>347</b>	<b>355</b>	<b>276</b>
<b>Total Funding</b>	<b>192,084</b>	<b>82,234</b>	<b>70,852</b>	<b>70,526</b>

The MPA has over 600 operational buildings, 1,116 residential properties and 667 rooms in section houses. It provides facilities for over 40,000 police officers and police staff. The open market value of the Authority's assets, as at 31 March 2004, is:

	<b>£ Million</b>
Land and buildings	1,473
Vehicles plant and equipment	101
Non operational assets	179
Community assets	1
<b>Total</b>	<b>1,754</b>

## SECTION 2

### Capital Strategy

#### Introduction

This is the Authority's first capital strategy. It sets out the Authority's belief that capital investment should support core policing services and achievement of key objectives. The purpose of this capital strategy is to provide a clear picture of the Authority's process for managing its capital assets by reference to corporate priorities dictated by objectives set out in the MPA/MPS strategy 'Towards the Safest City 2003-05' (TtSC).

This capital strategy focuses on processes to take forward a strategic led, priority driven, capital programme. The effectiveness of the capital strategy will be reviewed annually in the light of changing needs and priorities. Ongoing reconsideration of the strategy will ensure that it is effective and reflects developments in the Authority's objectives and best asset management.

#### Strategic Goals

The MPA and MPS have developed a joint corporate strategy called 'Towards the Safest City 2003-05'. TtSC provides a framework for co-ordinating planning and decision-making across the whole of the police service. The goals and aims form the basis for selection of the priorities and objectives that are published in the annual policing and best value performance plan. In addition, the longer-term direction set by the strategy helps to prioritise the allocation of resources, including capital expenditure.

The strategic goals set for the MPA/MPS in TtSC are:

- ⌘ Developing safer communities
- ⌘ Securing the capital against terrorism
- ⌘ Revitalising the criminal justice system
- ⌘ Developing a professional and effective workforce, and
- ⌘ Reforming the delivery of policing services

TtSC is supported by an integrated corporate planning framework, which focuses on developing and maintaining an organisation where everything that is done has the needs of Londoners at its heart.

The purpose of this capital strategy is to set out how the MPA/MPS will equitably and transparently fund capital investment to support its core policing priorities. The capital strategy will be one of the key overarching policy documents of the Authority. This first strategy reflects work in progress, with an ambitious aim over succeeding editions to demonstrate that the Authority's

capital objectives, priorities and spending plans are directly linked to and consistent with, key corporate and service objectives.

The capital strategy reflects the priorities of the Mayor.

TtSC is consistent with the aspirations of the Home Secretary's National Policing Plan. This provides the framework for local police planning over the next three years.

### What the Capital Strategy Covers

This capital strategy covers all aspects of capital expenditure (particularly that requiring investment decisions) and the need to take account of the revenue implications of that investment. The capital strategy identifies the development and implementation of processes for:

- €# The generation of option appraisal of capital project proposals
- €# Prioritisation of capital projects - informing choices on the allocation of additional capital investment
- €# Stages at which MPA member involvement in the process will enhance corporate governance, particularly timing of decisions for approval of new schemes, approval of the capital strategy/capital programme and agreement of the priority allocation criteria
- €# Monitoring, evaluation and management of ongoing/completed projects
- €# Corporate review of existing properties and service needs to explore opportunities for more efficient and effective use of property, or to release resources through disposal
- €# MPS governance of the arrangements, principally through the new Capital Strategy Board
- €# Development of new Asset Management Plans, including property, I.T. and transport.

The Authority's Medium Term Financial Projection highlights the need to consider revenue expenditure and capital expenditure together. The revenue costs of capital investment i.e. financing and running costs, will now be considered alongside other revenue spending pressures in the Authority's budget planning process. Revenue implications of individual projects will be considered through project appraisals on all capital bids.

In recent years the resources available for capital investment have been short of the basic needs of the Authority. However, the level of priority for capital spending has led to an increasing amount of revenue funding for the capital programme, showing a changing balance between capital and revenue priorities. The Home Office, at the commencement of the Authority in June 2000, provided no endowment for capital purposes. In the past three years all available credit approval has been fully utilised. Capital investment has been largely directed at securing statutory responsibilities and maintaining standards. Improvements have been limited.

## Capital Programme – Prioritisation, Appraisal, Management, Monitoring and Review

**Prioritisation and Appraisal.** The MPS will establish a new Capital Strategy Board, chaired by the Director of Finance Services. Each MPS Business Group will be represented at a senior level, together with the major corporate departments (IT, property and transport) and there will also be representation from the MPA. This Board will be charged with prioritising an inadequate capital budget in line with corporate objectives. This will be a constrained process and the Board will not promote open bidding across the MPS, which would unduly raise expectations, but will draw upon the business planning process where business needs, aligned to corporate objectives, are identified by Business Groups and corporate departments. These plans will form the basis for identifying capital investment requirements in conjunction with the Asset Management Plan and the outputs from specialist groups such as the Estates Property Group. This will also be the means by which Business Groups/corporate departments identify external funding requirements and relate proposals to corporate objectives and performance measures.

The MPS Capital Strategy Board's terms of reference are:

- €# To consider and prioritise submissions for capital investment against the strategic goals, key corporate objectives and integrate these into the Authority's key processes
- €# To recommend a prioritised capital programme to the MPS Resource Approval Committee and MPS Management Board commensurate with the overall budget timetable each year, including submission to the MPA, commencing in 2004
- €# To review and monitor capital programme performance against key milestones for each project
- €# To inform and influence the performance management framework and the strategic management framework and
- €# To develop the annual Capital Strategy for approval by the MPS Management Board and the MPA by July of each year.

**Management, monitoring and Review** – the existing MPS Capital Programme Review Group will both support the work of the Capital Strategy Board and be responsible for detailed day to day monitoring and review of both the delivery of outcomes, objectives and financial performance in conjunction with MPS Business Groups and corporate departments.

## Priority Allocation Criteria

Each year the MPS Capital Strategy Board will review bids from MPS Business Groups for capital projects. Each bid will be assessed using agreed criteria for prioritisation. Development of this process is at an embryonic stage but the intention is that it is based on a sound rationale that reflects MPA/MPS corporate strategic goals and in a complementary manner Business Group

priorities. The following key prioritisation considerations (in order of importance), will be the basis of selecting new schemes:

- ⚡ Mandatory legal requirement to provide the service or asset
- ⚡ Meets the objective of the MPA/MPS TtSC strategy
- ⚡ Continues or completes a capital scheme where there is a contractual commitment
- ⚡ Demonstrable priority need to replace the asset and included in Asset Management Plan
- ⚡ Continues or completes a scheme where significant expenditure started in previous year
- ⚡ Yields revenue savings

The MPS Capital Strategy Board will develop a detailed weighting model based around these priority criteria to ensure a transparent, simple but robust approach. This process will be reviewed next year in the light of lessons learnt. The result of this appraisal process will prioritise projects for inclusion in the Capital Programme. It is intended that schemes that are not included are prioritised for further consideration in future years, or, in the event that slippage occurs, available for potential inclusion as a rapid alternative to the capital project that has slipped. Opportunities will be explored during these processes for combining Business Groups' capital proposals and joint working/cross cutting opportunities.

Scheme proposals will be brought to the Capital Strategy Board and the relative merits of each proposal will be established using business case analysis and/or option appraisal as appropriate to their size and complexity, including key service outcomes measured against corporate objectives. Comparative scores against the predetermined priority allocation criteria will then be applied and a priority list established.

In addition to providing clear links to approved service plans, evidence will have to be provided in respect of each proposal that alternative sources of finance have been sought.

## How the Process Works

**Preparation of the Capital Strategy** - The MPA Finance Committee will approve the annual Capital Strategy and Asset Management Plan each July (after approval by MPS Management Board), triggering the start of a new capital cycle, and providing the strategic context and framework for the development and implementation of the capital programme for agreement by the Authority and inclusion in the Mayor's annual Budget Submission.

**Commencement of capital programme planning** - At the start of each cycle the MPS Capital Strategy Board reviews the committed capital programme and considers capital resourcing for the next (uncommitted) year. This will include an assessment of the supported borrowings authorised within the prudential framework, the capital receipts target forecast by the Director of

Property Services (from the Asset Management Plan), capital grant and possible other funding sources.

**Guidelines** - The Capital Strategy Board will then circulate guidelines for the preparation of capital proposals. These guidelines, which are designed to ensure consistency of approach will include a requirement:

- €# to address how each project will support the delivery of the MPA/MPS strategic objectives through the capital initiatives
- €# for an assessment of priorities outlined in the capital strategy
- €# for critical planning information required to support the proposal – budgets, specific project objectives, targets, milestones and indicators
- €# for information on the extent to which projects have undergone consultation with partners and other stakeholders and
- €# a thorough option appraisal and assessment of funding opportunities available.

Business Groups will then use this information (assisted by specialist advice from corporate departments (Property Services/DOI/Transport) to refine existing schemes and define new ones. In this first year procedures are unlikely to be embedded to allow the Capital Strategy Board to prepare indicative cash allocations for separate Business Groups to work within, however it is expected that this will be a development issue to be addressed in the next annual strategy.

**Draft Capital Programme** - Agreed information will then be fed back to the Capital Strategy Board who will prioritise schemes and integrate them into a draft capital programme, taking account of resourcing and revenue implications. The MPS Management Board then agrees the draft capital programme, before submitting to Finance Committee as part of the annual review of the capital programme, before onward submission to the Mayor as part of the budget submission.

The output from this process will be a draft capital programme which allows members to scrutinise new opportunities for addition to the capital programme while being assured that the existing committed programme has undergone 'due process'. MPA Members will be assured that a process has been followed to assess bids against agreed priorities and it will allow opportunities for any additional capital spend at other times in the financial year to be considered against an existing priority list of schemes.

This will be a significant departure from existing practice. In practical terms the development of a capital programme aligned to Business Groups and the contribution made to corporate objectives will be an emerging process, likely to be built up over a number of years.

**Setting the capital programme** - As part of the budget setting process schemes are currently identified by type of activity, such as property, IT and transport etc. It is planned that over the course of the next few years the



analysis will change to show Business Group analysis, which will identify service areas in support of the MPA/MPS strategic goals, capital strategy and Asset Management Plans.

## Asset Management Planning

The Authority is in the process of developing its first Asset Management Plan (AMP). This will include property, together with I.T. and transport functions. The development of the plan will be co-ordinated by the MPS Capital Strategy Board. The Authority manages its property in accordance with the 'Building Towards the Safest City – Delivering Policing for Londoners 2003-2008 a Property and Estates Strategy'. The AMP will reflect the aspirations of the strategy recognising the importance of property and its strategic role in the Authority's operations. It will define roles and responsibilities and establish administrative arrangements to ensure the treatment of property as a dynamic resource.

It is planned that the AMP will evolve over the course of the next few years, in line with the developing capital strategy.

The MPA has supported the MPS in its distinct separate organisational structures for Property Services, I.T. and Transport. This approach will enable the optimisation of these resources in terms of service benefit and financial return and maximisation from the benefits to be gained from innovation and continuous improvement within a professionalised service.

The Authority operates a continuous review and disposal of surplus assets.

## Procurement Strategy

The MPA agreed a Corporate Procurement Strategy in 2004. This focuses on a 'category management' approach to procurement for the whole police service. The Authority supports a centralised procurement department under the leadership of the Director of Procurement Services. The procurement department operates to co-ordinate major supply contracts. To achieve best value there is a clear focus on achieving the fundamental principles that underlie the procurement strategy, namely competition, transparency, accountability, legality and probity. This supports the Authority's strategy that the goods and services which are procured must be economic, efficient and effective.

A key objective of the strategy is to achieve savings in capital procurement costs by reducing waste and duplication and reinvesting the savings to:

- €# Take better account of measures relating to sustainability
- €# Improve design to reduce revenue costs, including utilising longer life materials
- €# Reduce energy costs

Property Services Department (PSD) are reviewing their procurement processes in support of the procurement strategy. There is a move towards a “design and build” approach to allow limited contractor innovation.

## Performance Measurement and Monitoring

**Indicators** - Capital schemes will be designed to achieve the strategic objectives associated with the approval process, essentially the contribution to the TtSC objectives. In the long term the effectiveness of the Authority’s capital schemes is evaluated by the extent to which they have measurably achieved the Authority’s strategic objectives. Incorporating this theme in future capital strategies will be a strong challenge.

Alongside this, the Capital Programme Group will develop specific project performance indicators. These will focus on management costs, budgetary control and achievement against milestones and targets, so that any problems can be highlighted at the earliest opportunity and resolved.

**Procedures** - Inclusion in the capital programme gives authority for schemes to proceed, subject to Member review and approval of larger schemes’ business cases (>£5 million total value). MPS Resource Approval Committee needs to authorise lower value schemes. Capital spending is controlled through the annual preparation of the capital programme and by regular monitoring of performance.

The MPS Capital Programme Group monitors schemes on a monthly basis. It also exercises control at individual project scheme level and further Business Group/corporate department reviews take place for individual projects.

## Risk Management

Typical risks to the capital programme involve overspending/underspending against agreed budgets. Regular expenditure monitoring meetings are held by the MPS project officers to identify problems at an early stage. Estimated funding from capital receipts is based on the approved assets disposal programme, which is subject to regular internal review.

The future affordability of the capital programme and the risk of the Mayor not approving what the Authority may consider a prudent programme is a risk. This is mitigated by publication of detailed Mayoral budget guidance early in the budget cycle and regular Mayoral budget meetings with the Authority.

## Consultation

The main method used for consulting London residents is through the Mayor’s Budget Consultation process, which is arranged by the Mayor each year.

Copies of the Budget submission agreed by the Mayor and the final agreed budget are readily available on the MPA's website at [www.mpa.gov.uk](http://www.mpa.gov.uk).

The planning process for agreeing the annual capital programme involves consultation and involvement of MPS Business Groups. Plans should be updated annually to coincide with the Authority's budget setting process. At present it is acknowledged that there is still considerable work to undertake to align the budget and business planning process. The MPS Corporate Planning Group and Finance Directorate are taking this work forward.

The procedure for the submission of reports to Authority Members makes it the responsibility of officers to ensure that all resource (staffing, property, I.T. and transport etc) aspects of implications arising from a report are properly assessed and recorded in the report.

### Key Partners

The main statutory partners for the MPA/MPS are the Mayor/GLA and Home Office/Home Secretary. There are a plethora of relationships and governance arrangements, which ensure the aim of joined up working to the benefit of all partners, including the GLA family.

Additionally there is close working with borough commands and their respective Crime and Disorder Reduction Panels and local authority partners.

There have been a number of notable developments in co-location, in particular arrangements have been agreed with the Crown Prosecution Service and Transport for London. The Authority welcomes this approach and now insists that the debate on co-location includes a sound agreement on funding issues and cost sharing.

### Unsupported Capital Borrowing and the Impact of the New Prudential Framework

Implementing the new prudential framework requires sound strategic planning. The Authority is ensuring reporting systems can meet the demands of the new arrangements (e.g. by setting out the annual affordability effects of the capital investment decisions). The new freedoms will allow consideration of more favourably capital-intensive schemes that may produce immediate and substantial revenue benefits.

The MPA supports the use of the flexibilities and freedoms offered. This freedom will be used within an affordable framework, not only affordability as viewed by the Authority, but also that agreed by the Mayor. The Authority may wish to take on 'unsupported borrowing'. The extent will be determined by the extent of the Authority's needs, its affordability and the support of the Mayor. There is a perceived need that additional resources will be required,

particularly around the property portfolio to ensure that a renewal programme is embedded within the capital programme, although the capital strategy will require prioritisation of these requirements with other competing strategic capital priorities within the available agreed capital resources.

### Framework for Capital Programme Development

The annual capital programme is the output from the process governed by the annual Capital Strategy. Mention has been made of the need to move to a programme aligned to stated objectives. This move will not happen overnight; probably a period of five years will be needed to fully make this transition. However it is hoped that noticeable improvements will be made in the next two to three years.

A benefit of the new approach is that the Authority will be able to systematically establish all its capital investment priorities. The prioritisation of schemes will highlight ongoing pressures.

In terms of future development, much of the early work will focus on opportunities to add to the existing committed capital programme. At present the Authority will take the approved programme as given, the prioritisation process will only apply to new opportunities for investment.

We will however use the full flexibilities of the Prudential Code framework, subject to affordability and prudent application.

### External Funding

The Authority is committed to securing external sources of finance to fund capital expenditure, including:

- €# capital grants
- €# partnership investment
- €# Where and if appropriate and cost effective Private Finance Initiatives and Public Private Partnerships
- €# borrowing

Bidding for and managing resources must be consistent with the principles established by this Strategy.

Other capital resources generated to support the capital investment requirements of the Authority, including planning gains (section 106 Agreements), which are generally to be used for specified purposes, together with more specialised possibilities, such as innovative property funding approaches, may also be considered in line with this Strategy.

Medium Term Capital Plan 2005/06 to 2009/10

schedule 2

Expenditure						Associated Revenue Expenditure		
	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	2005/06 £000	Future Years £000	Total Revenue £000
Property Services	31,796	29,231	29,231	29,231	27,142	0	0	0
Directorate of Information - Excluding C3i Programme	34,394	32,894	32,894	32,894	28,716	4,275	7,475	11,750
Transport Services	12,850	17,175	17,825	14,875	14,875	0	0	0
Other Plant & Equipment	10,944	5,461	300	300	300	0	0	0
<b>Total - Business Groups</b>	<b>89,984</b>	<b>84,761</b>	<b>80,250</b>	<b>77,300</b>	<b>71,033</b>	<b>4,275</b>	<b>7,475</b>	<b>11,750</b>
Directorate of Information - C3i Programme	41,989	1,047	0	0	0	7,300	5,813	13,113
Step-Change Programme - 1st Tranche Costs	4,856	621	10	0	0	0	0	0
<b>Grand Total - Projects</b>	<b>136,829</b>	<b>86,429</b>	<b>80,260</b>	<b>77,300</b>	<b>71,033</b>	<b>11,575</b>	<b>13,288</b>	<b>24,863</b>
Step-Change Programme - 2nd Tranche Costs	25,814	3,866						
<b>Grand Total</b>	<b>162,643</b>	<b>90,295</b>	<b>80,260</b>	<b>77,300</b>	<b>71,033</b>	<b>11,575</b>	<b>13,288</b>	<b>24,863</b>
Funding								
	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000			
Police Capital Grant	29,034	29,034	29,034	29,034	29,034			
Air Support Grant	4,258	2,064	0	0	0			
Supported Borrowing	18,999	18,999	18,999	18,999	18,999			
Unsupported Borrowing	20,786	17,797	15,000	15,000	15,000			
Capital Receipts	8,600	7,300	7,000	7,000	7,000			
Usable Capital Reserves	7,307	8,567	9,217	6,267	0			
Other	1,000	1,000	1,000	1,000	1,000			
<b>Total - Funding of Business Groups</b>	<b>89,984</b>	<b>84,761</b>	<b>80,250</b>	<b>77,300</b>	<b>71,033</b>			
C3i Programme - Specific Grants	30,000	10,670	0	0	0			
Usable Capital Reserves	11,989	-9,623	0	0	0			
Unsupported Borrowing (Step-Change Tranch 1)	4,856	621	10	0	0			
<b>Total Funding - Projects</b>	<b>136,829</b>	<b>86,429</b>	<b>80,260</b>	<b>77,300</b>	<b>71,033</b>			
Unsupported Borrowing (Step-Change Tranch 2)	25,814	3,866						
<b>Total Funding</b>	<b>162,643</b>	<b>90,295</b>	<b>80,260</b>	<b>77,300</b>	<b>71,033</b>			

## Property Services: Medium Term Capital Plan 2005/06 to 2009/10

MAIN PROGRAMME PROJECTS	Start Year							Associated Revenue Expenditure			Total Capital Value
		Before 2005/06 £000	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	2005/06 £000	Future Years £000	Total Revenue £000	
<b>Acton Front Office &amp; Custody Suite</b> Refurbishment of front office and custody suite at Acton Police Station.	2002/03	5,523	2,100	400	0	0				8,023	
<b>Front Office Refurbishment Programme</b> Works to incorporate Disability Discrimination Act improvements to front offices at all sites.	2002/03	6,434	1,600	1,600	194	0				9,828	
<b>Dagenham Custody Suite Amelioration</b> Works associated with Dagenham Police Station custody area.	2002/03	2,191	220	0	0	0				2,411	
<b>Total 2002/03 Starts</b>		<b>14,148</b>	<b>3,920</b>	<b>2,000</b>	<b>194</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,262</b>	
<b>NW Stadium</b> Improvements to present accommodation	2003/04	709	321	0	0	0				1,030	
<b>Total 2003/04 Starts</b>		<b>709</b>	<b>321</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,030</b>	
<b>Cell Refurbishments (including extensions)</b> De-mothballing of unused cell facilities	2004/05	2,828	1,200	1,600	150	0				5,778	
<b>Utilisation works</b>	2004/05	1,574	1,000	1,000	1,000	1,000	1,000			6,574	
<b>Operational Support</b> Building works in support of operational requirements	2004/05	1,168	500	500	500	500	500			3,668	
<b>Power and Generator renewals</b> Replacement (where necessary) of emergency generators - Met-wide	2004/05	1,918	1,300	700	0	0				3,918	
<b>Central office refits - CP programme</b>	2004/05	4,729	500	0	0	0				5,229	
<b>Relocation of Department of Information's Technical Support Unit</b> Amelioration of accommodation for revised occupation	2004/05	2,166	4,100	500	0	0				6,766	
<b>Minor Projects &amp; feasibility studies</b> Minor works - small accommodation projects Met-wide	2004/05	2,084	503	500	556	500	500			4,643	
<b>IBO programme &amp; CAD Room strip outs / refits</b> Provision of integrated borough operations rooms for use in conjunction with C3i	2004/05	4,574	2,500	0	0	0				7,074	
<b>Key Home Buy Scheme</b> Provision of low cost housing for key workers	2004/05	2,000	1,000							3,000	
<b>Brixton Refurbishment Projects</b>	2004/05	650	2,000	0	0	0				2,650	
<b>Patrol Bases (inc Priestley Way)</b>	2004/05	2,500	2,500	5,000	5,000	5,000				20,000	
<b>Total 2004/05 Starts</b>		<b>26,191</b>	<b>17,103</b>	<b>9,800</b>	<b>7,206</b>	<b>7,000</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>69,300</b>	

Property Services: Medium Term Capital Plan 2005/06 to 2009/10

MAIN PROGRAMME PROJECTS	Start Year	Associated Revenue Expenditure						2005/06 £000	Future Years £000	Total Revenue £000	Total Capital Value
		Before 2005/06 £000	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000				
<b>Cell Cluster Developments</b> Development of new cell facilities	2005/06	0	3,300	4,000	5,000	6,000				18,300	
<b>Capitalisation of Works</b> Building enhancements	2005/06	0	5,000	5,000	5,000	5,000				25,000	
<b>Total 2005/06 Starts</b>		<b>0</b>	<b>8,300</b>	<b>9,000</b>	<b>10,000</b>	<b>11,000</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>43,300</b>	
<b>Canon Row &amp; TP HQ</b> Refurbishment of accommodation	2006/07	0	0	3,000	0	0				3,000	
<b>New Priority SO Accommodation</b> Specialist Operations accommodation requirements/enhancements	2006/07	0	0	1,000	4,200	3,900				9,100	
<b>New Priority SC Accommodation</b> Specialist Crime Directorate accommodation requirements/enhancements	2006/07	0	0	1,000	4,200	3,900				9,100	
<b>Total 2006/07 Starts</b>		<b>0</b>	<b>0</b>	<b>5,000</b>	<b>8,400</b>	<b>7,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21,200</b>	
<b>Total 2007/08 Starts</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total 2008/09 Starts</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total 2009/10 Starts</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Property Services Summary</b>											
Total expenditure for schemes commencing in	2002/03	14,148	3,920	2,000	194	0	0	0	0	20,262	
Total expenditure for schemes commencing in	2003/04	709	321	0	0	0	0	0	0	1,030	
Total expenditure for schemes commencing in	2004/05	26,191	17,103	9,800	7,206	7,000	2,000	0	0	69,300	
Total expenditure for schemes commencing in	2005/06	0	8,300	9,000	10,000	11,000	5,000	0	0	43,300	
Total expenditure for schemes commencing in	2006/07	0	0	5,000	8,400	7,800	0	0	0	21,200	
Total expenditure for schemes commencing in	2007/08	0	0	0	0	0	0	0	0	0	
Total expenditure for schemes commencing in	2008/09	0	0	0	0	0	0	0	0	0	
Total expenditure for schemes commencing in	2009/10	0	0	0	0	0	0	0	0	0	
<b>Total Schemes</b>		<b>41,048</b>	<b>29,644</b>	<b>25,800</b>	<b>25,800</b>	<b>25,800</b>	<b>7,000</b>	<b>0</b>	<b>0</b>	<b>155,092</b>	
<b>Funds still to be Allocated</b>			<b>2,152</b>	<b>3,431</b>	<b>3,431</b>	<b>3,431</b>	<b>20,142</b>				
<b>Sub-total Property Services Projects</b>		<b>41,048</b>	<b>31,796</b>	<b>29,231</b>	<b>29,231</b>	<b>29,231</b>	<b>27,142</b>	<b>0</b>	<b>0</b>	<b>155,092</b>	

Project Strand	MAIN PROGRAMME PROJECTS	Start Year	Associated Revenue Expenditure						Total Revenue £000	Total Capital Value		
			Before 2005/06 £000	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000			Future Years £000	
	<b>Infrastructure Renewal Programme</b>											
	<b>Network Infrastructure (Network Fitness)</b>	2000/01	2,111	1,000	1,000	1,000	0		300	1,100	1,400	5,111
	<b>Desktop Aware Infrastructure</b>		433	500	500	500	0		300	900	1,200	1,933
Aware Ph2	<b>Secure External Gateway.</b> - To provide a "confidential" level network and secure access to external services.	2000/01	279	200	0	200	50		100	100	200	729
Aware Ph2	<b>Terminal Equipment Room health and safety (PSD work).</b> - AWARE Phase 2 To satisfy H&S requirements in Terminal Equipment Rooms.	2002/03	655	250	250	250	250		0	0	0	1,655
Aware Ph2	<b>IP / Telephony.</b> - To allow data, image and voice to share a common network and hence improve quality and reduce costs.	2003/04	500	1,500	1,000	500	0		500	400	900	3,500
Aware Ph2	<b>IP / Video.</b> - To allow data, image and voice to share a common network and hence improve quality and reduce costs.	2003/04	58	300	200	100	0		100	125	225	658
Aware Ph2	<b>Network - Quality of service / network management.</b> - To allow data, image and voice to share a common network and hence improve quality and reduce costs.	2003/04	0	100	100	50	0		300	400	700	250
Aware Ph2	<b>HQ - SO12.</b> - To provide a secure infrastructure for Special Branch units.	2003/04	250	300	100	0	0		75	50	125	650
Aware Ph2	<b>Public Key Infrastructure (PKI).</b> - To provide a "confidential" level network and secure access to external services.	2003/04	1,056	500	200	200	0		300	400	700	1,956
Aware Ph2	<b>X.500 Directory Services.</b> - Part of a mixture of projects to improve security and audit, data access and mobility.	2003/04	217	50	50	50	0		150	100	250	367
Aware Ph2	<b>Card Management system.</b> - Part of a mixture of projects to improve security and audit, data access and mobility.	2003/04	503	150	0	0	0		100	0	100	653
Aware Ph2	<b>Digital Security/ Signatures.</b> - Part of a mixture of projects to improve security and audit, data access and mobility.	2003/04	0	100	0	0	0		50	0	50	100
Aware Ph2	<b>NEXUS resilience node.</b> - Access to MPS data In line with the e-government agenda.	2003/04	400	100	100	0	0		50	0	50	600
Aware Ph2	<b>Search Engine.</b> - Access to MPS data In line with the e-government agenda.	2003/04	0	400	400	0	0		100	0	100	800
Aware Ph2	<b>Aware Phase 2 EAP</b>	2003/04	9,352	4,000	0	0	0		0	0	0	13,352
	<b>Capitalisation of refresh of IT equipment</b>	2004/05	5,000	10,000	10,000	10,000	10,000	10,000	0	0	0	55,000
		2005/06										0
		2006/07										
		2007/08										
		2008/09										
		2009/10										
	<b>Total Infrastructure</b>		<b>20,812</b>	<b>19,450</b>	<b>13,900</b>	<b>12,850</b>	<b>10,300</b>	<b>10,000</b>	<b>2,425</b>	<b>3,575</b>	<b>6,000</b>	<b>87,312</b>



Project Strand	MAIN PROGRAMME PROJECTS	Start Year	Associated Revenue Expenditure						Total Revenue	Total Capital Value		
			Before 2005/06 £000	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000			2005/06 £000	Future Years £000
Crim Just <sup>1</sup>	Information Strategy Implementation NSPIS Case and Custody (MPS costs)	2001/02	2,010	300	0	0	0	0	0	0	2,310	
Intell <sup>2</sup>	Legacy Enhancements	2001/02	20	0	0	0	100	0	0	0	120	
Aware Ph2	Strategic Programme and Support Activities	2003/04	0	400	400	0	800	0	0	0	1,600	
Intell <sup>2</sup>	Integrated Information Platform	2003/04	4,754	800	1,000	0	0	0	0	0	6,554	
Crime <sup>3</sup>	Legacy Enhancements	2003/04	0	0	0	0	100	0	0	0	100	
Crime <sup>3</sup>	STOPS Phase 2 (mobile solution)	2003/04	515	6,700	6,700	6,700	0	1,600	3,200	4,800	20,615	
Resp Mgt <sup>4</sup>	Legacy Enhancements	2003/04	0	0	0	0	50	0	0	0	50	
Resp Mgt <sup>4</sup>	MetDuties Phase 2 (full solution)	2003/04	3,925	1,500	1,000	0	0	0	0	0	6,425	
Resouces <sup>5</sup>	Other Back Office solutions	2003/04	0	0	0	0	600	0	0	0	600	
Info Mangt <sup>6</sup>	MetMIS roll-out	2003/04	946	250	0	0	0	50	0	50	1,196	
Info Mangt <sup>6</sup>	FoIA compliance	2003/04	1,013	0	400	400	0	0	200	200	1,813	
Resouces <sup>5</sup>	B-B solutions	2004/05	0	0	0	500	500	0	0	0	1,000	
Enab Acts <sup>7</sup>	E-strategy	2004/05	0	400	400	400	0	100	300	400	1,200	
	Data storage systems/archiving strategy	2004/05	0	500	500	500	0	100	200	300	1,500	
		2005/06	0								0	
		2006/07	0								0	
		2007/08										
		2008/09										
		2009/10										
	<b>Total Information Strategy Programme</b>		<b>13,183</b>	<b>10,850</b>	<b>10,400</b>	<b>8,500</b>	<b>2,150</b>	<b>0</b>	<b>1,850</b>	<b>3,900</b>	<b>5,750</b>	<b>45,083</b>
	Total expenditure for schemes commencing in	2000/01	2,823	1,700	1,500	1,700	50	0	700	2,100	2,800	7,773
	Total expenditure for schemes commencing in	2001/02	2,030	300	0	0	100	0	0	0	0	2,430
	Total expenditure for schemes commencing in	2002/03	655	250	250	250	250	0	0	0	0	1,655
	Total expenditure for schemes commencing in	2003/04	23,488	17,150	11,650	8,000	1,550	0	3,375	4,875	8,250	61,838
	Total expenditure for schemes commencing in	2004/05	5,000	10,900	10,900	11,400	10,500	10,000	200	500	700	58,700
	Total expenditure for schemes commencing in	2005/06	0	0	0	0	0	0	0	0	0	0
	Total expenditure for schemes commencing in	2006/07	0	0	0	0	0	0	0	0	0	0
	Total expenditure for schemes commencing in	2007/08	0	0	0	0	0	0	0	0	0	0
	Total expenditure for schemes commencing in	2008/09	0	0	0	0	0	0	0	0	0	0
	Total expenditure for schemes commencing in	2009/10	0	0	0	0	0	0	0	0	0	0
	<b>Total Schemes</b>		<b>33,995</b>	<b>30,300</b>	<b>24,300</b>	<b>21,350</b>	<b>12,450</b>	<b>10,000</b>	<b>4,275</b>	<b>7,475</b>	<b>11,750</b>	<b>132,395</b>
	Funds still to be Allocated			4,094	8,594	11,544	20,444	18,716				
	<b>Total Directorate of Information</b>		<b>33,995</b>	<b>34,394</b>	<b>32,894</b>	<b>32,894</b>	<b>32,894</b>	<b>28,716</b>	<b>4,275</b>	<b>7,475</b>	<b>11,750</b>	<b>132,395</b>

**Transport Services: Medium Term Capital Plan 2005/06 to 2009/10**

MAIN PROGRAMME PROJECTS	Start Year	2005/06	2006/07	2007/08	2008/09	2009/10
		£000	£000	£000	£000	£000
<b>Cars</b>	annual	9,800	12,275	13,125	11,500	11,500
<b>Vans and Commercial Vehicles</b>	annual	}	}	}	}	}
<b>Motorcycles</b>	annual	}	}	}	}	}
<b>Boats</b>	annual	400	400	200	200	200
<b>Equipping Fleet for Operational Service</b>	annual	2,650	4,500	4,500	3,175	3,175
<b>Total Transport Projects</b>		<b>12,850</b>	<b>17,175</b>	<b>17,825</b>	<b>14,875</b>	<b>14,875</b>

**Other Plant & Equipment: Medium Term Capital Plan 2005/06 to 2009/10**

MAIN PROGRAMME PROJECTS	Start Year	2005/06	2006/07	2007/08	2008/09	2009/10
		£000	£000	£000	£000	£000
Photographic Equipment	annual	222	222	222	222	222
Catering Expenditure	annual	60	60	60	60	60
Alcohol Level Testing Equipment	annual	8	8	8	8	8
Office Plant and Machinery	annual	10	10	10	10	10
Aircraft & Support Equipment		10,644	5,161	0	0	0
<b>Total Miscellaneous Projects</b>		<b>10,944</b>	<b>5,461</b>	<b>300</b>	<b>300</b>	<b>300</b>

Directorate of Information - C3i Programme: Medium Term Capital Plan 2005/06 to 2009/10

schedule 7

C3i PROJECTS	Start Date	Before 2005/06 £000	2005/06 £000	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	Total Capital Value
<b>MetCall Hendon - Building Works</b>	2002/03	24,065	0	0	0	0	0	24,065
<b>MetCall Lambeth - Building Works</b>	2002/03	20,928	259	0	0	0	0	21,187
<b>MetCall Bow - Building Works</b>	2002/03	19,152	365	0	0	0	0	19,517
<b>MetCall C3i Technology and consultancy</b>	1999/00	72,035	14,201	796	0	0	0	87,032
<b>Sub Total</b>		<b>136,180</b>	<b>14,825</b>	<b>796</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>151,801</b>
<b>Airwave</b>	2002/03	15,697	27,164	251	0	0	0	43,112
<b>Sub Total</b>		<b>15,697</b>	<b>27,164</b>	<b>251</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,112</b>
<b>Grand Total</b>		<b>151,877</b>	<b>41,989</b>	<b>1,047</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>194,913</b>

**STEP CHANGE PROGRAMME - Medium Term Capital plan 2005/06 to 2009/10**
*schedule 8*

	Before 2005/06 £000	2005/6 £'000	2006/7 £'000	2007/8 £'000	2008/9 £'000	2009/10 £'000	Total Capital Value
<b><u>Transport</u></b>							
Implementation of Neighbourhood Policing	219	0	0	0	0	0	439
<b>Sub Total</b>	<b>219</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>439</b>
<b><u>Property</u></b>							
New Build	0	0	0	0	0	0	0
Newly Leased	4,428	0	0	0	0	0	8,856
Adaptations to existing Accom	9,373	0	0	0	0	0	18,745
<b>Sub Total</b>	<b>13,801</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,601</b>
<b><u>Information &amp; Communication Technology</u></b>							
Ward Base Infrastructure	640	0	0	0	0	0	1,279
Ward Base Telephony	640	0	0	0	0	0	1,279
BOCU Ward Mgmt Team Fit-Out	12	0	0	0	0	0	25
C3i/Metcall	116	84	86	0	0	0	402
Airwave Rollout (incl Vehicles)	672	0	0	0	0	0	1,344
Vehicle MDTs	108	0	0	0	0	0	216
Handheld MDTs	929	0	0	0	0	0	1,858
Corporate Systems Changes	5,125	0	0	0	0	0	10,250
Corporate Infrastructure	256	263	535	10	0	0	1,320
<b>Composite Budget Adjustment</b>	<b>-4,509</b>	<b>4,509</b>					
<b>Sub Total</b>	<b>3,989</b>	<b>4,856</b>	<b>621</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>17,973</b>
<b><u>Commercial Services</u></b>							
Mezzanine Floor	282	0	0	0	0	0	564
<b>Sub Total</b>	<b>282</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>564</b>
<b>Grand Total</b>	<b>18,290</b>	<b>4,856</b>	<b>621</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>46,577</b>

## Prudential Indicators for the Metropolitan Police Authority

### Affordability Indicators

1. Estimate of capital financing costs compared to net revenue stream.

2004/05 Estimate	2005/06 Estimate	2006/07 Estimate	2007/08 Estimate	2008/09 Estimate
0.17%	0.28%	0.37%	0.43%	0.48%

(not including Step Change Phase 2)

2004/05 Estimate	2005/06 Estimate	2006/07 Estimate	2007/08 Estimate	2008/09 Estimate
0.17%	0.42%	0.46%	0.51%	0.55%

(including Step Change Phase 2)

The estimates of financing costs include the proposals in the budget report, 2004/05 capital starts for the Step Change Programme and show external interest net of investment income. The indicators have assumed the authority adopts the budget submissions in the present report.

