

Metropolitan Police Authority Business Plan 2011/12



Met Forward: the MPA mission statement for London's police

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INTRODUCTION

The Metropolitan Police Authority (MPA) oversees the work of the Metropolitan Police Service (MPS). This force, the largest in England and Wales, is responsible for policing London, providing a service for one of the most diverse Capital cities in the world. The MPS is also responsible for providing significant national and international policing.

The MPA is responsible for the financial probity and strategic direction of the MPS. This includes oversight of all police functions on behalf of the people of London, ranging from local policing through to specialist protective services and the policing of Heathrow and City Airports. We are also responsible for overseeing the MPS national and international operations, including diplomatic and royal protection and its crucial lead in UK counter terrorism.

These duties are carried out by the Authority's 23 members, 12 of whom are directly elected members of the London Assembly.

In addition, the MPA has a number of statutory responsibilities including delivery of independent custody visiting, acting as a statutory partner on community safety partnerships (CSPs), production of an annual policing plan for the MPS and undertaking community consultation to help establish its strategic priorities.

This document outlines the Authority's vision, priorities, objectives and resources and details the key work that the Authority will carry out for the financial year 2011/12. In addition to focusing on the delivery of Met Forward Two, the MPA's mission statement, and performing its statutory duties and oversight functions of the MPS, the MPA will be working to provide an effective and efficient transition to the new oversight arrangements for the Mayor's Office for Policing and Crime (MOPC).

The MPA is committed to promoting equality and human rights and eliminating discrimination. We believe that equality and diversity is an integral part of our strategic work and we will continue to drive the change necessary in order to be a strong, efficient and effective organisation.

We will do this by:

- continuing to embed equality and diversity into all our employment and service delivery operations;
- identifying areas for improvement and taking action where necessary;
- monitoring our progress in this area; and
- challenging the MPS and our partners to do better.

MET FORWARD TWO

The Authority adopted its strategic mission, Met Forward, in 2009 to guide the MPS in tackling the issues that matter most to Londoners: fighting crime and reducing criminality; increasing confidence in policing; and giving us better value for money. Met Forward is the Authority's three year mission statement for London's police. **Met Forward Two** was published in March 2011 and looks to develop further the Authority's work whilst moving into the new model for policing governance and accountability.

Met Forward Two consists of nine strands and there are a number of MPA priority projects supporting the delivery of each of those strands.



Met streets: delivering order, control and safety in the public realm

Projects developed to support the delivery of this work strand include:

- **Territorial Policing development programme;**
- **tackling anti social behaviour** on our streets, town centres and parks;
- reducing fear of crime and anti social behaviour on the transport network;
- **visible and accessible policing;** and
- the recruitment of **special constables and volunteers.**

Met oversight and governance: preparing the way for the new model of policing governance and accountability and the implementation of the Mayor's Office for Policing and Crime (MOPC)

manage the transition to the MOPC, including ensuring any implementation changes in statutory duties and obligations are managed effectively.



Met specialist: driving performance and trust in our specialist crime fighting units

Projects developed to support the delivery of this work strand include:

- supporting and driving performance on **counter-terrorism;**
- developing our relationship with National Crime Agency ;
- ensuring **public protection** is firmly embedded into the MPA committee structure; and
- developing the MPAs oversight and scrutiny of public order policing through the **Civil Liberties Panel.**



Met partners: many agencies work with the police to tackle crime and safety issues

Projects developed to support the delivery of this work strand include:

- **London Crime Reduction Board (LCRB)** will streamline the existing boards and strengthen relationships between criminal justice organisations, crime prevention and community safety activity across London;

- continuing to develop **Joint Engagement Meetings** to support the analytical capabilities of the LCRB's strategic assessment process, and one of the tools used to facilitate joint action between borough and regional partners;
- **valuing partnerships** as a shared responsibility across a number of agencies
- reducing the harm caused by **violent crime** in the public and private realm is a significant issue for the MPA, MPS, partners and London.
- the MPA will progress the **serious youth violence and gangs** agenda with partners at the pan-London Anti-Violent Board, LCRB and through the Mayoral *Time for Action* programme;
- continue to lobby for changes in legislation around **dogs as weapons**, and look to the MPS to continue developing the capability and capacity of the status dogs unit.
- continuing to develop our oversight and scrutiny of **violence against women and rape** through the MPA's Domestic and Sexual Violence Board;
- increase focus on trafficking and organised crime, and the analysis of the delivery of Met **public protection arrangements**;
- developing the MPA and MPS's approach to tackling hate crime through the **Hate Crime Forum**; and
- challenging the MPS to improve **offender management and criminal justice** initiatives to target the post prolific and priority offenders in a joined up way.



