

METROPOLITAN POLICE AUTHORITY

METROPOLITAN POLICE SERVICE

**CORPORATE OBJECTIVES AND ACTIVITIES
2011-14**

DRAFT



THE LONDON POLICING CONTEXT

THIS OUTLINES THE MAJOR INFLUENCES THAT WE CONSIDER WHEN SETTING OUR DIRECTION OF TRAVEL (STRATEGIC OUTCOMES AND CORPORATE OBJECTIVES) FOR THE NEXT THREE YEARS AND BEYOND, AND IN DETERMINING THE KEY AREAS THAT WE WILL TACKLE THIS YEAR

INTRODUCTION

The Metropolitan Police Service delivers policing to a diverse and vibrant population of over seven and a half million Londoners, and to millions of commuters, tourists and visitors to our City. Our role is clear - to cut crime and the fear of crime, to keep the Queen's peace, in London and in our National and International duties. We have achieved real reductions in crime over recent years, ensuring that London remains one of the safest major cities in the World. We have built a first class reputation of which we are proud, with the Scotland Yard brand famous around the globe.

In policing the changing needs of our Capital we face unprecedented challenges. The Service must play its part in delivering significant budgetary savings on a scale not seen in decades, and in doing that we will emerge as a leaner organisation. Yet we are determined to retain our focus on core priorities and to do everything possible to maintain operational capability. We must mobilise the UK's largest ever peacetime safety and security operation to deliver a successful Olympic and Paralympic Games, against a backdrop of threat from terrorism and from serious and organised crime.

We are committed to meet these challenges for the people of London. Our priorities remain focused on Safety, on reducing crime, saving life, tackling violence and delivering security of our streets. We will challenge the enduring and severe threat to national security from terrorism and domestic extremism, and the equally pervasive threat from serious organised crime. Partnership and collaboration will be key to achieving this and much else that we do.



Public confidence and satisfaction remains a priority for police services, providing a visible and accessible policing presence in our communities, understanding and responding to local priorities and delivering consistently high quality service. We are working to improve the ways that Londoners access police services and the quality and speed of our response. Much of this is being driven through the Commissioner's 5 P's, including Presence and Professionalism. Neighbourhood policing remains at the heart of what we do, working in communities to solve local problems.

More than ever we must deliver the right service at the right price. In tackling very real and difficult financial pressures we are examining every amount we spend to see where we can build on substantial savings made in recent years. We are striving to improve service delivery and to deploy resources to areas of most need. Our focus is on maintaining operational capability, delivering effective support services at the lowest cost, and making the most productive use of our operational assets. We are determined to find new and creative ways of giving the best return on public money.

CHANGE IN LONDON

Four issues dominate the MPS' operating environment over the next few years: financial pressures, the 2012 Olympics, demographic change, and government Policy.

The MPS' London Landscape, a study of population changes and their impact on policing, suggests that London's population will grow to 8.1 million by 2016, with non-uniform population growth and greater diversity across London. Population growth and infrastructure regeneration will transform the east of London in particular. Black and Minority Ethnic (BME) communities are predicted to grow faster than others, especially in some Boroughs, whilst the population of the historically most criminally active age group, 16-25, will rise significantly in some parts of London but fall in others.

The challenge for the MPS and our partners is to meet this shifting demand in an effective way. The regeneration of East London presents an opportunity to

permanently reduce hotspots by designing out crime in new developments and by building community cohesion. There are implications in uneven population growth for the deployment of police resources, for managing risks in new communities such as hate crime and gang culture, and for policing the transport network, including crossrail. This highlights the importance of community consultation and engagement.

In response the MPS has developed a Crime Prevention Strategy to reduce long-term crime and anti-social behaviour, and the Thames Gateway programme to co-ordinate our response to growth in the capital. The MPS will not receive funding to match the growth of residential and transient populations.

CRIME TRENDS

The MPS Crime Landscape analyses crime trends in London and aims to project crime rates over the next five years. This shows that total recorded crime in London has fallen steadily over the past decade. The violent crime rate is much lower than most cities with populations above five million but the acquisitive crime rate (robbery, burglary, vehicle crime) is higher, reflecting the pattern across England and Wales.