This indicator compares the total principal and net interest payments on external debt to the overall revenue spending of the authority. The Authority's external borrowing is considered low comparatively to other authorities and there is a high level of investment income, but this indicator is still important because if the level of borrowing were to increase significantly an important factor in determining the existing and future levels of debt is the level of financial support from government. The continuation of government support to existing debt commitments is therefore crucial in understanding the affordability, prudence and sustainability of its borrowing. It is anticipated that similar support as at present will occur.

2. Estimated Incremental impact of capital investment decisions on the council tax.

2004/05 Estimate	2005/06 Estimate	2006/07 Estimate	2007/08 Estimate	2008/09 Estimate
£2.65	£3.15	£2.91	£3.00	£3.04

(not including Step Change Phase 2)

2004/05 Estimate	2005/06 Estimate	2006/07 Estimate	2007/08 Estimate	2008/09 Estimate
£2.65	£3.92	£3.03	£3.00	£3.04

(including Step Change Phase 2)

This indicator shows the actual impact of capital investment decisions on the Council Tax. The indicator is calculated by comparing the cost of the capital programme including proposed new starts, against the cost of the capital programme assuming no new starts. The council tax costs reflect debt charges on unsupported borrowing, loss of interest on capital receipts used to finance new investment decisions, debt charges on new investment reflecting the proportion of precept to budget requirement (reflecting the general non government grant supported spending).

### Prudence Indicator

3. Net borrowing and the capital financing requirement.

CIPFA's Prudential Code includes the following as a key indicator of prudence:

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the authority should ensure that net external borrowing does not, except in the short term, exceed the total of Capital Financing Requirement in the preceding year plus the estimates of any additional Capital Financing requirement for the current and next two financial years"

Net borrowing and the capital financing requirement
The Treasurer reports that the authority had no difficulty meeting this requirement in 2004/5, nor are there any difficulties envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in this budget report.

## Capital Expenditure Indicators

### 4. Capital Expenditure

2004/05 Estimate £000	2005/06 Estimate £000	2006/07 Estimate £000	2007/08 Estimate £000	2008/09 Estimate £000
210,619	136,829	86,429	80,260	77,300

(not including Step Change Phase 2)

2004/05 Estimate £000	2005/06 Estimate £000	2006/07 Estimate £000	2007/08 Estimate £000	2008/09 Estimate £000
210,619	162,643	90,295	80,260	77,300

(including Step Change Phase 2)

This indicator states the total capital spend covering all capital expenditure and not just that financed by borrowing.

### 5. Capital financing requirement.

2004/05 Estimate £000	2005/06 Estimate £000	2006/07 Estimate £000	2007/08 Estimate £000	2008/09 Estimate £000
238,015	272,693	298,715	320,255	340,868

(not including Step Change Phase 2)

2004/05 Estimate £000	2005/06 Estimate £000	2006/07 Estimate £000	2007/08 Estimate £000	2008/09 Estimate £000
238,015	298,507	328,395	349,935	370,548

(including Step Change Phase 2)

The capital financing requirement measures the authority's underlying need to borrow for a capital purpose. The Authority does not associate borrowing with particular items or types of expenditure. The authority has an integrated treasury management strategy and has adopted the CIPFA Code of Practice for Treasury Management in the Public Services. The authority has at any point in time, a number of cashflows (both positive and negative) and manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management strategy. In day-to-day cash management, no distinction can be made between revenue cash and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the Capital Financing Requirement reflects the authority's underlying need to borrow for a capital purpose.

## External Debt Indicators

### 6. Authorised Limit for External Debt

	2004/05 Estimate £000	2005/06 Estimate £000	2006/07 Estimate £000	2007/08 Estimate £000	2008/09 Estimate £000
Borrowing	156,409	133,484	114,584	87,955	71,481
Other long term liabilities	-	-	-	-	-
<b>Total</b>	<b>156,409</b>	<b>133,484</b>	<b>114,584</b>	<b>87,955</b>	<b>71,481</b>

This is the maximum amount that the authority allows itself to borrow in each year. The Treasurer reports that these Authorised Limits are consistent with the authority's current commitments, existing plans and the proposals in the budget report for capital expenditure and financing, and with its approved treasury management policy statement and practices. They are based on the estimate of the most likely, prudent but not worst-case scenario, with in addition sufficient headroom over and above this to allow for operational management, for example unusual cash movements. Risk analysis and risk management strategies have been

taken into account, as have plans for capital expenditure and estimates of cashflow requirements.

#### 7. Operational Boundary for External Debt.

	2004/05 Estimate £000	2005/06 Estimate £000	2006/07 Estimate £000	2007/08 Estimate £000	2008/09 Estimate £000
Borrowing	136,008	115,987	99,555	84,981	69,064
Other long term liabilities	-	-	-	-	-
<b>Total</b>	<b>136,008</b>	<b>115,987</b>	<b>99,555</b>	<b>84,981</b>	<b>69,064</b>

The proposed Operational Boundary for external debt is based on the same estimates as the Authorised Limit but reflects directly the estimate of the most likely, prudent, but not worst case scenario, without the additional headroom included within the Authorised Limit to allow for example for unusual cash movements and equates to the maximum of external debt projected by this estimate.

#### 8. Actual External Debt

Actual External Debt
2003/04 Actual £000
104,466

### Treasury Management Indicators

#### 9. Net Outstanding Principal – Limits in interest rate exposure.

Limits in interest rate exposure calculated with reference to net outstanding principal sums			
	2004/05 Estimate	2005/06 Estimate	2006/07 Estimate
Upper limit on fixed interest rate exposures	95%	95%	95%
Upper limit on variable interest rate exposures	30%	30%	30%

This indicator reflects the requirement specified under the Code, however the outstanding principal payable and receivable from external loans and investments is exceedingly weighted towards investment: £104.5 million external borrowing and £366 million investment in 2003/04. Both of these balances will gradually reduce, to about £90 million and £250 million respectively by 2005/06. It is therefore proposed that for operational treasury management purposes two discretionary indicators are approved as follows:

#### 10. Gross Outstanding Borrowing.

Limits in interest rate exposure calculated with reference to net outstanding borrowing sums			
	2004/05 Estimate	2005/06 Estimate	2006/07 Estimate
Upper limit on fixed interest rate exposures	100%	100%	100%
Upper limit on variable interest rate exposures	15%	15%	15%

#### 11. Gross Outstanding Investment.

Limits in interest rate exposure calculated with reference to outstanding investment sums			
	2004/05 Estimate	2005/06 Estimate	2006/07 Estimate
Upper limit on fixed interest rate exposures	90%	95%	95%
Upper limit on variable interest rate exposures	40%	40%	40%



12. Maturity Structure of Borrowing – Upper and Lower Limits

<b>Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate</b>		
	<b>Upper Limit</b>	<b>Lower Limit</b>
<b>Under 12 months</b>	<b>20%</b>	<b>0%</b>
<b>12 months and within 24 months</b>	<b>20%</b>	<b>0%</b>
<b>24 months and within 5 years</b>	<b>45%</b>	<b>0%</b>
<b>5 years and within 10 years</b>	<b>35%</b>	<b>0%</b>
<b>10 years and above</b>	<b>35%</b>	<b>0%</b>

13. Principal sums invested for periods longer than 364 days.

There are currently no proposals for the authority to invest sums for longer than 364 days. However, the authority may wish to consider some limited longer-term investment in future years and a ceiling of £30 million is proposed

14. The MPA has adopted the CIPFA Code of Practice for Treasury Management in Public Services.

# PROPERTY SERVICES – “Bridging the Gap”

(Excluding Operational Support Group)

## Interim Operational Plan & Strategic Risk Assessment

### 2004/05 to 2006/07



## Contents:

- **Director's Foreword and Executive Summary**
- **Introduction**
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- **Territorial Policing (excluding Safer Neighbourhoods' Programme)**
- **Territorial Policing – Safer Neighbourhoods' Programme**
- **Specialist Crime Directorate**
- **Specialist Operations**
- **Deputy Commissioner's Command**
- **HR & Training**
- **New Scotland Yard**
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- **Summary Strategic Risk Assessment Table**

## Director's Introduction:

### Colleagues,

In mid 2003 the MPA and Management Board agreed and approved "Building Towards the Safest City" (BTSC) as the Property and Estates Strategy for the Met.

The document is ground breaking as it aligns property to the MPS policing plan. Property Services (PS) developed a communication plan and held seminars in early 2004, to explain this strategy across the organisation. Details are also available on the intranet.

The key issue is that we have major estate funding constraints to address while PS and the MPA work on medium term funding solutions. We can forget loads of cash from our funders. We need to recycle the estates value and that will not be quick or easy. The estate is valued at over £ 1.5 billion but we have major funding shortfalls just to stand still. That is why most of you, our officers and staff, tell me things are not right. I agree. Solutions cannot be delivered overnight and we all have to reflect on the challenges the MPA Members, and others, will rightly raise in our demand for solutions and the resources to pay for them. We have to change the Service demands and modernise our approach. The MPA and Management Board are fully supportive on the approach we are taking. We will all need to be tough on why we demand things – only then will we be able to fully win the confidence of funders and be listened to.

BTSC set the strategy and got the estate problems out in the open. The fact the MPA signed up to this was a big step forward – as unless we accept there are problems we can not address them – let alone work to solutions. The MPS and MPA are now working together to deliver solutions.

The solution is some way off – turning around the "super tanker" of an estate of over 600 buildings valued at over £ 1.5 billion will require careful preparation. Particularly as officer and police staff growth came with no deployment accommodation funding.



Having agreed the strategy the next step, quite rightly demanded by the MPA and MPS Management Board, is to devise a route to “bridge the gap”. That is why Property Services has devised and consulted on this Interim Operational Plan. We know (in PS) that the Service needs more but this is what we can deliver until longer term solutions are found. It raises a number of questions – some easy to answer – others less so. It has also enabled us to properly assess risks – and some of these are significant.

In PS we take pride in the fact that we are becoming more integrated with delivering front line policing service – no longer an arms length “service” provider – rather now part of the “solution” working closely with colleagues across the Service. This plan maps out how we plan to “bridge the gap” in demanding and challenging times.

## Alan M Croney

**Alan Croney FRICS**

**Director of Property Services**

**June 2004**



## **INTRODUCTION**

The Metropolitan Police Authority (MPA) adopted the Property and Estates strategy, “Building Towards the Safest City” (BTSC), in 2003. This strategy acknowledges that current direct funding for accommodation is seriously inadequate at both the capital and revenue levels. In addition the estate is old, with some 35% pre dating 1940, is out of position and hence expensive to run. The approved strategy involves a wholesale review of the estate and an upgrade of the systems used to manage the estate and data held on the estate, in order that funding solutions can be identified and new solutions adopted. The challenge and seriousness of the situation was fully recognised.

This document – the Operational Plan - is intended as a guide as to how the MPA intends to manage the estate for the three year period it will take to identify new solutions and start to roll out new provision that is fit for the 21<sup>st</sup> century and modern policing.

With an estate of over 6 million square feet, comprising over 600 buildings and valued at over £ 1.5 billion the task is major. It would be professionally reasonable to expect that for an estate of this age and intensity of use, the annual spend on the capital renewal of building fabric and plant (roofs, generators, plant & machinery, statutory upgrades etc.) would exceed £ 75m. However, the Met spends just £ 20m per annum - and most of that has to go on other building issues (such as front offices, new control facilities etc.). It is not, therefore, surprising that we are experiencing serious problems in just keeping the estate up and running to barely acceptable, let alone modern, standards.

In addition there are also day to day maintenance and repair issues where revenue funding constraints have created a maintenance backlog (minimal standards) of at least £ 82m and this is roughly doubling every two years. This inevitably means more reactive repairs than is desirable and undermines the value benefits of a planned maintenance regime.

The Met has lived with this situation for so long that a “getting by” approach has been the only option. But history is now, inevitably, catching up with us and such an approach is increasingly unworkable. It also has the potential to fail to deliver best value as all change tends to be incremental as funds do not exist to reap the benefits of modernising or renewing the estate through efficiencies – both in use or occupational cost terms.



The nature of policing is also changing and the cost and fixed nature of a major new police station is increasingly inappropriate – as well as being unaffordable. That is why we are looking at new ways to recycle the value inherent in the estate and replace old buildings with modern, more efficient and, overall, cost effective alternatives.

At the same time there has been a substantial growth in police officer numbers along with their related support. Whilst welcome this growth has not included funding for deployment accommodation. Hence the estate is under great strain and there is no doubt that lack of accommodation is starting to adversely affect front line police operations.

This document directly addresses the needs of the main Operational Command Units (OCUs). With both capital and revenue budgets under severe / greater pressure there are no short term fixes that can meet all demands.

It must also be remembered that the capital released from the sale of property which is no longer required (due to obsolescence or location) funds capital programmes across the Service, not just the requirements of the estate and Property Services. By way of example the MPA spends around £ 35m per annum on IT and transport needs. Over the next three years 22 % of this will be provided by Property Services through such sales. In this context HMG capital grants and the Estate Capital Programme seem most inadequate and we are researching allocation further across the England and Wales Forces.

There has also been a need to upgrade resilience across the estate (to 'platinum' standards). This, and enhanced Facilities Management (FM), will be executed in 2004/05 as the Carillion exit takes full effect. C3i FM also comes on stream in 2004/05 along with enhanced security. FM outsourcing is also subject to a full review and retender by 2006, this will take major effort in Property Services.

As part of finding solutions we are required to develop a fully compliant Property Asset Management Plan (AMP) and this has been drafted and is being consolidated into the Service wide AMP.



## **Pan OCU Provision & Support Functions**

There are proposals well advanced and committed for the Plan period and reflected in the Capital Programme.

The opening of Edinburgh House (with its use of extensive open plan layouts and modern design) has provided a useful test bed for new approaches to office use in the MPS and more efficient use of Cobalt Square.

The recent approval of the Central London Estates Strategy including the acquisition of a substantial amount of good quality office space in Earls Court, West London which will enable Property Services to relocate a number of business units currently accommodated in poor quality buildings and ease pressure on those in NSY, by relocating a number of existing occupiers. The roll out of this strategy will extend beyond the duration of this plan period, although within the next two years a number of buildings will be vacated and disposed of or released. In addition, a number of NSY's existing occupiers will be relocated enabling accommodation to be refurbished for future use.

The nature of the MPA property interest in Tintagel House dictates that we do not spend heavily to upgrade the building despite the inadequacies of the space. Best value has to drive us in the use of the property. In 2004/05 and 2005/06 we will be relocating a number of major users as a follow on to Dol's move to Edinburgh House.

The review of warehousing etc. will enable us to establish the possibility of widespread renewal of this part of the estate which in the main is ageing and multi sited. The aspiration is to identify self-funding options (funding new space from the sale of existing units) on a mix and match basis. Users and OCUs are fully engaged in the study.

The development of the VRES bases will have a direct impact on front line policing.

The completion of the C3i Centres and their enhanced "platinum" standard maintenance is of course critical to MetCall and hence front-line policing.



The OTSU facilities require upgrading and cannot await wider solutions. The schemes are sensitive to the MPS and the local areas / communities. They have consequently been delayed due to Town & Country Planning problems but these are close to resolution.

In 2003 we started a joint initiative with DoI to improve the alignment of the MPS IT infrastructure with the estate strategy. Good progress is being made and we, jointly, expect benefits to flow through the plan period.

***The Operational Plan will:***

- Deliver the first phase of the Central London Estates Strategy including the relocation of a number of business users to a new office facility; the disposal of a number of existing assets and the relocation of further occupiers from NSY to enable refurbishment of floors within the building.
- Provide TfL funded additional bases for TOCU.
- Review of warehousing, garaging and storage / related facilities for DoR, Traffic, Transport, TSG, OTSU, VRES etc.
- Deliver on expansion of VRES bases.
- Provide Lambeth Borough and others new office facilities in Lambeth
- See the completion of C3i Centres achieved broadly on time and budget in June.
- Enhance OTSU etc facilities
- Adhere Airwave site delivery on the MPA Estate
- Deliver CPS at point of charge – accommodation provision
- Bring the PFI South London Police Stations fully on line and deliver the cost savings from closures that we are committed to.
- Move Tintagel House to low density use (accepting that the building infrastructure cannot support full occupancy at reasonable cost).

***Risks:***

For commercial and operational reasons this section of the plan is designated as RESTRICTED and is not available.

## **Territorial Policing (excluding Step Change Programme)**

Physical standards in much of the “Borough” estate are very bad. Cellular lay-outs, antiquated small custody units, poor front offices and “rabbit warren” buildings of considerable age mean high operating costs and poor utilisation. Most Borough Police Stations are struggling to accommodate existing staff let alone officer growth. There are also location issues where buildings are out of position when compared to crime hot spot locations.

It is now widely accepted that the days of major new police stations are past as they fail to deliver flexibility, offer poor resolution of the policing model aspects of community contact and, at upwards of £ 20m each (excluding land), are just plain unaffordable.

BTSC has addressed this issue head on and we are now looking to develop a “template” of provision that is cheaper, quicker to execute and flexible. We also have to face the fact that obtaining new sites may be possible in a few London Boroughs but, in the main, the dense urban fabric of London does not allow this as alternative uses and planning (Town & Country) demands drive up land costs along with density of use and dictates a building size / style that is unaffordable in policing terms. The challenge is to find, together, solutions that provide affordable, modern and “fit for purpose” accommodation.

This means that increasingly we have to access and utilise commercial space and move away from “custom built” solutions wherever practical - or go without.

With colleagues in TP, Property Services are actively engaged in working solutions through on a pragmatic basis – which by definition has to be local availability driven – “grand building programmes” are clearly a thing of the past.

With limited immediate funding the Operational Plan is focused on the following:

- Delivering the TP / C3i “Integrated Borough Operations” (IBOs) facilities in each of the 32 Boroughs.
- Upgrades to Acton and Dagenham Police Stations.
- Resilience improvements.



- Schemes to deliver at least two “patrol bases”– these will be based in industrial or warehouse buildings, from the private sector, and converted using flexible modular units. They will be part of the new template of provision.
- Using the existing estate to the maximum – jointly moving away from ideal solutions to the workable solutions.
- Commencement of a modest number of new cell cluster schemes in 2005/2006 and delivery in future years.
- Improving utilisation by the use of minor works budgets, changing furniture and equipment and improving Property Services space planning / utilisation services (previously not available to Boroughs).
- Where opportunities exist changing working practices and seeking to exit expensive buildings.

***The Operational Plan will:***

- Deliver IBOs to each Borough
- Deliver at least two patrol base pilots
- Move certain functions and sites where “self funding” can be achieved locally
- Deliver “crime hot spot” improvements to a limited number of sites - including Lambeth
- Continue to roll out the new “affordable” version of the improved front office / counter upgrade – for statutory and service reasons (NB – the current upgrade has been reduced in cost by an average of 40% to 60 % as a result of joint TP and PS action).
- Deliver Borough Witness Suites, Sapphire and CPT suites.
- Re arrange space usage on a professional basis to improve standards
- Improve locker rooms where practical and to higher standards. Where possible move these away from basements.
- Introduce new furniture that is more flexible and efficient – including in late 2004/2005 new storage equipment.
- Pilot at least one new “custody cluster”scheme to ease cell shortage / demand issues.
- Continue the CPS at point of charge roll out
- Delivery of TfL funded TOCU space
- Adhere TOCU Central CJU– expansion with CPS
- Respond to externally funded and HO initiatives – e.g. Mobile Phone Task Force in 2003.
- Retain Earlsfield for Wandsworth BOCU

- Deliver major refurbishment of Acton PS
- Complete the cell safety programme and bringing at least 50 cells / custody units back into use.
- Complete Dagenham Police Station refurbishment – 2005/06 completion.
- Undertake Resilience upgrades – generators etc.
- Relocate of PCSO training.

***Risks:***

For commercial and operational reasons this section of the plan is designated as RESTRICTED and is not available.

## **Territorial Policing – Safer Neighbourhoods Programme ('SNP'):**

Property Services are working closely with TP to deliver the necessary accommodation to support the SNP and Step Change Programme.

New property and new space at partner premises takes time (lead time) to deliver so it is essential that early action is taken.

With TP it has been agreed that this programme must not deflect Property Services from the major task in hand on the wider estate. Hence we have decided to create a new team to deliver SNP from the property end

### ***The operational plan will:***

- Provide a focused team to create new bases on the direct estate and on partner estates.
- Acquire, equip and fit out the new facilities.
- Maintain and service the new arrangements.

### ***Risks:***

For commercial and operational reasons this section of the plan is designated as RESTRICTED and is not available.

## **Specialist Crime Directorate (SCD)**

As with all other units and OCUs, SCD is seeing major growth both within the estate and overall.

The pressures are high and in the public eye with a plethora of report recommendations for change and growth that are unaccompanied by any funding for accommodation or even to assist in improving process etc. (e.g. Lord Lamming's report)

There are also training linkages to HR, around detective training, due to the changing experience profile caused by officer growth and increased demands.

There are structural changes impacting on the Met as a result of welcome adjustments to the wider policing family. One example is the joint (successful but difficult) move of NCIS (London Region) into NSY and moves around the London RART team. The roll out of the National Intelligence Model (NIM) will undoubtedly add to these changes.

There could be a tendency for SCD to gravitate to the central London locations but ACSCD has given a strong lead that this is not affordable and that practices need to be reviewed.

Property Services fully recognises that the requirements of SCD may appear to be primarily for offices but there are real needs for top notch evidence storage, car parking, and special office type areas and so on. It will be essential to the delivery of the extra space needed that we jointly resolve these issues – including adapting present practices.

There is, additionally, the inevitable problem that these ancillary, but essential, uses are not easily absorbed into commercial office space without change. Inefficiency may result at the people level but these need to be robustly analysed around property cost, operating costs and achievability factors. This debate is ongoing with SCD and will need urgent resolution in 2004.

There is also a debate around security of intelligence assets and functions previously based at the heart of the Met (usually at NSY). There is a separate section to this plan dealing with NSY more generally but the key fact is that it is over full and cannot grow to accommodate demand (or even deliver best value utilisation).



An option to expand has been identified for 2004 but many of these operational issues remain to be resolved. If commercial space is not an option for SCD operational reasons the negotiated “growth budget” in 2004/05 will not be able to be switched to alternative direct property provision, as the sums will be inadequate, thus exacerbating the space problem for SCD.

The current space plans only meet SCD needs in 2004/05 and cannot accommodate growth / further investment thereafter. An alternative proposition is, however, under consideration.

***The Operational Plan will:***

- Deliver the upgrade to Lewisham PFI space for SCD.
- Provide the potential to expand to new space in West London to accommodate growth.
- Enable the opening of a new “Crime Academy” facility in West London.
- Deliver training space on a “short term” basis.
- Deliver a new command centre close to Central London.

***Risks:***

For commercial and operational reasons this section of the plan is designated as RESTRICTED and is not available.

## **Specialist Operations (SO):**

In the centre most of SO needs have been met – but see section on NSY. Elsewhere most requirements are relatively modest and the operational requirement is allowing Property Services to provide via private sector commercial space providers.

The major area of concern is around fire-arms training – both initial and re-certification. As armed operations (including SCD and TP) expand, the debate around more routine arming continues, the needs in DPG and other units grow, the need for ever higher standards and the change in weapon of choice all create additional demand and change the facilities needs and their best location.

The main PFI centre is already running at or beyond capacity. Re-certification needs cannot be met as existing ranges are increasingly inadequate in standards terms and do not cater for non-pistol training. A review has commenced to re-evaluate needs. Solutions are presently unfunded on both the revenue and capital accounts.

Wider armed deployment will also generate funding requirements to expand and upgrade armoury sites. This is included in the review mentioned above.

### ***The Operational Plan will:***

- Expand MPS / MPA Heathrow estate capacity
- Support resilience plans
- Support incident plans (all levels)
- Maximise the training capacity at Gravesend
- Develop new relationship with BAA – particularly airside.
- Review capacity issues – particularly around re-certification.
- Provide continued support for DPG outside London.

### ***Risks:***

For commercial and operational reasons this section of the plan is designated as RESTRICTED and is not available.





## **Deputy Commissioner's Command**

In the main, the business units operating with the DCC are accommodated within the Central London Estate. Much of the accommodation is aged and inflexible, and there is a need to improve and enhance standards. Whilst a number of these units work relatively independently of each other, there are certain synergies between some departments, which would support a move to co-locate certain functions.

The future occupational requirements of DCC have been included within the strategy for the Central London Estate. It is intended that within the next twelve months a number of teams will be re-located to West London to release space in NSY, Cobalt Square and Tintagel House.

Accommodation at NSY will be refurbished to support the second transition of staff from Wellington House to NSY.

In addition to these units, a further three satellite locations support the CIB professional standards team. These locations are based in the Southeast and Southwest and Northeast areas. There is an immediate requirement to provide a Northwest base and options are being considered.

### ***The Operational Plan will:***

- Relocate a number of business units to West London including those housed in NSY, Tintagel House and Cobalt Square.
- Relocate occupiers of Wellington House to refurbished accommodation within NSY.
- Provide a Northwest base for the CIB team.

### ***Risks:***

For commercial and operational reasons this section of the plan is designated as RESTRICTED and is not available.



## **HR & Training**

The training estate comprises a number of units but the major provision is the Hendon Training facility including three, 1960's, residential tower blocks. The Hendon estate does, however, fulfil many other functions for the Met and indeed wider agencies and these will need to be borne in mind in considering options.

### **Hendon Estate:**

The raised level of recruitment has required the MPA to access additional short term residential capacity from the MoD. Whilst this may not be fully needed in 2004/05 future year projections are showing that the owned residential capacity at Hendon will not be sufficient for our needs. The temporary MoD provision is not assured into 2005 as the site is earmarked for residential development.

The existing 1960's tower blocks provide sub-standard accommodation (none of the rooms are en-suite or have domestic electric power) and major refurbishment is well overdue. It may be more sensible for the blocks to be replaced with low to medium rise modern units. While some overdue repairs may be possible in 2004/05 the sheer scale of refurbishment would not be possible to undertake in the short time window available (and there are no funds for such major work).

Hendon hence faces real risks of having insufficient residential accommodation to house extra officers or replacement officers both in the medium and long term. This will be a direct constraint on both the plans of the MPA and other stakeholders.

Replacement of the MoD space will not be possible unless the existing lease can be extended (short term). The MPA would need, as an alternative, to look at housing recruits in hotels which would be far more costly than the current arrangement (unbudgeted).

Working with HR, Property Services are considering alternative options to training arrangements, including reduction in the residential element of the specific training course and the use of non-residential training.

Even if funding solutions were to hand there is a further conundrum facing the MPA. Training of police recruits is currently subject to wider (Home Office) review and hence the future shape and demands for a training estate cannot be accurately predicted. Against this background it would be difficult, if not impossible, to produce an MPA business case (delivering best value) for massive capital investment.

**Other HR Units:**

The recent approval of the Central London estates strategy will facilitate the relocation of these teams.

The age, cellular layout and absence of modern access means existing buildings provide inefficient space that is expensive to maintain and operate. The multi-site nature also increases costs.

The majority of these uses can be relocated to modern alternative leased space in better value locations. Plans are well advanced to execute such a relocation and an investment analysis is close to completion.

On Boroughs there are a number of training rooms and facilities (mainly in police stations). Continued use, by HR, will undoubtedly come under pressure and together (with HR) we will need to review the most effective solutions.

There are also other initiatives that are unfunded including the proposed nursery provisions and prayer rooms (where we aspire to work towards ACAS guidance) etc.

**Residential estate:**

The policy for the main residential estate is shared with HR and a review, currently out to consultation, is due to go before the MPA in late 2004. With over 1000 units of accommodation and around 600 section house bed spaces the MPA capital tied up is significant (over £ 230m). This represents around 10 years worth of Property Services capital spend at current prices – its release could double front line investment.



Most other constabularies have exited direct provision of any scale. Indeed the existing MPA estate cannot fully meet the housing needs of new recruits and retention cases: to seek to do so is also totally unaffordable.

The MPS has consequently always sought to assist officers in accessing housing from other providers (the private sector, Housing Associations, key worker initiatives etc.). During the plan this activity will continue and, with MPA approval, could grow further. The offer to officers will hopefully be extended to Police Staff and it is planned to rebadge our joint initiative as “Property Zone”.