Met connect: having a better conversation with those we protect

Projects developed to support the delivery of this work strand include;

- **increasing community confidence through effective engagement**, building on the work undertaken to identify areas for improvement, ensuring engagement models are open and accessible to vulnerable and underrepresented groups;
- **deliver quality customer service and improved user satisfaction** by focussing on all encounters with the public; and
- continuing to challenge the MPS to develop and **improve access to policing services**.



Met people: valuing our officers and staff

Projects developed to support the delivery of this work strand include:

- working with the MPS to ensure there is an effective **leadership** development talent management and succession planning programme in place and diversity is incorporated into its leadership philosophy;
- working with the MPS to ensure there is a **representative workforce**;
- reviewing costs, benefits and risks associated with the development of new staff models under **workforce development**;
- implement any changes necessary following the **review of police officer pay and conditions** and the ACPO review;
- developing the MPS /MPA staff **benefits** scheme;
- recognising the contribution police staff **families** make and developing a package to make them feel more supported and appreciated; and
- development of the Authority's audit and assurance role in relation to the **health and wellbeing** of staff.

2012 Met Olympics and Paralympics: delivering safe Games

- ensuring the preparations for the Games do not adversely impact the delivery of MPA and MPS key strategic objectives or **core policing** responsibilities;
- ensuring the MPS is identifying and training staff in preparation of 2012, particularly with the specialist skills they require;
- ensuring the MPS is **building the infrastructure** they need to deliver effective command and control; and
- ensuring the MPS is delivering within the **financial envelope** set for them by the Home Office.



Met support: improving the infrastructure that supports crime fighting

- ensuring that the MPS uses its resources effectively through our review of **finance and budgets**;
- reviewing our **estates programme** to make the best use of resources;
- reviewing the MPA's procurement strategy to ensure value for money and looking for opportunities for **procuring services in collaboration**; and
- working with the MPS to ensure **information systems and technology** solutions offer significant savings and productivity improvements.



Met standards: identifying and rewarding performance and efficiency

- developing **assessment framework** to measure and assess BOCU and OCU ability to deliver against objectives;
- make best use of **internal and external review activity**, for example working with HMIC to provide external validation and evidence of delivery in key areas; and
- mapping and evaluating the **effectiveness** of the MPS assurance process in driving change.

STRATEGIC PRIORITIES

The MPA works to an agreed set of key priorities. In summary the MPA will:

- hold the Commissioner rigorously to account for improving the operational performance of the Metropolitan Police Service (MPS);
- transform community engagement to help Londoners secure more responsive policing;
- work with the MPS to achieve cultural change throughout the service so that everyone in London can gain and retain confidence in policing;
- drive the MPS to make the most effective, efficient and cost conscious use of all of its resources; and
- deliver a fit for purpose, efficient and effective MPA.

This work will help us to support the MPS delivery of three key outcomes identified in Met Forward:

- fight crime and reduce criminality;
- increase confidence in policing; and
- give us better value for money.

ACHIEVEMENTS

The MPA has had a considerable workload over the past year which can be broadly divided into external programmes and internal work that ensures we are fit for purpose.

External programmes:

Work has been underway to deliver Met Forward Two since mid 2009.

Achievements for 2010 include:

- investment of resources to respond to community concerns about dangerous dogs;
- establishment of the Civil Liberties Panel, completing two detailed investigations; public order policing following the G20 protests and the use of DNA, to identify service improvements
- building on the success of the Race Hate Crime Forum, created the Hate Crime Forum which has enabled greater scrutiny and oversight of all areas of hate crime;
- continued to support the development of the Community and Police Engagement Group (CPEG) model to improve community engagement/involvement in policing;
- the MPA oversaw the review of MPS learning and development delivery to identify areas for improvement. This will save the MPA a minimum of £25m per annum whilst improving the effectiveness of the training delivered;
- the MPA secured £146.2m in pre-planned efficiency savings in 2009/10; and
- continued to develop the Met Standards framework to help determine what a good performing borough or operational command unit should look like.

Other notable projects:

The **MPA/MPS Policing London Business Plan** was delivered in March 2011 and was a particularly challenging year for setting the budget. The MPA/MPS have had to deliver significant savings in 2011/12 totalling £186m to bridge both an in year grant reduction of £28M, and a further grant reduction of 5.1%. The focus has been on delivering savings through reducing costs of support services and inanimate objects and ensuring therefore that operational police officer resilience is maintained.

The MPA has played a key role in bridging the gap. Each member of management board has had to discuss their budget proposals at the annual round of budget scrutiny sessions, and successful discussions with government have seen an early relaxation of the terms and conditions of the PCSO grant so this can be used to protect police numbers. Additional precept funding of £43M has also been secured from the Mayor for 2011/12.

However there is still much to be done with a budget gap of £97M in 2012/13, rising to £179M by 2013/14 to be bridged.

In October members approved a high level strategy that aims to drive better value for money from the MPA's largest operational asset, as well as improving the communication of these plans with the public and other key stakeholders.

