

**Metropolitan Police Service
Police Officer Overtime**

Appendix 1

Analysis of Overtime Costs on Major Operations as at Period 4 - 2009 / 2010

Business Group		Territorial Policing	Specialist Crime Directorate	Specialist Operations	Central Operations	Olympics Security Directorate	Deputy Commissioner's Portfolio	Directorate of Information	Resources	Human Resources	Centrally Held	Total MPS
	Note	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Current Full Year Budget		50.0	25.2	24.8	19.3	0.2	1.1	0.1	0.0	0.6	1.8	123.2
Annual Forecast		55.2	26.3	26.5	23.4	0.5	1.1	0.1	0.0	0.6	1.8	135.6
Forecast Variance		5.2	1.0	1.7	4.1	0.3	0.0	0.0	0.0	0.0	0.0	12.4
Various Special Operations	1	-	-	0.6	-	-	-	-	-	-	-	0.6
G20 Summit Protest/Demonstration	2	0.3	-	0.4	0.8	-	-	-	-	-	-	1.5
Operation Mirandy - Tamil Ceasefire Demonstration	3	3.9	-	-	3.2	-	-	-	-	-	-	7.1
Operation Bentham - Climate Camp Demonstration	4	-	-	-	0.5	-	-	-	-	-	-	0.5
Annual Forecast for Major Operations		4.2	0.0	1.0	4.5	0.0	0.0	0.0	0.0	0.0	0.0	9.7
Amended Annual Variance		1.0	1.0	0.7	-0.3	0.3	0.0	0.0	-0.0	-0.0	0.0	2.7
Variance %		0.3%	3.4%	5.1%	-3.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%

Notes:

- Operations undertaken by Special Operations are all covert operations and by their nature may not be disclosed.
- This represents the **estimated** overtime costs of policing the G20 Summit Protest/Demonstration since actual overtime costs are still being processed. Discussions are being held with Home Office regarding potential funding of the additional costs.
- This represents the **estimated** overtime costs of policing the Tamil demonstration associated with political events in Sri Lanka.
- This represents the **estimated** overtime costs of policing the Climate Camp Demonstration at Heathrow Airport which is expected to last for one week. It is also anticipated that mutual aid will be required to assist with the policing of this event since it takes place at the same time as the Notting Hill Carnival. Mutual Aid costs are not included in this appendix.
- There are a significant number of public order operations. The individual overtime costs for most of these operations may be insignificant but collectively they may be material. The cost of quantifying these outweighs the resulting benefits.
- The forecasts are an estimate of activity based on information currently available and may be subject to change.

**Metropolitan Police Service
Police Officer Overtime
2006/07 to 2008/09**

Appendix 2

MPS Annual Overtime Costs - Police Officers Annual Budget, Forecast, and Variance	Financial Year 2006/07			Financial Year 2007/08			Financial Year 2008/09		
Business Group / BOCU / OCU	Current Full Year Budget £	Provisional Outturn £	Annual Variance £	Current Full Year Budget £	Provisional Outturn £	Annual Variance £	Current Full Year Budget £	Provisional Outturn £	Annual Variance £
Territorial Policing	46,413,689	50,100,149	3,686,460	59,053,327	64,110,739	5,057,412	57,145,184	56,967,633	-177,551
SMPD	0	0	0	8,525	1,687	-6,838	0	0	0
Operational Services	0	0	0	2,479,824	3,263,499	783,675	0	0	0
Central Services	154,306	109,708	-44,598	0	0	0	0	0	0
Standards & Intelligence Command	1,321,236	1,279,811	-41,425	0	0	0	0	0	0
Deputy Commissioner's Portfolio	0	0	0	0	0	0	1,196,973	1,357,043	160,070
Specialist Crime Directorate	24,220,166	24,024,177	-195,989	24,802,321	24,023,001	-779,320	26,083,228	26,676,576	593,348
Special Operations	21,592,135	27,268,321	5,676,186	18,726,859	18,673,052	-53,807	16,994,421	17,334,643	340,222
Directorate of Information	232,530	114,713	-117,817	167,708	103,311	-64,397	181,467	85,807	-95,660
Central Operations	21,458,939	20,959,629	-499,310	30,522,689	32,486,664	1,963,975	31,727,451	33,622,098	1,894,647
Resources	240	2,273	2,033	0	0	0	3,723	1,076	-2,647
Human Resources	1,744,586	1,429,928	-314,658	1,044,387	749,034	-295,353	707,713	589,671	-118,042
Centrally Held Budget	0	0	0	650,942	0	-650,942	0	0	0
Funded Units	8,864,553	10,633,608	1,769,055	0	0	0	0	0	0
Metropolitan Police Total	126,002,380	135,922,319	9,919,939	137,456,582	143,410,987	5,954,405	134,040,160	136,634,548	2,594,388

Note: 1. There were a number of business group reorganisations over the 3-year period and this explains why overtime costs may appear in one financial year and not in others.
2. Funded units were no longer reported separately after 2006/07 but included within the relevant business group totals.