***The Operational Plan will:***

- Deliver minor refurbishment of part of the Hendon residential estate
- Improve boundary security and reception facilities
- Deliver guarding upgrades (phased)
- See the completion of Croft Gym and Simpson Hall capital schemes.
- Facilitate the relocation of central units (subject to Business Case and investment analysis)
- Continue the development, jointly with HR of the “Property Zone” initiative and extension of the service to Police Staff.
- Investment in Key Worker Housing Initiatives (funded by Resources Directorate outside Property Services own Capital Programme).

***Risks:***

For commercial and operational reasons this section of the plan is designated as RESTRICTED and is not available.

## **New Scotland Yard:**

Demands for space at NSY are growing apace. In February 2004 Management Board approved a new space management and allocation regime upon which Property Services have been consulting.

The building simply cannot accommodate all central demands and we (MPS) have full occupancy which leaves no room for moves, improvements, etc. - in what is now a rapidly ageing building. If relocation of major users elsewhere can take place as planned it will allow us to regain “flexibility” space that is unallocated but managed short term to meet urgent demands. We are also planning “pass through” facilities on the line of a serviced office suite, to be run by Property Services, to allow even further flexibility.

There is clearly a need for the organisation (MPS) as a whole to address the demand for extra space at NSY in this plan period.

We also have to face the fact that NSY is ageing and will probably end its commercial life in the next 7 to 10 years.

Security and resilience issues continue to be addressed.

In light of these issues Property Services is preparing an analysis for the future as early planning is essential. Management Board will be briefed in late 2004 but we need to start to prepare an exit plan in 2004/05 and map an extended execution strategy due to the physical, financial and commercial constraints of the building and the related costs.

## Property Services:

### What we are doing:

- BTSC sets out our stall and strategic plan – this Operational Plan builds on that to meet the gap period.
- Resource is finite and PS will continue to promote the “project sponsor” principle, with the sponsor being outside Property Services. OCUs and Command lines need to adopt and deliver business cases for extra space. This need has now been incorporated into all decision reports going forward to Management Board. Property Services will stand ready to provide advice, input and guidance.
- We are seeking to expand, with Finance Services, the need for Command lines to feed into planning to ensure improved control and forward planning.
- We are building the data and systems we need (for this £ 1.5 billion asset) to explore / deliver solutions in the medium term. Until new IT and other working arrangements (in Property Services) are in place; agreed future solutions are not assured. Data also has to be gathered in a robust manner. Part of this plan is to make estate data available to FRMs and OCU Business Managers in the plan period. These new systems will be essential in delivering a compliant AMP to the MPA.
- There are also wider Town & Country Planning and Regeneration issues for the MPA and MPS to consider. Management Board has agreed that Property Services should lead on this area along with “Green Transport” in line with the Mayor’s agenda. We have appointed advisers, who also monitor changes and planning applications, and are building a rigorous approach to obtaining, for the MPA, a proper share of developer contributions to public sector infrastructure. There is no reason why police facilities should not be included in this process and we are lobbying both the HO and ODPM to achieve proper recognition of our needs in London as expansion and change impacts on the demands placed upon us.
- The out-source FM re-tender (and immediate preparatory work) will be resource intensive and care will be needed to assess supplier resilience.



- A new team to support “Safer Neighbourhoods” and establish links with our opposite numbers across the GLA family and London Government in order to deliver this programme.
- Continue to play an active part in raising awareness of the estate problems amongst key stakeholders.

In an ongoing sense, capital funding remains under severe pressure. Allocation remains with the MPA, and on the recommendation of Management Board / RAC. We also look forward to building upon our inspection by HMIC during early 2004 which has fully endorsed the approach being taken.

### **Business Planning and Financial / Contract Matters**

Both the MPS and MPA have identified the need to sharpen planning procedures and to align planning frameworks across the organisation and with other stakeholders (The Mayor / GLA etc.). This is being led by DCC and Property Services is inputting as appropriate.

Planning and approach to demand setting is particularly important to Property Services with the longer lead times and procurement processes that are inevitable in property terms. In the vast majority of cases property investment also involves longer term commitment so it is essential that demand is backed by a long term business case rather than short term and immediate “need” urgency. Failure to improve in this area of accountability and justification will leave the MPS open to charges of not achieving best value. Reacting to immediate and unresourced / approved demand also often deflects and ties up funding streams that could be better used on other policing priorities in subsequent years. At the same time there is a need to communicate to the MPA that, given the scale of the MPS and rate of growth, there will be a need to allow the MPS to be flexible about space growth against a commitment to deliver best value without specific long term plans. Long term plans in a policing context are not in the direct control of the MPS but strategic space need is and needs to be acknowledged and, in decision terms, endorsed.

Since mid 2002/03 Property Services has moved to requiring a project sponsor to promote and support new spend / projects.

At present we are working to a number of delivery models across the MPS which need to be reviewed and discussed further to minimise possible misunderstanding. In the plan period we are aiming to convince the Service that a unified model is required if best value, MPA confidence, progress and fast delivery is to be achieved:

**OCU liaison and decision making:**

As the MPS moves away from a property BOCU / OCU demand led decision making mode on property matters there is a need for BOCUs and OCUs, as well as Property Services, to understand the role shifts and the change to affordable provision and change in provision costing. This is a challenge to OCU Commanders at all levels and also requires a level of communication from front line Property Services staff that were not previously accustomed to such a Corporate approach. It also requires a level of understanding and co-operation across command lines in the centre. Early signs of developing this matrix approach are encouraging although inevitable difficulties are being experienced. We have to corporately limit our understandable aspirations within affordable funding windows and Property Services staff have increasingly to learn how to challenge “project creep” and the “plain unaffordable” on a face to face basis with OCU representatives without being negative. At the same time Property Services has to adapt to the external, direct, funders such as TfL. The MPS will only maximise Service benefit when we all focus on the funded and do able. Property Services will seek to play a full part in communicating this change and changing its own attitudes.

**Other matters:**

On the MPA Contract and Financial Regulations front awareness across all Commands and OCUs could be higher. With our colleagues in Procurement and Finance we will be addressing this in 2004/05 with a series of workshops.

On the property front we remain concerned with the fact that only the Director of Property Services can commit the MPA (sign documents), on property and construction matters (and some items may need formal MPA approval and The Clerk to sign or seal documents) is not widely understood. The Director of PS's powers in this area are rather new and if we all across the MPS fail to respect them we may end up with a slower process – which none of us wants or needs. It is important that all OCU's are aware that unauthorised signing of property or construction documents (even with partners) risks personal liability on the part of the person





signing and may be outside powers (“ultra vires”). In 2004 PS will be publishing a guide to business case preparation and the financial sign off procedures (with our colleagues in Finance Services) in relation to property issues.

In 2003/04 the MPS Management Board agreed that PS should take the corporate lead on Town & Country Planning in London and on Green Transport. Plans are in hand to deliver on these fronts.

In early 2004/05 we were also, after consultation, asked by Management Board to set up a lead unit to support the MPS and all OCUs on the Governments and Mayors Regeneration programmes. Most of these external programmes have a heavy bias toward physical regeneration (i.e. property and the built environment) and while much can be achieved for the MPS locally the programmes are regionally driven. PS recognises the need, with the MPA, to fully engage with external stakeholders while also providing high level professional support to OCUs and BOCUs in this area. At present we are not punching our full weight in this arena which is closely tied to our existing activity on “planning”. This unit will also be able to support BOCUs on Crime Prevention and Design issues.

The MPA policy on property sharing is a major issue for the organisation and can be found on the MPA internet site and the PS Intranet site.

Operational Support Group matters, within PS, are to be covered in a separate document.

***During the Operational Plan Period we will also:***

- Retender rating support (c £ 23m per annum liability) in preparation for the 2005 revaluation
- Retender legal and property adviser support to PS.
- Introduce new IT systems and seek to roll out access to OCU FRM’s and Business Managers
- Deliver a new Residential Estate Strategy for MPA approval (with potential to increase capital funding for front line uses).
- Conclude the funding review with the objective to renew over 60% of the estate in the period 2006/07 to 2011/12.
- Modernise capital procurement procedures and requirements.
- Implement the pro-active role of PS in leading the MPS on Town & Country Planning matters



- Rebuild and implement our design team based on affordability and the BTSC “template” model.
- Continue to support the TOCU / TfL contract.
- Deliver solutions for CPS point of charge presence programme.
- Build and implement a team to deliver around Safer Neighbourhoods Programme.
- Adopt a positive PR presence with stakeholders and the wider property market.
- Contract out more “day to day” functions to reduce overheads and increase staff deployment to more strategic front line activity defined by NIM and the Policing Model.
- Reduce bureaucracy within, and re engineer, our processes to save costs / free funds.
- Aggressively pursue our Business Transformation Programme (and communicate our work across the MPS / MPA in 2004/05).
- Support urgent HMG initiatives on a “can do” basis.
- Continue to develop PS NIM compliant approaches – will also entail improved PS input to ACPO.
- Continue to expand and communicate the benefits of the new (Jan 2004) PS web site – including seeking to introduce new intranet based tools to assist Business Managers and FRM’s in their interface with PS.
- Maintain trust and delegation levels with the MPA to ensure speedy action / delivery.
- Engage all Command lines towards preferred model of the OCU interface.
- Deliver real results from utilisation and furniture initiatives.
- Quantum shift delivery on FM outsource retender.
- If approved set up a major initiative to work with and support OCUs on the regeneration agenda.
- With HR continue the development of “Property Zone” to facilitate and broker access to affordable housing in London for both officers and police staff.
- Continue to enhance relationships with key utility suppliers to seek to minimise the potential adverse impact on MPS operations arising from the ageing and increasingly unstable London networks.
- Continue to deliver Facilities Management to keep the Met “up and running”.
- Support potential integration of The Royal Parks Police.
- Investigate further best routes to keep our energy procurement “green” – including investigating the possible use of MPS sites for wind power projects.
- Lobby for the new financial framework (Prudential Code) to be property friendly in the Met’s circumstances.

***Risks:***

For commercial and operational reasons this section of the plan is designated as RESTRICTED and is not available.



## **Diversity and Equalities:**

The work of Property Services impacts across a wide spectrum of diversity and equality issues and we are aware of this.

In all areas of our work we seek to comply with the MPS and MPA policies and more importantly are working to become more aware of issues on a positive and pro active basis.

Much of our work involves the use of contractors and external suppliers and we require compliance with MPS / MPA standards of them. We would like to do more in this area but are constrained by both staffing and funding levels.

Support and positive action on our supplier base has to also conform with EU requirements. Never the less we are active with and positive towards the work of other London agencies to develop our activity and involvement in this area.

### ***The Operational Plan will:***

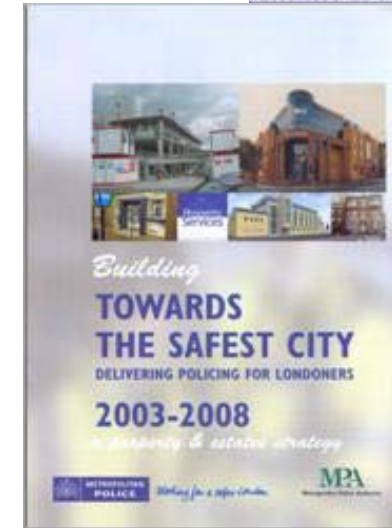
- Seek to deliver greater child care facilities available to officers and staff .
- Work with local OCU Commanders to meet, where physically possible and practicable, the guidance from ACAS in respect of religious observance.
- Particularly address sub standard, gender related, locker etc. facilities.
- Ensure new facilities are cognisant of the needs of diversity in terms of religion and sexual orientation based on ACAS guidance.
- Particularly address these matters in regard to the Residential Estate.
- Seek to provide appropriate facilities for representative groups.
- Through building work deliver, along with the wider service, compliance with Disability Discrimination Act standards.
- Engage positively with stakeholders to ensure Property Services stays alert to relevant issues and where practicable delivers solutions and needs without reference to statute.

It would be desirable to prioritise the importance to be given to items and matters arising under this heading but with a widely varying estate it is simply not possible to dictate a simple priority list. The under funding and wider estate pressures (growth etc.) mean that balances will have to be struck at a local level. To determine priority on a “demand led” or formula basis could well undermine future improved delivery and the achievement of best value. There is no simple formula to deliver a “correct” decision or priority at a local site. Property Services will be pleased to assist where needs are in conflict. But many solutions can best be balanced locally, by the people involved, and an open debate and discussion which is informed by legal requirements, organisation aspirations and, in unfortunately too many situations, just what is physically practicable or do able / affordable.

## **Summary Strategic Risk Assessment Table:**

**The following summarises the strategic risks identified within the plan. Action is ongoing to address the risks identified:**

For Commercial and Operational reasons the additional information contained in this section has been designated as “**Restricted**” and is not available in this version of the Plan.



# ASSET MANAGEMENT PLAN 2004/05 TO 2009/2010

## PROPERTY SERVICES

DRAFT March 2004 - RESTRICTED.

## **CONTENTS**

- 1. Introduction**
- 2. The role of Property Services in the MPS**
- 3. Current position on property assets and plans**
- 4. Moving to a full Asset Management Plan**
- 5. Programme for implementation and resource options**

### **Appendices:**

- A. Draft Asset Management Plan 2004/05 2009/2010**
- B. Draft Capital Strategy – Property Aspects Only**





## 1. INTRODUCTION:

The Metropolitan Police Service (MPS) came under the control of a Police Authority (MPA) for the first time in 2000, having previously reported to the Home Office.

This has seen a major shift in the financial regime of the Service and a need dramatically to adjust related policies including property. However, accounting and related matters, such as Asset Management Plans (AMP), are only part of the story.

Property Services (PS) is responsible for an asset base worth over £1.5 billion, covering 600 buildings and comprising more than 6 million square feet of accommodation. A very sizeable estate that has, hitherto, not been subject to AMP or indeed an asset management led approach.

The historic role of Property Services was that of “builder”, rather than asset manager; and the provider of support in the way of maintenance.

In 2002 this approach was radically overhauled with the appointment of a new management team in PS and the adoption (in 2003) of an asset management led approach. Property Services also became a solution partner, rather than a support service, to front line policing and through the MPS Management Board now acts as strategic demand adviser to the Service as well as managing the assets. This unique position has been approved by the Metropolitan Police Authority (MPA) and is seen as an essential balance to the relatively frequent changes in user / police command lines and helps bring a longer term perspective to both the MPA and MPS.

Overall, Property Services also has a matrix reporting line to the MPA in respect of stewardship of the estate in the medium to long term.

In 2002/03 a fully compliant valuation of the estate was undertaken for the first time and led, with other actions, to the MPA's first set of unqualified accounts.



Against this background the move to a full AMP approach will require action over time and further investment and change in the underlying operations of Property Services. Evaluation and data collection to enable the production of a full AMP is essential whilst also ensuring the 5-year plan is available as required. Inevitably, the 5-year plan will be a “stepping stone” to the production of an increasingly more detailed AMP from 2006 onward.

The challenge of producing a property AMP is further complicated by the fast change in policing needs as result of legislation and court decisions. The MPS is also in a period of growth and a major shift in the policing delivery model. All this impacts on demand. Core officer growth has seen funding solely focussed upon officer and police staff pay, with no allowance for deployment accommodation and hence there is real strain upon the estate. There are also countless studies (“Open All Hours” and “Action Stations” particularly) that have focussed upon the inadequacies of the Police estates across the UK. Commendable as these studies are there has been insufficient capital funding to underpin the findings.

In the MPS around 30% of the estate dates from before 1935 and is thus intrinsically not fit for purpose, offering poor value for money in efficiency / utilisation terms. In addition, there is a huge maintenance backlog (capital and revenue) which is roughly doubling every 2 years; a mis-located estate for crime / police needs in 2004; and a major part is of the estate is “over occupied”, hence denying local options from an asset management perspective.

Most of the estate is in continuous use and this coupled with increased security resilience arising from the threat of terrorism, makes comparison with the public sector’s comparability data impracticable. Fuller statistics are included in the body of this document.

To tackle this situation the MPA and MPS have produced a property and estates strategy “Building Towards the Safest City” (2003) which sets out the alignment with the policing plan; and the way forward to develop property solutions centred around AMP philosophy and policing demands. Both the MPA and MPS have accepted that bringing data, systems and solutions forward will take at least two years. This is considered responsible and reasonable for an estate, which by then is likely to exceed £1.8 billion in value.

These approaches are intrinsic in developing a fully detailed AMP and indeed are considered an appropriate AMP approach for an Authority at this stage of maturity.



The following document sets out in further detail how the MPS and MPA will develop and implement a compliant AMP, the special circumstances in the policing environment that need to be reflected (in comparison to conventional “local authority” AMP documents) and the investment / key decisions required to achieve the compliance goal.

It is also worth drawing attention to the fact that in 2003/04 our property strategies and compliances were inspected by both the Audit Commission and Her Majesties Inspectorate of Constabularies (HMIC) and fully supported.



## 2. THE ROLE OF PROPERTY SERVICES:

Most local authority property AMP's have an end user input quite distinct from the property team co-ordinating the production of the plan. In the police service the end user AMP input has to survive changes in command line responsibility and seek to produce a consistent plan for the Authority. It is the role of Property Services, therefore, to take a more pro-active role in the development and demand side of the AMP in the MPS.

In the MPS, with a staff of over 40,000 people and an estate that is large by any comparison with other local authorities, there is also a need to segment the plan into key components:

- a) Central / Pan London Estate – primarily large offices.
- b) The Territorial Policing (or Borough) Estate - mainly police stations and related hybrid buildings.
- c) The Training Estate – mainly located at Hendon
- d) The Warehouse and Storage Estate
- e) The Special Needs Estate – mainly to do with forensics, vehicle examination etc.
- f) The Residential Estate
- g) The Partnership Estate - utilised in partnership with or provided through contractual arrangements with other agencies – mainly Criminal Justice facilities (with the Crown Prosecution Service) and the Transport OCU (with Transport for London)
- h) The Protection Estate – properties held for covert or other roles of the MPS (such as Royalty and Diplomatic Protection) – including properties beyond London.

The MPS Director of Property Services holds substantial delegated powers of a financial and contractual nature for the operation and maintenance of the estate and these along with reporting requirements are set out in the MPA Financial and Contractual Regulations (and other policies / documents).

While Property Services is responsible to the MPS for the operation of the estate it is also responsible to the MPA for the stewardship and asset management aspects of the estate.



### 3. Current position on property assets and plans

- The estate comprises over 600 buildings and the residential estate adds a further 1,100 units.
- The estate was first fully valued to required standards for the MPA accounts 2002/03. An annual valuation plan is in place and will be expanded from 2005/06 to gather additional data required for a move to a full “asset management” led approach.
- In 2003 the MPA approved a new property strategy “Building Towards the Safest City” which aligned priorities to the Policing Plan.
- Forward works plans and “maintenance backlogs” are produced annually (see below).
- Property Services is currently consulting within the MPS on a Property Operational Plan (and Strategic Risk Assessment) for the next three years.
- A strategic review of the Residential Estate is currently in preparation and should be placed before the MPA in the Summer of 2004.
- While the MPS officer numbers have been growing, additional funding has not included an element of extra funding for deployment accommodation and hence density of occupation has grown rapidly.
- To utilise asset management and AMP fully the MPS and MPA need access to timely and complete revenue costs of property. As a result of maintenance and FM outsourcing some 5 years ago, this data is not available to Property Services. Even if it was, we do not have the systems to handle the data. Replacement contracts are still some 2 years away. In the meantime, while the providers are assisting us in gaining better data, the MPS is locked into the current contractual position, which hampers AMP development. The AMP data needs are included in the planned re-tender that will go live in 2007 on current plans.



### **The Property Strategy identified headline issues:**

The estate (valued at c £1.5 billion excluding Work in Progress) requires funding, ideally in the order of £75m of capital re-investment annually; given its age and intensity of use for police purposes. Yet funding of just £21m was available in 2003/04 and this was mainly required for other property programmes in support of front line policing or to meet new legislative / statutory requirements.

The maintenance backlog at the end of 2003/04 was c £82m and is roughly doubling every two years.

Current Property IT systems are inadequate for the scale, management complexity and AMP needs. A new system is expected to be delivered in 2004/05, but data collection will have to be allowed to mature before a wider asset management benefit can be utilised.

Given the scale of underfunding and the age of the estate there is clearly a need to carry out a comprehensive study of the estate in order to develop solutions that are affordable and accord with best value, best professional property practice and ensure that asset deployment is delivering long term value. There is also clearly a need to renew or replace large parts of the estate in order to deliver flexibility, improved utilisation, lower maintenance costs and to ensure capital investment is appropriate in asset management terms. The MPA has agreed that this programme development will take at least two years to complete.

In adopting an asset management approach there is also the fact that most police buildings are relatively unique in town & country planning terms. As a consequence, assessing open market value or alternative use value is complex and requires much greater investigation than for many local authority estates. In assessing existing buildings, redevelopment potential also has to be considered. The MPS is now addressing this and Property Services is leading on town & country planning for the Service – both in asset management terms and wider issues (planning gain, green transport and the environment).

Going forward we will also need to consider new financial freedoms and the potential to consider property funding for example possibly via securitisation, bonds and Real Estate Investment Trusts (REITs) as well as more direct borrowing.

### **Producing an Asset Management Plan:**

The factors previously listed clearly demonstrate that producing a fully detailed AMP is not practical, possible nor indeed desirable at this stage in the strategy roll out. To attempt to produce a full AMP at this time would risk continuing to accept that the current estate is fit for purpose, and to “build upon it”, and that is clearly not the case.

In preparing this plan Property Services has sought to show that AMP principles are being adopted and that a programme is in place to move to full AMP compliance.

### **External and Internal impacts on AMP:**

There are key influences on each segment of the estate, which have to be reflected in the AMP:

- a) **Central / Pan London Estate** – Primarily a scattered collection of offices acquired or leased over the last 40 years. There is predominance of 1960’s and 1970’s buildings. The multi-sited nature creates additional operating costs (revenue and capital) and the age profile is creating capital renewal demands at an increasing pace regardless of MPA tenure.
- b) **The Territorial Policing (or Borough) Estate** - mainly police stations and related hybrid buildings scattered across London and the 32 Boroughs. Over 40% are pre 1940 and most are of a design / layout that is both inflexible and also little changed from the compartmentalised buildings of the pre 1920’s era (when upper parts were residential). They are, in the main, inefficient, expensive to maintain and fail to offer the space required for policing in 2004 and beyond. The standards for “beat” officers in particular with dark, dingy and often damp basement locker rooms are simply unacceptable in 2004.
- c) **The Training Estate** – mainly located at Hendon the estate dates from the 1960’s and the main Peel Centre is broadly incapable of adaptation or upgrading at reasonable cost to achieve AMP value. It comprises, mainly, of three residential tower blocks (offering non en-suite rooms) and a podium level collection of rooms, lecture areas and related support needs. Other Forces in England and Wales have their training needs delivered by Centrex but the delivery of training in the MPS is subject to review by the Home Office (expected 2005/06). Until that report is available it is impossible to make any asset management plan for the much needed capital review of this part of the Hendon estate.



- d) **The Warehouse and Storage Estate** – a standalone asset / property review, with alternative options to move forward, of this segment has been started and will enable a strategy to be developed in the latter part of 2004/05. We tentatively anticipate that a major repositioning will result with a major contribution from released sites.
- e) **The Special Needs Estate** – mainly to do with forensics, vehicle examination etc. this segment is being predominantly reviewed along with warehouse and storage estate above.
- f) **The Residential Estate** – a strategic review with options will be presented to the MPA in Summer 2004. Once the strategic way forward is decided, a separate AMP will be produced.
- g) **The Partnership Estate** - utilised in partnership with, or provided through, contractual arrangements with other agencies – mainly Criminal Justice facilities (with the Crown Prosecution Service) and the Transport OCU (with Transport for London). The major part of this estate is provided against special contracts or SLA's where the costs are not primarily met (capital and revenue) by the MPS. No AMP is presently planned for these properties.
- h) **The Protection Estate** – properties held for covert or other policing roles of the MPS (such as Royalty and Diplomatic Protection) – including properties beyond London. Given the sensitivities involved, the AMP for these properties will be based upon the principles adopted and will not report on individual properties.

Of course the estate is not, in practice, so clearly defined and to achieve optimum utilisation sharing / mixed use will continue to be encouraged and indeed promoted.



## **Broad principles adopted in the production of the AMP:**

The following principles have been identified and applied to the production of the AMP(s) based on available data and the MPS approach to property in support of front line policing. As noted elsewhere detailed data and figures will only be available when appropriate systems are in place and a full data set of at least three years experience has been collated:

**Police Stations:** Until recently these comprised highly compartmentalised buildings with an emphasis on “civic design” and as a result offered poor net to gross floor area utilisation and poor flexibility. Such grand buildings are no longer considered appropriate as the elements become more sophisticated. To maximise use of the buildings in a flexible and modern fashion the “template” for provision is being reviewed and early stage reports suggest that by removing certain elements to commercially available space the overall volume of buildings can be significantly reduced reducing running and provision costs. It is also proposed to move towards more welcoming buildings for community / public interface (e.g. shops). In AMP terms, particularly with pre 1970’s buildings the larger than needed volume of these buildings combined with the “civic” designs has increased maintenance costs and this lesson will be taken on board for future designs and capital investment decisions.

**Offices:** Historically the MPS has been focussed on building ownership rather than the use of other options. As a result a large number of offices are located in converted former stations and other buildings not originally designed as offices. The result is poor utilisation and expensive running costs. In part this is due to the need for building resilience but this is not impossible to achieve in the commercial markets. The overarching MPS AMP policy is to seek to relocate to modern purpose built offices (leased or owned) and to dispose of the older buildings. These uses, if segmented, will also allow the MPS to exploit the benefits of flexible / transient working, remote working, open plan layouts (such as the Soho Square and Edinburgh House pilots), wireless technologies and other aspects of a modern 21<sup>st</sup> century approach to offices.

**Storage, workshops and garaging:** On the operational front the legacy police stations, with their yards, are no longer suitable for today’s police vehicles – many were designed for the horse! Pilot projects are underway to assess the use of “Patrol Bases” as a lower cost / more effective solutions. In the main these will be industrial / warehouse buildings (modern) which can be fitted out for the specialist vehicle and parading needs of TP and particularly TSG. Other garages are old and converted structures and warehouse needs date from when operational imperative arose. Now is an appropriate time to consider amalgamation and replacement.

#### **4. Moving to a full Asset Management Plan:**

From previous sections it can be evidenced that the MPS is fully aware of the need to consider property in the corporate “round” and that an asset management professional approach is essential. This has been agreed and endorsed by the MPA.

As steps are taken to implement these strategies and move into the implementation phases, the MPS and MPA will be able continually to move to meeting the formal requirements of local authority AMP. It is suggested that this meets the need for an AMP in an appropriate manner.

Previous sections have also demonstrated the investment requirements to support an AMP approach as well as the production of an AMP.

As progress is made it will be reported upon to the MPS and MPA.

In essence it has been recognised that:

Adopting a detailed AMP approach to the existing estate would be inappropriate as enough data exists to show that the current estate is woefully inadequate and offering poor value and failing to meet user need. The MPS are moving to a radical renewal programme. To wait and apply a full AMP to the existing estate would be both expensive to do and expensive while the holding period for the existing estate was extended (while the work was carried out).

That with an estate as large as that of the MPS asset management infrastructure (IT and out sourced provision) needs to be in place alongside moving to an asset management approach.

That the time spent, and the expense incurred, in research on user and stakeholder opinions (which would need to be influenced by funding availability) is not appropriate now – we know how poor the estate is and are facing up to it. These elements are best used as repositioning takes place.

That the existing capital programme (and indeed revenue budgets) are grossly inadequate to address the scale of the problem. The MPS feels we must focus on a programme of renewal rather than adopting overly complex procedures, which will divert resource for little benefit, although due process in the interim period will be necessary (see Appendix A).

### **Other salient issues:**

In considering the AMP approach there are numerous other facets to be addressed and the following are considered key:

**Construction Procurement:** There is undoubtedly benefit and additional value to be gained from reviewing our processes and this is in hand (February 2004). In particular we must challenge our definition of need, space allocation, police standards and how best to allow construction bidders to innovate. Innovative measures such as contractor partnering and a number of the “Egan” principles are presently of limited value in the MPS with current tendering procedures (which in part are set at an EU level). MPA members also set great store by fixed pricing and delivery on time, which also makes innovation difficult. Steps are in hand to review MPS standards and specifications, we are moving to a “design and build” approach to allow limited contractor innovation and we are redefining what a police station actually is (reducing volume and the site focus of uses that make up the modern police station). In London, with its dense urban fabric and competition for land, we also have to be cognisant of what is achievable – the best ideas need to be implementable and not require unavailable sites (actual physical and cost). Unfortunately many of the Egan innovations would require external changes in public sector procurement to harness the benefits for the MPA.

**Design:** There are now, and have been for many years, a plethora of design initiatives around police stations. Some are contradictory. “Action Stations” highlighted the need for a flexible estate that could change rapidly to different needs and geographical shift of crime patterns. But there is still a demand that Stations are “Civic” buildings – usually meaning massive permanent structures. “Open all Hours” details the conflicts of front desk access (but not the move to “e” contact and non-emergency telephony), which is widely understood – that is the mixing of bailees and general public. Yet the Design Council and others still fail to see this conundrum and totally fail to address the multiple function of the front desk – and with it the need to protect officers and staff. One recent study in the MPS with interested parties actually suggested the deployment of an officer at the entrance to act as a “greeter” which is clearly unaffordable and an inappropriate use of a sworn officer.



**Co-location:** Partly related to design where many parties seek to use police stations as quasi “community centres”, probation offices and local authority officers. Most MPS buildings are not suited to this use, security issues often mean it is unachievable and the loss of space would be at the MPS’s detriment. This debate also rarely contains discussion of funding issues. The Police cannot be expected solely to shoulder this co-location and in 2004 there is still an absence of financial support around this area of debate. There are notable exceptions (CPS and Transport for London) and while the MPS will continue to play a part in the co-location debate does not consider the space demands a matter for current AMP approach.

## 5. Programme for Implementation and Resource options:

To deliver an AMP plan is entirely feasible provided the programme for full delivery is acceptable as part of the AMP approach.

The MPS faces the constraints detailed in previous sections including:

- The need to deliver new IT systems
- The need to build data history to assess asset performance
- The need to adjust out-sourced contracts at renewal
- The need to balance research among users / stakeholders given the known poor state of the portfolio.

In Appendix A (Secondary Requirements) the MPS has responded to key issues posed by the MPA and clearly further discussion is needed to move to a consensus.

Property Services and the MPS have particular concerns around resourcing to achieve the MPA aspirations. In the main these are as a result of the size and complexity of the estate and the available resources within Property Services to meet the expectations.

### ***In particular:***

- a) The MPS would not wish to see “open bidding” for capital projects across the organisation, which would unduly raise expectation, be expensive and unproductive, deflect PS staff from delivery as a result of the paucity of current funding levels, but supports the need to prepare a prioritised capital programme for new investment as outlined in the Authority’s Capital Strategy.
- b) The aspiration for “comprehensive space audits” is totally unresourced at present and would add little value as the MPS accepts that current use is constrained by poor buildings and under-investment.



- c) The aspiration to research user / stakeholder satisfaction is a mixed responsibility with OCU's and BOCU's and in any event (through existing routes) the MPS is aware of wide spread dis-satisfactions and concerns. The MPS believed PS resource would best be deployed on radical solutions rather than collating data on what is already known.
  
- d) The MPS / Property Services feels that to deliver best value it is essential a renewal programme approach is embedded in the MPA AMP, rather than a project distribution mechanism for limited available direct funds.