The development of the **Estates strategy** has been directed by a member-led Estates panel, and working alongside MPS colleagues this has proven a successful template in furthering public interest in the estate. The strategy adopts a Corporate Real Estate approach to ensure the estate is fit for purpose for operational requirements, and where possible disposing of unneeded assets and achieving cashable savings.

The value of the MPA's real estate asset stands at £1.65 bn, and the strategy aims to ensure effective operational use, modernisation and accessibility to the public, while at the same time continually managing down maintenance and management overheads. An underlying implementation plan will allow members to robustly monitor progress and challenge against agreed targets. Total revenue budget savings of £35.0m, £41.7m and £49.6m have already been built into each of the three years of the 2011/14 budget and business plan.

The MPA **Directorate of Audit, Risk and Assurance** (DARA) play an invaluable role in promoting governance and supporting the drive for greater efficiency and value for money. It delivered a work programme based on a new strategic approach, which is focused on reviewing key risks to achieving MPA and MPS corporate priorities and objectives and providing assurance on high risk/cost specialist areas of business. DARA continues to work with the MPA and MPS in driving improvements to the management of key strategic risks. A joint MPA/MPS fraud prevention strategy has also recently been launched as part of a proactive programme designed to limit opportunities for internal fraud.

DARA has also led on the **shared service** initiative for the MPA and from April 2011 will provide the internal audit function for the GLA, which has released cashable and efficiency savings within the GLA group.

The 2010 **Staff Attitude Survey** was intended to be a management tool, with questions only being asked where it was felt that management could act on the results. The majority of survey questions were quantitative, with a series of attitude statements about different areas of their job, team, manager, senior management team and the MPA. Staff were also invited to give free text responses to questions about improving the MPA and any other comments. Over three-quarters (76.5% or 75) of MPA staff responded to the survey. Following an organisational restructure the MPA agreed that this was also an ideal opportunity to review our existing values and behaviours. A project working group was established and a mini survey was conducted on the values and behaviours.

SMT approved a comprehensive action plan to address the key issues highlighted in the staff attitude survey and MPA Standards. All of this work has been based on what MPA staff have said; the final deliverables stemming from the staff attitude survey action plan and MPA Standards are a direct result of staff feedback.

Development of the **Joint Engagement Meeting** (JEMs) process is a key commitment within the Met Partners stand within Met Forward. Led by the MPA, these meetings facilitate engagement and joint problem solving work between the police, the council, and other partner agencies at a borough level in order to explore local crime and safety issues and highlight good practice. Following the completion of the themed meetings on serious youth violence and anti-social behaviour, disorder and other drivers of public confidence, a second round of JEMs was taken forward in 2010/11. This focused on violent crime as a whole and as well as looking back on achievements from the previous round, looked to address key issues affecting boroughs and to deliver a partnership solving approach. Actions that have resulted from these meetings are being progressed and have resulted in improvements ranging from initiating discussions between local authority, borough police and NCP representatives to work on crime reduction strategies, including crime prevention messages on local transport advertising material to revision of bus timetabling to address local needs.

A key commitment in Met Forward, the MPA's strategic mission was to undertake a **Safer Neighbourhoods scrutiny**. In Met Forward it was outlined the MPA would consider whether Safer Neighbourhoods resources were being deployed effectively. Prior to undertaking the scrutiny a scoping study was carried out. The MPA wanted to ensure a scrutiny would add value to existing Safer Neighbourhoods research. The scoping study highlighted there was a need to look at the ward based approach adopted by the MPS to implement the Safer Neighbourhoods programme. It was therefore agreed by the MPA that the Safer Neighbourhoods scrutiny would consider the ward based structure and the allocation of officers and Police Community Support Officers to this ward based structure.

The findings from the MPA scrutiny could be condensed to two key points:

Safer Neighbourhood teams have been a huge success for the MPS. Safer Neighbourhood teams have brought a change to how Londoners relate to and perceive their local police.

A wholesale revision to how Safer Neighbourhoods policing is delivered in London's wards was not required. However a majority of those consulted requested the flexibility for Borough Commanders alongside Local Authority partners and residents, to devise a Safer Neighbourhoods response that best meet the needs of their boroughs.

The MPA scoping study and the scrutiny will be used by the MPS to inform the MPS internal Safer Neighbourhoods review.