The landscape supports a policing approach that identifies vulnerable victims and tackles problem people and problem areas to reduce crime more effectively, rather than the traditional approach of addressing crime by type, such as robbery. This has prompted a sharper focus on a Victim - Offender - Location approach to tackling crime in London.

Young people and individuals from BME backgrounds are over-represented as victims and offenders, particularly in violent crimes. In addition, evidence suggests that violent crimes and robbery happen more often between people who know each other, and who are of similar ages and ethnicities. With burglary and vehicle crime, where a possession is targeted rather than a person, the victim profile is broader.

Crime does cluster. Half of all crime in London occurs in 180 of our 624 wards, with some relationship to population density and profile, and economic deprivation. Most crimes happen in people's homes or at places where we gather - tube stations, pubs or shops. Proportionally, young people commit more public crime such as robbery, and other age groups commit more crime in private such as domestic violence.

These trends present quite different challenges to policing. Policing violent crime in particular is resource intensive, and a potential increase in victims and offenders implied through changes in population raises challenges over resource use and relative satisfaction with police services. The MPS Anti-Violence strategy aims to address this. There are also structural crimes that pose new threats, such as serious organised crime, cyber-crime and economic crime.

PUBLIC PRIORITIES

The MPS Citizen Landscape provides an analysis of Londoners views and their impact on policing. As the world's fourth largest city economy, London attracts 1.1 million commuters each day and half a million visitors each week, as well as our 7.6 million inhabitants. We draw on surveys, consultations and partners to understand what people in London value in policing, and what their priorities for policing are.


Confidence in the police and satisfaction in police service form the cornerstone of policing by consent, of co-operation and shared ownership for safety. The MPS' confidence model, developed to improve confidence by meeting Londoners needs, identifies four key drivers - engagement with the community, fair treatment, effectiveness in dealing with crime, and tackling Anti Social Behaviour (ASB).

Londoner's confidence in the police has been increasing, with 62% of respondents to the MPS Public Attitude Survey (PAS) saying that the police do a good job locally.

Victim satisfaction with service provided by the police has remained stable over the past four years. We know that overall satisfaction is influenced by police activity and behaviour throughout the victim's interaction with officers and the criminal justice system. The key drivers for policing are ease of contact and prompt police response; timeliness and giving practical help; and being kept informed. Being treated fairly and with respect matters throughout the interaction.

Understanding what drives confidence and satisfaction enables us to work together with communities to tackle crime and disorder and to problem solve. Whilst most people in local communities take an interest in local policing, less than one in ten get actively involved. Almost half say they just want information, directly from the police.

PRIORITIES FOR POLICING

In setting our direction of travel and allocating resources the MPS needs a clear understanding of Londoners' priorities for policing from all of our  communities. Our consultation process draws on the MPA 'Have Your Say' survey and the MPS Public Attitude Survey (PAS) as well as the MPS Youth Survey, GLA Annual London Survey, and others. There are considerable similarities in priorities highlighted across the sources, although methodologies vary.

The online 'Have Your Say' consultation invites respondents to propose their top three priorities for policing London, and to suggest what the police should do to tackle them. The PAS, initiated in 1983, surveys 20,480 Londoners' each year to check perceptions of policing, experiences of crime and policing priorities for London.

Gun and knife crime, drugs and drug related crime, accessibility and visibility of the police and Anti Social Behaviour were prioritised in these consultations, with *traffic and road related issues, violent crime, residential burglary, street crime and robbery, gangs and gang related crime, and terrorism* also featuring across the consultations.

Londoners currently cite *residential burglary* as their top local concern, with a large proportion referring to *Anti Social Behaviour*. There are also concerns about *drug dealing and using, speeding and dangerous driving, and vehicle crime*. Young people in particular raise *knife crime, fear of mugging or physical attack* and *teenagers hanging around on streets* when asked why they may feel unsafe in their local area.

When asked why they prioritised an issue, respondents pointed to the impact on fear of crime or quality of life; public safety and the 'right' to feel safe in London; and some crime being linked to more serious offending. When asked how they wanted the MPS to tackle these priorities, they suggested an increase in police presence, visibility and accessibility; harsher penalties or sentences; stricter enforcement of laws; an increase in policing activities; and community engagement or work with the community.