## APPENDIX A

### DRAFT ASSET MANAGEMENT PLAN (Property)

#### Primary Requirements:

<b>Organisational Arrangements:</b>	<b>MPS Response:</b>
1. Capital Strategy Forum	The Capital Strategy is approved by the MPS Resource Approval Committee (RAC), via the Capital Strategy Board, on advice from the Estates Policy Group, which is chaired by the MPS Director of Property Services and attended by appropriate representatives from all major parts of the MPS (including Finance Services). RAC reports to the MPS Management Board and approves all papers going to the MPA.
2. Formal Terms of Reference to include AMP and its application	While formal terms of reference do not currently include AMP this can be easily remedied and agreed with the MPA.
3. Evidence that the forum – a) Progresses the AMP and ensures appropriate approval by MPS and MPA b) Ensures that the AMP is informed by and supports other key service plans and objectives c) Meets regularly	a) Formal minutes of the Estate Policy Group can ensure the evidence is available and the same can be arranged for RAC / MPS Management Board. The MPA controls its own evidence and that will be possible to evidence. b) Property Services produces a strategic plan (and reviews it) and an Operational Plan (and reviews it) and reports on these to the MPA. These plans are directly linked to Service wide plans and objectives and hence met the criteria set out. The Capital Plan is also annually reported to the MPA for formal approval. c) The minutes of the EPG can be made available and the EPG does meet regularly.
<b>Data Management:</b>	
4. The Director of Property Services ensures a record is held and maintained of basic	Property Services currently holds only very basic data and this is regarded as inadequate for a full AMP compliant approach. Steps are in hand to update the relevant IT systems (2004/05) but it will take a further 3 years to populate the system with the needed data to provide a reliable

core data on all MPA Property	data set for AMP purposes.
5. The validity of the data has been tested	Only sample testing will currently be feasible. In terms of occupation levels full testing (across 600 buildings of more than 6 m square feet) is a sizeable task and will not be possible to report upon until new IT systems are in place. It is proposed to review the scale of space audit that is required as experience is gained – at present the scale of resource needed for full space audit is unfunded.
6. AMP can demonstrate a clear understanding of portfolio data required.	Property Services is confident that the new IT systems can demonstrate this within the AMP context. Collecting certain types of data (e.g. occupation) given the high level of changes in a Police estate can be in appropriately expensive – see also item 5 above.
7. Statistical data on the portfolio condition is included in the AMP and backlog data is included in the AMP	The MPS doubts the value of the old A to D condition categories as it misses the wider asset suitability / sustainability issue. Similarly while full backlog data is available it would only be sensible to include strategic data in the AMP. The aim is for the AMP to reduce the backlogs and usability of the portfolio through strategic asset management led intervention rather than reporting on historic situations which need to be exited to achieve best value / fit for purpose buildings. Full details will need to await the IT systems in support – see Item 5.
<b>Performance Management, Monitoring and information:</b>	
8. The Director of Property Services annually reports to the MPA on portfolio performance and related capital programme.	Property Services can readily report at a headline level but more detailed reporting (and some key areas) will not be available until IT systems are in place. The MPA will need to agree, on advice from the Director of Property Services, the level of detail required as at some point cost disbenefits will occur in the cost of collecting certain areas of data. Very detailed reporting will also require additional resourcing in Property Services. KPI's will need to be agreed and related to any changes in Policing demands during the AMP measurement periods.
9. Progress and Performance reporting to MPA	Property Services currently do this in conjunction with Finance Services. As estate renewal programmes take shape in future years it is anticipated that AMP improvement will take place alongside the Capital Programme and draw on funding sources other than the direct MPA programme.



<b>Programme and Plan Development and Implementation</b>	
<p>10. That the AMP outlines the property related requirements and the programmes intended to meet these requirements (acquisition, disposal etc.)</p>	<p>Property Services anticipates that the AMP required going forward (2006/07 and on) will need to be much more sophisticated than is stated and will primarily be built around an AMP to achieve renewal and replacement of at least 60% of the current estate. As current capital is so inadequate for the task, then recycling of the inherent estate value will (subject to the Authority's policy, included in the Capital Strategy, that property disposal receipts are not automatically ring-fenced for new property acquisition/renewal), need to be utilised and as a consequence the MPS and MPA will also have to have regard to external market conditions (property and finance). It is anticipated that these plans will involve "delivery packages" rather than the more conventional sell / buy approach of previous annual programmes. Given the lead time for property provision the MPS believes at least a ten year plan will be needed from which packages can be drawn as they become capable of execution. On the demand side the MPS will endeavour to identify needs but Police experience suggest that change / growth is unpredictable. It is for these reasons that the MPS is proposing a more flexible and responsive estate of the future rather than an annual shopping list of demands.</p>
<p>11. Director of Property Services methods for appraisal and prioritisation.</p>	<p>The MPS believes a wholesale renewal of the estate is needed to provide a more flexible and responsive estate to meet policing needs, which often occur through external political requirements. Property Services will adopt agreed project and programme techniques in support of this approach. Given the inadequate direct capital funding the MPS believed it is essential that prioritisation is only retained in the sense stated for the direct capital programme and, due to the scale of demand, that this be agreed by Management Board. To encourage bidding from users and OCU's would be unduly expensive as a process and only raise expectations inappropriately. The MPS fully supports a more radical realignment of the portfolio to achieve AMP objectives. EPG chaired by the Director of Property Services would advise Management Board.</p>
<p>12. A 5 year capital programme be developed to include receipts</p>	<p>An interim programme can be produced but as previously stated the MPS expects to draw up a 10 to 20 year plan from 2006/07. This will enable the anticipated estate renewal programme to</p>

	be assessed and approved (and subsequently reported upon) by the MPA. This will also change the emphasis from “disposal” to trading in old properties for modern replacements (often in packages).
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**Secondary Requirements:**

<b>Organisational Arrangements for Corporate Asset Management</b>	
1. Property Services + EPG / Forum challenges and reviews use, provision and performance of assets	This function is the “business as usual” role of the Asset Management Division in Property Services. Strategic progress and project specific reports will be made as appropriate to EPG. The challenge etc role is, however, an executive function approved by MPS Management Board. It would be impossible to deal with this at EPG given the scale and size of the MPS portfolio. It will be a result of this review process that the AMP will identify renewal packages.
2. Forum to take account of stakeholder satisfaction information relating to property.	Data shows that at present stakeholder satisfaction is very low for understandable reasons so the MPS does not propose to seek extra funding to survey this subject across 40,000+ staff and related stakeholder users. MPS Management Board accepts the present position is most unsatisfactory for the reasons previously stated. Where appropriate the renewal projects will provide opportunities, upon completion, to survey users and stakeholders EPG will commission such feedback and report upon it. Property Services also maintains wide contact within the GLA family and with the property industry.
3. A lead MPS Member holds responsibility for the MPA Property resource	This is fully supported by the MPS who would anticipate that the Member also be experienced in property matters on a scale that reflects the size of the MPA portfolio.
4. Director of Property Strategy involved in capital strategy	This is current practice and MPS Management Board would support it continuing.
5. There are references to property asset implications in	The MPS already operates in this manner and indeed requires that all reports to Management Board also contain such information.

corporate policies and strategies	
<b>Consultation:</b>	
6. Evidence that processes are being developed to obtain feedback from services, users and occupiers and that these findings influence continuous improvement of property	See also answer to 2 in this section – above. The MPS accepts that present conditions are in the main totally unacceptable and does not propose to seek ongoing confirmation of this across 40,000+ people. The preferred approach is to concentrate on improvement projects and the impact in satisfaction terms. When a majority of the estate is up to acceptable standards then sample surveys may become more relevant – but that is a long way off. In terms of other stakeholders processes are already in place at local, OCU or BOCU levels and these will continue although they are not Property Services led.
<b>Data management:</b>	
7. The Director of Property Services has undertaken a full survey of future property requirements for the portfolio.	Future requirements can only be assessed on data known at the time of forming a view and as much change is driven by external change it is not possible to anticipate all requirements in detail. A strategic review is possible and is carried out to inform AMP. The key issue is to survey the existing estate, which is clearly not fit for purpose and requires substantial renewal. Given the scale of the MPS estate this is not programmed for completion for a further 2 years, although work is ongoing.
8. Director of Property Services has identified a programme of necessary improvements.	Needed improvements to the existing estate are clearly unfundable and in a strategic sense would offer poor value for money. Property Services and the MPS have agreed that what is needed is wholesale renewal through a self funding route and work is ongoing to test the feasibility of such an approach. It is this approach upon which we intend to base the AMP.
<b>Performance Management, monitoring and Information:</b>	
9. Clear evidence that the Director of Property Services is developing performance measures	This cannot be achieved without suitable IT systems (see previous comments) but the IT specification and related restructuring of Property Services clearly demonstrates and evidences the development underway.

<p>10. Evidence that performance measurement feeds into a process of continuous improvement.</p>	<p>Given the scale of the issues and the present estate condition this will be assessed initially on a project-by-project base until such time as wider estate reporting is practicable. Measurement will need to take place over extended periods.</p>
<p><b>Programme Plan Development and Implementation:</b></p>	
<p>11. The AMP demonstrates the MPA has identified the implications for property which arise from MPA Objectives.</p>	<p>Hopefully the MPA endorsement of strategy and agreement to the 2 to 3 year plan to develop a fully assessed AMP achieves this.</p>
<p>12. The AMP demonstrates the MPA has undertaken a thorough investigation and analysis of the gaps between the future requirements and current provision and performance of the MPA's present property assets.</p>	<p>This is seen as a task for the MPS and Property Services. The MPA have already been advised and agreed that it will take at least two years to be able to fulfil this AMP aspect.</p>
<p>13. The MPA has identified and appraised the options for closing these gaps.</p>	<p>This will only be possible in the future – see answer to 12 immediately above.</p>
<p>14. The AMP outlines the MPA approved 5-year strategic action plan based on this analysis.</p>	<p>An estate of £1.5 billion+ and a capital programme of c £21m per annum clearly fails to address the AMP requirement and any 5 year programme will need to be an interim AMP while the more urgently needed and radical AMP is developed for estate renewal.</p>

## **APPENDIX B**

### **Capital Strategy – Property Aspects Only**

#### **Primary Requirements:**

<b>The Strategy:</b>	<b>MPS Response:</b>
1. Strategic guidance and cross cutting	As Property is seen as the No.2 Corporate risk a separate section is probably required.
2. MPA strategic corporacy	N/A
3. Identifies all key aspects of capital expenditure within the MPA	It would be helpful if adequacy and need / liability were captured here to reflect property aspects.
4. Prioritisation of Capital Works	Please see Property section (Appendix A) on this as the concept of prioritising an inadequate budget is dealt with there.
5. Revenue implications of capital projects	Attention is drawn to the proposal for property to be managed under AMP on a Programme not Project basis and that there is potential for revenue benefit – although data delays are embedded due to the constraints stated under property.
6. Reviews and development plans	No additional comments
7. Stakeholder / partner views	See comment on property – this debate has to be within a funding envelope if it is be meaningful.
8. Key partners and partnership	See Property section – MPS objective to broaden and share the state of others more rather than just accept incomers to the MPS estate.

## Secondary Requirements:

<b>General Content:</b>	
1. Requirements for capital bidding	See property section – considered wasteful and unproductive to encourage general bidding for a totally inadequate funding pot, though prioritised approach of capital strategy is helpful.
2. Approach to PFI and PPP	In Property terms: Both seen as inflexible and hence expensive routes. Provider status sets rate of return required and hence devalues underlying security of MPA as customer. Direct deals with institutional funders could dramatically reduce costs to MPA. Fails to deliver flexibility / change inherent in police demands on a property estate.
3. Procurement – e.g. Egan report	See also Property section. Egan report is contradicted by public sector procurement rules and requires a much greater in house investment in specialist staff. Action outside grant of MPA / MPS. Better value options available rather than leaping to Egan principles. Also referring to Egan embeds the “direct build” route, which the approved strategy is moving away from for reasons stated in the Property Services AMP document.
<b>Partnership Working:</b>	
4. London partner connections etc.	Property Services has a role here but is not the lead. Further discussion would be welcomed.
<b>Performance Measurement &amp; Monitoring:</b>	
5. Deployment of capital resources to achieve objectives etc.	Please see property section. In effect allocation so woeful as to be subtracting from objectives.
6. Performance measurement communication	Property Services is linked to GLA family Property Group and the Police Property Mangers Group.

7. Management Measurement and Monitoring of capital programme	Please see Property section response.
<b>Cross Cutting Activity:</b>	
8. Evidence on improved outcomes and innovation etc. (including shared use of accommodation)	See property section for full details. Given the strain on the MPS estate (as growth came with no funding for deployment accommodation), for the MPS to welcome incoming sharers is increasingly impractical. Little evidence of London wide shift of partners allowing MPS to share their estates – also barriers relating to MPS security and officer safety.

## **Metropolitan Police Service Vehicle Asset Management Plan**

### **Vehicle Replacement Cycle**

The majority of the MPS fleet is outright purchased; therefore vehicles are replaced to established criteria relevant to the role (operationally task) and the duty number (the equipment fitted to the vehicle). The criteria have been established to maximise the capital investment, whilst replacing vehicles prior to significant increases in running costs (i.e. large component failures), with also the likelihood of increased vehicle downtime and therefore poor operational availability.

The is expressed as a balance between age and mileage, for example response cars (excluding traffic) have a life of 30 months, with an estimated cumulative mileage of 90,000.

### **Unplanned Expenditure**

The main considerations in the event of mechanical or collision write off are the current market value of the vehicle (including specialist equipment), the total estimated repair costs, the length of time to complete the repair, the vehicles remaining operational life and the operational need for the vehicle. This element of unplanned expenditure is estimated year on year and included in the capital programme.

### **Replacement Profile**

It is always assumed in the annual vehicle replacement programme that vehicles are replaced 'like for like', with any upgrades funded by the necessary downgrades in the fleet, this from within the appropriate Business Group. The annual capital requirement for vehicles due replacement is established from this baseline using the current model selection for each role. To find the most cost effective solution for operational use selection for vehicle roles is done via an engineering and whole life costing exercise.



## Revenue Budget Implications of Borrowing to Finance Capital Expenditure

	2004/05 £m	2005/06 £m	2006/07 £m	2007/08 £m	2008/09 £m	2009/10 £m
<b>Capital Financing Costs</b>						
Unsupported borrowing	0.0	3.9	6.1	7.6	9.0	10.3
Supported borrowing	16.5	16.7	17.2	17.8	18.3	18.8
<b>Total</b>	<b>16.5</b>	<b>20.6</b>	<b>23.3</b>	<b>25.4</b>	<b>27.3</b>	<b>29.1</b>
Unsupported Borrowing - Step Change Programme Tranche 2	0.0	0.0	2.2	2.7	2.4	2.3
<b>Total</b>	<b>16.5</b>	<b>20.6</b>	<b>25.5</b>	<b>28.1</b>	<b>29.7</b>	<b>31.4</b>

Calculation takes account of decision taken at MPA Finance Committee on 23 September 2004 to reduce capital budget by £4.509m in respect delays in the Step Change Programme initial year costs.

Initial calculation only takes account of first tranche of the Step Change Programme. Subsequent capital costs are to be funded from unsupported borrowing and are included as a second calculation.



**Metropolitan Police Authority**

**Section E1**

**Draft Budget and Equalities  
Submission 2005 – 08**

**October 2004**

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# **1 ORGANISATIONAL DEVELOPMENT AND STRATEGIC DELIVERY**

## **MPA Equality and Diversity Priorities: Overview 2005-08**

### **1.1 Introduction**

- 1.1.1 The MPA's budget and equalities submission outlines the strategic direction of the equality and diversity dimension of the Authority's work for the medium term period 2005/6 – 2007/8.
- 1.1.2 The budget submission 2004/05 – 2006/7 gave a detailed overview of the structures that are in place to ensure that the Authority is able to scrutinise the diversity performance of the MPS effectively in addition to meeting its own equality legislative requirements and promoting best practice.
- 1.1.3 The Equal Opportunities and Diversity Board (EODB), the committee with strategic overview of the Authority's equality and diversity performance, has considered the recommendations made by the GLA in their 2004/5 Review of Progress in the development of its budget.

### **1.2 Understanding the context of delivering policing in London**

- 1.2.1 The work of EODB must be understood in the context of the negative perception of significant sections of communities about the policing service they experience. Negative experiences of staff also contribute to this reduction in confidence. Equality and diversity excellence must link employment practice to its service delivery in order to begin to reverse these experiences.
- 1.2.2 Almost half of all black and minority ethnic Britons live in London. The city's black and minority ethnic population is the largest of any European city (29%). The British Crime Survey shows that black and minority ethnic people are more likely to be a victim of racist crime, and of any crime. Statistics under section 95 of the Criminal Justice Act 1991 show that black people were six times more likely to be stopped and searched than white people and a 71% rise in the number of Asian people stopped and searched. (Home Office, 2004). Consequently the British Crime Survey, supported by a raft of research, shows clearly that black and minority ethnic people are more likely to lack confidence in the police.
- 1.2.3 Domestic violence accounts for 25% of all violent crime and one in four women will experience domestic violence in their lifetime. Two women are killed each week by their partner or ex-partner in England and Wales. We know that although attitudes and the police response have changed, the sanction detection rate remains low, and that the court process continues to fail women and children living in fear.
- 1.2.4 1.7million Londoners are disabled people. The Disability Discrimination Act applies to the Metropolitan Police Service for the first time nearly 10 years after the legislation was passed. We know from research and consultation with disabled Londoners that their access to, and quality of, policing services is more likely to be poor. Discrimination against disabled people in access to

employment perpetuates barriers to decision-making roles within the public and private sectors.

1.2.5 Hate crime against lesbian, gay, bisexual people, or against trans people, is heavily under reported. Countless research studies indicate that victims of, or witnesses to, homophobic and transphobic incidents have very little confidence in the police. The victim or witness often believes either that they may become the subject of a police investigation themselves or that they will be treated disrespectfully because of their sexual orientation or gender. The National Advisory Group research *Policing Lesbian and Gay Communities*, 1999 estimated that 38% of the LGBT community experience homophobic abuse.

1.2.6 Religious discrimination is now protected under the anti-terrorism legislation. However, concerns remain around anti-semitism, islamophobia and, within Muslim communities in particular, that the counter terrorism response is negatively affecting Muslim community members in London disproportionately.

### **1.3 Equality and Diversity Health within the MPA and MPS**

1.3.1 The MPA has been highly supportive of the drive to improve the diversity performance of the MPS, which is considered to be a national leader in progressing equality within its policies and embedding equality within its processes.

1.3.2 However, the MPA is acutely aware of the challenges for the MPS:

- The Commission for Racial Equality's Formal Investigation into Police Services in England and Wales prompted by the BBC film *The Secret Policeman* is in its second stage, having published interim findings. The initial MPS response was to commission internal research led by Assistant Commissioner Tarique Ghaffur: *Thematic Review of Race and Diversity in the MPS*.
- The independent Morris Inquiry, commissioned by the MPA in response to a series of high profile cases of discrimination in employment practices against police officers and police staff. The inquiry has focused on the resolution of workplace conflicts, internal complaints and cases going to employment tribunal.
- *MPA Scrutiny on MPS Stop and Search Practice*
- Recruitment, retention and representation of black and minority ethnic and female police officers – improving their experience

### **1.4 MPA Internal Structure**

1.4.1 The Authority has improved structures to undertake its duties in relation to MPS equality and diversity performance. EODB has progressed a range of activities and has maintained a good level of scrutiny in its second year. Their second annual report is attached in Appendix 2.

1.4.2 During 2004-5 the MPA has restructured its staff resources around equality, diversity and community engagement. Two new units have been established:

- Race and Diversity Unit
- Community Engagement Unit.

The Race and Diversity Unit currently has eight members of staff progressing a number of projects. This presents a hugely improved infrastructure to sustain a strengthened scrutiny role both of MPS and MPA equality and diversity related performance. However, the unit continues to experience temporary uncertainty without a team leader. However, once a team leader is in post, the unit's work can move beyond consolidation towards further achievement.

## **1.5 Embedding Equalities and Diversity Priorities within the MPA**

1.5.1 EODB will progress a focused approach to embed the equality and diversity priorities within the Authority's corporate strategy (attached at Appendix 3). This will involve a sustainable programme of scrutiny and oversight of the MPS' equality and diversity performance, in addition to its own. Much of this work is set out in the:

- MPA's Race Equality Scheme,
- Equality Standard for Local Government
- *Equalities for All* Service Improvement Plan
- Internal Audit report *Diversity Application and Monitoring*

1.5.2 The equality and diversity implications of the MPA's responsibilities as a policymaker, an employer, an opinion leader, a contractor, a service planner and a provider, must be central to all aspects of the performance of the MPS (and MPA). Accountability for equality and diversity cannot be successfully addressed in isolation.

## **1.6 MPA Equality and Diversity Strategy**

1.6.1 The aims of the MPA equality and diversity strategy are to:

- Establish structures and processes to scrutinise, monitor and review all aspects of MPS equality and diversity performance
- Secure a climate and organisational structure which works positively to eliminate unlawful discrimination, promote equality of opportunity and good relations, respect and trust amongst police, non-police staff and communities.
- Secure the trust and confidence of London's diverse communities in the performance and accountability of the MPA
- Monitor and review progress to meet the MPA's legislative responsibilities in relation to equality and diversity.

1.6.2 The ten major areas of work are outlined below:

- **Priority One: Race Equality Scheme** – to achieve progress against all arrangements and measures outlined in the Scheme, and to review for publication by 31<sup>st</sup> May 2005.
- **Priority Two: Best Value Review of Equalities Service Improvement Plan** – to establish structures and processes necessary to deliver progress and continually monitor achievement against each of the recommendations.
- **Priority Three: Equalities budget and performance monitoring** – to oversee and monitor the equalities budget spend and performance of both the MPA and MPS.
- **Priority Four: MPA/MPS internal Diversity Application and Monitoring** - to monitor progress against each recommendation in Internal Audit's *Diversity Application and Monitoring Report*
- **Priority Five: Equality Standard for Local Government** – to work towards the GLA group objective to achieve Level 5 of the Equalities Standard by 2005.
- **Priority Six: MPS Diversity Strategy development and implementation** - to play a key role in positively influencing the development of the new MPS Diversity Strategy in the context of the MPS' Diversity Directorate restructuring, and monitor performance with a specific focus on borough level implementation.
- **Priority Seven: Women's Safety** - work will progress in partnership with the MPS and the GLA and will focus on women as staff members, stakeholders and members of the community.
- **Priority Eight: Community and Police Consultative Groups and Crime and Disorder Reduction Partnerships** – this area of work will focus primarily on ensuring that these groups, which work through the MPA, meet their obligations through equality legislation.
- **Priority Nine: Implementation of Stop and Search and Recommendation 61 of the Stephen Lawrence Inquiry Report** – work to improve the recording of 'stop and account' through consultation with local communities will link with improvements recommended by the MPA Scrutiny on MPS Stop and Search Practice published in May 2004.
- **Priority Ten: MPA corporate equality and diversity performance** – this work centres on the internal culture of the MPA improving its ability to embed equality and diversity within its practices.

## 2 SELECTED PRIORITIES

### 2.1 Priority One - Race Equality Scheme

2.1.1 The MPA Race Equality Scheme (RES) contains a number of actions to meet the requirements of the Race Relations (Amendment) Act 2000. The Scheme has specified five indicators for measuring success:

- Staff feel that they are being fairly treated by MPA members, managers and colleagues in terms of race and equal opportunities
- Management structures and processes are in place to give staff the confidence to make complaints and voice grievances
- London's minority ethnic communities have greater trust and confidence in their police service
- The MPA is working in partnership with other organisations on issues of race and equality
- Mechanisms for communicating and engaging with young people, in particular, are established by the MPA.

2.1.2 The MPA Race Equality Scheme also lists measures used to monitor MPS progress:

- The public lifting of the label 'institutional racism', placed upon the MPS by the Stephen Lawrence Inquiry;
- Management structures and processes are in place to give all staff confidence in making complaints and voicing grievances;
- The MPS workforce is representative of London's diverse communities at all levels;
- The alleviation of the public's perception that there is unjustified racial disproportionality in sensitive areas such as deaths in custody and stop and search;
- The effectiveness of diversity training provided to all in the MPS;
- 'Fair Practice' measurement is implemented across all boroughs and occupational command units (BOCU and OCU) and is used to keep the MPA link members and committees informed about local equality issues in service delivery

2.1.3 These measures are overseen by both the Human Resource Committee and Professional Standards and Complaints Committee. Consequently a formal reporting line exists to ensure that both committees provide EODB with six monthly reports on the key race equality issues they have addressed to progress against the Race Equality Scheme.

#### Lifting the label of 'institutional racism' from the MPS

2.1.4 Recent high profile cases, the independent evaluation of the MPS Community and Race Relations training, the BBC film *The Secret Policeman*, the CRE Formal Investigation, the Morris Inquiry and the findings of the MPA scrutiny on stop and search reinforce the significance and relevance of this performance measure.



- 2.1.5 In its 2004/5 Review of Progress, the GLA made recommendations to amend this and one other of these performance measures. The MPA is keen to review these with members and communities through its consultative mechanisms in preparation of the MPA's second RES 2005-08.

#### Race Equality Impact Assessment

- 2.1.6 A central part of the specific duty under the RR (A) A 2000 is to assess the impact of race equality on all new and existing policies. The CRE definition of a policy includes the requirement to assess custom, practice, informal policy and decision-making.
- 2.1.7 MPA race equality impact assessment has been conducted throughout the lifecycle of the RES and is currently under review. It has also involved external advice from a range of stakeholders.

### **2.2 Priority Two - MPA Best Value Review Of Equalities Service Improvement Plan (SIP)**

- 2.2.1 The GLA Group Best Value Review *Equalities for All* Service Improvement Plan is updated and considered by EODB twice each year. Progress will be published on the MPA website and form part of the MPA annual equality and diversity report, which will be published and distributed to the MPA's key stakeholders and local communities. An up to date review of MPA progress is attached at Appendix 4.

### **2.3 Priority Three – Budget and equalities performance monitoring**

- 2.3.1 The Authority and the Service have worked together to ensure that the MPS budget and equalities submission provides the Authority with a clear overview of their equalities expenditure. The MPA notes the MPS' priorities and will continue to take steps to continuously monitor its progress against the areas outlined in the budget submission. EODB is clear that overview of MPS Diversity performance is a core priority.

### **2.4 Priority Four - MPA Internal Audit Systems Review of Diversity Application Monitoring**

- 2.4.1 The *Diversity Application and Monitoring* report by MPA Internal Audit was the first system review of diversity. It concluded that in order to improve diversity management, both organisations must work beyond meeting 'equal opportunities' requirements and instead, need to demonstrate commitment to valuing the unique contribution and needs of individuals within the organisation. The recommendations are directed at harnessing the strength of a diverse workforce as a tool to continuously improve service provision.

### **2.5 Priority Five - Equality Standard for Local Government – Level 5 Achievement**

- 2.5.1 Work to achieve against the Equality Standard for Local Government will enable the MPA to pursue equality and diversity excellence in all aspects of its organisational service delivery, community engagement and employment

practice. However a considerable amount of work is required to achieve Level 5 by March 2005 and although this will not be possible for the MPA, the organisation hopes to reach level 3 by March 2005.

2.5.2 This is a standing item on EODB's agenda. The chair is the lead member for the authority on progress against the ESLG.

2.5.3 As recommended by the GLA in the Review of Progress, the MPA has begun the process of conducting an equal pay review within the MPS. Discussions have started with the Director of HR, the Chair of the HR committee, the Clerk of the Authority and the Head of HR in the MPA. A report will go through HR Committee regarding how it would like to seek to conduct the review. Clearly this is a large piece of work but further progress will be reported through the review process.

## **2.6 Priority Six – MPS Diversity Strategy Development and implementation**

2.6.1 The development of a new MPS Diversity Strategy and the simultaneous restructure of how diversity is organised within the MPS is a central priority area for EODB. It is crucial that members are able to continuously review MPS restructure and strategy development within the context of progress against:

- Stephen Lawrence Inquiry Report
- *Equalities for All* Best Value Review (MPS Implementation)
- MPS Race Equality Scheme
- Disability Discrimination Act
- *Thematic Review of Race and Diversity within the MPS*
- Morris Inquiry
- Employment Equality Regulations (Sexual Orientation)
- Employment Equality Regulations (Religion and Belief)
- MPA Scrutiny of MPS Stop and Search Practice
- Criminal Justice Act, 2003 – disability and sexual orientation as an aggravated feature
- Disability Discrimination Bill
- Police Reform Act 2003

2.6.2 The GLA's Review of Progress 2004/05 recommended a joint equality and diversity strategy between the MPA and the MPS. The MPS is currently developing a new Diversity Strategy which poses an opportunity towards this end. However, the Authority has concerns around having a joint strategy and maintaining an appropriate level of independence. It may be possible to have a joint statement signifying a joint understanding of equality and diversity to support the MPA's scrutiny function. This will be explored further.

2.6.3 The GLA Review of Progress also recommended a formal joint officer led committee to support the scrutiny and oversight function. Currently the Race and Diversity Unit are working to maintain and build on the 'informal' meeting arrangement. However, the authority sees value in a formal structure. This will also be investigated further.

## **2.7 Priority Seven – Women’s Safety**

2.7.1 EODB will monitor the effectiveness of the MPS response to domestic violence and rape through existing committee structures. It already receives updates on work of the MPS Women and Policing Group but will also commission small-scale reviews of MPS work in this area in order to access a more detailed picture of the service women experience, and success in terms of detection. The Community Engagement Committee will complement this work through their programme of developing a detailed policing agenda for women in London empowering women’s community organisations to campaign for change.

## **2.8 Priority Eight – Community and Police Consultative Groups and Crime and Disorder Reduction Partnerships**

2.8.1 The Community Engagement and Policing Policy and Partnerships Units are working this year to focus on issues around representative community involvement in both CPCGs and CDRPs. They are building on processes to identify how both these structures are working to promote equality at borough level. Further detail in section 3.

## **2.9 Priority Nine – Implementation of Stop and Search Scrutiny and Recommendation 61 of the Stephen Lawrence Inquiry Report**

2.9.1 Publication of the MPA Scrutiny of MPS Stop and Search Practice was a significant achievement for EODB in its second year. The Board will build on this by working to monitor the MPS response to the recommendations, and to lead on the multi-agency work recommended by the scrutiny.

2.9.2 Work will continue to implement Recommendation 61 of the Stephen Lawrence Inquiry report ahead of the national deadline of April 2005. The MPA will continue to work with the MPS in ensuring that all stops are recorded, monitored by ethnicity and handed to the individual. The MPA are also working to support community engagement across London around how stops and stop and search is managed, policed and conducted at borough level.

2.9.3 The MPA has continued its information campaign to Londoners about their rights under stop and account and stop and search through a mobile trailer enabling MPA and MPS staff to engage with people on the issue. The trailer has travelled to the London Mela, O2 Shopping Centre in Finchley, East Street Market, Brick Lane, Broad Walk Shopping Centre in Edgware, the Peace Festival at Alexandra Palace, Wood Green and Bromley College.

## **2.10 Priority Ten – MPA Corporate Equality and Diversity Performance**

2.10.1 This includes work to progress the Equality Standard for Local Government, the Service Improvement Plan, the equality impact assessment process and to improve the internal culture of the organisation. Work over the coming year will include exploring the viability of staff support mechanisms either through

MPA specific networks or linking in to larger organisational networks to support staff, and investigating staff access to development.

## **2.11 Overview of scrutiny plans**

2.11.1 The MPA Scrutiny on MPS Stop and Search Practice was concluded during 2004-05 and published in May 2004. Work to follow MPS progress against the 55 recommendations is taking place. The MPS has established a number of mechanisms to advance their response to the recommendations led by DAC Carole Howlett. EODB have established a sub-group, led by Lynne Featherstone, which will scrutinise this response and lead on the MPA response to the multi-agency work recommended by the scrutiny report.

2.11.2 Two further scrutiny reviews will be concluded during 2004-05:

- *Joint Review (NHS) on Policing and Mental Health*
- *Service Improvement Review of the Security Clearance Process*

Both these reviews will have significant equality and diversity implications. Although there is no specific budget allocation made to these reviews and they will be completed during 2004-05, work through MPA committees will be committed to monitoring the MPS response. The terms of reference of the *Joint Review on Policing and Mental Health* are attached at Appendix 5.

## **2.12 Independent Custody Visiting**

2.12.1 The Independent Custody Visiting Panel (ICVP) system is currently being reviewed by the Independent Custody Visiting Association (ICVA) who are due to report in December.

2.12.2 The introduction of the ICV scheme was one of the first significant race and community relations initiatives aimed at developing public trust and confidence in the police following publication of the Scarman Report.

2.12.3 A core objective of the research is to assess, from an equalities perspective, whether the current level of provision meets its objectives of reassurance, identify gaps in the scheme's configuration and offer guidance on how to ensure a greater representation of local communities among participants in ICV panels across London.

2.12.4 The MPA is keen to respond to the recommendations identified by the ICVA. Initial feedback indicates that improvements to the system can be met within the current budget of £288K currently spent on ICVPs across the city.

### **3 ANALYSIS OF SERVICE EXPENDITURE SPECIFICALLY TARGETED AT EQUALITY AND SOCIAL INCLUSION TARGET GROUPS**

#### **3.1 Race Hate Crime Forum**

3.1.1 The Race Hate Crime Forum was launched in May 2003 to achieve substantial improvements in the services provided to victims of race hate crimes and a reduction in racially motivated crimes in London. It is the only pan-London forum scrutinising policy, practice and performance by key statutory (and voluntary) organisations with responsibilities under the Crime and Disorder Act 1998.

3.1.2 The Forum has prioritised the eight boroughs with the highest volume of racist incidents. The forum works with community organisations supporting people experiencing racism and senior managers in the local authority and MPS, holding them to account in order to effect change in performance and promote best practice.

3.1.3 A Project Co-ordinator and Project Assistant manage the work of the Race Hate Crime Forum, and are now based within the newly constituted Race and Diversity Unit at the MPA's offices in Dean Farrar Street.

3.1.4 An up to date project plan which outlines the work the Forum plan to complete up to April 2005 is attached at Appendix 6 and includes details of work led by sub-groups to the forum. The RHCF is an area of focus for EODB to enable the Forum to consolidate and to build beyond April 2005.

#### Budget expenditure

<b>Initiative</b>	<b>2005-06 Budget £000</b>	<b>2004-05 Budget £000</b>	<b>2003-04 Actual £000</b>
Staffing & support costs	58	55	39
GOL grant	-14	-14	-18
Total	44	41	21

#### **3.2 Community and Police Consultative Groups**

3.2.1 Each year the Metropolitan Police Authority (MPA) allocates a budget for Community Engagement in boroughs. Community and Police Consultative Groups (CPCGs) are traditionally funded to enable strengthening of community involvement in policing in London. The MPA is committed to providing every borough in London with a community engagement forum and in 28 boroughs across the city the forum is the CPCG. Developmental work and pilots are being trialled in the remaining boroughs.