The **Domestic and Sexual Violence Board (DSVB)** will complete its review of the police response to domestic and sexual violence in all 32 London boroughs in April 2011. During the last twelve months, Barnet, Harrow, Hillingdon, Hounslow, Islington, Westminster, Waltham Forest, Redbridge, and Lewisham presented to the DSVB, and a thematic session focussed on the initial response to victims from front counter staff, call handlers and response officers. Each borough was presented with a bespoke action plan and progress against these was reported back to the DSVB. Amongst the successful outcomes following the DSVB review were; Lewisham officers ran a seminar which engaged with local practitioners and the community to provide information to older people about sexual violence services and supported increased confidence in reporting to police. Islington and Westminster collaborated to share best practice around engaging with the LGBT community, and the DSVB supported the provision of Independent Sexual Violence Advisor (ISVA) and/or Independent Domestic Violence Advisor (IDVA) services in Hounslow and Barnet. Best practice was collated from boroughs and shared in a joint MPA/MPS Violence Against Women Annual Report (2010). This included Barking & Dagenham successfully engaging with health, Lewisham working directly with youths in the borough to improve service delivery around sexual violence, and excellent partnership working from Lambeth borough. The joint MPA/MPS Violence Against Women Annual Report (2010) also explores the full MPS response to Violence against Women and makes recommendations for MPS practice improvement resulting from the DSVB meetings.

Under Met Forward, all **Public Protection** matters were brought under one work programme and a solid foundation of policy review was established in relation to child protection, safeguarding adults, and serious violent and sexual offenders in addition to the work on violence against women. Initial reports were brought to the Authority which explored mental health, missing persons, safeguarding adults and anti-social behaviour, and the creation of the MPS human exploitation and serious organised crime command amongst others. Quarterly Members briefings were produced for developments and MPS performance in both Violence against Women and Public Protection fields. Public Protection and the protection of vulnerable people from harm will continue to be an area of priority for the Mayor's Office for Policing and Crime.

The **Olympic** sub-committee continues to oversee the arrangements the MPS is making to ensure the delivery of a safe and secure Olympics, as well as maintain core policing in London during Games time. The sub-committee has scrutinised fifteen business cases in the last 12 months as well as looking at how the MPS is engaging with stakeholders and communities in the five main Olympic boroughs, discussed the implications Olympic security plans may have for British Waterways, and businesses on the canals around the park. The MPA has also renewed arrangements to ensure the risk of human trafficking as a result of the Olympic and Paralympic Games in 2012 is minimised.

Under Met Forward, Met Specialist, the **Civil Liberties Panel** continues to report on thematic issues which require a balance between civil liberties and protection of the public. The Panel has published its report concerning Public Order Policing post G20. We are now in the process of reviewing the MPS implementation

of MPA and HMIC recommendations and ensuring that the Met is adapting to the rapidly changing demands of policing public order in the Capital. With regard to our current area of focus, the National DNA Database and the use of DNA in policing, we have carried out significant engagement with the public, community and civil liberties groups, the Met, forensic practitioners, national policing organisations and government groups and advisors. This has included a public meeting at City Hall and an online survey (which attracted over 600 respondents) to ensure our findings were focused on the experiences and perceptions of Londoners. Our findings will be/were published in March 2011 and the Panel are making recommendations for the Met and raising issues to inform the Protection of Freedoms Bill which is currently in the House of Commons.

As one of the Authority's statutory obligations it was important that the 2009/10 restructure of the MPA didn't affect the delivery of the service. The **Authority's Independent Custody Visitors (ICV) Team** took the opportunity to introduce a new delivery model for the service which included several developments. A new reporting system which secures regular, prompt responses from the police to issues raised on custody visits was established. A regular newsletter and issues bulletin is distributed aimed at informing visitors, custody staff, MPA members and the communities they serve of issues and developments in this important area of policing.

The MPA now employs almost 500 volunteer custody visitors working in every London borough, more than at any other time. They are well trained and committed and continue to provide the reassurance in their own communities that those who find themselves in police detention are treated well.

The ICV Scheme aims to launch a number of awareness raising initiatives in 2011 as part of its objective to build confidence between the community and its police service.

The **MPA annual Have Your Say on Policing in London consultation** ran between June and November 2010. The consultation invited the public to give their priorities for policing in London and state what they would like the police to do to tackle them. The consultation consisted of three parts: a full qualitative questionnaire (online, paper and telephone survey), a shorter tick box questionnaire used alongside Safer Neighbourhoods Teams (SNTs) at various public events over the summer and questions in the MPS Public Attitude Survey (PAS). The consultation fulfils the MPA's duty to publish an annual report and policing plan in consultation with London's communities and is used throughout the year to inform other pieces of MPA and MPS work.

The 2010 consultation attracted the highest response to date: nearly 900 Londoners completed full qualitative questionnaires while over 1,000 took part in a short tick box questionnaires at a community event. Although not demographically representative, consultation respondents are becoming more varied, particularly in terms of age with almost a fifth of respondents to the shorter tick box questionnaire aged between 10 and 15 years. The inclusion of a question in the PAS provides a statistically robust return of information.

The consultation is cost effective, conducted in-house largely using existing resources. As well as giving Londoners a chance to have their say on policing in the capital, the consultation also raises the profile of the MPA and builds relationships with MPA and MPS colleagues, particularly Safer Neighbourhoods Teams who help to promote the consultation at community events.