GOVERNMENT PRIORITIES AND LOCAL ACCOUNTABILITY

These same priorities inform government policy, with a number of initiatives and priorities for policing. The key priorities focus on tackling anti-social behaviour through early intervention, alcohol and drug related crime, knife crime through detection and sentencing, rape and serious sexual assault with more rape crisis centres, improving victim care and support for young people, and reducing re-offending. The rollout of the coalition government's Big Society theme will mean cuts in public services, with a plan for increased public interaction on a local level.

These initiatives include increasing democratic accountability, replacing the Metropolitan Police Authority with a directly elected 'Police and Crime Commissioner'. The MPS Commissioner will retain full operational control of the Service, with a recognition of national policing roles. This also calls for the provision of robust local crime and policing information, and for a more independent Her Majesty's Inspectorate of Constabulary (HMIC) to hold police forces to account.

A second area is removing bureaucratic accountability, stripping away central targets and excessive performance management. This includes supporting professional police responsibility and cutting red tape, such as returning charging discretion to police officers for minor offences. The single national confidence indicator has been scrapped, although a focus on public confidence and satisfaction in policing remains.

Efficient policing is a major drive, with better value for money. This includes more effective deployment of warranted officers and staff to improve frontline availability, and a review of pay and conditions. A new national framework for policing is proposed, with better collaboration between forces to tackle serious criminality and a new National Crime Agency to combat organised crime and deliver border policing.


The final focus is on tackling crime together, enabling and encouraging people to get involved at a neighbourhood level, stripping out prescription and bureaucracy in partnership working, and implementing a radical reform of the Criminal Justice System including the youth justice system. This for policing includes processing criminals more efficiently by video-linking custody cells and courts.

The Mayor of London has also defined his priorities for policing. Growth to support priorities will be limited and we must concentrate on delivering savings. The ambition for a Safer London is encapsulated in [Met Forward](#), the MPA's strategic framework, which sets a desired direction of travel for the MPS and outlines the same strategic outcomes of reduced crime, increased confidence and value for money.

The Mayor's priorities in reducing crime and the fear of crime are on tackling violent crime, particularly knife crime, gangs and hate crime. There is a continued emphasis on public transport and town centre safety, and a push to maximise front-line visible policing by redeploying officers from back office roles and by recruiting more specials. The mayor focuses on 'The Way Forward' in reducing violence against Women, and 'Time for Action' in tackling serious youth violence.

These public, government and mayoral priorities have implications for policing London. A reduction in the number of police officers and staff has consequence for where we can best use resources, as well as potentially on public confidence and satisfaction. All police forces are now obliged to re-appraise their role, with a focus on core policing and a re-alignment of relationships with our partners and other forces.

PARTNERSHIP, COLLABORATION AND SHARED SERVICES

Responding to communities' needs and building trust enable us to reduce crime, bring more offenders to justice and improve safety and confidence across the Capital. Making people feel safe is a shared responsibility.  Communities, local Authorities, the Crown Prosecution Service, the courts, the probation and prison services and many others contribute. We all work together.

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


The MPS has been developing its approach to shared services with external partners with both the GLA Group and with the NPIA, ACPO and other police forces, particularly for IT and Procurement. Due to its size, sharing services with TfL is a significant focus for our work within the GLA Group.

Shared Services has the potential to deliver major benefits in terms of improved services at less cost for the MPS at a time of increasing fiscal constraints. There are short term and longer term options for the MPS. Longer term options could involve:

- being a strategic provider of services
- sharing platforms and infrastructure
- outsourcing non-core capabilities (alone or with a partner organisation).

Short term activities are underway and significant benefits are being realised. Medium and longer term options are becoming clearer. There are a number of programmes and projects that have already had savings built into our medium-term financial plan.

CORPORATE SOCIAL RESPONSIBILITY

The MPS is committed to delivering responsible, sustainable policing services, managing our organisation to balance environmental, social, ethical and economic impacts and ensuring the long term sustainability of policing. This is developed in our Corporate Social Responsibility (CSR) strategy. 