3.2.2 A major component of the work of the new Community Engagement Unit has been to encourage improvements in how CPCGs integrate equality and diversity in the way they work. The process used for their budget allocation for 2004/05 was more detailed than in previous years. For the first time, CPCGs were assessed on their equalities performance within a detailed framework

used to determine their funding. All CPCGs were assessed according to their equal opportunities policy statement, membership, decision making arrangements and an assessment of their inclusivity of community engagement.

- 3.2.3 Developments in the performance assessment framework of CPCGs and pilots in boroughs will form a key focus for the Community Engagement Unit during the next three years. Specifically this year, funding is dependant upon performance assessment of equalities performance throughout the group's workplan. For example, in addition to the questions asked in 2004-05, groups will be required to report the equality and diversity implications of each stream of their work plan.

### **3.3 Participation in local Crime and Disorder Reduction Partnerships**

- 3.3.1 The Policing Policy and Partnerships Team works to support the MPA and its members in playing a visible and active role within Crime and Disorder Reduction Partnerships (CDRPs) as a statutory partner.
- 3.3.2 The MPA distributes a fund of £50K to each CDRP as its contribution to CDRP work. The £50k is given through the MPS towards local solutions/needs identified by partnerships. A high degree of flexibility is built into the system to keep the bureaucracy low and localism high. MPS data on how this money has been spent indicates that £155,600 has been spent on 'diversity' related projects. So in order to enable CDRPs to respond dynamically to the locality, there is no formal criteria set on use of this fund by the MPA. However, there is an acknowledgement of the tension between trying to encourage partnerships to promote equality in locally responsive ways, with ensuring a minimum standard of equalities work occurs across all London's CDRPs.
- 3.3.3 The Policing Policy and Partnerships Team will be looking at develop guidance on this over the next year, exploring how to maintain local autonomy in addition to utilising the MPA's responsibility to promote equality and other strategic objectives.
- 3.3.4 Members have also agreed that a major focus for work with CDRPs will be community engagement. Work by the Policing Policy and Partnerships Team during this year (2004/05) with the London Black and Minority Ethnic Cracking Crime Project, examined the composition of partnerships by ethnicity across London and the extent of consultation on partnership work with black and minority ethnic communities. This report made 4 recommendations one of which is owned by the MPA to develop new local consultation models linking in to CDRPs.

## Budget expenditure

<b>Initiative</b>	<b>2005-06 Budget £000</b>	<b>2004-05 Budget £000</b>	<b>2003-04 Actual £000</b>
MPA funding to the 32 CDRPs	Data received at year end	Data received at year end	156

### **3.4 Disability Discrimination Act Implementation**

- 3.4.1 A key aspect of the MPA's Community Engagement Strategy is to develop clear and detailed policing agendas according to particular sections of the community in order to empower those communities to effect change in the police service.
- 3.4.2 Work this year began with engagement with the disability community. The MPA commissioned Greater London Action on Disability (GLAD) to conduct research to develop a policing agenda determined by disabled people through consultation. The MPA / GLAD conference on 7<sup>th</sup> October 2004 also contributed to this research. Once developed, this agenda will empower communities, and the MPA to use its decision making powers, to continue to challenge the MPS on its implementation of the DDA in terms of its service delivery, community engagement and employment practice.
- 3.4.3 The MPA Joint Review of Policing and Mental Health, which will be complete by the end of March 2005, will contribute to tackling disability discrimination, focusing on examples of hidden disability.
- 3.4.4 EODB will ensure that implementation of the DDA by the MPS will be followed closely, including through committee reports and public questioning. During 2005-6 EODB is particularly keen to focus beyond corporate policy, on implementation at Operational Command Unit and Borough Occupational Command Unit level. Officers within the Race and Diversity Unit will support members' priorities and continue to work with and challenge the MPS through their structures including Disability Programme Board, Diversity Forum, Diversity Board and the newly established Disability Independent Advisory Group.
- 3.4.5 Work continuing to achieve against the Equality Standard for Local Government will ensure continuous improvement in the way the MPA continues to implement the DDA in relation to its own service delivery, community engagement and employment practice. The organisation will work in anticipation of the expected positive duty to promote disability equality.

### Budget expenditure

<b>Initiative</b>	<b>2005-06 Budget £000</b>	<b>2004-05 Budget £000</b>	<b>2003-04 Actual £000</b>
Disabled People and the Police – a new relationship?	20	20	0
Joint Review of Policing Mental Health	Opportunity costs / HR costs	Opportunity costs / HR costs	0
<b>Total</b>	<b>20</b>	<b>20</b>	<b>0</b>

### **3.5 Consultation costs**

#### Safer London Panel

3.5.1 This year the Community Engagement Unit have worked with Office of Public Management (OPM), in partnership with NOC and Agroni, to develop and compile a Safer London Panel made up of 3,000 Londoners who can give their views about policing in London while reflecting its diversity. Panel members were selected at random but the final membership has been screened to ensure that it represents the profile of London as a whole according to ethnicity, age, gender, disability sexual orientation and location within London. The panel provides a new mechanism to engage with communities we have traditionally failed to reach. The panel is sufficiently 'representative' that views within individual sections of the community can be disaggregated and present statistically significant data. The panel can also be used to gather qualitative data.

3.5.2 The Community Engagement Unit will commission a minimum of 3 questionnaires over the year and arrange a minimum of 2 events with specific interest and identity sections of the panel.

#### Engaging with communities we have traditionally failed to reach - Developing Policing Agendas

3.5.3 During 2005-06, the Community Engagement Unit will be looking to develop the work currently progressing with the disability community through collaboration with GLAD in order to create a range of policing agendas with other sections of London's communities.

3.5.4 The Community Engagement Unit will conduct similar work with women's groups, faith based community organisations and lesbian, gay, bisexual and trans community organisations to develop detailed and clear policing agendas to enable those to challenge the MPS to deliver a policing service which serves all Londoners appropriately and proportionately.



### Budget expenditure

<b>Initiative</b>	<b>2005-06 Budget £000</b>	<b>2004-05 Budget £000</b>	<b>2003-04 Actual £000</b>
OPM – recruiting Safer London Panel	85	127	0
Developing policing agendas	70	20	0
<b>Total</b>	<b>155</b>	<b>147</b>	<b>0</b>

### **3.6 MPA Sponsorship Strategy**

3.6.1 During 2003-04 and 2004-05, the MPA has sought to support and sponsor a range of community work and organisations as part of its commitment to promote equality. During 2004-5 this work has included representation at London Pride, supporting work to promote *Peace on the Streets* with Choice FM and the MPS, and Black History Month.

3.6.2 However, the organisation is conscious that historically decisions to fund initiatives have been ad hoc and in order to ensure a cohesive and proactive approach, a sponsorship strategy has been proposed to the Senior Management Team. Once approved, the Communications Unit will lead on its planning and implementation.

### Budget expenditure

<b>Initiative</b>	<b>2005-06 Budget £000</b>	<b>2004-05 Budget £000</b>	<b>2003-04 Actual £000</b>
GLA events	Funding will be allocated according to the MPA's Sponsorship Strategy	9	16
Choice FM	"	40	29
MYA Media	"		4
African Caribbean Positive Image Foundation	"	5	10
Stephen Lawrence Charitable Trust	"	0	10
MPS Gender Agenda	"	0	20
London Pride	"	7	0
<b>Total</b>	<b>40</b>	<b>61</b>	<b>89</b>

### 3.7 Translation / interpretation / different format costs

- 3.7.1 The MPA will continue to respond to the access requirements of Londoners in relation to information provided through the authority.

#### Budget expenditure

<b>Initiative</b>	<b>2005-06 Budget £000</b>	<b>2004-05 Budget £000</b>	<b>2003-04 Actual £000</b>
Leaflet translations	18	15	13
Total	18	15	13

## 4 BUDGET AND EQUALITIES RETURN 2005/06

Organisation - The Metropolitan Police Authority

### Part 1 Human Resources and Internal Expenditure

#### Staff Costs

The MPA now has a Race and Diversity Unit made up of 8 full-time equivalent staff working specifically on equality and diversity. This is a dramatic improvement on last year and gives the Authority a firm basis for progressing some of the key equalities and diversity challenges. The establishment of these posts is evidence of the commitment of the Authority to see that this most important work area is well resourced

Numbers	Post	2005-06 Budget £000	2004-05 Budget £000	2003-04 Actual £000
1	Head of Race and Diversity	68	65	59
2	Policy Development Officer	70	67	15
3	Project Assistant	73	71	38
1	Race Hate Crime Forum – Co-ordinator	35	34	0
1	Race Hate Crime Forum - Administrator	21	20	12
<b>8</b>	<b>TOTAL</b>	<b>267</b>	<b>257</b>	<b>124</b>

#### Training

##### Expenditure on training which specifically addresses equalities issues or contains a distinctive and significant equalities element (Note 4)

The MPA has a budget of £90,000 for training. It is proposed that £25,000 is committed for corporate equalities training requirements to:

- Corporate equalities training
- Impact assessment, consultation and project work training.

The MPA are also keen to participate in GLA group positive action schemes to address under-representation within the MPA, for example a secondment scheme discussed at a recent Equality Network meeting.

Description of training	No of staff trained	2005-06 Budget £000	2004-05 Budget £000	2003- 04 Actual £000
Disability Discrimination Act	0	5	5	0
Corporate Equalities	30	5	5	5
Cultural Awareness for SMT	4	0	10	10
Performance Management	30	5	5	5
Managing Diversity Issues	40	10	6	6
<b>TOTAL</b>		<b>25</b>	<b>31</b>	<b>26</b>

## Recruitment

### Amount spent on targeted recruitment (Note 5)

In its Review of Progress, the GLA recommended that the MPA have a full involvement in the development of the MPS' Recruitment Strategy. HR committee participated in a seminar organised by MPS HR Directorate to enable members to give their views on the draft strategy. The Chair of EODB is also a member of HR Committee.

	<b>2004-06 Budget</b>	<b>2004-05 Budget</b>	<b>2003- 04 Actual</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Staff Recruitment	20	20	20
Members Recruitment	0	0	20
Positive Action Recruitment for Senior Posts (top 20%)	0	35	0
<b>TOTAL</b>	<b>20</b>	<b>55</b>	<b>40</b>

### Expenditure on self organised staff groups (Note 6)

The MPA has recently established a Staff Equality Forum. This is not a equality group specific network but a space for staff to discuss issues around equality and diversity and communicate to senior management through this mechanism.

The MPA will also be holding its second Diwali celebration on November 10<sup>th</sup> 2004.

There are no formal self-organised staff networks according to equality group groups within the MPA. However, this will be explored further as part of our work towards achievement against the Equality Standard for Local Government. The MPA would be keen to consider supporting joint initiatives across the GLA group. Membership of the MPS and SAUMRAI group of staff networks is open to all MPA staff.

<b>Group</b>	<b>2005-06 Budget</b>	<b>2004-05 Budget</b>	<b>2003- 04 Actual</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Diwali Event – agreed	0.25	0.25	0
SMT Commitment to supporting any event which promotes equality and diversity	2	0	0
<b>TOTAL</b>	<b>2.25</b>	<b>0.25</b>	<b>0</b>

## Part 2 Human Resources Data (Note 8)

### Staffing analysis At 31 March 2004

Note: On 3 July 2000, 26 staff from the Metropolitan Police Service (MPS) Internal Audit Directorate (IAD) were 'TUPE' transferred to the direction and control of the Treasurer of the MPA. Of these, 19 (73%) were men and 7 (27%) were women. Three of these women comprised the support staff of IAD; all the remaining staff in IAD are Auditors. As at 31 March 2003 there are 33 staff in IAD, 26 are men (79%) and 7 are women (21%). Two of the three support staff are women; all the remaining staff in IAD are Auditors. Within the Audit function, the proportion of women is generally low, although there do not appear to be any reliable benchmark figures.

In relation to top earners it is suggested that, given the small workforce, a more realistic percentage should be adopted rather than the 5% suggested. It is suggested a figure of 20% is used, which would provide a 'pool' of 14 staff (instead of four if the figure were 5%). This would provide the following breakdown.

	Men	Men	Women	Women	Disabled People
	Top 20% of earners	Total Organisation	Top 20% of earners	Total Organisation	Total
White	11	29	4	24	6
Mixed	0	0	0	0	0
Asian or Asian British	1	9	0	3	1
Black or Black British	0	7	1	10	1
Chinese or other	0	0	0	0	0
<b>Total</b>	<b>12</b>	<b>45</b>	<b>5</b>	<b>37</b>	<b>8</b>

### Joiners in 2003-04

	Men	Women	Disabled People
White	1	8	0
Mixed	0	0	0
Asian or Asian British	2	2	0
Black or Black British	0	2	0
Chinese or other	0	0	0
<b>Total</b>	<b>3</b>	<b>12</b>	<b>0</b>

## Leavers in 2003-04

	Men	Women	Disabled People
White	1	4	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	1	0
Chinese or other	0	0	0
<b>Total</b>	<b>1</b>	<b>5</b>	<b>0</b>

## Ethnic and gender analyses of grievances taken out during 2004-05

	Men	Women	Disabled People
White	6	2	2
Mixed	0	0	0
Asian or Asian British	1	0	0
Black or Black British	4	2	0
Chinese or other	0	0	0
<b>Total</b>	<b>11</b>	<b>4</b>	<b>2</b>

## Disciplinary actions started in 2003-04

	Men	Women	Disabled People
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Permanent promotions made in 2003-04

	Men	Women	Disabled People
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Temporary promotions made in 2003-04

	<b>Men</b>	<b>Women</b>	<b>Disabled People</b>
White	1	2	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	1	0
Chinese or other	0	0	0
<b>Total</b>	<b>1</b>	<b>3</b>	<b>0</b>

### Employment tribunal cases taken out 2003-04

	<b>Men</b>	<b>Women</b>	<b>Disabled People</b>
White	0		0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	1	1	0
Chinese or other	0	0	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>

### Outcomes of employment tribunals

Not finalised at end of the financial year.

Await hearing date

One case concluded after end of financial year.

## Staffing analysis at 30 September 2004

As suggested in respect of the figures to March 2003, a 20% figures has been used to identify "top earners".

	Men	Men	Women	Women	Disabled People
	Top 20% of earners	Total Organisation	Top 20% of earners	Total Organisation	Total
White	11	29	5	22	6
Mixed	0	0	0	0	0
Asian or Asian British	1	9	0	4	1
Black or Black British	0	7	0	9	1
Chinese or other	0	0	0	0	0
<b>Total</b>	<b>12</b>	<b>45</b>	<b>5</b>	<b>35</b>	<b>8</b>

## Joiners 1 April 2004 - 30 September 2004

	Men	Women	Disabled People
White	3	2	0
Mixed	0	0	0
Asian or Asian British	0	1	0
Black or Black British	0	0	0
Chinese or other	0	0	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>0</b>

## Leavers 1 April 2003 - 30 September 2004

	Men	Women	Disabled People
White	3	4	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	1	0
Chinese or other	0	0	0
<b>Total</b>	<b>3</b>	<b>5</b>	<b>0</b>



**Ethnic and gender analyses of grievances taken out 1 April 2004 - 30 September 2004**

	<b>Men</b>	<b>Women</b>	<b>Disabled People</b>
White	2	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>

**Disciplinary actions started 1 April - 30 September 2004**

	<b>Men</b>	<b>Women</b>	<b>Disabled People</b>
White	1	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	1	0	0
Chinese or other	0	0	0
<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>

**Permanent promotions 1 April - 30 September 2004**

	<b>Men</b>	<b>Women</b>	<b>Disabled People</b>
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Temporary promotions 1 April - 30 September 2004**

	<b>Men</b>	<b>Women</b>	<b>Disabled People</b>
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	0	0	0
Chinese or other	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Employment tribunal cases taken out 1 April - 30 September 2004

	Men	Women	Disabled People
White	0	0	0
Mixed	0	0	0
Asian or Asian British	0	0	0
Black or Black British	1	0	0
Chinese or other	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>

## Outcomes of employment tribunals

No hearing date

## Age Analysis of Staff at 30 September 2004

Age Range	No. of Staff
Under 20	0
21 – 29	12
30 – 39	17
40 – 49	27
50 – 59	23
60+	2

The age profile shows that younger staff are unrepresented because of the high level of professionally qualified staff and/or requirements for relevant experience.

## Human resource targets (Note 11)

	31/3/06 Target	31/3/05 Target	31/3/04 Actual
% of black and ethnic minority staff	35%	30%	35%
% of women staff	52%	52%	45%
% of black and ethnic minority staff in top 20% of earners	8%	5%	2%
% of women in top20% of earners	12%	9%	6%
% of women joiners	80%	80%	80%
% of black and ethnic minority joiners	35%	30%	40%
% of staff who are disabled	10%	10%	10%
<b>Other (Please Specify)</b>			

## Part 3 Buildings and Facilities

Type of expenditure	2005-06 Budget	2004-05 Budget	2003-04 Budget	2002-03 Actual
	£000	£000	£000	£000
Expenditure to makes buildings accessible to disabled staff	1	1	0.600	0
Expenditure to make facilities available to women staff	0	0	1.695	0
Expenditure to make buildings accessible to disabled people	8	0	0	0
Expenditure to ensure facilities are available for women	0.800	0	0.300	0
<b>Other (Please Specify)</b>				
Induction loop	0	1.200	0.909	0
Ramps	0	0	1.310	0
Website	0	0	0	4.000
Car Park	7	7	7	0
The MPA moved into new leasehold accommodation in July 2002; as part of the refurbishment £21,000 was spent on works to make the building more accessible to staff and visitors with disabilities.				

### Targets

Targets	31/3/06 Target	31/3/05 Target	31/3/04 Target	31/3/03 Actual
% of buildings fully accessible to disabled staff	98%	98%	98%	95%
% of buildings fully accessible to disabled members of the public	100%	100%	100%	100%
% of buildings providing full facilities for women staff	100%	100%	100%	100%
% of buildings providing full facilities for women members of the public.	100%	100%	100%	100%
<b>Other (please specify)</b>				

## Appendix 1

### Summary of equality and diversity expenditure 2005-06

Race Equality Scheme	£30,000
Race Hate Crime Forum	£58,000
Best Value Service Improvement Plan	£20,000
Equalities budget and performance monitoring	Opportunity cost
MPA/MPS Internal Audit Systems Review	Opportunity cost
Equality Standard for Local Government	£30,000
MPS Diversity Strategy Development and Implementation	Met by MPS cost
Women's Safety	£20,000
Implementation of Stop and Search Scrutiny and Recommendation 61, Stephen Lawrence Inquiry Report	£50,000
Translation, interpretation and alternative format costs	£18,000
Sponsorship	£40,000
Contingencies	£30,000
Race and Diversity Unit Staffing	£223,000
Developing a policing agenda with Disabled Londoners	£20,000
Developing policing agendas with lesbian, gay, bisexual and Trans communities, faith communities and women	£70,000
Training	£20,000
Targeted Recruitment	£25,000
Staff Events	£2,250
Buildings and Facilities	£2,600
<b>Total</b>	<b>£658,850</b>



## **EQUAL OPPORTUNITIES AND DIVERSITY BOARD ANNUAL REPORT 2003/2004**

### **Foreword by the Chair**

As I approach the end of my time as a Member of the MPA and Chair of the EODB, I look back with pride in the work of the committee. At our achievement I wish to thank members of the committee for their support and commitment in the work we have done on behalf of the Authority.

To the MPS I thank Sir John Stevens and Sir Ian Blair, the DCC4 Team past and present, Bob Broadhurst and team and all other MPS Departments whose commitment and support made the EODB such a high achieving committee.

The EODB has challenged the MPS on a number of policies and practice and as Chair I have felt supported by members and officers. We have achieved a lot over 2 years and as we come to the end of this authority I am proud of our achievement. None of this would have been possible without the guidance and support of the Clerk to the Authority and Julia Smith and her team in particular. My thanks also to Simon Vile and his team and all MPA officers with whom I have worked. A special thank you to John Crompton, EODB's Committee Clerk for his guidance and support to the members of the EODB and myself.

I feel personal satisfaction in the work that the committee has done and hope that the Authority will continue with EODB as so much still needs to be done. I do not believe the Authority is in a position to mainstream Race & Diversity as is being suggested.

Highlights of the EODB include:

- The Stop and Search Scrutiny
- Progress on Recommendation 61 implementation
- The IT Trial in Tower Hamlet
- The Race Hate Crime Forum
- The CRR Evaluation
- MPA Race Equality Scheme
- Impact Assessments
- Securing Funding for the EODB

All of the above have been challenging but I believe the Authority should be proud of the work EODB has done on its behalf, most of which has a direct benefit for Londoners and the BME communities in particular.

**Cecile Wright**

Chair of the MPA Equal Opportunities and Diversity Board

May 2004

## Introduction

The MPA's Equal Opportunities and Diversity Board was set up in 2002 directly in response to the new statutory requirements placed on the MPA by the Race Relations Act 2000, and the other legislative, statutory and regulatory obligations.

The report summarises the key achievements and areas of work that have been progressed by the Equal Opportunities and Diversity Board during the last 12 months. Whilst the first years report focused on the range of projects that the Board involved itself in, as a newly established committee of the MPA, during the second year, the Board have concentrated more on achieving and influencing change at organisational and strategic levels, both within the MPA and the delivery of its governance and scrutiny responsibilities toward the Metropolitan Police Service (MPS).

The report is designed in the context of significant equality and diversity progress and achievements by the MPS:

- The establishment of the Cultural Resource Unit.
- The work and progress of the Development and Organisational Team (DOIT) in aspects of the internal culture of the MPS.
- The establishment of the Disability Team in the Diversity Directorate.
- Significant progress to issues pertaining to women, lesbians, gay, bisexual and transgender people as well as work on age and age discrimination.

The outcome of the case of Chief Inspector Ali Dezai and the BBC television programme 'The Secret Policeman' which highlighted significant racism in the police service, prompted the MPS to take a fundamental review of its diversity performance.

The MPA established the Morris Inquiry to investigate the MPS handling of grievances. The service and the MPS also initiated an internal review of its diversity performance conducted by Assistant Commissioner Tarique Ghaffur.

The Significant achievements for the Equal Opportunities and Diversity Board include:

### Development and agreement of the MPA Corporate Equalities Objectives for 2004-2007:

This was outlined in the annual budget submission to the Mayor's office. The high level objectives set a clear equalities agenda for the Agenda and has informed and shaped the focus of the Authority in the current year.

### The ten key objectives are:

Priority One:

Race Equality Scheme: to achieve progress against all the arrangements and measures outlined in the scheme and to review and update the publication by May 2005.

Priority Two:

Best Value of Equalities Service Improvement Plan – to progress and continually monitor the achievement of each of the recommendations, and where necessary, to establish those structures and processes that would achieve the success specified.

Priority Three:

Equalities Budget and performance monitoring – this board has a specific term of reference to overview and monitor the equalities budget spend and performance of the MPA and the MPS.

Priority Four:

MPA/MPS internal Diversity Application and Monitoring This Board will wish to closely monitor all aspects of this internal Audit report and progress against each recommendation. It provides sound basis by which the Board can hold the MPS to account for its internal diversity structures and performance.

Priority Five:

The Equality Standard for Local Government – As part of the sign up to the “Equalities for All” Best Value Review, the MPA signed up to working to achieve Level 5 of the Equalities Standard by 2005. In July 2003, members confirmed this commitment and set an initial target to achieve Level 3 of the standard by 2004.

Priority Six:

MPS Diversity Strategy and Key Strategic - This responsibilities will be covered in other areas, however it is proposed that a separate objective be set specifically to monitor the MPS performance and practices as set out in the Diversity Strategy, and the supporting action plans, including the local diversity plans.

Priority Seven:

Women’s Safety – This w area of work will be progressed in partnership with the MPS and the GLA and will extend the promotion of information to women on safety issues. This will focus both on the needs of our female staff and stakeholders as well as to the public.

Priority Eight:

Community and Police Consultative Groups and Crime and Disorder reduction Partnerships – This area of work will focus on primarily scrutinising and over viewing the work of the Community and Engagement Unit and the Policing and partnership Unit in order to ensure that these groups and organisations through whom the MPA does its work achieves compliance with the appropriate equality legislation and specifically the race Relation’s Amendment Act 2000.

Priority Nine:



Implementation of Stop and Search and Recommendation 61 - This area of work will become a higher priority following the publication of the MPA Stop and Search scrutiny. The proposed MPS implementation of Recommendation 61 of the Stephen Lawrence Inquiry Report will also for a key plank of the work to be achieved by the R&D Unit and the MPA,

Priority Ten:

MPA Internal Equalities and Diversity Performance - This area of work will be primarily concerned with the internal culture of the MPA thus informing and assisting in its ability to translate this into equalities practices and performance which be reflected in all aspects of its work.

### The MPA Scrutiny into the MPS policy and practice in Stop and Search:

Undertaking this scrutiny has been a significant achievement for the Equal Opportunity and Diversity Board. It has been challenging, given that the police use of stop and search has historically been one of the most contentious policing issues for the black and minority ethnic communities.

The MPS were extremely helpful and open throughout the scrutiny and the Chair wishes to acknowledge the level of support that she has received from the Commissioner, Deputy Commissioner and other senior MPS officers.

### Race Hate Crime Forum:

The Race Hate Crime Forum is the only Pan London forum scrutinising the policy, performance and practice by key statutory and voluntary organisations with responsibility for performance under the Crime and Disorder Act.

The Forum benefits from the support of a wide membership including the Old Bailey, The Crown Prosecution Service, Victim Support and the Greater London Authority. Borough representation is provided by the Association for London Government and community and voluntary representatives including Hounslow Association, Race on the Agenda and Searchlight among others.

The Forum has embarked on a range of visits to these boroughs with the highest hate crime figures and will be continuing to hold high level meetings with senior officers in the local authority and police in order to affect change to their performance where this is needed or to promote good practice where this is identified.

### Lesbian, Gay, Bisexual and Transgender (GBT) Issues:

In the last year the board has taken particular focus on the LGBT issues. Reverend David Penrose, the LGBT community representative on the Board, in consultation with the Chair brought a number issues to the committee. The MPA chair and Cecile Wright have continued to hold meetings with the Chair of the LGBT Independent Advisory Group (IAG). Steve Penrose was particularly influential in amending the MPS HIV Policy.

## Independent Evaluation of the MPS Community & Race Relations Training:

This report was published in October 2003 and made a number of recommendations to the MPS for improving the race and diversity strategy. The MPS similarly undertook its own internal evaluation, which supported much of the recommendations in the MPA report.

The report directly influenced the MPS decision to suspend the roll-out of the next phase of the training to all MPS staff to allow full consideration to be given to the recommendations. The Authority and the MPS are continuing to work together in the developments for the next stage of the training.

## Race Relations Amendment Act:

As one of the core equalities objectives, the MPA has done a great deal to progress towards obligations published in its Race Equality Scheme. It has established a process for impact assessing the functions and policies of the Authority. It has been, for many organisations, challenging but extremely useful for the organisation. As a way of reinforcing its strong commitment to the process, the MPA held a consultation event inviting community, voluntary and statutory organisations to give comments on the process in place. This has informed revisions and amendments to the process.

A further area of good practice has been that of involving external individuals to quality assure the impact assessments in order to verify they are 'fit for purpose'. To date representatives from the MPS, Race Equality Councils, City of London Police, Association for London Government and a member from Norfolk Police Authority have taken part in the quality assurance process.

## Equality Standard for Local Government:

Good progress has been made towards being assessed for its achievement of levels one and two of the Standard. To underpin this, the Authority has had to develop a comprehensive set of equalities policies. It has also drafted its Corporate Equality Plan, which will form the basis for the equalities targets that will need to be established for each department in the MPA.

## Community Engagement:

The Chair and Members of the Stop and Search Scrutiny Panel had a public meeting in Brixton to seek views on the aims of the scrutiny and to learn from their experience. The meeting was well attended and it was quickly evident that those in attendance had extremely hostile views about Stop and Search and the police use of the power. This has informed the outcome of the scrutiny report.

## Award:

In October as Chair of the EODB, I presented an award to the Boyhood to Manhood Foundation at the Black Plus Award Ceremony, for the tremendous work that the foundation does with disaffected young man and boys.

### National 'Know your rights' Information Campaign:

During the Stop and Search Scrutiny, the MPA ran two information newspaper campaigns to inform members of the public about their rights when stopped and searched by the police. There was a high response to the campaign including from individuals and organisations from places including Bradford, Manchester and Portsmouth. The success of the campaign can be evidenced by the range of individuals who contacted the MPA for copies of the 'Know Your Leaflets'. At 08:15 am one morning a woman telephoned to ask for two of the 'know your rights' cards. She had seen the advert in the press and wanted the information for her sons, 14 and 10 years old.

### Implementation of Recommendation 61:

The EODB continued to overview the implementation of Recommendation 61 in the borough of Hackney and latterly in Tower Hamlets where the Board was instrumental in influencing the MPS to trial a computer-based data-recording device. This proved to be extremely successful with officers in the borough and appeared to have led to significant decreases in the length of time that an individual stopped had to wait for their stop form.

The Board has been concerned that issues remain with the implementation and will be working with the MPS as it prepares for the London-wide roll-out of the implementation.

The hard work put in by MPA officers in progressing the implementation was recognised by the Minister Hazel Blaize in the most recent Home Office Report:

- David R Muir, Deputy Chair of the Authority, represents the MPA on the Home Secretary Lawrence Steering Group
- Julia Smith, Head of Race & Diversity, sits on the Lawrence Stop & Search Sub Group.

Both regularly report the outcomes from meetings attended to the EODB.