Internal work streams:

Over the last year, the Policing, Planning and Performance Improvement (PPPI) Unit have managed a number of both internal and external surveys for colleagues to inform various Met Forward work strands. Surveys over the last financial year have informed work including: a review to inform future direction of Community Police Engagement Groups (CPEGs), an internal equalities review to contribute to an overall GLA review, a review of the MPA Hate Crime Forum to inform future work plans, a survey on multi point entry

into the police service following the MPA multi point entry symposium in January 2011, a review of police collection, use and storage of DNA to inform the work of the MPA Civil Liberties Panel, the internal MPA staff survey, a staff consultation around values and behaviours to inform the development of the MPA Standards, an ongoing survey asking people their views on the Met Forward document and, most recently, a public consultation to inform the MPS decision around whether to continue recording stop and account encounters.

The PPPI unit offer a full 'survey service' including questionnaire design, producing online and paper questionnaires and full qualitative and quantitative analysis reports.

LOOKING TO THE FUTURE

Our primary role is to hold to account the Commissioner of Police of the Metropolis to ensure efficient use of resources and consulted and engaged with communities. The MPS is the biggest police service in the country: with over 55,000 police officers, special constables, Police Community Support Officers (PCSOs), staff and a budget of £3.6 billion. This presents a significant challenge for the Authority and its 23 members to provide effective oversight across each of the 32 boroughs and corporately through the committee structure. Our three year strategic mission statement, Met Forward, provides an opportunity to rethink the way we support members through the committee process and locally through their borough liaison.

There is growing pressure on public service funding, which requires a more robust approach to driving value for money and improving productivity. We must ensure that through our accountability and scrutiny mechanisms the MPS continues to deliver a high quality service, for less.

The MPS is required to make significant budget cuts - £528 million over the next three years whilst continuing to meet the increasing demands of policing London and ensure we are prepared for events such as the Olympic and Paralympic Games and other significant public order events. The key aims of Met Forward – to fight crime and reduce criminality, increase confidence in policing and give us better value for money – will help us to achieve this and much more besides.

Budgetary constraints will also impact on our delivery partners and in particular Community Safety Partnerships. They continue to invest a significant amount of resource and funding into supporting local crime reduction/prevention initiatives and key personnel including neighbourhood wardens and PCSOs. The challenge will be to maintain the investment to support the objectives of Met Forward.

Increasing public confidence in the police is crucial but there are significant challenges to achieving this. Confidence is a complex issue, determined by many factors including people's previous experiences of the police both in the UK and abroad, and the national media. Part of achieving increased public confidence will be the successful delivery of the Commissioners 5 Ps – *Pride, Professionalism, Productivity, Presence, and Performance*. Met Forward aims to complement and support the MPS in achieving this. There are opportunities through the MPA's management of the Borough Operational Command Unit (BOCU) fund to help inform the way we address the challenges around increasing confidence.

Transforming community engagement to help Londoners secure more responsive policing is a crucial function of the MPA. Our challenge is to ensure that our engagement mechanisms are inclusive and that diversity and equality issues are fully considered throughout the Met Forward programme. The newly revised MPA/MPS Community Engagement Strategy will help inform our thinking on this issue. We also have a responsibility to ensure that we are considering the potential impact on London's diverse communities in all the work we do.

Using the skills and talents of Londoners and encouraging them to work with us to make London safer, either as a special constable or volunteer continues to provide us with opportunities and significant challenges.

Met Forward outlines our commitment to increasing the recruitment of special constables and volunteers but there will be challenges in recruitment and retention as the demands grow greater on those volunteers.

Met Forward represents a significant opportunity for the MPA to drive the MPS's performance through the delivery of a number of identified projects or work streams. We need to be clear about how we will work with partners to deliver change that ensures we are focused on reducing crime and criminality, increasing public confidence and ensuring we are securing value for money.

Work continues with partners to develop ways of tackling violence across the capital. There is a key priority for the newly formed London Crime Reduction Board.

The MPA Directorate of Audit, Risk and Assurance is driving improvements to the MPA's framework for assessing and managing risks and is also responsible for reviewing the effectiveness of the business and finance systems that support the delivery of the strategic plan.

The MPA discharges its formal responsibilities through its committees, meeting regularly in public. The work of each committee/sub-committee is supported by a work plan, which is approved by that committee or sub-committee and is reviewed and scrutinised regularly by the Business Management Group.