The CSR strategy is structured around four priority areas: 'Our People', 'Our Services & Engagement with Communities', 'Our Environmental Impact & Climate Change' and 'Our Organisation'. These reflect the MPS' corporate objectives and the expectations of the people of London and our communities, our employees, our partners, and our stakeholders. It enables us to consolidate and extend the scope of sustainability reporting to encompass environmental, social and economic impacts.

The CSR Strategy and the activities that drive delivery are influenced by our stakeholder's priorities. The Mayor's priorities include delivering a volunteering strategy for the 2012 Games, supporting the electric vehicle revolution, and expanding opportunities for young people through apprenticeships. The CSR Strategy also supports delivery of the draft London Climate Change Mitigation and Energy Strategy, and the draft Waste Strategy. We support the Government's five sustainable development principles and the GLA sustainability priorities.

MPS activities and programmes in support of these sustainable development strategies include developing a new short term carbon target for 2010-13; looking to treat all MPS waste within London; increasing support to apprentices within the MPS supply chain; expanding the Volunteer Police Cadets, a quarter of whom are identified as vulnerable to crime and social exclusion, and developing a sustainability management system for major MPS projects including the Olympics.

In managing the social, environmental and economic impacts of our day to day operations there is opportunity to increase public confidence and satisfaction, prevent and reduce crime, disorder and vulnerability, increase safety and security, improve our quality of service, and to deliver efficient and effective policing services.

This is the environment within which the MPS works. Within this context of national and international influences, Public, Government, and Mayoral priorities, operational needs, crime and trend intelligence and our financial constraints, the Service maintains a clear focus on working together for a safer London. Within this context the Commissioner clearly defines what we aim to achieve in policing London and the ways in which we will deliver our Service.

RESPONDING TO PRIORITIES

THIS SECTION OUTLINES WHAT WE INTEND TO ACHIEVE (STRATEGIC OUTCOMES AND CORPORATE OBJECTIVES) FOR LONDON AND OUR COMMUNITIES, AND HOW THESE MEET THE MAYORS PRIORITIES AND THOSE IN METFORWARD

2011/12 KEY ACTIVITIES FOR EACH MPS CORPORATE OBJECTIVE THAT DEMONSTRATE HOW, WITH OUR PARTNERS, WE ARE RESPONDING TO PRIORITIES AND WORKING TOGETHER FOR A SAFER LONDON

STRATEGIC OUTCOMES	CORPORATE OBJECTIVES	KEY ACTIVITIES 2011/12
SAFETY		
Reduce crime and catch criminals	To reduce victimisation	<ul style="list-style-type: none"> • Identify, manage and protect vulnerable individuals and groups • Improve support to victims and witnesses and provide effective close liaison • Prioritise repeat victims and service users, and problem solve to prevent escalation
	To target the most harmful offenders	<ul style="list-style-type: none"> • Implement harm and risk based offender management to enable effective intrusion • Through intelligence-led activity target the most harmful offenders and seize assets from criminals • With our partners improve criminal justice outcomes and post-detection offender management
Be intolerant of violence	To reduce crime with particular reference to problem locations	<ul style="list-style-type: none"> • Prioritise and pro-actively manage hotspots and major events • Prevent and design out crime through partnership problem solving
Deliver security of our streets	To prevent terrorism and violent extremism	<ul style="list-style-type: none"> • Prevent - Stop people becoming or supporting terrorists or violent extremists • Pursue - Stop terrorist attacks through detecting, investigating and disrupting terrorists and their networks • Protect - Strengthen our overall protection against terrorist attacks • Prepare - Mitigate the impact of terrorist attacks where we cannot stop them
CONFIDENCE		
Convince communities we are on their side	To improve the quality of our engagement with the public	<ul style="list-style-type: none"> • Understand and respond to public priorities, including in high priority communities • Engage in community problem-solving to reduce crime and ASB • Communicate effectively across London and inform communities about crime and policing issues
	To improve individual access to police services	<ul style="list-style-type: none"> • Enhance our customer contact and information channels, including for hard to reach groups • Effectively direct users through the right contact channel and develop public awareness
	To improve response policing and the satisfaction of service users	<ul style="list-style-type: none"> • Improve the quality of our emergency and non-emergency response • Improve our service standards and user satisfaction in all customer contact
	To improve the quality of individual interactions with the public	<ul style="list-style-type: none"> • Deliver consistent high quality individual service and improve each user experience • Provide a visible and accessible professional police presence in our communities and in key encounters
PRESENCE, PERFORMANCE, PRODUCTIVITY, PROFESSIONALISM, PRIDE		