**Appendix 3 is the Draft Corporate Strategy included elsewhere on this agenda.**

See <http://www.mpa.gov.uk/committees/mpa/2004/041028/08.htm>

## MPA EQUALITY BEST VALUE SERVICE IMPROVEMENT PLAN 2003

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<p><b>1. The GLA Group adopt a commonly shared vision in respect of equalities to ensure mainstreaming within the organisation.</b> GLA Rec No 1,23,24,36</p>	<p>1. Development and adoption of Equalities policy and strategy, reflecting the GLA Group Equalities vision. Outlined in BV equalities report.</p>	<p><i>Policy agreed by EODB, subject to minor amendments. Decision to be ratified by the full Authority</i></p>	<p><i>SMT/RDU Doug Lewins</i></p>	<p><i>Dec 04</i></p>
	<p>2. <i>Publication of joint MPA/MPS corporate equalities policy and statement in demonstration of responsibility under the Race Relations Amendment Act, equal opportunities legislation and European directives.</i></p>	<p><i>No progress to date.</i></p>	<p><i>RDU Hamida Al &amp; Doug Lewins SMT/Catherine Crawford Comms/Philip Powell</i></p>	<p><i>Dec 03</i></p>
	<p>3. Establishment of performance management systems, structures and processes to reflect and monitor the organisational commitment to equalities.</p>	<p><i>Impact assessment has begun and is being reviewed. Plans underway to progress to level 5 of the Equality Standard for Local Government.</i></p>	<p><i>SMT/Catherine Crawford/RDU/Doug Lewins</i></p>	<p><i>April 04</i></p>
	<p>4. Adherence to the GLA Budget Equalities process to ensure that equalities is integrated into MPA/MPS strategic budget setting process.</p>	<p><i>Process adhered to.</i></p>	<p><i>SMT/RDU Hamida Ali</i></p>	<p><i>Sep 04</i></p>
	<p>5. <i>Monitor and review all aspects of MPS equalities performance &amp; policies + practices at policy + strategic level.</i></p>	<p><i>Work in progress</i></p>	<p><i>EODB/Hamida Ali</i></p>	<p><i>Oct 04</i></p>

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<p><b>2. The GLA adopt six high level equalities categories for service and employment purposes [Gender, race, sexuality, disability, age and faith]</b>            Group Recommendations            GLA 2,14,15</p>	<p>2.1 Definitions and categories outlined in the review publications adopted and updated as further learning becomes apparent.</p> <p>Adoption of categories publicised internally &amp; externally</p> <p>2.2 All major consultation and community engagement activities to reflect consideration of priority groups.</p> <p>2.3 MPA commitment and priorities to be publicised with key stakeholders partners.</p> <p>2.4 Annual funding allocation to community and police consultative groups to be assessed against performance in engaging the key priorities Groups.</p> <p>2.5 The performance of independent custody visiting panels be monitored against the priority groups.</p> <p>2.6 MPA Committee performance and work programmes to integrate performance of past qualities targets.</p> <p>2.7 Performance reports submitted to mayor's office and GLA ensure that all equalities targets are highlighted.</p> <p>2.8 Process for reviewing and updating equalities performance targets are regularly brought to the attention of the MPA EODB.</p> <p>2.9 Where appropriate and inline with the requirements of the RRA and level 5 equalities standards xxx reports are commissioned from the MPS on its function and services delivery in respect of the 6....</p>	<p>Policy covering high level equalities categories agreed by EODB, subject to minor amendments. Decision to be ratified by the full Authority</p> <p>Work in progress</p> <p>No action to date</p> <p>In progress</p> <p>In progress</p> <p>Work in Progress</p> <p>No progress to date</p> <p>Work in progress</p> <p>On going progress</p> <p>No progress to date</p>	<p>RDU/Doug Lewins</p> <p>RDU/Doug Lewins</p> <p>Communications/ Phillip Powell CE/Tim Rees</p> <p>Communications Philip Powell RDU/Doug Lewins</p> <p>CE/Tim Rees</p> <p>CE/Tim Rees</p> <p>SMT/Catherine Crawford</p> <p>Planning &amp; Performance</p> <p>Planning &amp; Performance</p> <p>Planning &amp; Performance</p>	<p>Dec 04</p> <p>Mar 05</p> <p>March 05</p> <p>Dec 04</p> <p>?</p> <p>March 04</p> <p>June 04</p> <p>Continuing and ongoing</p> <p>Dec 03</p> <p>Dec 03</p>

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<p><b>3. The MPA review and identify the appropriate target groups for its own as well as have an overview of the MPS target groups for its service delivery</b></p>	<p>The services and functions of the GLA Group address the multiple levels of discrimination experienced by socially excluded groups.</p> <p>Services and functions will be responsive, flexible and accessible.</p> <p>3.1 Key target groups for the MPA services to be identified primarily through the MPA consultation and community engagement activities.</p> <p>3.2 Equalities Impact Assessment to be carried out to assess for adverse impact on key groups and communities for all MPA key decision making.</p> <p>3.3 Monitoring and review processes be put in place to secure equalities impact assessment reports from the MPS Directorates on key policy decisions and service delivery.</p> <p>3.4 6 monthly report to equal opportunities and diversity board on key services and equalities impact assessments conducted by MPA + MPS.</p>	<p>Work in progress</p> <p>Equality Impact system devised and put into operation. Currently under review.</p> <p>Quality Assurance system set up but all policies not yet covered</p> <p>Work in progress</p>	<p>CE/Tim Rees</p> <p>RDU/Doug Lewins</p> <p>RDU/Doug Lewins</p> <p>RDU/Doug Lewins</p>	<p>September 2002 and ongoing</p> <p>Achieved 2004 To be reviewed annually</p> <p>Mar 2005</p> <p>Ongoing 6 monthly reports to EODB March 05 Sep 05</p>

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<b>4. The MPA commit to achieving Level 5 of the Equalities Standard by 31 December 2005</b>	4.1 The EODB confirms commitment to achieve this target.	Completed	SMT/RDU Doug Lewins	July 2003
	4.2 Clear objectives, timescales are put in place to work to achieve level 3 of the standard	Work in progress	RDU/Doug Lewins	Nov 2004
	4.3 All staff (MPA/MPS) briefed on requirements of the standard.	To be progressed ?	RDU/Karina Horsham Maynard	Dec 2003
	4.4 Detailed and comprehensive independently assessed review be undertaken of all aspects of the MPA, performance and equalities policies, practices to identify the potential risks that could impede achievement of the level 5 standard by 2005.	Work acknowledged as a priority and gap analysis undertaken	SMT/RDU Catherine Crawford and Doug Lewins	Sep 04
	4.4 Progress all actions to achieve level 1 of the Equalities Standard (see 1,2)	Actions progressed and verification to be obtained of Level 1 achievement	RDU/Doug Lewins/Karina Horsham Maynard	Dec 2004
	4.5 Progress all actions outlined in Equalities standards to develop supporting evidence to achieve level 2 of the standard on target setting action planning.	Evidence gathered and verification to be obtained of Level 2 achievement	RDU/Doug Lewins/Karina Horsham Maynard Comms/ Jacqui Jones IT manager Sudhen Swami. Performance Review	Dec 2004
	4.6 All staff and members briefed on progress and targets to be achieved.	On going work in progress	SMT/RDU Catherine Crawford/Doug Lewins	Dec 2004
	4.7 Development and review of communication strategy to keep staff and stakeholders informed of progress.	Work under progress	RDU/Doug Lewins	Dec 2004
	4.8 Progress in all actions outlined in equalities standards to ensure achievement of level 3 on information systems and monitoring.	Work under progress	RDU/ Doug Lewins	Dec 2004
	4.9 Monitor and review of progress towards achieving level 5 standard by end 2005 and develop detailed action plan in EODB annual report 2004.	Not progressed work to be commenced	RDU/Doug Lewins	Dec2004
	4.10 Progress all actions and publish progress towards achieving level 5 of equalities standards	Work under progress	RDU/Doug Lewins	Dec 2004
<b>4.11 The MPA agree to a programme of management and culture change and investigate their existing policies and legislation governing their services to identify and remedy issues that impede the</b>	Some progress made – Require SMT sign-up	RDU/Doug Lewins SMT Catherine Crawford	Dec 2004	



<b><i>ACTION/MEASURE</i></b>	<b><i>KEY INDICATORS</i></b>	<b><i>CURRENT POSITION</i></b>	<b><i>DIRECTORATE/POLICY LEAD</i></b>	<b><i>TIMESCALE</i></b>
<b>5. The MPA Group adopt the social model of disability</b>	<p><i>The GLA Group proactively supports and promotes the civil rights of disabled people.</i></p> <p><i>5.1 Proactive support and promotion of civil rights of disabled people.</i></p> <p><i>5.2 Representation of disabled people on core MPA committees (EODB or Consultation) to inform and influence policy decision making.</i></p> <p><i>5.3 Review and Publish commitment on adoption of social model of disability in line with other MPS and GLA group.</i></p> <p><i>5.3 Assess all polices and functions for adverse impact as core requirement of L5 Equality Standard.</i></p> <p><i>5.4 Monitor and review its own progress on implementing the requirements of the DDA on basic requirement to achieving level 5 standard.</i></p> <p><i>5.6 Increase the number of disabled employees in the MPA (and MPS) in line with the GLA Employment targets.</i></p>	<p><i>Adopted by Authority</i></p> <p><i>Completed</i></p> <p><i>To be completed</i></p> <p><i>EIA process ongoing</i></p> <p><i>To be completed</i></p> <p><i>Some progress</i></p>	<p><i>RDU</i></p> <p><i>RDU/Time Rees</i></p> <p><i>RDU/Communications Phillip Powel</i></p> <p><i>RDU/SMT Doug Lewins</i></p> <p><i>RDU/HR/SMT</i></p> <p><i>HR Alan Johnson</i></p>	<p><i>2002</i></p> <p><i>July 2003</i></p> <p><i>Dec 04</i></p> <p><i>Apr 05</i></p> <p><i>2005</i></p> <p><i>Ongoing</i></p>
<b>6. A London Standard for Equalities be developed and promoted</b>	<p>The London Standard will address the gaps and flaws in the CRE/Equality Standard and be tailored to the needs of the GLA Group and the social demographics of London</p> <p>Leadership benchmark with equalities indicated produced and promoted by GLA Group</p>	<p><i>Awaiting GLA Actions</i></p> <p>No progress by GLA HR network. Standard will be achieved as part of level 5 achievement</p>	<p><i>RDU/SMT</i></p> <p>HR/Alan Johnson as part of GLA Group HR network</p>	<p><i>April 2005</i></p> <p>Dec 2005</p>

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<p>7. The GLA Group adopt the definition of “Exemplary Employer”</p> <p>The MPA adopts and works towards being an ‘Exemplary Employer’ and implement the benchmark template to ensure continuous improvement demonstrated through a GLA Group HR network. (GLA 7,8,9,11)</p>	<p>All five organisations will be committed to developing policies, procedures and practice which are underpinned by the definition of an “Exemplary Employer”. This process will enable the group to realise its aspiration.</p>	<p>Completed</p>		<p>June 2002</p>
	<p>7.1 MPA adopts the GLA Group definition of an Exemplary Employer.</p>	<p>Completed</p>	<p>SMT</p>	<p>2002</p>
	<p>7.2 MPA Implement positive action initiatives that will assist members from the 6 priority groups to be better represented at senior management levels in the MPA.</p>	<p>Principle agreed. Pilot to be implemented as part of GLA Group Action</p>	<p>HR Alan Johnson</p>	<p>Jan2005</p>
	<p>7.3 Review of suite of HR policies and procedures to ensure compliance and consistency with exemplary employer performance to contribute to level 2 equality standards.</p>	<p>Work in progress</p>	<p>HR Alan Johnson</p>	<p>May 2004</p>
	<p>7.4 Staffing targets for MPA and Met and specific targets set for the MPS to achieve the Home Office ‘Dismantling Barriers’ targets.</p>	<p>Work in progress</p>	<p>HR Alan Johnson</p>	<p>Sept 2005</p>
	<p>7.5 Pilot alternative recruitment processes to achieve and maintain staffing targets in line with recent census data and London’s population in MPA.</p>	<p>No progress</p>	<p>HR Alan Johnson</p>	<p>Sept 2004</p>
	<p>7.6 Equalities performance is monitored as an integral aspect of staff performance appraisal + the results published in annual EODB report.</p>	<p>No progress</p>	<p>HR Alan Johnson/RDU/EODB</p>	<p>2004/05</p>
	<p>Guidance and training to CPCGs, ICVPs and other groups and organisations allocated MPA funding to ensure that they are addressing the principles and practices of Authority as an exemplary employer.</p>	<p>No progress</p>	<p>HR Alan Johnson/SMT/RDU/CE</p>	

<b>ACTION/MEASURE</b>	<b>KEY INDICATORS</b>	<b>CURRENT POSITION</b>	<b>DIRECTORATE/POLICY LEAD</b>	<b>TIMESCALE</b>
<b>8. The MPA adopt a GLA Group Exit interview process and framework. (GLA rec No12)</b>	<p>8.1 Systems framework in place for all staff leaving the organisation</p> <p>8.2 Annual analysis of the trends/patterns in order to inform the development of professional/managerial performance and structures.</p> <p>8.3 Systemic framework in place for monitoring the MPS analysis of its exit interviews for staff at all levels in the organisation.</p>	<p>Work in progress</p> <p>To be developed</p> <p>Work in progress</p>	<p>HR Alan Johnson</p> <p>HR Alan Johnson</p> <p>HR /RDU Hamida Ali</p>	
<b>9. The MPA as part of the GLA Group research, analyse, report and disseminate information on services in a coordinated way [internally/externally]. The information should be produced in accessible formats for key equality target groups. (GLA Rec No13,27)</b>	<p>Open, transparent information sharing to become part of the GLA Group culture.</p> <p>Annual budget equalities submission and GLA assessment report on information provided.</p> <p>GLA representation on MPA Equal opportunities + diversity board and other committees and working groups.</p> <p>MPA representation on numerous GLA group committees, working groups and involvement in strategic planning processes including Equalities Network</p> <p>The dissemination of key decisions and actions in accessible formats to key equality target groups.</p>	<p>In progress</p> <p>Work in progress</p> <p>Work in progress</p> <p>Work in progress</p> <p>Work in progress</p>	<p>Treasury Ken Hunt</p> <p>SMT Catherine Crawford to coordinate/monitor outcomes Hamida Ali/Doug Lewins</p> <p>MPA secretariat RDU to coordinate. Monitor outcome Doug Lewins/Hamida Ali</p> <p>RDU/Communications Philip Powell</p>	<p>December 2005</p> <p>October 03</p> <p>December 04</p> <p>December 04</p> <p>Ongoing</p>

<b>ACTION/MEASURE</b>	<b>KEY INDICATORS</b>	<b>CURRENT POSITION</b>	<b>DIRECTORATE/POLICY LEAD</b>	<b>TIMESCALE</b>
<p><b>10. The MPA undertake a review of existing methods of community liaison and make recommendations on how best to deliver a more joined up approach to community liaison including improvements in sharing information. (GLA Gp rec No10)</b></p>	<p>10.1 Information regarding the needs of equality groups to be shared with other GLA Group organisations.</p>	<p>Completed</p>	<p>RDU/Hamida Ali/Doug Lewins</p>	<p>September 2002</p>
	<p>10.2 Establish network for community liaison/link officers to share knowledge and best practice.</p>	<p>Completed. GLA consultation network in place</p>		<p>Sept 2003</p>
	<p>10.3 Undertake independent review to establish level of support and information required to ensure that CPCGs are equalities compliant and enabled to assist the authority in achieving its equalities targets with community liaisons.</p>	<p>Work in progress</p>	<p>CE/Tim Rees</p>	<p>March 04</p>
	<p>Implementation of recommendation and learning from the GLA cracking crimes project in relation to CDRPs and their equalities performance.</p>		<p>SMT/David Riddle</p>	<p>Dec 03</p>
	<p>Annual monitoring and review of the service delivery performance of CPCGs to inform the MPA core service delivery performance.</p>		<p>CE/Tim Rees</p>	<p>Apr 04</p>
	<p>Undertaken RRA impact assessment of service provision and funding of CPCGs achievement to inform extent to which MPA is engaging with priority equality groups.</p>		<p>CE/Tim Rees</p>	<p>Apr 04</p>

ACTION/MEASURE	KEY INDICATORS	CURRENT POSITION	DIRECTORATE/POLICY LEAD	TIMESCALE
<p><b>11. The GLA Group undertake a review of the existing methods of conducting equalities impact assessments across the GLA Group and develop appropriate support and training for staff to ensure that the outcomes are implemented.</b> (GLA Group rec. No 17)</p>	<p>11.1 Staff [engaged in managing/conducting equality impact assessments] are briefed and equipped to carry out equality impact assessments effectively</p> <p>Guidance information and MPA specific proforma developed.</p> <p>Year one progress on RES published</p> <p>Internal monitoring process established to ensure continuous progress</p> <p>Process established for ensuring all committees and MPA committee reports integrate equalities assessments.</p> <p>Progress key actions outlined in the scheme to assist achievement of level 5 equality award.</p>	<p>In progress</p> <p>Completed &amp; now under review</p> <p>Completed</p> <p>In progress</p> <p>In progress,</p> <p>On going</p>	<p>RDU/Doug Lewins</p> <p>RDU/Doug Lewins</p> <p>RDU/Julia Smith</p> <p>SMT/Catherine Crawford</p> <p>RDU/Doug Lewins</p> <p>CDO Julia Smith</p>	<p>September 2003</p> <p>Jul 03</p> <p>Sep 03</p> <p>Oct 03</p> <p>Nov 03</p> <p>Dec 04</p>
<p><b>12. Establish a Complaints and compliments procedure</b></p>	<p>Officers responsible for dealing with complaints are aware of equalities best practice.</p> <p>Review of MPA complaints guidance published in accessible formats and in different languages.</p> <p>People from the equality target groups are able to access the complaints procedures with ease.</p>	<p>Completed and ongoing review</p> <p>Completed and ongoing review</p> <p>In progress</p>	<p>Clams/Simon Vile</p>	<p>September 2002</p> <p>December 2002</p>
<p><b>13. The MPA contribute to the review and strengthen of the terms of reference for the GLA Group Consultation Network [CN]</b> (GLA Rec No 20)</p>	<p>The Consultation Network will have an overview of consultation exercises undertaken across the GLA Group – this will avoid duplication, ensure co ordination and sharing of information. The Network will also ensure that strategic development of consultation processes is properly informed by the perspectives of equality groups.</p>	<p>Members of CN</p> <p>No action to date.</p>	<p>CE/Tim Rees</p>	<p>September 2002</p>

<b>ACTION/MEASURE</b>	<b>KEY INDICATORS</b>	<b>CURRENT POSITION</b>	<b>DIRECTORATE/POLICY LEAD</b>	<b>TIMESCALE</b>
<p><b>14. The MPA contribute to and participate in the reconstituted Equalities Commission. (GLA Rec No20)</b></p>	<p>Working with the Equalities Commission will ensure that strategic equalities developments across London are informed by a clear equalities perspective.</p> <p>The Commission can advise on policy development and play a key role in the monitoring and evaluation of equalities initiatives across the GLA Group.</p> <p>Guidance on the level 5 achievement and frameworks and processes put in place by the GLA group to ensure consistency across London.</p>	<p>This is a GLA initiated action and they are leading in coordinating this. The Commission is not currently operational.</p> <p>The Commission is not currently operational.</p> <p>Contributory and participant role. The Commission is not currently operational.</p>	<p>RDU/Doug Lewins</p> <p>RDU/ Doug Lewins EODB member when commission established.</p>	<p>Dec 2004</p> <p>Dec 2005</p>
<p><b>15. The GLA Group use the Equalities Commission to:</b></p> <ul style="list-style-type: none"> <li>• <b>Advise on the consultation undertaken and planned and advise on the impact on strategic planning;</b></li> <li>• <b>Play a role in reviewing consultation undertaken and assisting with the dissemination of the results of consultation;</b> (GLA rec No 21)</li> <li>• <b>Advise on the performance of the GLA Group in respect of equalities issues.</b></li> </ul>	<p>The joint work of these two groups will ensure that work within the GLA Group is targeting the needs of equality groups across London. This will be enabled by the Equalities Commission as it is comprised of representatives from pan London equality target groups</p> <p>GLA Action</p> <p>GLA Action</p>	<p>No action to date. MPA Contributory role. The Commission is not currently operational.</p> <p>GLA Action</p> <p>GLA Action</p>	<p>CDO/ Doug Lewins EODB Member when commission established</p> <p>TBD</p> <p>TBD</p>	<p>Dec 2004</p> <p>TBD</p> <p>TBD</p>
<p><b>16.. The “Equalities for All” Review recommends that the “Listening to Londoners” Review address some key issues</b></p>	<p>The findings and recommendations from both reviews will be properly fed in to the structures and performance management systems of each organisation.</p>	<p>completed</p>	<p>RDU/EODB</p>	<p>March 2002</p>

<b>ACTION/MEASURE</b>	<b>KEY INDICATORS</b>	<b>CURRENT POSITION</b>	<b>DIRECTORATE/POLICY LEAD</b>	<b>TIMESCALE</b>
<b>17. The MPA Develops an Equalities Communication Strategy to use the communications strategy to ensure information flows through the different levels of each organisation to all MPA members, staff, stakeholders organisations &amp; partners and communities.</b>	<p>17.1 Equalities Communication Strategy is published &amp; publicised including indifferent language formats.</p> <p>17.2 Managers and all staff are made fully aware. Staff are properly briefed on the requirements of anti discriminatory legislation and relevant codes of practice.</p> <p>17.3 Established process to monitor the MPS internal and external communication strategy, especially to the six points groups.</p>	<p>Some progress made but need for focused target on 6 priority areas.</p> <p>Some progress through reports to EODB. Need for more refined reporting and update training.</p> <p>Work relatively well developed</p>	<p>Communications/ Philip Powel</p> <p>RDU/Doug Lewins</p> <p>RDU/Hamida Ali CE/Tim Rees</p>	<p>December 2003</p> <p>Ongoing 2003</p> <p>Feb 03 Ongoing</p>
<b>18. The MPA develop, in partnership with the functional bodies, a set of equality indicators to complement the corporate health indicators currently monitored and reported on.</b>	18.1 The GLA Group will monitor and report against a comprehensive set of targets.	Under Development	Review	April 2004
<b>19. The MPA adapt the CRE's toolkit for auditing race equality to address the areas of race, gender and disability</b>	19.1 Adapt and reproduce GLA toolkit for auditing race, gender and disabilities, where this will assist with achievement of level 5 standards.	None to date	RDU/Doug Lewins	March 05
<b>20. A procurement officers network should be established</b>	<p>20.1 Procurement officers able to address equality matters in a meaningful way through the procurement procedures.</p> <p>20.2 Equalities contract procurement procedure developed and being implemented.</p> <p>20.3 Staff briefed and provided with information</p> <p>20.4 Development of procedure for monitoring MPS implementation of procedure established and considered by EODB at least twice per year.</p>	<p>Completed and in progress</p> <p>Completed and being reviewed</p> <p>Under development</p> <p>In progress</p>	<p>Treasury /Deputy Treasurer/ Ken Hunt</p> <p>Treasury /Deputy treasurer/ Ken Hunt</p> <p>Treasury /Deputy treasurer/ Ken Hunt</p> <p>Treasury /Deputy treasurer/ Ken Hunt</p>	To start in October 2002 - ongoing

<i><b>ACTION/MEASURE</b></i>	<i><b>KEY INDICATORS</b></i>	<i><b>CURRENT POSITION</b></i>	<i><b>DIRECTORATE/POLICY LEAD</b></i>	<i><b>TIMESCALE</b></i>
<i><b>21. The Chief Executive of the MPA to be responsible for implementation of Service Improvement Plan</b></i>	Visible commitment of GLA Group to delivery on equalities issues.	Incorporated into Recommendation 1		





# **MENTAL HEALTH JOINT REVIEW TERMS OF REFERENCE**

V5.0 (final draft)

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- 1 Draft for approval by chairs
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Sally Palmer 30/07/04  
Sally Palmer 3/9/04



## MENTAL HEALTH JOINT REVIEW: TERMS OF REFERENCE

### INTRODUCTION

In May 2004 the MPA's Co-ordination and Policing Committee considered a paper on mental health and policing in informal session. The committee felt that the scope of the issue to be addressed was too broad to be managed within the MPA's usual scrutiny process and would require the commitment of organisations outside the policing arena in order to make most impact. Members decided to commission a joint review of mental health and policing to be chaired by the MPA and NHS with the involvement of key stakeholders. The purpose of the joint review will be to consider the policies, processes, management structures and services provided by organisations involved in policing mental health. The objective of the joint review will be to identify gaps and inconsistencies in service provision, to agree a way to address the issues and to produce an action plan for improvement to be implemented by the key stakeholders.

### BACKGROUND

#### The problem

The recent report *Mental Health and Social Exclusion* published by the Social Exclusion Unit in the Office of the Deputy Prime Minister found that '*Depression, anxiety and phobias can affect up to one in six of the population at any one time*<sup>1</sup> although serious mental health problems such as schizophrenia only affect one in two hundred adults each year. The key piece of legislation in this area is the Mental Health Act 1983, which sets out four categories of mental disorder – mental illness, mental impairment, severe mental impairment and psychopathic disorder. The vast majority of people with mental disorders receive treatment voluntarily. Only around 10% are admitted to hospital on a compulsory basis under a 'section' of the Mental Health Act.<sup>2</sup> In London the rate of admissions is twice that of the rest of the country. There are a wide variety of mental health disorders ranging from mild depression, through learning difficulties to illnesses like bi-polar disorder and acute behavioral disorder which are more likely to lead to violence or contact with the police if left untreated.

A recent report completed by the Greater London Authority around the *Availability of Mental Health Services in London* published in 2003 found that the level of service provided to treat people with mental health disorders varied greatly across London:

*'The patient mix in London's mental health services includes much higher numbers of patients from more deprived areas than the rest of England. It has higher proportions of patients with psychotic illness and alcohol related problems... Standardised admission levels vary considerably between boroughs.... There is*

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<sup>1</sup> Page 9 Mental Health and Social Exclusion report, ODPM, published 2004

<sup>2</sup> From 'The Mental Health Act' at [www.rethink.org](http://www.rethink.org)

*significant variation in the level of resources put into mental health in different boroughs*.<sup>3</sup>

Some sections of the community experience particular difficulties in accessing mental health services. The report *Inside Outside*, found that '*There are significant barriers to minority ethnic groups seeking and successfully accessing services...There is greater involvement of the criminal justice system, and in particular the police*'.<sup>4</sup> Refugees are also over represented in the number of people using mental health services. In Ealing it was estimated that refugees make up 6-10% of service users compared to 3.9 – 4.5% of the population.<sup>5</sup> Language and translation services are seen as a key weakness within the health service.<sup>6</sup>

In addition, there is some evidence to suggest that drug and/or alcohol abuse may be related to underlying mental health problems and may play a role in triggering mental health disorder.<sup>7</sup> A study managed by the NHS Executive stated that '*Approximately half of the people who are treated for drug and alcohol problems have a complicating mental health problem*'.<sup>8</sup> A study carried out for the Home Office showed that people who are brought into police custody with alcohol related offences spent considerably longer in cells than other detainees<sup>9</sup>. This dual diagnosis potentially presents police with a situation in which people with alcohol related mental disorders are spending extended periods of time within police custody, rather than in a treatment facility.

Many different public sector bodies are involved in the care and treatment of mentally ill people including social services, primary and secondary care providers, charities and voluntary sector groups. Recent cases, such as the case of Anthony Hardy have highlighted problems with information sharing between agencies, particularly around the release of potentially high-risk patients into the community. Research by SANE showed that of 69 cases in which homicides were committed by people in contact with mental health services breakdowns in communication had occurred in 90% of cases, with particular issues around record keeping and information sharing between agencies.

## **The response - London**

The front line response to people in distress is often provided by General Practitioners, local authorities and the public. The NHS is frequently engaged later on in the treatment process. There are five Strategic Health Authorities (SHA) in London which develop strategies and manage the Primary Care Trusts (PCT). PCTs are given funding directly by the Department of Health to commission health services; PCTs also develop primary care services and are tasked to deal with public health. Secondary services are provided by Mental Health Trusts (MHT). These trusts in the main cover more than one PCT area and provide the services commissioned by the PCT, which may include community mental health teams. Social services provide social care for patients with mental health disorders. Key stakeholders for this review will be senior representatives from MHTs and the Chief Executives of the London SHAs, as well as leading members and staff from the MPA and MPS to ensure the project has commitment from all relevant organisations.

<sup>3</sup> Page 1 Availability of Mental Health Services in London, Greater London Authority August 2003

<sup>4</sup> Page 13 Inside Outside Improving mental health services for Black and Minority Ethnic Communities in England. National Institute for Mental Health in England, March 2003

<sup>5</sup> Page 10 Page 1 Availability of Mental Health Services in London, Greater London Authority August 2003

<sup>6</sup> Page 58 *ibid* note 3

<sup>7</sup> See SANE website factsheet: Alcohol, drugs and mental illness

<sup>8</sup> Page 19 Mental Health in London: A Strategy for Action, distributed by the NHS Executive

<sup>9</sup> Home Office report 178 Dealing with alcohol-related detainees in the custody suite, published 2002

The police may be involved in dealing with people with a mental health disorder in a number of ways. Officers may be called by the Approved Social Worker (ASW) during a risk assessment, when deciding whether to undertake a Mental Health Act Assessment on private premises. In this case the police role will be to assist in entering premises with a warrant or where consent has been given and to assist other agencies in transporting the person to hospital, using police vehicles where violence is anticipated. The police may also be involved in locating and returning patients to hospital. Police officers also have a role in dealing with mentally ill people when they are in need of care in a public place including possibly transporting them to a place of safety.

### **The response – international**

Not all countries treat people with mental health disorders in the same way. A specialised police response to people in mental health distress based on the creation of Crisis Intervention Teams was devised in Memphis, and developed elsewhere in the USA. The Memphis model was evaluated by the MPS restraint review project team, set up to consider restraint and mental health issues in the MPS. The police CIT programme relies on a five day training course for volunteer officers including specific training in de-escalation techniques, awareness training in the different types of disorder and the medication taken to treat each one and some time spent with the mentally ill. Around 200 of the 2000 Memphis officers are CIT trained and all CAD staff have also received a two day training course covering mental health issues. One of the key innovations has been access to a mental health treatment facility known as 'The Med'. This is a general hospital open continuously, which provides a psychiatric triage facility. No patient can be refused by the facility and police officers are able to commit patients to the care of 'The Med' and return to duty within around 15 minutes. The police CIT model has been adapted to fit local circumstances and has been credited with a reduction in the number of officer and civilian injuries as well as better services for users and greater partnership with mental health service providers. The MPS restraint review team has recommended that an adapted form of CIT is evaluated for use in a pilot site in London.

### **MPS action**

The MPS currently has no overall lead for mental health. Responsibility for MPS policy around mental health rests with the Diversity Directorate (DCC4 (6)) although the Territorial Policing Directorate is responsible for offenders with mental disorders and the Specialist Crime units also have some involvement. Each borough has a Mental Health Liaison Officer but the time they have available to devote to mental health varies according to other duties, inclination and training. The MPS is currently reviewing the way it deals with people with a mental disorder. Although the formal MPS policy has not been amended since 1994 a set of partnership protocols have recently been developed by the London Mental Health Partnership Group and are currently being rolled out across London. The review of restraint, initiated following the death of Roger Sylvester, has recently explored the subject of mental health in detail. The review has identified the handover of patients from police to medical staff as an area of tension, as well as the involvement of police in restraining individuals while in hospitals. For example, anecdotal evidence suggests that police are routinely called to deal with disturbances on psychiatric wards, particularly where medical staff wish to sedate patients.

The MPS is committed to training officers to deal with the mentally disordered, as well as prosecuting only when in the public interest. Many boroughs are currently agreeing protocols with local hospitals and social services for dealing with mentally ill people. The MPS' current policy also undertakes to inform social services about people who may be a

danger to others. The MPS has also jointly produced a booklet with the London Ambulance Service called '*Admitting Mentally Ill Patients to Hospital*'.

Other relevant policy documents include the advice to police and custody officers provided by the Independent Police Complaints Commission around the treatment of people with acute behavioral disorders. These people are thought to be most at risk of sudden death during restraint. Such people are to be treated as medical emergencies and are to be contained rather than restrained until an ambulance arrives to transport them to hospital. A number of MPS Notices have been produced to give guidance to officers in this area.

## OBJECTIVES AND SCOPE

The joint review will seek to add value to the MPS and NHS response to mental health and will develop closer links with partners working in this area. There will be a need to clarify the existing pattern of services across London and the relevant working arrangements in place before deciding which areas to focus on for improvement. In agreeing these objectives all members of the joint review panel commit their organisations to share information for the purposes of the review and to progress the recommendations of the final report. The initial objectives of the joint review will be as follows:

1. using the findings of the MPS and mental health services mapping exercises, describe the policies, working arrangements and operational procedures used by the MPS, NHS, social services and other agencies in London in relation to policing mental health;
2. consult with key partners, communities and individuals in London to generate suggestions for improvement in the areas identified to inform the approach that should be taken by the MPA, MPS, NHS and other stakeholders;
3. explore lessons learned from recent cases which have not been handled appropriately as well as examples of innovative practice from across the MPS and elsewhere to develop recommendations for improvement;
4. identify areas in which changes in process or policy would benefit service users, such as young black men;
5. create an action plan to address the issues identified, using the suggestions for improvement developed through consultation, including identified leads, deadlines and completion measurements and a monitoring system to track improvements.

The review will take a flexible approach to the subject areas which need to be considered in more detail. The initial list of issues the joint review will pay attention to are listed below, although these may change during the life of the project:

### Desired outcomes

6. identification of improvements in current services and facilities delivered by the MPS, NHS and other stakeholders to improve the safety, security and quality of care provided to people with mental disorders including potential funding streams, best practice protocols and tools for local people;
7. specification of methods of information gathering and exchange including joint protocols, expected levels of service and multi agency working arrangements;

8. clarification of mental health and human rights – public protection and the rights of the individual in a legislative context;
9. exploration of myths and reality around the predictability of behaviour;
10. elimination of discrimination in the delivery of services across all organisations, recognising that young black men may be experiencing more problems accessing mental health services particularly where dual diagnosis is an issue;
11. description of the experience and treatment of people with mental health disorders throughout the criminal justice system and clarification of pathways in and out of the system for these people including the process of liaison with other services through handover, custody and transportation;

#### Methods of achievement

12. MPS policy for responding to mental illness including training for staff, involvement in risk assessments, coping with people with a dual diagnosis, particularly in relation to cell availability;
13. health and safety issues including the provision of protection for NHS staff by the MPS and the role and powers of police in responding to violence in a health setting;
14. implementation of the recommendations from the MPS review of restraint including the specific recommendation to complete a detailed review of the demands mental health issues place on the MPS.

The joint review panel acknowledges that prejudice towards people with mental health disorders, particularly where these people are from minority ethnic groups continues to be an issue for all the service providers involved, as well as for the public at large. While equality and diversity implications will be assessed as an integral part of the review, the panel will take steps to ensure that prejudice is not perpetuated in the work of the review. Recommendations arising from the review will concentrate on short, medium and long term solutions.

#### Key exclusions

The availability of mental health services in London will not be covered, as it has recently been the subject of a review by the GLA called *Availability of Mental Health Services in London*. In addition, the subject of housing and mental health was explored by the GLA in July 2003 in a report published as *Getting a Move on - Addressing the housing and support issues facing Londoners with mental health needs*. The protocols in place between the relevant stakeholders involved will be part of the scope of the review.

The subject of restraint will not be covered in depth as it has already been explored by an internal MPS review of restraint practices. The joint review will consider how the recommendations from the review in relation to mental health can best be implemented where these recommendations relate to the overall operation of services.

#### Key interfaces

The joint review will need to understand work currently underway in the mental health arena including the outcome of the MPS mapping exercise and similar work underway in

the mental health field as well as ongoing in central government and agencies such as the London Development Centre for Mental Health, the Kings Fund, the Social Exclusion Unit and the Sainsbury Centre for Mental Health. Current work to develop a mental health strategy for London will be crucial, as well as Government proposals for the reform of the Mental Health Act.