Metropolitan Police Service

Extract of Annual Overtime Costs From CIPFA Service Statistics	Financial Year 2006/07			Financial Year 2007/08		
Police Authority	Police Officer Salaries £'000	Overtime Included in Police Officer Salaries £'000	Police Officer Overtime Costs as a % of Police Officer Salaries %	Police Officer Salaries £'000	Overtime Included in Police Officer Salaries £'000	Police Officer Overtime Costs as a % of Police Officer Salaries %
Metropolitan Police	2,046,116	135,901	6.6%	2,068,566	143,411	6.9%
Northern Ireland	484,033	50,646	10.5%	455,965	46,013	10.1%
West Midlands	442,847	20,081	4.5%	448,055	24,152	5.4%
Strathclyde Tayside	426,467	26,178	6.1%	427,451	28,518	6.7%
Greater Manchester	394,064	22,671	5.8%	448,246	23,322	5.2%
West Yorkshire	273,427	13,244	4.8%	274,447	18,128	6.6%
Thames Valley	251,964	15,897	6.3%	241,803	13,762	5.7%
Merseyside	230,379	11,215	4.9%	247,118	11,071	4.5%
Northumbria	217,719	8,135	3.7%	205,424	7,878	3.8%
Kent	205,941	11,992	5.8%	192,696	6,548	3.4%
Hampshire	199,094	12,001	6.0%	234,346	11,480	4.9%
South Yorkshire	187,292	9,605	5.1%	186,619	10,167	5.4%
Totals	5,359,343	337,566	6.3%	5,430,736	344,450	6.3%

Note: Detailed above are the top 12 Police Authority based on Police Officer salary costs.

Summary of Police Officer Overtime Audit Recommendations published by the Audit Commission in 2008

Audit Recommendations	Priority Level	Ownership	Agreed	Comments	Update
R1: Adopt a consistent and robust management regime around the use of overtime. Supporting this, the organisation needs to ensure compliance with current policies across all Business Groups.	High	Director of Resources (in the capacity of head of profession)	Agreed	The MPS will aim to build on and develop the existing regime that is in place. One of the principles of the Finance & Resources Modernisation project is to cluster finance support activity and provide a more consistent approach to financial management generally. The finance cluster will provide consistent and timely overtime management information and will undertake regular checks of the overtime payment system, highlighting any non-compliance with existing corporate policy "owned" by HR Directorate. This will enable senior officers to take appropriate management action.	The Finance & Resources modernisation programme is in progress, with Territorial Policing on target to complete implementation of the clusters during October 2009.
R2: Enhance processes for service and financial planning, ensuring that officers and managers have appropriate financial management skills. These processes should encourage a more open and transparent regime of financial management to improve the pace of change in the management of Police Officer Overtime.	High	MPS Finance Services	Agreed	The MPS will take the appropriate steps to ensure that officers and managers have the appropriate financial management skills. One of the initiatives being undertaken is the clustering of finance support activity within the MPS, which will provide a more professional and effective finance support services to the Business Groups. In addition, a series of financial management courses are currently being delivered by Finance Services that will help to provide suitable financial management skills to officers and managers. All senior managers are encouraged to attend these courses.	The Finance & Resources modernisation programme is in progress, with Territorial Policing on target to complete implementation of the clusters during October 2009. Finance Awareness Training is provided on a regular basis. Over the last year, there have been 4 half-day courses run every quarter.
R3: Establish a process to evaluate the use of overtime across the organisation and identify the benefits delivered. The identification of cost effective uses of overtime needs to be considered within the process.	High	Director of Resources (in the capacity of head of profession)	Agreed	The roles within the new Finance cluster will be more clearly defined. The role of the Senior Finance Manager will be more proactive specifically in undertaking benchmarking exercises across a group of OCUs and identifying trends. The role will also involve measuring outputs/results against costs/inputs.	The Finance & Resources modernisation programme is in progress, with Territorial Policing on target to complete implementation of the clusters during October 2009.
R4: Set and monitor overtime budget for major operations, which will require a culture shift in certain areas. In some areas, this has been implemented; however it is not consistent across all Business Groups and work needs to be done to embed this across the MPS.	High	MPS Operational Business Groups and Finance Services	Agreed that this is possible in certain circumstances	The MPS currently sets and monitors overtime budgets for pre-planned major operations where possible. However, it will not be possible to do this in all cases, as there will be operations that are unable to be planned in advance; for example, Operation Theseus response to the London bombings in July 2005). Detailed monitoring reports are prepared on a monthly basis by the MPS regarding overtime expenditure. These reports provide an analysis of the top overtime earners across the Business Groups, details of average payments per rank of Police Officer, details of forecast overtime expenditure for the year by OCU (with appropriate traffic-light analysis to indicate areas of concern) and an indication of the cost in overtime terms of some of the major planned and unplanned operations. The information is scrutinised by the MPA Budget and Overtime Group. Recommendations of this group are then implemented by the MPS.	Detailed monitoring reports continue to be produced and published in the monthly monitoring packs for each business group. This information was scrutinised by the MPA Budget and Overtime Group and any recommendations were implemented by the MPS. However the MPA Budget and Overtime Group is no longer operational.
R5: Ensure alignment of operational and financial accountability in all areas, to ensure cost considerations are taken into account when using overtime. This will foster a regime of effective, efficient and economical use of overtime	High	Director of Resources (in the capacity of head of profession)	Agreed	The MPS would agree with the principle of ensuring that operational and financial accountability are aligned. Specific role profiles within the finance cluster, separating finance and resources roles, will enable finance staff to be more proactive in supporting operational colleagues in the decision making process. Finance staff will attend tasking and planning meetings providing the financial input, particularly in respect of overtime.	The Finance & Resources modernisation programme is in progress, with Territorial Policing on target to complete implementation of the clusters during October 2009.
R6: Consider the establishment of central PoLSA search teams, so that units do not have to cover vacant posts with overtime and also fund overtime costs of PoLSA officers being used by other areas of the business.	High	MPS Management Board	Agree that consideration should be given to this issue.	The establishment of a central PoLSA team will be considered by the MPS.	Senior management within Territorial Policing are in the process of examining the management of PoLSA search teams with a view to achieving more control on the use of overtime within these teams.