Making London the Safest Major City in the World

STRATEGIC OUTCOMES	CORPORATE OBJECTIVES	KEY ACTIVITIES 2011/12
VALUE FOR MONEY		
The right services at the right price	To do all that we can to maintain operational capability	<ul style="list-style-type: none"> • Improve operational deployment to make best use of our capabilities • Realign resource use across the organization to meet demand • Accelerate operational efficiencies and drive change in working practices • Continue to deliver significant cashable efficiencies with an ambition to protect frontline services • Deliver quality, secure, accessible police information to enable operational capability
	To deliver efficient and effective support services at the lowest possible unit cost	<ul style="list-style-type: none"> • Enhance our business processes to improve service delivery, drive efficiency and eliminate bureaucracy and waste • Implement a streamlined, more effective Human Resource function to support organisational productivity • Reduce the unit cost of service delivery through shared services, partnership and collaborative working • Continue to drive efficiencies through effective Procurement, supplier and contract management • Develop our Corporate Governance to enhance decision making and embed personal accountability
	To make the most productive use of our operational asset including our people	<ul style="list-style-type: none"> • Improve Estate utilization and streamline our asset base • Provide flexible, good-value technology for policing • Improve the recruitment, skills and professional capability of our people, and enhance organisational leadership
OLYMPICS		
Deliver security of our streets	With partners to prepare for and deliver, as far as is practical, a safe and secure Olympic games	<ul style="list-style-type: none"> • Design and implement National Olympic Security Co-ordination, pan-agency, led by the MPS in the office of the National Olympic Security Co-ordinator • Ensure effective MPS engagement and representation within the Olympic Safety and Security Programme (OSSP) during the planning stages for the Games, through the Olympic Policing Coordination Team (OPC) • Implement a strategy and plans for the policing of London in Games time that ensures a safe and secure, and cost-effective, Olympics
	To minimise, as far as is practical, the impact on policing London during games time	<ul style="list-style-type: none"> • Ensure the MPS is able to resource the Olympic plan effectively with sufficient staff including specialists as required, without undue impact on core policing business
	To ensure that opportunities for legacy and learning are seized and acted upon	<ul style="list-style-type: none"> • Deliver the MPS Thames Gateway Programme, including capitalising on legacy opportunities
PRESENCE, PERFORMANCE, PRODUCTIVITY, PROFESSIONALISM, PRIDE		

Making London the Safest Major City in the World

MPS STRATEGIC OUTCOMES AND CORPORATE OBJECTIVES

The Commissioner has set fourteen corporate objectives, focused on public Safety, Confidence in policing, on providing Value for Money and delivering a Safe and Secure Olympics.

SAFETY: Reduce crime and catch criminals and Be intolerant of violence

This will be achieved through visible policing in our communities, town centres and on the transport system, tackling anti-social behaviour and acquisitive crime. The focus is on tackling serious violent crime including knife and gun crime, youth crime, sexual offences and domestic violence. It relates to guns and gang culture, disrupting criminal networks and the supply and use of illegal drugs, all areas of Protective Services. It includes increasing sanction detections, bringing more offenders to justice, reducing re-offending and reforming the criminal justice system.