## STRUCTURE

<b>Body / Post (MPA only)</b>	<b>Role and responsibilities</b>	<b>Individual(s)</b>
COP Committee	To agree overall scope, expenditure, membership and timescales on behalf of the MPA.	<i>Members of COP Committee</i>
Joint review panel	To provide direction and resources for the scrutiny and to: <ul style="list-style-type: none"> <li>• approve terms of reference (ToR) and plan for submission to MPA/NHS Committees;</li> <li>• undertake the joint review in line with agreed ToR and to approve minor amendments to the ToR;</li> <li>• approve the final report and recommendations for submission to MPA/NHS Committees;</li> <li>• ensure the scrutiny reflects the overarching role and responsibilities of the MPA.</li> </ul>	<i>Joint review panel members</i>
Reference group	To review and comment on the scope and direction of the review and provide advice and guidance for the joint review panel.	<i>To be confirmed but likely to include – MPS officers, academics, accident and emergency professionals, representatives from the Crown Prosecution Service, Social Services, Memphis, the 1990 Trust, Mental Health Act Commission, Royal College of Psychiatry etc.</i>
Scrutiny Manager	Day-to-day management of the scrutiny and team members on behalf of the joint review panel.	<i>Head of Scrutiny and Review MPA (to be confirmed)</i>
Scrutiny Team	Undertake tasks and actions in line with agreed plan and as requested by the Scrutiny Manager.	<i>To be decided but may involve MPS/London Development Centre for Mental Health/SHAs</i>
Liaison points	Liaison points to be established as appropriate for MPS, NHS, Social Services, GLA, SHAs, PCTs, MHTs, GOL, ALG, MIND, SANE, NACRO etc.	<i>To be decided</i>

## APPROACH

The approach will follow elements of best practice as developed in previous MPA scrutinies in relation to consultation and gathering statements from witnesses. The joint



review will include elements of the select panel process with the option of inviting witnesses from external organisations to set out their perspective. It is anticipated that the resources to carry out the joint review will be provided primarily by the MPA, with assistance from the MPS, the London Strategic Health Authorities and the London Development Centre for Mental Health. The joint review will be chaired by both the MPA and NHS on a rotating basis, with the remainder of the panel made up of key stakeholder and MPA members. Experience suggests that a panel of around six people would be most effective.

The review will use a mix of research, written consultation and statement gathering from witnesses. Other methods, including commissioning academic research may be used if considered appropriate by the panel. The review will engage and consult with service users who have had both positive and negative experiences of mental health services.

The handling of media relations will be carried out on a joint basis with public relations units of all groups represented on the joint panel consulted during the publication of press releases and around the handling of the final report. A communications strategy will be prepared to support this terms of reference and will be approved by the joint review panel at the first meeting.

### **Panel meetings and statement gathering**

Statements will be gathered from witnesses following research and written consultation and will be used to explore key issues in depth. ODPM guidelines and MPA experience suggests that meetings should reflect a number of principles:

- meetings can be confirmed and will be quorate if either of the chairs can attend plus three other panel members;
- statement gathering sessions would not be open to the public and press as a matter of course;
- members of the public and press may apply to attend statement gathering sessions and the panel will give consideration to allowing them to attend on a case by case basis;
- consideration would be given to (eg) using a smaller panel for specific sessions if the attendance of all members would be prejudicial to an effective hearing;
- witnesses would be provided with advance sight of the main areas of questions, protocols of member behaviour plus a written briefing on what to expect;
- witnesses would be provided with a summary of the hearing to ensure accuracy.

### **PLAN**

An outline plan for the joint review is attached at Appendix 1. The plan is based on current MPA resource availability and committee structures and will need to be amended to take into account the requirements of other bodies. The plan assumes that a draft report will be produced by the end of March 2005 with a final report to be approved by June 2005. Panel meetings will be held on a monthly basis with no panel meetings will be scheduled for August 2004.

## Deliverables

The joint review will deliver a written report setting out:

- what was reviewed and why;
- how the review was undertaken (including witness list);
- findings;
- conclusions;
- options (where applicable);
- recommendations for the MPS, NHS and/or others with rationale;
- next steps.

## CONSTRAINTS, ASSUMPTIONS AND RISKS

### Constraints

The completion of the review to time, budget and quality will be constrained by the availability of adequate resources within the MPA and the provision of additional resources from other organisations.

The size of the panel will need to be limited to a manageable number, despite the large number of stakeholders likely to be encompassed by the scope of the review.

Implementation of the review may be constrained by the co-operation of organisations not involved on the panel – for example, changes in legislation which can only be achieved with Government intervention.

### Assumptions

COP Committee and the NHS decision making body will delegate authority to the joint review panel to approve minor amendments to the terms of reference and plan.

Where members of the panel hold critical differences of opinion the chairs' views will be decisive.

### Risks

The Government will be publishing a revised draft of the Mental Health Bill in the autumn, which will have a direct impact on the work of the review. The review will mitigate this risk by analysing the potential impact of the Bill on the areas covered by the scope of the project and will take steps to influence the new legislation as it passes through the relevant stages. The review will not be delayed pending the content of the Bill.

This is the first joint review carried out by the MPA. There are a large number of organisations with an interest in the scope of the review and there is potential for the scope to grow beyond the capacity of the resources available to deliver it. The decision of the joint chairs in terms of variations to the scope will be based on an appreciation of the impact on timetable, budget and quality and will be final.

There is a risk to the implementation of the joint review if the recommendations developed fall outside the remit of the MPA to deliver or monitor. A new mechanism to report back on delivery will need to be created when considering implementation as part of the final report.

## COSTS AND BENEFITS

### Costs

The cost of the joint review, in terms of MPA officer support, approximates to around one third of a full-time equivalent for one year. In line with practice developed in scrutinies it is proposed to offer reasonable travel expenses to witnesses. Other funding requests will be presented to the chairs of the panel for approval prior to formally requesting funding from the relevant bodies.

### Benefits

It is envisaged that the joint review will directly influence NHS, MPS and other stakeholder policies and procedures in dealing with people with a mental illness. The review will map the overlaps between the different agencies involved for the first time and will put an action plan in place to improve processes and develop and revise protocols. The joint review should also highlight other areas where change, although beyond the direct control of the organisations involved in the review, should be made to secure improvement.

## APPENDIX 1: Scrutiny plan

Ref	Activity / product	Deadline
1	a. Principle of joint review agreed by COP Committee	May 2004
2	a. Basic fact-finding via research and initial meetings	May - June
	b. Prepare draft terms of reference (ToR) and plan	30 June
	c. Initial round table meeting held with key players to agree draft ToR, resources and process	9 July
	d. First full scrutiny panel meeting approves ToR	September
	e. COP Committee endorses ToR and plan on behalf of MPA	October
	f. Publicise formal start of scrutiny	October
3	a. Continued desktop research	July - October
	Preparation and completion of written consultation and collation of responses	End October
	b. Identification of key issues for statement sessions	Mid November
4	a. Prepare questions for witnesses	End November
	b. Prepare briefing material for witnesses	
	c. Arrange statement sessions and/or other scrutiny methods	
	d. Invite witnesses; provide briefing and questions	
	e. Advertise hearings and agree public / press observation	
5	a. Hold statement sessions and/or other scrutiny activity.	December -
	b. Summarise evidence and report back.	March
6	a. Prepare draft report and recommendations.	April
	b. Panel approves draft report and recommendations.	
	c. Draft report / recommendations circulated for feedback	End April
7	a. Feedback from NHS/MPS and key partners.	End May
8	a. Propose amendments to draft based on feedback.	June
	b. Panel approves final report and recommendations	
9	a. COP Committee endorses report / requests action plan.	
	b. Final report / recommendations published formally.	End June



**Metropolitan Police Authority**

## **Equal Opportunities and Diversity Board – 2 September 2004**

### **London-Wide Race Hate Crime Forum Overview and Progress Update**

#### **Briefing Paper by the RHCF Administrator**

##### **Summary**

This report provides an introduction to the London-Wide Race Hate Crime Forum, summarises the current work of the Forum & its Subgroups and outlines recent meetings as well as a proposed timescale for future meetings.

#### **1. Briefing**

##### **1.1 Purpose**

The London-wide Race Hate Crimes Forum aims to improve the co-ordination between the key agencies responsible for dealing with victims of race hate crime and to improve the effectiveness with which perpetrators of race hate crimes are brought to justice. Its overall purpose is to help reduce and prevent race hate crimes, improve the confidence and satisfaction of victims in reporting crimes, and to promote consistent service across London.

The Terms of Reference for the London-Wide Race Hate Crime Forum are attached at appendix 1.

##### **1.2 Background**

The Stephen Lawrence Inquiry Report referred to the gaps in co-operation, the sharing of information and learning between agencies. It recommended developing a multi-agency response to race hate crimes. Many years on from Stephen's murder, London has responded with a capital-wide forum, to build upon the many local responses and the priority which race hate crimes are increasingly given by individual agencies.

Two years ago the Metropolitan Police Authority set up a working group to consider the Lawrence Report's recommendation. Representatives from over thirty agencies encompassing the statutory and voluntary sectors, local and London-wide, attended working group meetings to discuss London's multi-agency response. It also carried out some initial analysis of arrangements, strategies and practice in London, which confirmed the need for closer co-operation, information sharing protocols, and the spreading of best practice between

agencies. From this, the working group has recommended a membership structure and terms of reference for a permanent forum. Most importantly, the working group, in establishing a new forum, wants to ensure London has a publicised, mutually agreed, jointly-run forum to provide leadership and guidance on race hate crimes. To disseminate its work, the Forum aims to establish a close working relationship with London's Crime and Disorder Reduction Partnerships.

The chair of the working group and member of the MPA, Peter Herbert, states, 'the legacy of Stephen Lawrence will remain with many of us for years to come in many positive ways. I'm confident the London-wide Race Hate Crimes Forum will positively contribute to ridding London's streets of acts and attitudes of racism, by making sure responsible agencies no longer ignore, isolate and only involuntarily deal with cases of race hate crime'.

### **1.3 Structure**

The Forum was officially launched at the House of Commons on 13 May 2003. A Project Manager was appointed on 27<sup>th</sup> April 2004 to support the Forum's meetings and carry out developmental work on behalf of the forum.

The Forum currently has a varied membership including the Metropolitan Police Service and Metropolitan Police Authority, the Greater London Authority, the Crown Prosecution Service, as well as local authority and central government representatives. This is in addition to organisations involved with victims, the criminal justice system, housing services, relevant research, and black and minority ethnic communities. The Forum is open to new members and welcomes the participation of all interested parties.

The project has been based at the office of Victim Support London, as part of the early agreement reached with the key partners in the Forum. Following the establishment of a Management Group to oversee the progress and delivery of the Forum's work, it has been decided to relocate the Forum to the offices of the MPA. The decision was made on the basis that the Forum would benefit from greater management, the increased support the MPA is able to provide and the lack of space at Victim Support London due to the expansion of other projects.

As of the 2<sup>nd</sup> August the Forum Project Manager and Administrator have been moved to MPA offices at 10 Dean Farrar Street.

### **1.4 Project Management and Funding**

A project Management Group has been set up to give closer guidance to the recently appointed Forum Project Manager and to ensure that the work programme is progressed to timescale. The main contributing organisations, the Metropolitan Police Authority, Crown Prosecution

Service, and the Government Office for London will provide the project steerage.

Regular project management meetings have been planned for the remainder of the year and the Forum Project Manager will be responsible to this Management Group for the delivery of the project's objectives and work programme.

All costs are contained in the project budget. Arrangements have been made in the MPA Equalities budget for continued funding of the Forum in 2004/05 and the indication of further funding from the Government Office for London will ensure that the work of the Forum can be progressed.

## **2. Forum Major Works**

### **2.1 Priority Boroughs**

The Forum is in the process of investigating 8 'priority' boroughs - those with the highest levels of reported racial incidents - to see what programmes are in place for tackling race hate crime. The priority boroughs are Hounslow, Greenwich, Newham, Tower Hamlets, Westminster, Barnet, Southwark and Croydon

Initial work progressed by the Forum appears to indicate that the statutory agencies may not be using the full range of legal powers at their disposal to vigorously combat racially motivated crime, which they are required to do under the current legislation. In particular, the Forum will examine the number of evictions and injunction proceedings taken against council tenants as well as the implementation of ASBOS and ABCs.

Boroughs investigated so far would appear to suggest a correlation between those Boroughs with an ineffectual legal response to racist tenants and with a low rate of Antisocial Behaviour Orders and Antisocial Behaviour Contracts as having the highest number of race hate crimes.

The Forum has recently held a scrutiny meeting with the Hounslow Partnership and this has resulted in the production of the Hounslow Action Plan, which clearly outlines a series of actions and timescales to improve the Boroughs response to dealing with hate crime.

The Home Office estimate of under reporting is that this represents only 10% of the total, which could mean that there is a huge problem with this crime in London. The use and implementation of 3<sup>rd</sup> party reporting centres and how to improve their effectiveness has been an issue of debate at the latest Forum meetings. It is hoped that the broad partnership represented in the membership of the Forum will be able to

provide solutions and spread good practice on the best use of 3<sup>rd</sup> party reporting sites.

Letters have been distributed to the priority boroughs requesting information on:

- The number of ABCs or ASBOS obtained during the reporting year.
- The number of injunctions applied for against council tenants alleging inter alia race hate nuisance (successful/unsuccessful)
- The number of possession actions taken against council tenants alleging racist conduct as part of the grounds.
- The number of council tenants/residents provided with panic alarms CCTV etc to protect against racial harassment.
- The number of council tenants that have requested a move alleging racial harassment as a reason for the move.
- The number of council tenants moved due in whole or in part due to race hate.
- Any recorded time scales by which victims received responses from the relevant agency involved.
- Any community satisfaction surveys conducted over the three-year period.

Accompanying this letter was a proposed timescale for these priority boroughs to attend a Forum meeting and present data, information and action plans with regard to the above questions so that a detailed picture can be developed to assess the extent to which the key statutory and criminal justice organisations are addressing racially motivated crimes.

- Hounslow  
May 24<sup>th</sup> 2004, 15:30-18:00  
10 Dean Farrar Street, SW1H 0NY  
Meeting Room 1
- Hackney, presentation by CSU\*  
The monitoring Group  
July 20<sup>th</sup> 2004, 15:30-18:00  
10 Dean Farrar Street, SW1H 0NY  
Meeting Room 1
- Newham  
21<sup>st</sup> September 2004, 15:30-18:00  
10 Dean Farrar Street, SW1H 0NY  
Meeting Room 1
- Greenwich  
Tower Hamlets  
22<sup>nd</sup> November 2004, 15:30-18:00

10 Dean Farrar Street, SW1H 0NY  
Meeting Room 1

- **Barnet**  
Southwark  
24<sup>th</sup> January 2005, 15:30-18:00  
10 Dean Farrar Street, SW1H 0NY  
Meeting Room 1
- **Croydon**  
Westminster  
21<sup>st</sup> March 2005, 15:30-18:00  
10 Dean Farrar Street, SW1H 0NY  
Meeting Room 1

\*This presentation was arranged prior to Forums decision to scrutinise the 'top 8'

Meetings are in the process of being arranged between Council chief Executives, Borough Commanders and the Forum Project Manager to discuss the issues at hand before they are presented to the Forum.

Though work is to be concentrated on these boroughs, other boroughs have been liaised and worked with as and when the opportunity has arisen. The Forum has contacts in each borough and minutes, reports, presentations and updates on the Forum are circulated to these contacts via email. Several meetings have also taken place between members of local hate crime forums and the Project Manager of the London-Wide Race Hate Crime Forum.

## **2.2 Recent Meetings, Include:**

### **Greenwich**

Meeting with Walati Singh (Racial Harassment Project Officer). There appears to be an established and good working relationship between the community and support from the statutory bodies. An establish forum for sharing information on race hate crime appears to be in existence.

Currently seeking information from Head of Community Safety – Jenny Rennard.

### **Hackney**

Hackney has recently given a presentation to the Forum at its last meeting on the 20<sup>th</sup> July. The Forum Project Manager has attended meetings of MARIF (Hackney Multi-agency Racial Incidence Forum), and given advice on the development of the action plan. One of the areas of concern is the measurement of outcomes of the action plans. The Forum Project Manager is in the process of advising the MARIF on



other ways of identifying positive outcomes rather than just % increase/decrease in incidences of hate crime.

### **Harrow**

Forum Project Manager has attended Harrow Race Hate Forum meeting. Many hate crime issues seem apparent in this area. Greater support and integration of services is required to press forward on the strategy. The Forum Project Manager has been invited to attend and give a presentation of work of the London-Wide Race Hate Crime Forum in the coming months. As a high multi-cultural area, there needs to be improved liaison with community groups and local agencies.

### **Hillingdon**

Forum has met with Lynette Ametewee (Hillingdon Performance and Equality Manager). The local Hate Crime Forum is interested in exploring good practice projects and guidelines and the development of strategies to respond to race hate crime.

Forum Project Manager will be attending Hillingdon Racial Harassment Forum on 25<sup>th</sup> August 2004.

### **Hounslow**

The Hounslow Partnership has attended a Forum scrutiny meeting. The challenges made from the initial RHCF meeting look to have been given consideration in the production of the Community Safety Partnership Action Plan. A positive meeting with encouraging feedback from the Hounslow Partnership.

### **Newham**

Meeting arranged to see Marin Lewis (Assistant Chief Exec) on the 25<sup>th</sup> August. The meeting will be to explore data collection on race hate crime and discuss the proposed presentation from Newham on the 21<sup>st</sup> September.

Bennett Obong has also met with Angela Mpofu of Race Equality in Newham and presented at the initial meeting of the new Newham Race Equality Alliance. There seems a great deal of concern in the area about the lack of support, which appears to be given to incidences of race crime in Newham. The work of the Community Action Trust highlights a number of areas of concern. Questions have been asked of the local council to respond to but little other than rhetorical responses have been received to date. There appears to be a suggestion of desire to very much play down the impact and numbers of incidences of hate crimes and little evidence of appropriately dealing with them since the Alert project has come to an end. The Alert project was specifically established in conjunction with housing. The project was responsible for responding to identified incidences of racial harassment and discrimination on a case-by-case basis.

### **2.3 London Protocols document**

The London Protocols document is being finalised and this will set out clear guidelines on how the Forum will function and carry its work forward. This work will contribute significantly to the efforts of the forum in ensuring that approaches to tackling race hate crime are consistent, measurable and are inclusive of London's diverse communities.

### **2.4 Stage 2 Full Impact Assessment**

On the 12<sup>th</sup> July the Forum Project Manager completed a stage 2 Full Impact Assessment. A full copy of this assessment proforma is available from the Forum Administrator.

### **2.5 Library & Database Construction**

The Forum Administrator is in the process of establishing a library of information on race hate crime – a process that has been considerably contributed to by the Forums recent membership to the Race Action Net - an action network of hundreds of organisations, including local government and housing associations, police services and criminal justice agencies, community and voluntary organisations.

In addition to this library a database is being constructed listing organisations and their contacts that may be able to provide information or data on race hate crime, the scope for this database is potentially enormous and work on it is being forwarded by collaboration with colleagues of the Race & Diversity Unit. It is also hoped that databases and contacts from other MPA units (community engagement / CDRP) will be incorporated into this database forming a user friendly, up-to-date contacts list for all involved.

## **3. Forum Subgroups**

The Forum currently has 3 subgroups working under it; these are responsible for progressing much of the Forums work with each focussing on a specific aspect of the Forum's work. The Terms of Reference for each of the Subgroups is attached at Appendix 2.

A summary of their current work is provided below.

### **3.1 Good Practice Subgroup**

The Good Practice sub group is researching projects in London that have been set up to tackle race hate crime with a view to hearing presentations from individuals on these projects.

At a recent subgroup meeting Kushminder Chahal presented his research projects funded by the Joseph Roundtree Foundation "We

can't all be white! - Racist victimisation in the UK" (1999) and "Racial Harassment Support Projects - their role, impact and potential" (2003).

The subgroup is also formulating a scoping paper on the state of race hate crime projects across London. Initial Internet research has been completed and a list of race projects funded by GOL is due to be submitted imminently. The assistance of the Black Londoners Forum, who have a representative on the Subgroup, has also been invaluable in providing example projects and contacts for the Forum to seek additional information for the content of this Scoping paper.

### **3.2 Information Civil Side Subgroup**

The Information: Civil Side Subgroup, concerned with gathering information before cases enter the criminal justice system, has been contacting local authority Chief Executives, through the ALG, to find out what processes are in place to record race hate crime, what data is available from such processes (particularly on perpetrators) and what the numbers are of unreported incidents over the last 12 months.

Reminder letters have been sent to encourage a response from those councils who have not yet replied to the original letter. 16 responses have been received to date with varying degrees of information provided. Some fairly comprehensive responses have been received but in the main fairly general.

These responses have been entered into a summary document and submitted to the wider Forum. Those councils that have responded are being consulted with the anticipation of devising systems and protocol so that useful data might more easily be disseminated to the Forum and improve responses to similar exercises in the future.

The subgroup is also reviewing figures collected from the Audit Commission specifically Performance indicators 174 & 175 (The number of racial incidents recorded by the authority per 100,000 population & The percentage of racial incidents that resulted in further action, respectively). It has been suggested by the Subgroup that such definitions provide data with not nearly enough breakdown and could be improved. In addition performance indicators on victim satisfaction would be very useful. The Subgroup is now looking into these suggestions.

### **3.3 Information: Criminal Side Subgroup**

This Subgroup is concerned with the gathering of information in the criminal justice system, MPS, CPS and Criminal Courts. The Subgroup have developed a questionnaire for use by Crown Court Judges to gather information about the way in which they monitor and deal with racially motivated cases that come before them. The correspondence

to the judges was sent out in the name of Judge Roberts and this has generated a good level of responses.

Dale Simon, Chair of the Subgroup, is at present conducting a review of local CPS branches in the 'top 5' boroughs (those with highest levels of reported racial incidents). The review aims to evaluate whether systems are in place to accurately identify racist elements in crimes and to see if such crimes are being dealt with in an appropriate way by the CPS.

Preliminary results have been mostly encouraging, however, the review has highlighted some areas of concern in one or two of the boroughs around the reduction of charges without reason and the accepting of non-aggravated offences without challenge.

The MPS representative from the Subgroup, Rob Harper, is also conducting a review of MPS procedures within the boroughs and will inform the subgroup, and the wider forum, of his findings when the work is completed.

A reoccurring theme in this Subgroup is a desire to record an individual's background and character, and improve communication between agencies to ensure that background information and knowledge of previous incidents are recorded and submitted with case files, rather than each case being investigated in isolation and important information being lost.

The idea of recording peoples 'history' rather than just their criminal record is currently being discussed. An isolated incident may make a weak case in court, but evidence of a series of 'single' incidents could be used to support a course of conduct in respect of a harassment prosecution. Such records would be immensely useful in many fields and the Subgroup will investigate this further.

## Appendix 1

### Terms of Reference for the London-Wide Race Hate Crime Forum

1. Effect policies, protocols and processes that will contribute to the effective and efficient implementation and monitoring of performance of the Race Hate Crimes “aspect” of the Crime and Disorder Audits and strategies by the local partnerships at a pan-London level.
2. Engage with key central government departments and pan-London agencies to secure agreement to a pan-London Protocol for responding to and dealing with Race (and other) Hate Crimes at local partnerships.
3. Secure the agreement among key agencies, pan-London and locally, for the sharing of personalised and depersonalised information in order to satisfy agency responsibility under section 17 of the Crime and Disorder Act 1988.
4. Co-ordinate and disseminate good practice examples in dealing with Race (and other) Hate Crimes across the key statutory and voluntary agencies in London.
5. Provide Policy and guidance to local Crime and Disorder partnerships in their dealings with Race (and other) Hate Crimes.
6. Continuously monitor and review the learning gained from developments on Race Hate, to inform the development of policies, protocols and practices on other Hate crime areas.
7. Proactively establish relationships with other stakeholders, central government departments and pan-London agencies.
8. In consultation with ministers, central government departments, the Association for London Government (ALG), Government Office for London (GOL) and other key agencies, develop protocols and agreements that would hold the partnerships accountable for the delivery.
9. In addition to the above, it is proposed that, due to the range of key organisations that will be members of the Forum, that it could act ‘as a one-stop-shop’ to local authorities, the police and other partner organisations, that require the provision of expertise and coordination in the event of critical race hate incidents.

## **Appendix 2**

### Terms of Reference for London Wide Race Hate Crime Forum Subgroups

#### **Good Practice Subgroup**

**Chair:** Claudia Webbe, GLA

#### **Terms of Reference**

1. To ensure that the work of the group reflects the diverse communities of London.
2. To gather existing current activity across London and further a-field on how race hate crime is being tackled.
3. Represent best practise initiatives of the diverse interests of various community groups and agencies relevant to tackling race hate crime across London
4. To consider the findings, identify best practise and share this information to all interested partners across London.
5. Draw on new and emerging tools and frameworks for dealing with race hate crime.
6. Identify gaps in provision and address issues and problems of common interest relating to tackling race hate crime across the London region and nationally.
7. To enable a broad range of presentations of best practise through a combination of specialised meetings, training, workshops, seminars, conferences and guest speakers.
8. Enhance service delivery of agencies by sharing best practice between statutory, voluntary and local community stakeholders to contribute to safety, community confidence and diversity across the Capital.
9. Increase the stature and influence of the London Race Hate Forum through promoting best practise and excellence across London and the UK.

#### **Information: Civil Side Sub Group**

**Chair:** Henry Velleman, VSL

#### **Terms of Reference**

1. To establish the nature of the information currently collated by bodies outside the criminal justice system such as Crime and Disorder Reduction Partnerships, Housing Association, faith groups, local authority, BME groups.

2. To consider the processes through which information on racial incidents is gathered across London and the structures in place to promote and disseminate information.
3. To consider any trends within the data collected with a view to identifying common problems and establishing best practice.

**Information: Criminal Side Subgroup**

**Chair:** Dale Simon, CPS

**Terms of Reference**

1. To establish the nature of the information currently collated by Criminal Justice Agencies (CJS)
2. To consider the processes through which information on racial incidents is gathered across London and the structures in place to promote the information internally and across local CJS agencies. In order to establish whether the processes have any impact on performance.
3. To consider any trends within the data collected with a view to identifying common problems and establishing best practice.

**DRAFT**

**MPA Budget Submission to the GLA  
November 2004**

**Section F**

**Budget and Environment**



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## 1 Introduction

This paper has been prepared in response to request for information from the Mayor in June 2004.

Since the formation of the Greater London Authority the Mayor has developed the following Mayoral strategies, which cover environmental issues: -

- Energy Strategy;
- Air Quality Strategy;
- Ambient Noise Strategy;
- Biodiversity Strategy; and
- Waste Management Strategy.

As a result the Mayor wishes to assess ways in which the MPA/MPS 2005-06 budget will address environmental issues. The following information has been requested by the GLA.

- a) A short overview of the main environmental priorities over the next three years; what will be achieved in that time; and how the delivery of these priorities relate to the Mayor's Environmental Strategies. In addition an explanation of how environmental expertise is organised within the MPS and how environmental policies and perspectives are developed and integrated into business planning processes.
- b) A short overview of the main environmental priorities over the next three years; what will be achieved in that time; and how the delivery of these priorities relate to the Mayor's Environmental Strategies. You should also provide an explanation of how environmental expertise is organised within the organisation and how environmental policies and perspectives are developed and integrated into the business planning processes.
- c) A copy of your existing environmental strategies and action plans, and a statement showing the current budget allocations for the main components of these plans, and an estimate of the likely 2005-06 budget allocations. If you are planning any significant environmentally based training for staff then please provide details of training days and costs.
- d) To the extent to which it is not covered by MPS main priorities at (a) and existing strategies and action plans at (b), provide a review of how the MPS implement the specific policies and proposals in the Mayor's Environmental Strategies for which the MPS are responsible, indicating in particular MPS priorities and areas where progress is limited by lack of resources.

### 1.1 Scope and Structure of Response

This paper sets out the response of the MPS to this request with regards to the activities of the MPS. Due to recent organisational change within the MPS and the recent addition of a dedicated member of staff to manage

environmental issues, environmental management within the MPS is currently under review. A draft Environmental Strategy for 2005-2010 has been prepared (see Section 2.2) and is currently under review. The strategy is due to be presented to the MPS in January 2005. Once the Environmental Strategy has been finalised the MPS will develop an Environmental Management Programme to implement the objectives through the achievement of targets. Therefore some detailed information on specific activities and initiatives is not available. The MPS response to the GLA request (as detailed above a-d) is included in Section 2 of this paper and structured as follows:

<b>GLA Request</b>	<b>Section 2 MPS Response</b>
<b>a), b) and c)</b>	<p><b>2.1. Environmental Management at the MPS:</b> Provides an overview of the activities of the MPS with regards to environmental management to include, environmental policy and implementation, details of current environmental targets and initiatives, environmental monitoring, and reporting.</p> <p><b>2.2. Draft MPS Environmental Strategy:</b> Provides an overview of the main proposed environmental priorities over the next five years (Environmental Vision and Policy), to include environmental objectives for 2005-2010 and a description of the governance process for environmental issues for the MPS. The strategy will be subject to changes in consultation with the GLA and internal stakeholders. The final document will be published by January 2005.</p>
<b>c)</b>	<p><b>2.3. Environmental Strategy Resources:</b> Funding requirements are provided as an indicative guide to additional resources required to commence the implementation of the strategy in 2005/06.</p>
<b>d)</b>	<p><b>2.4. GLA/MPS Environmental Strategy Alignment Matrix:</b> A matrix has been developed to demonstrate how the MPS Environmental Strategy contributes to the Mayor's Environmental Strategies. Commentary is also provided on areas that are missing.</p>

## **2 MPA Response**

### **2.1 Environmental Management at the MPS**

The MPS environmental programme began in 1991 through a commitment in the MPS Corporate Strategy to develop an Environmental Strategy for purchasing and provisioning. The first Environmental Strategy was published in 1993. Since then the MPS has been monitoring and managing its environmental impacts and this has been reported annually in the MPA Environmental Strategy and Progress Reports (Annex A – 2004 Report). In the past five years the MPS have had some notable successes in relation to the improvement of our monitoring capability, more efficient energy management, reducing vehicle emissions through use of alternatively fuelled vehicles, more sustainable procurement and wildlife crime. The MPS monitor and collate data on the following environmental impact areas:

- Refrigerant use;
- Road vehicle CO<sub>2</sub> emissions;
- CO<sub>2</sub> emissions from boats;
- Fuel consumption by vehicle type;
- Energy cost;
- Energy consumption (kWh);
- CO<sub>2</sub> emissions from energy consumption (oil, gas, electricity);
- Total CO<sub>2</sub> emissions;
- Water consumption (m<sup>3</sup>); and
- Waste collection – general, clinical and special (hazardous) (m<sup>3</sup>/person/annum and totals)

Please see Appendix A for a full list of environmental indicators. Additional Environmental Key Performance Indicators (KPI's) will be developed to monitor performance against the MPS Environmental Strategy 2005-2010.

In 2001, as part of our previous Environmental Strategy annual environmental targets were developed to ensure that the MPS work towards continually improving their environmental performance. Please refer to Annex A – Environmental Progress Report 2002/03 for further details of our current targets and performance from the previous year.

A number of successful environmental initiatives have been implemented (full details will be reported in the Environmental Report 2003/04. Highlights include:

- Purchase of 100% renewable energy for the MPS estate;
- Use of ultra-low sulphur fuel;
- Trialling the use of twenty dual-fuelled (LPG/Petrol) Vauxhall Astra Incident Response Cars on Brent Borough.
- Trailing of Ford 'Think' and G-Wiz electric vehicles and Vectrix motorcycles.
- Introduction of 100 Safer Neighbourhood Teams. The Safer Neighbourhood's Team have worked in partnership with other authorities

to minimise negative environmental issues (e.g. litter, graffiti, noise and abandoned vehicles) where the local community has identified them as a priority.

- The Air Support Unit has an ongoing policy of 'flying neighbourly', in an attempt to reduce noise pollution, this entails maybe flying higher (if operationally possible) or taking a longer route around sensitive sites.

## **2.2 Draft Metropolitan Police Environmental Strategy<sup>1</sup>**

This draft Environmental Strategy has yet to be submitted to the Metropolitan Police Authority's committee procedures. Individual/departmental ownership for policy objectives is currently being established, when environmental targets to form the detail of our activities will be developed.

### **2.2.1 The Environmental Vision of the Metropolitan Police**

To make London the safest major city in the world, through the operation of a sustainable police force where environmental issues are embedded in the decision making process.

### **2.2.2 Context**

The Metropolitan Police Authority's (MPA) statutory role is to ensure that the Metropolitan Police Service (MPS) is efficient and effective. The MPA also proposes the police budget and, working with the MPS, sets the annual priorities and targets and monitors police performance against them. In addition, the MPA discharges its important duty to secure best value for the MPS.

The environmental strategy has been developed in consultation with members of the MPA, the MPS and stakeholders.

The MPS began its environmental programme in 1991 and since then has been monitoring, managing and reporting on its environmental impacts. In January 2001 a five-year Environmental Strategy was produced and progress against its commitments have been reported in the annual Environmental Progress Report. Environmental monitoring and trend analysis capability has significantly improved in the past five years and some notable successes have been achieved in relation to energy management, more sustainable procurement and wildlife crime.