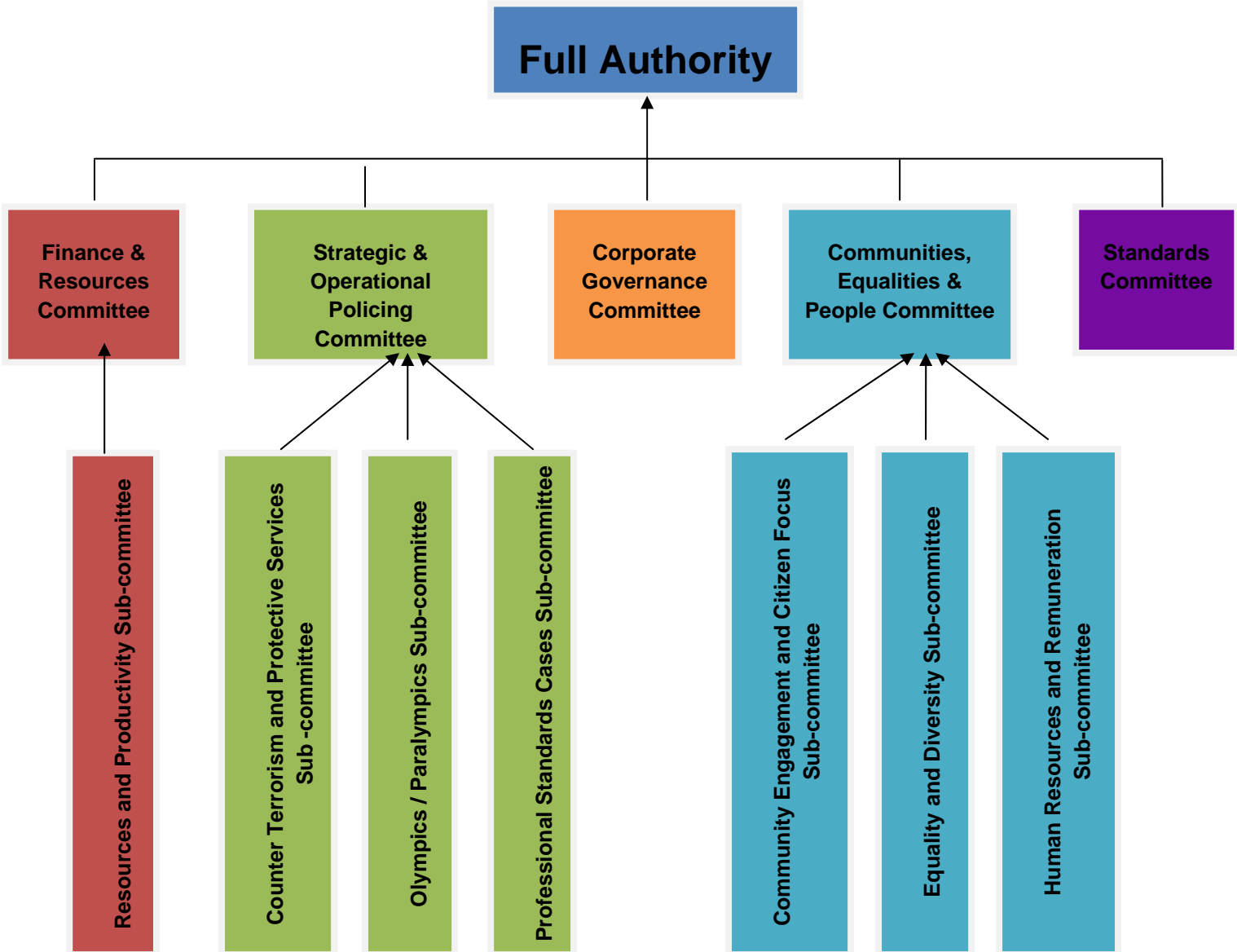
The MPA has a number of statutory duties it must fulfil including:

- putting in place a Race, Disability and Gender Equalities scheme and monitoring the MPS's equalities scheme;
- monitoring and scrutinising the MPS's use of stop and search;
- undertake community engagement and consultation to inform the delivery of priorities of the annual policing plan;
- monitoring and scrutinising the MPS's employment procedures and practices;
- publishing a policing plan setting out the local policing objectives during that year, following consultation with local people and the Chief Officer;
- producing annually a local policing summary; and
- maintaining an effective Independent Custody Visitors Scheme.

We will continue to ensure in 2011/12 that we are effectively discharging those duties.

The high level work plans for each unit in delivering all the roles and responsibilities of the MPA are included later in this document.

MPA COMMITTEE STRUCTURE



MPA RISK MANAGEMENT

The corporate risk register is regularly reviewed by the MPA Senior Management Team (SMT) and Business Management Group (BMG). Key emerging risks are reported by the heads of business units and reviewed by BMG at its fortnightly meetings. Appropriate action is agreed and monitored on an ongoing basis by the MPA SMT and BMG. The register gives details of the key objectives supporting the delivery of Met Forward, the risks associated with each of those objectives and the possible impact should the MPA fail to deliver.