TO REDUCE VICTIMIZATION

IDENTIFY, MANAGE AND PROTECT VULNERABLE INDIVIDUALS AND GROUPS



IMPROVE SUPPORT TO VICTIMS AND WITNESSES AND PROVIDE EFFECTIVE CLOSE LIAISON

PRIORITISE REPEAT VICTIMS AND SERVICE USERS AND PROBLEM SOLVE TO PREVENT ESCALATION

TO TARGET THE MOST HARMFUL OFFENDERS

IMPLEMENT HARM AND RISK-BASED OFFENDER MANAGEMENT TO ENABLE EFFECTIVE INTRUSION



THROUGH INTELLIGENCE-LED ACTIVITY TARGET THE MOST HARMFUL OFFENDERS AND SEIZE ASSETS FROM CRIMINALS

WITH OUR PARTNERS IMPROVE CRIMINAL JUSTICE OUTCOMES AND POST-DETECTION OFFENDER MANAGEMENT

TO REDUCE CRIME WITH PARTICULAR REFERENCE TO PROBLEM LOCATIONS

PRIORITISE AND PRO-ACTIVELY MANAGE HOTSPOTS AND MAJOR EVENTS

PREVENT AND DESIGN-OUT CRIME THROUGH PARTNERSHIP PROBLEM SOLVING



SAFETY: Deliver Security of our Streets

TO PREVENT TERRORISM AND VIOLENT EXTREMISM

Terrorism continues to present a significant and enduring threat to the United Kingdom, and the Commissioner and the MPS remain at the heart of the national response to the threat. The focus of our counter-terrorism effort is simple – preventing or disrupting terrorist activity, providing protection against attacks and mitigating impact through effective planning and preparation.



PREVENT - TO STOP PEOPLE BECOMING OR SUPPORTING TERRORISTS OR VIOLENT EXTREMISTS

PURSUE - TO STOP TERRORIST ATTACKS THROUGH DETECTING, INVESTIGATING AND DISRUPTING TERRORISTS AND THEIR NETWORKS

PROTECT - TO STRENGTHEN OUR OVERALL PROTECTION AGAINST TERRORIST ATTACKS

PREPARE - TO MITIGATE THE IMPACT OF TERRORIST ATTACKS WHERE WE CANNOT STOP THEM

CONFIDENCE – Convince communities we are on their side

This develops the MPS's tradition of community policing, and of engaging with all our communities in local decision-making. It focuses on accessible, responsive and supportive police services, especially for victims and witnesses.

TO IMPROVE THE QUALITY OF OUR ENGAGEMENT WITH THE PUBLIC



UNDERSTAND AND RESPOND TO PUBLIC PRIORITIES, INCLUDING IN HIGH PRIORITY COMMUNITIES

ENGAGE IN COMMUNITY PROBLEM-SOLVING TO REDUCE CRIME AND ASB

COMMUNICATE EFFECTIVELY ACROSS LONDON AND INFORM COMMUNITIES ABOUT CRIME AND POLICING ISSUES

TO IMPROVE INDIVIDUAL ACCESS TO POLICE SERVICES



ENHANCE OUR CUSTOMER CONTACT AND INFORMATION CHANNELS, INCLUDING FOR HARD TO REACH GROUPS

EFFECTIVELY DIRECT USERS THROUGH THE RIGHT CONTACT CHANNEL AND DEVELOP PUBLIC AWARENESS

TO IMPROVE RESPONSE POLICING AND THE SATISFACTION OF SERVICE USERS

IMPROVE THE QUALITY OF OUR EMERGENCY AND NON-EMERGENCY RESPONSE

IMPROVE OUR SERVICE STANDARDS AND USER SATISFACTION IN ALL CUSTOMER CONTACT



TO IMPROVE THE QUALITY OF INDIVIDUAL INTERACTIONS WITH THE PUBLIC

DELIVER CONSISTENT HIGH QUALITY INDIVIDUAL SERVICE AND IMPROVE EACH USER EXPERIENCE

PROVIDE A VISIBLE AND ACCESSIBLE PROFESSIONAL POLICE PRESENCE IN OUR COMMUNITIES AND IN KEY ENCOUNTERS



VALUE FOR MONEY – The right services at the right price

The MPS continues to improve and develop the services we provide to the communities of London by ensuring the most efficient, effective and economic use of the resources entrusted to us. Our priorities in pursuing this during 2010-2011 include:

TO DO ALL THAT WE CAN TO MAINTAIN OPERATIONAL CAPABILITY

IMPROVE OPERATIONAL DEPLOYMENT TO MAKE BEST USE OF OUR CAPABILITIES

REALIGN RESOURCE USE ACROSS THE ORGANIZATION TO MEET DEMAND

ACCELERATE OPERATIONAL EFFICIENCIES AND DRIVE CHANGE IN WORKING PRACTICES

CONTINUE TO DELIVER SIGNIFICANT CASHABLE EFFICIENCIES WITH AN AMBITION TO PROTECT FRONTLINE SERVICES

DELIVER QUALITY, SECURE, ACCESSIBLE POLICE INFORMATION TO ENABLE OPERATIONAL CAPABILITY



TO DELIVER EFFICIENT AND EFFECTIVE SUPPORT SERVICES AT THE LOWEST POSSIBLE UNIT COST

ENHANCE OUR BUSINESS PROCESSES TO IMPROVE SERVICE DELIVERY, DRIVE EFFICIENCY AND ELIMINATE BUREAUCRACY AND WASTE



IMPLEMENT A STREAMLINED, MORE EFFECTIVE HUMAN RESOURCE FUNCTION TO SUPPORT ORGANISATIONAL PRODUCTIVITY

REDUCE THE UNIT COST OF SERVICE DELIVERY THROUGH SHARED SERVICES, PARTNERSHIP AND COLLABORATIVE WORKING

CONTINUE TO DRIVE EFFICIENCIES THROUGH EFFECTIVE PROCUREMENT, SUPPLIER AND CONTRACT MANAGEMENT

DEVELOP OUR CORPORATE GOVERNANCE TO ENHANCE DECISION MAKING AND EMBED PERSONAL ACCOUNTABILITY

TO MAKE THE MOST PRODUCTIVE USE OF OUR OPERATIONAL ASSET INCLUDING OUR PEOPLE

IMPROVE ESTATE UTILIZATION AND STREAMLINE OUR ASSET BASE

PROVIDE FLEXIBLE, GOOD-VALUE TECHNOLOGY FOR POLICING

IMPROVE THE RECRUITMENT, SKILLS AND PROFESSIONAL CAPABILITY OF OUR PEOPLE, AND ENHANCE ORGANISATIONAL LEADERSHIP



OLYMPICS: Deliver Security of our Streets

The MPS is playing a leading role in coordinating and delivering a safe, secure and resilient London 2012 Olympic and Paralympic Games. Working with the principal partner, the Home Office Olympic Security Directorate (OSD), with other services, other police forces, government departments and the community, the MPS will deliver on projects commissioned to the Police Service through the Olympic Safety and Security Plan (OSSP).

WITH PARTNERS TO PREPARE FOR AND DELIVER, AS FAR AS IS PRACTICAL, A SAFE AND SECURE LONDON 2012 OLYMPIC AND PARALYMPIC GAMES

DESIGN AND IMPLEMENT NATIONAL OLYMPIC SECURITY CO-ORDINATION, PAN-AGENCY, LED BY THE MPS IN THE OFFICE OF THE NATIONAL OLYMPIC SECURITY CO-ORDINATOR **2012**

ENSURE EFFECTIVE MPS ENGAGEMENT AND REPRESENTATION WITHIN THE OLYMPIC SAFETY AND SECURITY PROGRAMME (OSSP) DURING THE PLANNING STAGES FOR THE GAMES, THROUGH THE OLYMPIC POLICING COORDINATION TEAM (OPC).

IMPLEMENT A STRATEGY AND PLANS FOR THE POLICING OF LONDON IN GAMES TIME THAT ENSURES A SAFE AND SECURE, AND COST-EFFECTIVE, OLYMPICS.

TO MINIMISE, AS FAR AS IS PRACTICAL, THE IMPACT ON POLICING LONDON DURING GAMES TIME

ENSURE THE MPS IS ABLE TO EFFECTIVELY RESOURCE THE OLYMPIC PLAN WITH SUFFICIENT STAFF INCLUDING SPECIALISTS AS REQUIRED, WITHOUT UNDUE IMPACT ON CORE POLICING BUSINESS **2012**

TO ENSURE THAT OPPORTUNITIES FOR LEGACY AND LEARNING ARE SEIZED AND ACTED UPON

Deliver the MPS Thames Gateway Programme, including capitalising on legacy opportunities. **2012**