Metropolitan Police Service

Appendix 4

Audit Recommendations	Priority Level	Ownership	Agreed	Comments	Update
<p>R7: Develop processes to capture and disseminate notable practice relating to the management of Police Officer Overtime. A robust approach to implementing improvements should be taken to ensure benefits are realised.</p>	<p>High</p>	<p>Director of Resources (in the capacity of head of profession)</p>	<p>Agreed</p>	<p>The finance cluster will have the opportunity to compare overtime performance across a number of OCUs, identifying and sharing good practice where applicable. The senior finance manager will have the responsibility of ensuring that robust systems are in place to ensure that overtime checks are regularly undertaken.</p>	<p>The Finance & Resources modernisation programme is in progress, with Territorial Policing on target to complete implementation of the clusters during October 2009.</p>
<p>R8: Continue to review instances where excessive hours are worked and reasons for high levels of overtime are established and managed appropriately.</p>	<p>High</p>	<p>MPS Senior Management</p>	<p>Agreed</p>	<p>The MPS will continue to monitor and highlight instances of excessive hours of working to ensure that senior officers can take the appropriate action to proactively manage the issue.</p>	<p>Detailed monitoring reports continue to be produced and published in the monthly monitoring packs for each business groups. These are then presented to each Business Group SMT to inform management action, where appropriate.</p>
<p>R9: Establish systems to monitor and evaluate hours worked whether in receipt of overtime worked or not. This will support the MPS in identifying the true drivers behind demand and enable improved resource management in these areas.</p>	<p>High</p>	<p>MPS Management Board</p>	<p>Agreed although it would not be possible to implement this recommendation immediately.</p>	<p>The implementation of the Computer Aided Resource Management System (CARMS) system will assist in allowing the MPS with meeting this recommendation in the future.</p>	<p>The CARMS system has been updated and configured to work alongside MetDuties. The Demand And Resources Information System (DARIS) has also been developed as a tool to extract information from both CARMS and MetDuties.</p>

**Metropolitan Police Service
Gender and Ethnicity Analysis
as at Period 4 - 2009/10**

	Overall Total				Black & Minority Ethnic (BME)			
	Female	Male	Total	% Female	Female	Male	Total	%BME
MPS Total	7,534	25,659	33,193	22.70%	729	2,242	2,971	8.95%
SO1 - Protection	18	189	207	8.70%	1	11	12	5.80%
Top 100 Overtime earners	3	97	100	3.00%	1	5	6	6.00%