The objectives are:

- provide clearly defined strategic direction to the MPS in a transparent environment that promotes public accountability;
- preserve appropriate public accountability and governance in policing;
- identify and reflect local priorities and concerns of all Londoners in plans for service delivery going forward;
- ensure principles of equalities and diversity underpin MPA strategic plan, and policing plan objectives and activities;
- Londoners have confidence in the role of the MPA in effectively scrutinising MPS performance, and ensuring an adequate response to areas of concern;
- secure and embed organisational learning within the MPS;
- continue to focus on core business of the MPA in times of significant change and challenge;
- develop and maintain effective working relationships with key strategic partners in policing;
- effective management of the budget, responding appropriately to the economic climate and budget pressures maximising the resources available to policing;
- effective management of risk within the MPA and the MPS;
- ensure national role in policing delivered effectively and to the benefit of Londoners (Counter-Terrorism, Olympics /Paralympics); and
- effective development and use of MPA expertise, skills, resources and work plans to support delivery of the MPA strategic plan Met Forward;
- high profile MPA initiatives are delivered in line with requirements and expectations.

The risks associated with a failure to deliver these objectives include ineffective leadership, a lack of strategic direction, ineffective planning and oversight, inadequate structure and processes, ineffective consultation and communication, and a lack of resources and funding. The impact would be significant resulting in policing priorities not being met, damage to MPA reputation and credibility, a lack of public confidence, the possibility of legal action, and a waste of resources and public money.

Control measures to address each of the risks are included in unit work plans and reviewed at BMG and SMT meetings.

DELIVERING PRIORITIES

The following is a summary of how MPA units will deliver against the MPA strategic priorities over the 2011/12 planning period:

SMT

Objective	Met Forward Area
1. Manage and develop a culture of proactive customer focused provision	Supporting Met Forward Delivery
2. Develop a shared services strategy and implement proposals according to agreed timescales	Supporting Met Forward Delivery
3. Ensure 'business as usual' is delivered to agreed timescales, quality and criteria	Supporting Met Forward Delivery
4. Maintain the financial probity of the MPA & MPS, ensuring all resources are used efficiently and effectively	Supporting Met Forward Delivery
5. Facilitate the transition to MOPC, ensuring all aspects of equality and diversity are addressed as appropriate	Supporting Met Forward Delivery

MET FORWARD

Objective	Met Forward Area
1. Ensure that the Met Forward programme continues to deliver against its primary aims	NA
2. Provide project management advice and guidance to project leads / teams on the development and implementation of Met Forward projects	NA
3. Actively promote Met Forward both internally and externally	NA
4. Ensure equality and diversity issues are central to the delivery of the Met Forward programme	NA
5. Produce a new strategic plan in light of organisational change to MOPC	NA

AUTHORITY BUSINESS AND MEMBER SUPPORT

Objective	Met Forward Area
1. Review of public accessibility	Supporting Met Forward Delivery
2. Development of a corporate database	Supporting Met Forward Delivery
3. Management of the FOI Publication scheme	Supporting Met Forward Delivery
4. Effectively deal with vexatious correspondence	Supporting Met Forward Delivery

5. Develop a Document Management System	Supporting Met Forward Delivery
6. Support the GLA Policing Pleanary session	Supporting Met Forward Delivery
7. Develop a system to replace MPA standing orders	Supporting Met Forward Delivery
8. Development of public and MOPC oversight meetings	Supporting Met Forward Delivery
9. Development of exit strategy for MPA members	Supporting Met Forward Delivery

COMMUNICATIONS

Objective	Met Forward Area
1. To support high profile issues and programmes	Supporting Met Forward Delivery
2. Maintain the MPA Website and social media	Supporting Met Forward Delivery
3. Support the MPA community engagement strategy and statutory requirements	Supporting Met Forward Delivery
4. Develop a communications strategy and support mechanism for MOPC	Supporting Met Forward Delivery
5. Develop and deliver an internal communications strategy	Supporting Met Forward Delivery
6. Ensure that the MPA communicates effectively with all of London's diverse communities and MPA communications are disseminated to all of those communities	Supporting Met Forward Delivery

DIRECTORATE OF AUDIT, RISK AND ASSURANCE

Objective	Met Forward Area
1. Provide independent assurance on the adequacy and effectiveness of the MPA and MPS internal control, risk management and governance framework	All Met Forward stands
2. Facilitate the improvement of the management of key strategic risks to the MPA and MPS	All Met Forward stands
3. Provide independent assurance on the achievement of Met Standards	Met Standards
4. Advise and support significant change programmes including new and developing systems ensuring key risks are managed effectively and resources used efficiently and effectively	All Met Forward stands
5. Review and advise on high risk/cost areas of the business supporting the delivery of key MPA and MPS strategic objectives.	Met Support Met People
6. Embed the agreed fraud prevention and detection strategy and support an implementation plan.	All Met Forward stands
7. Embed the new strategic plan for DARA	All Met Forward stands