ALIGNMENT OF MPS CORPORATE OBJECTIVES TO THE MAYOR'S PRIORITIES FOR 2011-12 AND TO THE MPA'S METFORWARD FRAMEWORK

STRATEGIC OUTCOMES	CORPORATE OBJECTIVES	MAYOR'S PRIORITIES	METFORWARD
SAFETY			
Making London the Safest Major City in the World	Reduce crime and catch criminals	Violence against Women (VAW) Time for Action programme. Childrens and Young Peoples Strategy, Mayors Fund.	Met Specialist - Public Protection, Rape, Talking to each other. Met Partners - JEMS, Serious Youth Violence, Violence against Women.
	Be intolerant of violence	To target the most harmful offenders Violent crime, Rape and sexual assault. Gun & Knife Crime. Safer Road Transport. Detective capability. Gangs, Hate Crime Reduce trafficking for sexual exploitation	Met Streets - Knife Crime (Blunt 2), Dangerous Dogs (Cerberus), Gangs (Kraken) Met Partners - London Crime Reduction Board, Hate Crime, Criminal Justice. Met Standard - Detective capability, Investigation. Met Specialist - Organised crime.
	Deliver security of our streets	To reduce crime with particular reference to problem locations Town Centre safety (Agora) Transport network & hubs (Tyrol) Payback London. Illegal Minicabs TfL.	Met Streets - Safer Neighbourhoods, Town Centres (Agora), Visibility, Transport (Tyrol).
		To prevent terrorism and violent extremism Reduce risks of Terrorism	Met Specialist - Counter-terrorism.
CONFIDENCE			
Making London the Safest Major City in the World	Convince communities we are on their side	To improve the quality of engagement with the public Accessible public data Greater transparency of process and performance	Met Life - Confidence, Engagement, Crime Mapping.
		To improve individual access to police services Encourage a wider digital engagement	Met Standard -Borough resource.
		To improve response policing and satisfaction of service users Responsive to the needs of Londoners	Met Standard - Customer service.
		To improve the quality of individual interactions with the public Community Safety activity Enhance MPS Professionalism	Met Streets - Safer Neighbourhoods, Visibility.
PRESENCE, PERFORMANCE, PRODUCTIVITY, PROFESSIONALISM, PRIDE			

STRATEGIC OUTCOMES	CORPORATE OBJECTIVES	MAYOR'S PRIORITIES	METFORWARD
VALUE FOR MONEY			
Making London the Safest Major City in the World	The right services at the right price	<p>Value for Money</p> <p>Workforce modernisation.</p> <p>Financial Effectiveness & Rigour</p> <p>Maximising front-line visible policing by redeploying officers</p> <p>Recruit more special constables</p>	<p>Met Support - Finance & budgets, ICT</p> <p>Met Standard - Culture change</p> <p>Met Streets - Specials</p>
	To do all that we can to maintain operational capability	<p>Cost avoidance, SIP</p> <p>Procurement efficiencies</p> <p>Shared services, Partnerships, Outsourcing</p> <p>Adapted for climate change</p>	<p>Met Support - Finance & budgets, Procurement, ICT</p>
	To deliver efficient and effective support services at the lowest possible unit cost	<p>Invest in Infrastructure</p> <p>Sustainable Transport</p> <p>Equalities Framework</p> <p>Race and Faith Enquiry.</p> <p>Living Wage for London.</p>	<p>Met Support - Estates, ICT</p> <p>Met People - Leadership, Representative workforce, Workforce development, Benefits, Family support, ACPO review, Training</p> <p>Met Life - Borough Commanders, Equalities.</p>
OLYMPICS			
Deliver security of our streets	With partners to prepare for and deliver, as far as is practical, a safe and secure Olympic games	<p>Ensure city operations programme is in place and funded</p> <p>Review of Public Order policing</p>	<p>Met Streets - Specials</p> <p>Met Specialist - Public Order and Civil Liberties, Firearms and Tasers</p> <p>Met Olympics</p>
	To minimise the impact on policing London during games time	<p>Increased volunteering - a strategy that maximises opportunities for Londoners</p>	<p>Met Olympics</p>
	To ensure that opportunities for legacy and learning are seized and acted upon	<p>London 2012 Games legacy</p> <p>Adopt a legacy masterplan</p>	<p>Met Olympics</p>
PRESENCE, PERFORMANCE, PRODUCTIVITY, PROFESSIONALISM, PRIDE			