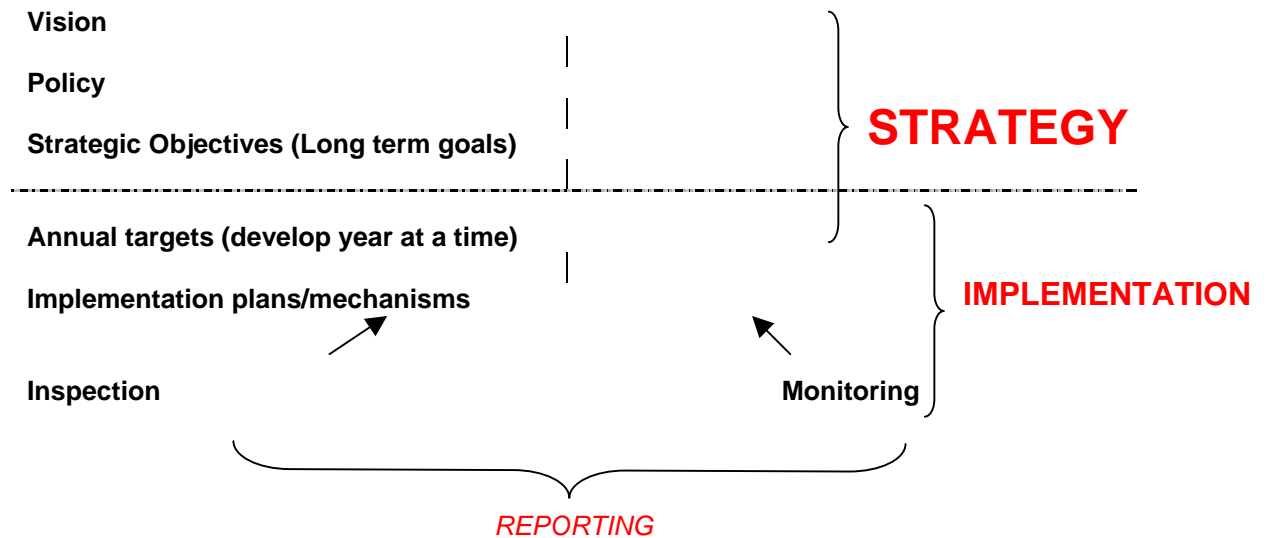
The MPS has developed this Environmental Strategy to demonstrate ongoing commitment to minimise its impacts on the environment over the next five years. We have done this through:

- Internal consultation with key MPA/MPS decision makers;
- Consultation with the Greater London Authority (GLA); and
- Analysis of GLA Environmental Strategies and priorities.

As a result of this work the principles of this strategy have been defined and are described in the diagram below:

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<sup>1</sup> Internal consultation on this Strategy document is on-going.



### 2.2.3 Sustainable Development & Environmental Management

The term 'Sustainable development' was first defined by the World Environment and Development Committee as 'development which meets the needs of future generations without compromising the ability of future generations to meet their own needs'. This is defined further by the Government's four objectives for sustainable development:

- Maintenance of high and stable levels of economic growth and employment;
- Prudent use of natural resources;
- Social progress which recognises the needs of all people;
- Effective protection of the environment;

In essence this means that the Government aspires to taking a more holistic approach to growth, where issues such as the impacts of development on communities, natural resources and the environment are considered alongside traditional economic indicators. All organisations therefore have a responsibility to understand, measure and minimise the impacts associated with their operations. The MPS recognises that social and economic issues are integral to policing and these issues are addressed in the Policing Performance Plan for 2004/05 and the new Policing Performance Assessment Framework (PPAF) through the achievement of best value. However to provide focus this Strategy focuses solely on the environmental aspects of sustainable development.

Organisations achieve environmental improvement through the development of environmental policies and strategies, which outline the organisation's vision and commitments for the future. These are most commonly supported by the development of an Environmental Management System (EMS), which is a system for managing and minimising environmental impacts. The international standard for environmental management – ISO 14001 - provides a framework for developing and implementing an EMS within an organisation and represents best practice. An EMS is the most widely adopted system for:

- Ensuring compliance with environmental legal requirements and preventing pollution;
- Implementing operational control procedures to manage areas of high environmental risk;
- Developing and achieving objectives, targets, and initiatives; and
- Auditing and reviewing progress.

By following this approach, organisations are able to continually improve their environmental performance.

#### **2.2.4 The Future for London**

The Greater London Authority (GLA) provides the overall strategic direction for London through the production of the Mayor's Sustainable Development Framework and supporting Environmental Strategies.

'Our vision for the 'World Class' London of the future is a place where all Londoners and visitors feel the greatest possible sense of physical, emotional, intellectual and spiritual well-being. Our thinking and decision-making will be long-term, meeting the needs of the present without compromising the ability of future generations to meet their own needs. This means ensuring that the ways in which we live, work and play will not interfere with nature's inherent ability to sustain life.' ***The Mayor's Sustainable Development Framework***

The Sustainable Development Framework is supported by a number of GLA Environmental Strategies on the following issues:

- Energy
- Air quality
- Biodiversity
- Noise
- Transport
- Waste

#### **2.2.5 How can the MPS contribute?**

The MPS recognises that as part of the Greater London Authority family, it has a responsibility to contribute to the Mayor's vision for sustainable development. As a result this Environmental Strategy focuses on the areas where the MPS can have the most impact, this being through the management of its estate and employees and through its policing work. The MPS is committed to working in partnership with the GLA to deliver this strategy over the next five years.

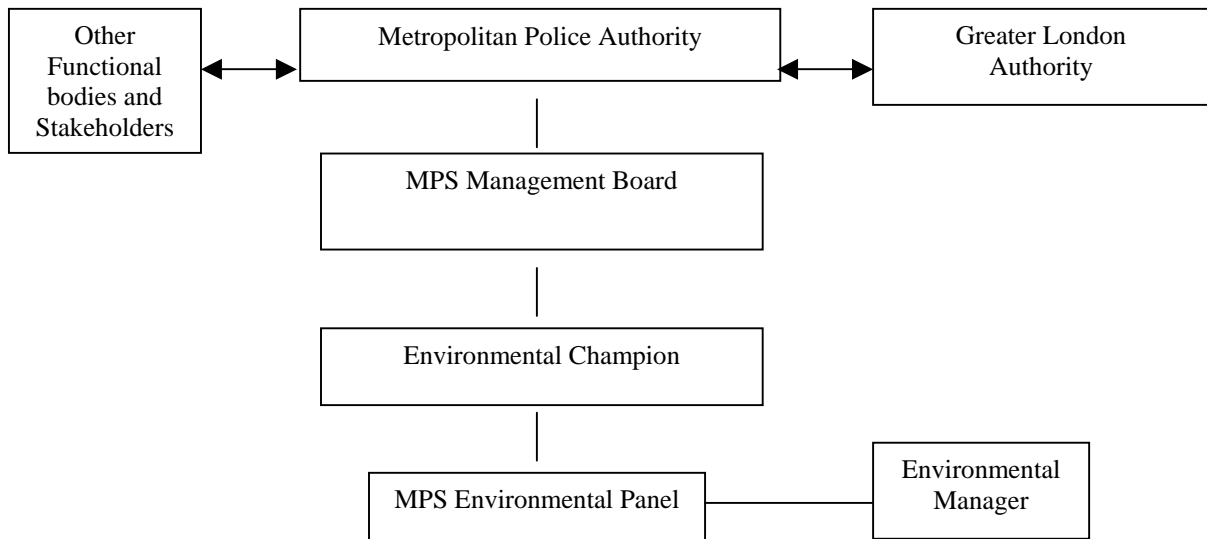
The strategy is divided into the environmental issues we believe to be the most significant for the MPS. We outline our vision for the future by committing to five-year environmental objectives with supporting annual targets, which detail our plans and initiatives to improve our performance and minimise our impact on the environment. In addition we intend to implement an environmental management



system in line with the requirements of ISO 14001 to set a framework for operational control and performance improvement. Performance against targets will be reviewed and published annually in the Environmental Progress Report. This Environmental Strategy will be reviewed every five years.

## 2.2.6 Environmental Governance for the MPS

The diagram below describes lines for environmental reporting and communication.



The Environmental Panel is made up of representatives from each business unit and policing within the MPS.

## 2.2.7 Maintaining links with others

The MPS sees working in partnership with its stakeholders as essential to the success of this strategy and will take every opportunity to collaborate with others to share knowledge on environmental management and sustainability and implement joint initiatives.

The MPS key stakeholders include:

- The general public in London
- The GLA and members of the GLA “family” e.g. Transport for London
- Government, e.g. DEFRA & the Home Office
- Statutory Authorities, e.g. The Environment Agency & English Nature
- Local Authorities
- MPA/MPS employees & suppliers
- The communities in which we work
- Other environmental organisations (e.g. Non Governmental Organisations) and research associations.

## **2.2.8 MPS Environmental Policy**

It is the Policy of the Metropolitan Police to proactively manage and minimise our environmental impacts and prevent pollution through the implementation of the Metropolitan Police Environmental Strategy. It is our policy to ensure that we meet legal requirements as a minimum and demonstrate best practice in environmental management wherever practicable. We are committed to continuing to identify and monitor our environmental risks and deliver continual environmental improvement through the achievement of the following objectives:

### **A. Environmental & Wildlife Crime**

The MPS is working with the local community to implement the Safer Neighbourhoods Initiative to identify key priorities to reduce crime and improve the local quality of life. In addition, the Wildlife Crime Unit is establishing a network of Wildlife Liaison Officers to tackle wildlife crime across all boroughs. The MPS is keen to work with other enforcement agencies to reduce environmental and wildlife crime and, where it is within their remit, increase their enforcement efforts.

**Policy Objective A1:** Co-ordinate the activities of Safer Neighbourhood Team's to tackle environmental issues such as graffiti, litter, vandalism, noise and abandoned vehicles where they are identified as a priority by the local community.

**Policy Objective A2:** Ensure that legislation to protect wildlife is enforced in London.

**Policy Objective A3:** Implement initiatives to prevent wildlife crime through the operation of the Wildlife Crime Unit.

### **B. Transport**

The Mayor's Transport Strategy outlines the vision for transport for London. The MPS Transport Operational Command Unit (TOCU) has a key role in supporting this strategy. In addition the MPS can support the strategy through ensuring that we seek opportunities for using more sustainable travel alternatives for our operations and our employees journeys to work.

**Policy Objective B1:** To ensure that the public and staff feel safe using the bus infrastructure on agreed routes and corridors and on other agreed priority locations.

**Lead for this Objective:** (TOCU).

**Policy Objective B2:** To ensure efficient movement of buses on agreed routes and corridors and on other agreed priority locations on the London bus network (TOCU).

**Policy Objective B3:** To assist the control and where possible the reduction of congestion at agreed priority locations within the MPD (TOCU).

**Policy Objective B4:** To increase the environmental efficiency of the MPS transport fleet, by trialling alternative fuelled vehicles.

**Policy Objective B5:** To design and implement a sustainable travel plan for the MPS for travel to and from work.

**Policy Objective B6:** To design and implement a sustainable travel plan for the MPS for operational travel.

## **C. Procurement**

The development of a Sustainable Procurement Strategy for the GLA family is an important part of ensuring that we manage our resource consumption through the supply chain and we are committed to working with the GLA and others to understand these opportunities further.

**Policy Objective C1:** Work with suppliers and contractors to improve environmental performance in the supply chain through a purchasing policy founded on stewardship, and maximise the purchase of sustainable materials.

**Policy Objective C2:** Continue to use green energy as the sole source of energy supply.

## **D. Resource Management & Consumption**

The MPS is committed to continuing to proactively manage and minimise the consumption of natural resources and raw materials in order to provide an efficient and effective police service for the London.

**Policy Objective D1:** Increase the efficiency of the MPS's most inefficient buildings through the implementation of energy minimisation initiatives.

**Policy Objective D2:** Trial the use of innovative energy efficient technologies through a "beacon project", promote the benefits and develop recommendations for wider implementation.

**Policy Objective D3:** Implement a detailed water monitoring and reduction programme for MPS properties.

**Policy Objective D4:** Reduce consumption of paper within the MPS.

**Policy Objective D5:** Provide waste recovery facilities across the MPS estate and promote their use.

**Policy Objective D6:** Minimise the generation of waste from MPS properties.

## **E. Environmental Training, Awareness & Communication**

Education and communication is essential to the implementation of this strategy. Communication of environmental issues to internal and external audiences is necessary to gain the commitment of our stakeholders.

**Policy Objective E1:** Ensure that environmental issues are integrated into all relevant decision making processes within the MPS.

## **F. Sustainable Design & Construction**

The Property & Estates Strategy outlines future plans for the essential modernisation of the MPS property portfolio. This commits to ensuring that buildings enable delivery of the requirements of the wider MPS Strategy 'Towards the Safest City' in the most sustainable way. This involves ensuring that the consumption of raw materials, chemicals, energy and water, emissions to air, land and water and the generation of wastes are controlled, minimised and prevented wherever possible. In addition the MPS are committed to protecting wildlife and enhancing biodiversity in the management of our estate.

**Policy Objective F1:** Ensure that sustainability is considered at each project stage (planning, design, construction and end of life) for all new MPS properties.

**Policy Objective F2:** Promote the use of recycled materials in maintenance, refurbishment, site development and construction activities.

## **G. Financial Aspects of Environmental Management**

It is recognised that both externally and internally facing environmental initiatives are dependent on adequate funding to succeed. For some objectives, new funds will need to be sought or existing funds redirected whilst ensuring there is no detrimental effect on other MPS initiatives or operational policing. Additionally, the MPS needs to be aware of the potential environmental impacts associated with investments of funds.

**Policy Objective G1:** Work with the GLA to lobby Government to provide financial support for the delivery of the MPS Environmental Strategy.

**Policy Objective G2** Maximise the potential for integrated funding by aligning externally facing environmental objectives with wider police objectives.

**Policy Objective G3:** Investigate the environmental liabilities and risks arising from MPS financial investments.

An environmental management programme will be developed to include targets to support the achievement of these objectives within the framework of an environmental management system in line with current best practice, the International Standard ISO 14001. This Policy will be reviewed as part of our yearly performance review and progress will be reported in the annual Environmental Progress Report.

### 2.3 Environmental Strategy Resources

The MPS Environmental Strategy is in draft form and is due to be published in January 2005 once appropriate consultation has taken place and business units have formally agreed the environmental objectives. Once the Strategy has been published, an environmental programme for the year 2005/06 will be produced to support the delivery of the objectives. The following table has been produced based on initiatives within the strategy that will be implemented and future developments, which require resources. The environmental programme has been classified in two ways; those initiatives that will be funded from existing budgets and those, which require additional resources to proceed.

Draft Objective/Work Areas	Indication of 2005/06 activities/targets	Funded from existing budget	Proposals for additional developments requiring resources.
<b>A. Environmental Crime</b>			
<p><i>Policy Objective AI:</i> Co-ordinate the activities of Safer Neighbourhood Team's to tackle environmental issues such as graffiti, litter, vandalism, noise and abandoned vehicles where they are identified as a priority by the local community.</p>	Increase the number of Safer Neighbourhoods teams to 256 from 96.	X <sup>2</sup>	X
	Review data capture systems for Safer Neighbourhood activities to identify performance measures of tackling environmental issues.		
	Share best practice in tackling environmental issues between Safer Neighbourhood Teams through the Safer Neighbourhood website		
	Provide training on tackling environmental issues to PSCO's.		
	Develop a database of environmental contacts for use by Safer Neighbourhood's teams		

<sup>2</sup> **KEY** X = Applies to this category.

Draft Objective/Work Areas	Indication of 2005/06 activities/targets	Funded from existing budget	Proposals for additional developments requiring resources.
<b>Policy Objective A2:</b> Ensure that legislation to protect wildlife is enforced in London.	To increase awareness of specific wildlife crime issues in London by publishing information for the public.	Costs of 4 full time staff for Wildlife Crime Unit. X	Funding would be required for design and publication
<b>Policy Objective A3:</b> Implement initiatives to prevent wildlife crime through the operation of the Wildlife Crime Unit.	To seek the agreement of Territorial Policing Department to a formal Service Level agreement by which Borough Wildlife Crime Officers will have a proportion of their time dedicated to their wildlife crime duties. .	Costs of 4 full time staff for Wildlife Crime Unit. X	Ring-fence wildlife liaison officer's time for wildlife crime enforcement by provision of additional budget.
	To work with the Greater London Authority to introduce initiatives to develop the role of Police Wildlife Crime Officers in the London Boroughs and to develop local Borough Wildlife Crime Partnerships.		Additional funding depending on initiatives.
	To implement a programme of attachments to the Wildlife Crime Unit for Borough Wildlife Crime Officers with a view to increasing their expertise of wildlife law enforcement.	X	
	To work with the GLA to launch a new campaign, under the banner of Operation Charm, to educate consumers and traders in traditional Chinese medicine with a view to reducing the use of endangered species in the trade.		

Draft Objective/Work Areas	Indication of 2005/06 activities/targets	Funded from existing budget	Proposals for additional developments requiring resources.
<b>B. Transport</b>			
<p><i>Policy Objective B1:</i> To ensure that the public and staff feel safe using the bus infrastructure on agreed routes and corridors and on other agreed priority locations.</p> <p><i>Policy Objective B2:</i> To ensure efficient movement of buses on agreed routes and corridors and on other agreed priority locations on the London bus network.</p> <p><i>Policy Objective B3:</i> To assist the control and where possible the reduction of congestion at agreed priority locations within the MPD.</p>	<p>These objectives will be met through the operation of the Transport Operational Command Unit (TOCU)</p>	<p>TOCU Budget. Financed by Transport for London.</p>	
<p><i>Policy Objective B4:</i> To increase the environmental efficiency of the MPS transport fleet, by trialling</p>	<p>Development of a Transport Policy Development of Transport KPI's</p>	<p>X</p>	



<b>Draft Objective/Work Areas</b>	<b>Indication of 2005/06 activities/targets</b>	<b>Funded from existing budget</b>	<b>Proposals for additional developments requiring resources.</b>
fleet, by trialling alternative fuelled vehicles.	Trial and procurement of alternative vehicles.		X
<b>Policy Objective B5:</b> To design and implement a sustainable travel plan for the MPS for travel to and from work.	Completion of a Travel Survey and development of a travel plan.		In order to carry out a Met wide transport survey and travel plan funding would be required to commission transport consultants.
	Development of an on-line car share database.		X
<b>Policy Objective B6:</b> To design and implement a sustainable travel plan for the MPS for operational travel.	Develop an action plan to increase the visibility/number of uniformed Police Officers using public transport in London		X
<b>C. Procurement</b>			
<b>Policy Objective C1:</b> Work with suppliers and contractors to improve environmental performance in the supply chain through a purchasing policy founded on stewardship, and maximise the purchase of sustainable materials.	Develop and trial a process for evaluating the environmental impacts of goods purchased by the MPS.	X	
	Purchase of more sustainable goods and services		X
	Reduce the purchase of hazardous substances.		

Draft Objective/Work Areas	Indication of 2005/06 activities/targets	Funded from existing budget	Proposals for additional developments requiring resources.
<b>Policy Objective C2:</b> Continue to use green energy as the sole source of energy supply.	Purchase of 100% renewable energy.	X  Additional GLA funding provided	
<b>D. Resource Management</b>			
<b>Policy Objective D1:</b> Increase the efficiency of the MPS's most inefficient buildings through the implementation of energy minimisation initiatives.	Implement the recommendations of the 14 2004/05 energy efficiency surveys.		X
	Carry out energy efficiency surveys and online energy monitoring for the 15 least efficient MPS buildings (as defined by BRE benchmarks)	X	
	BMS replacement project works for 5 MPS buildings.		X
	Automatic lighting controls for Cobalt Square building		X

<b>Draft Objective/Work Areas</b>	<b>Indication of 2005/06 activities/targets</b>	<b>Funded from existing budget</b>	<b>Proposals for additional developments requiring resources.</b>
<b>Policy Objective D2:</b> Trial the use of innovative energy efficient technologies through a “beacon project”, promote the benefits and develop recommendations for wider implementation.	Passive ventilation? Sustainable design? Solar/wind project? Heat pumps?  <i>Direction from the GLA on suitable beacon projects and funding available is required.</i>		A suitable site and initiative is yet to be identified and costs determined. Additional funding will be sought from the GLA. A business case will be submitted once project is identified
<b>Policy Objective D3:</b> Implement a detailed water monitoring and reduction programme for MPS properties.	Develop a programme for the integration of reduced flush sanitation appliances in all new developments and refurbishment.	X	X
	Identify and purchase water saving technologies Review and updating of water management database.		X
<b>Policy Objective D4:</b> Reduce consumption of paper within the MPS.	Awareness raising and file management training	X	
	Improved IT capability		X
<b>Policy Objective D5:</b> Provide waste recovery facilities across the MPS estate and promote their use.	Employ a designated Waste Control Officer to carry out waste management audits, and recycling feasibility studies for all MPS buildings and implement appropriate recycling/minimisation schemes.		X
	Implement cardboard, aluminium can and bottle recycling in all MPS buildings with canteen facilities.		X

<b>Draft Objective/Work Areas</b>	<b>Indication of 2005/06 activities/targets</b>	<b>Funded from existing budget</b>	<b>Proposals for additional developments requiring resources.</b>
<b>Policy Objective D6:</b> Minimise the generation of waste from MPS properties.	Initiatives to be defined.	X	
<b>E. Environmental Training, Awareness &amp; Communication</b>			
<b>Policy Objective E1:</b> Ensure that environmental issues are integrated into all relevant decision making processes within the MPS.	Develop an online general environmental awareness training module to be included in induction training of all MPS employees		X
<b>F. Sustainable Design &amp; Construction</b>			
<b>Policy Objective F1:</b> Ensure that sustainability is considered at each project stage (planning, design, construction and end of life) for all new MPS properties.	BREEAM Assessments for all new developments. Implement a code of practice for maintenance and construction work within the MPS estate, which includes provisions to protect wildlife. Increase biodiversity within the MPS estate.		X
<b>Policy Objective F2:</b> Promote the use of recycled materials in maintenance, refurbishment, site development and construction activities.	Guide to Sustainable Design & Construction' which includes a summary of current sustainable design best practice and environmental legal requirements to inform the project teams for all new MPS developments	X	

Draft Objective/Work Areas	Indication of 2005/06 activities/targets	Funded from existing budget	Proposals for additional developments requiring resources.
<b>G. Financial Aspects of Environmental Management</b>			
<b>Policy Objective G1:</b> Work with the GLA to lobby Government to provide financial support for the delivery of the MPS Environmental Strategy.		X	
<b>Policy Objective G2</b> Maximise the potential for integrated funding by aligning externally facing environmental objectives with wider police objectives.		X	
<b>Policy Objective G3:</b> Investigate the environmental liabilities and risks arising from financial investments		X	

## 2.4 GLA/MPS/MPS Environmental Strategy Alignment Matrix

This strategy alignment matrix has been developed to provide an overview of the links between the MPS Environmental Strategy (i.e. Environmental Policy Objectives) and the Mayor's Environmental Strategies as published by the GLA. Where GLA environmental proposals correlate specifically with the activities of the MPS, this information has been provided. As shown by the table the MPS has developed objectives, which are not presently covered by GLA environmental strategies, but nevertheless represent a significant environmental impact for the MPS.

GLA Environmental Strategies B	Transport Strategy	Energy Strategy	Air Quality Strategy	Ambient Noise Strategy	Biodiversity Strategy	Animal Welfare Framework	Waste Management Strategy	Spatial Development Strategy – The London Plan
MPS Strategy Objectives Δ								
<b>Policy Objective A1:</b> Co-ordinate the activities of Safer Neighbourhood Team's to tackle environmental issues such as graffiti, litter, vandalism, noise and abandoned vehicles where they are identified as a priority by the local community.					X <sup>3</sup>		X Proposals 47 – 49 Capital Standards Initiative	
<b>Policy Objective A2:</b> Ensure that legislation to protect wildlife is enforced in London.					X Proposals 14 and 64 (Wildlife persecution and endangered species in Chinese medicines)	X Proposals 16 and 18 (bush meat trade and education initiatives)		

<sup>3</sup> **KEY** X = Initiative contributes to this strategy/strategy proposal

GLA Environmental Strategies B	Transport Strategy	Energy Strategy	Air Quality Strategy	Ambient Noise Strategy	Biodiversity Strategy	Animal Welfare Framework	Waste Management Strategy	Spatial Development Strategy – The London Plan
MPS Strategy Objectives Δ								
<b>Policy Objective A3:</b> Implement initiatives to prevent wildlife crime through the operation of the Wildlife Crime Unit.					X Proposals 14 and 64 (Wildlife persecution and endangered species in Chinese medicines)	X Proposals 16 and 18 (bush meat trade and education initiatives)		
<b>Policy Objective B1:</b> To ensure that the public and staff feel safe using the bus infrastructure on agreed routes and corridors and on other agreed priority locations.	X							
<b>Policy Objective B2:</b> To ensure efficient movement of buses on agreed routes and corridors and on other agreed priority locations on the London bus network.	X							
<b>Policy Objective B3:</b> To assist the control and where possible the reduction of congestion at agreed priority locations within the MPD (Mike Humphrey - TOCU).	X		X					
<b>Policy Objective B4:</b> To increase the environmental efficiency of the MPS transport	X		X Proposal 58					

GLA Environmental Strategies B	Transport Strategy	Energy Strategy	Air Quality Strategy	Ambient Noise Strategy	Biodiversity Strategy	Animal Welfare Framework	Waste Management Strategy	Spatial Development Strategy – The London Plan
MPS Strategy Objectives Δ								
fleet, by trialling alternative fuelled vehicles.			(Alternatives)					
<b>Policy Objective B5:</b> To design and implement a sustainable travel plan for the MPS for travel to and from work.	X							
<b>Policy Objective B6:</b> To design and implement a sustainable travel plan for the MPS for operational travel.	X		X					
<b>Policy Objective C1:</b> Work with suppliers and contractors to minimise environmental risk in the supply chain through a purchasing policy founded on stewardship, and increase the purchase of sustainable materials.	X	X	X	X	X	X	X	
<b>Policy Objective C2:</b> Continue to use green energy as the sole source of energy supply.		X	X					
<b>Policy Objective D1:</b> Increase the efficiency of the MPS's most inefficient buildings through the implementation of energy		X	X Proposal 59 – Reducing emissions					



GLA Environmental Strategies B	Transport Strategy	Energy Strategy	Air Quality Strategy	Ambient Noise Strategy	Biodiversity Strategy	Animal Welfare Framework	Waste Management Strategy	Spatial Development Strategy – The London Plan
MPS Strategy Objectives Δ								
minimisation initiatives.								
<b>Policy Objective D2:</b> Trial the use of innovative energy efficient technologies through a “beacon project”, promote the benefits and develop recommendations for wider implementation.		X	X Proposal 59					X
<b>Policy Objective D3:</b> Implement a detailed water monitoring and reduction programme for MPS properties.		X						
<b>Policy Objective D4:</b> Reduce consumption of paper within the MPS.							X	
<b>Policy Objective D5:</b> Provide waste recovery facilities across the MPS estate and promote their use.							X	
<b>Policy Objective D6:</b> Minimise the generation of waste from MPS properties.							X	

GLA Environmental Strategies B	Transport Strategy	Energy Strategy	Air Quality Strategy	Ambient Noise Strategy	Biodiversity Strategy	Animal Welfare Framework	Waste Management Strategy	Spatial Development Strategy – The London Plan
MPS Strategy Objectives Δ								
<b>Policy Objective E1:</b> Ensure that environmental issues are integrated into all relevant decision making processes within the MPS.	X	X	X	X	X	X	X	X
<b>Policy Objective F1:</b> Ensure that sustainability is considered at each project stage (planning, design, construction and end of life) for all new MPS properties.	X	X	X	X	X	X	X	X
<b>Policy Objective F2:</b> Promote the use of recycled materials in maintenance, refurbishment, site development and construction activities.	X	X	X	X	X		X	X Policy 2A Sustainability Appraisals
<b>Policy Objective G1:</b> Work with the GLA to lobby Government to provide financial support for the delivery of the MPS Environmental Strategy								
<b>Policy Objective G2:</b> Align externally facing environmental objectives with wider police objectives to maximise the potential for integrated funding.								

GLA Environmental Strategies B	Transport Strategy	Energy Strategy	Air Quality Strategy	Ambient Noise Strategy	Biodiversity Strategy	Animal Welfare Framework	Waste Management Strategy	Spatial Development Strategy – The London Plan
MPS Strategy Objectives Δ								
<b>Policy Objective G3:</b> Investigate the environmental liabilities and risks arising from financial investments.								

## Appendix A: Environmental Performance Indicators

### 5.1 Environmental Performance Indicators - General

*All figures exclude VAT*

Environmental Factor	2000/01	2001/02	2002/03
<b>Airborne Emissions other than greenhouse gases.</b>			
Refrigerants used for food refrigeration, freezers, coldrooms, excluding air conditioning.			
CFC (kg/annum)	0.00	0.00	0.00
HCFC (kg/annum)	93.00	54.38	25.90
HFC (kg/annum)	64.09	33.70	38.50
Refrigerants used for air conditioning plant.			
HCFC (kg/annum)	972.10	354.00	771.50
HFC (kg/annum)	4.50	10.00	284.30
Halon 1211 used (kg/annum) during public order training / duties	2,440	1,468	1,891
NO <sub>x</sub> from combustion of fuels - Electricity (tonnes/annum)	139.21	144.37	150.74
Gas (tonnes/annum)	28.32	26.31	26.20
Oil (tonnes/annum)	5.81	5.26	4.46
SO <sub>x</sub> from combustion of fuels - Electricity (tonnes/annum) (see note 13 & 16)	407.40	422.50	441.16
Gas (tonnes/annum)	Neg.	Neg.	Neg.
Oil (tonnes/annum)	9.96	9.02	7.65
<b>Transport</b>			
Emissions road vehicles (kg CO <sub>2</sub> /100 km travelled)	33.538	30.173	28.383
Emissions boats (kg CO <sub>2</sub> /hour)	N/A	N/A	38.557
Unleaded fuel used (million litres)	10.562	9.660	9.076
Super Unleaded fuel used (million litres)	0.372	0.332	0.319
Diesel fuel used (million litres)	1.107	1.120	2.122
Leaded fuel used (million litres) (see note 4)	0.0002	Neg.	0
Lead Replacement Petrol (million litres) (see note 4).	0.236	0.159	0.008
Liquid Petroleum Gas (LPG) (million litres)	N/A	N/A	0.005
Marine Gas used (million litres).	0.074	0.093	0.129
Aviation Fuel used (million litres) (see note 6).	0.652	0.663	0.611
Road Vehicles - CO <sub>2</sub> emissions (k Tonnes).	28.799	26.453	27.445
Boats - CO <sub>2</sub> emissions (k Tonnes).	0.199	0.248	0.346
Helicopter - CO <sub>2</sub> emissions (k Tonnes).	1.473	1.496	1.380
Number of road vehicles	3,837	3,835	4,147
Number of boats. (see note 17)	22	21	14
Number of helicopters.	3	3	3
Distance traveled road vehicles (million kilometers)	85.871	87.670	96.694
Hours operated boats (hours)	N/A	N/A	8,983
Hours operated helicopters (hours).	2,977.90	3,026.10	2,790.17

<b>Environmental Factor</b>	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03</b>	<b>2003/04</b>
<b>Energy</b>				
Energy cost (£/m <sup>2</sup> treated floor area)	10.10	11.23	10.54	
Energy consumption (M.kWh) - Actual	327.00	316.98	318.35	
Energy consumption (kWh/m <sup>2</sup> ) - Normalised.	471.00	506.00	459.00	
Emissions from combustion - Electricity	55,917	56,952	57,788	
of fuels (CO <sub>2</sub> Tonnes) Gas	32,609	30,299	30,171	
Oil	6,915	6,266	5,314	
Emissions from combustion - Electricity	77.77	85.27	79.26	
of fuels (CO <sub>2</sub> kg/m <sup>2</sup> ) Gas	46.18	45.37	41.38	
Oil	9.79	9.38	7.29	
Emissions from combustion of fuel (CO <sub>2</sub> kg /m <sup>2</sup> ) - Normalised	136.98	144.90	134.65	
Sites with renewable power - proportion of total electricity supply	3%	3%	3%	
Site with Combined Heat & Power (CHP) - proportion of total electricity supply	0.27%	0.27%	0.27%	
<b>Water</b>				
Water cost (£/m <sup>2</sup> net floor area)	1.14	1.19	1.24	
Water consumption (m <sup>3</sup> ).	693,000	751,350	773,080	
Water consumption (m <sup>3</sup> /person).	13.86	12.52	11.62	
<b>Waste</b>				
Waste collection (£/m <sup>3</sup> collected).	6.98	6.77	6.76	
Waste collection - general (m <sup>3</sup> /person/annum).	2.00	2.01	2.06	
Waste collection - general (m <sup>3</sup> ).	106,690	107,190	109,867	
Waste collection - clinical (bags/annum).	4,525	4,711	4,747	
Waste collection - special (m <sup>3</sup> ).	47	49	136	
<b>Total CO<sub>2</sub> emission Tonnes</b>	<b>130,538</b>	<b>125,716</b>	<b>126,811</b>	