8. Develop and implement training and development plan to deliver new strategic plan	All Met Forward stands
9. Increased DARA presence and representation on MPS programmes and projects and external professional and advisory groups	All Met Forward stands
10. Proactively work on the take up of shared services	All Met Forward stands
11. Develop processes and systems to support shared services	All Met Forward stands
12. Ensure DARA complies with all obligations, statutory or otherwise, in relation to race and diversity in both the way it conducts its business and its internal management	All Met Forward stands
13. To continue in the conduct of all audits to monitor for any adverse impacts on equalities and diversity groups.	All Met Forward stands

EQUALITIES AND ENGAGEMENT

Objective	Met Forward Area
1. Develop and implement an appropriate equalities and engagement model for MOPC	Supporting Met Forward Delivery
2. Implement the recommendations from Race and Faith Inquiry report, ensuring it remains high on the corporate agenda for both the MPA and MPS	Supporting Met Forward Delivery
3. Deliver the MPA's statutory duties as a member of the Crime and Disorder Reduction Partnerships, in the development and delivery of crime and disorder strategies and action plans and Local Area Agreements	Supporting Met Forward Delivery
4. Managing the MPA's activities in pan London (strategic) engagement and playing an active part in pan London crime and disorder reduction to make sure that London's police are accountable for the services they provide to people in the capital	Met Partners
5. Ensure equality and diversity are central to the MPA's borough-based work with Crime and Disorder Reduction Partnerships, Community Police Engagement Groups and Community Monitoring Groups	Met Connect
6. Produce a Diversity Strategy for the MPA to support delivery of its strategic objectives	Supporting Met Forward Delivery

MET HR

Objective	Met Forward Area
1. Ensure that the MPA influences national HR policing issues.	Met People
2. Review and revise terms and conditions for ACPO Officers	Met People
3. Ensure that the MPS delivers sufficient specials and volunteers for the Olympics and Paralympics	Met Streets

HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

Objective	Met Forward Area
1. Develop a programme to take forward any organisational change in preparation for MOPC	Supporting Met Forward Delivery
2. Develop an organisational development programme to build on the restructuring programme for continuous development and culture change	Supporting Met Forward Delivery
3. Develop new learning and development plan to address corporate training to meet MPA business objectives for 2011/12	Supporting Met Forward Delivery
4. Manage employee relations environment with managers to maintain effective dispute resolutions	Supporting Met Forward Delivery
5. Ensure the MPA is compliant with the Employment Equality (Age) Regulation 2006	Supporting Met Forward Delivery

POLICING PLANNING AND PERFORMANCE IMPROVEMENT

Objective	Met Forward Area
1. To ensure that the MPA produces a MPA/MPS policing plan that is fit for purpose, reflects the needs of London and meets legislative requirements	Supporting Met Forward Delivery
2. Development and oversight of the MPA Business Plan	Supporting Met Forward Delivery
3. Conduct the MPA's oversight of MPS strategic and operational performance, providing strategic reports to MPA Chair, Members and staff where appropriate	Met Connect/Met Streets
4. Facilitation of the Joint Engagement Meeting (JEM) Process	Met Partners
5. Jointly deliver the MPA's statutory duty to produce Local Policing Summaries for London	Supporting Met Forward Delivery
6. Identification of MPS areas for performance improvement	Met Support / Supporting Met Forward Delivery
7. Develop a performance oversight regime for MOPC	Met Support / Supporting Met Forward Delivery
8. Ensure that equality and diversity runs through all elements of PPPI work including analysis and research and the support provided to other units.	Met Partners / Supporting Met Forward Delivery

POLICING POLICY AND SCRUTINY OVERSIGHT

Objective	Met Forward Area
1. Deliver the anti corruption review	Met Standards
2. Delivery of the MPA/MPS Community Engagement Strategy and support the MPS's development action plans to deliver the strategy on behalf of CEP and SMT	Met Connect

3. Ensure the effective delivery of MPA oversight of key strategic issues and change programmes including equalities, policing policy, Olympics, public protection etc. (each area to have its own work plan). This will include our contribution to Met Forward.	All Met Forward Strands
4. Develop an effective horizon scanning function	Supporting Met Forward Delivery
5. Establish and maintain a policy framework for the MPA	Supporting Met Forward Delivery
6. Delivery of the Independent Custody Visitors programme	Supporting Met Forward Delivery
7. Support the Civil Liberties Panel	Met Specialist
8. Oversee equality implications of governance and operational delivery of policing	Supporting Met Forward Delivery

PROFESSIONAL STANDARDS

Objective	Met Forward Area
1. Deliver the MPA's statutory duties in respect of professional standards	Met Connect Met Standards
2. Manage the MPA's statutory duties in relation to monitoring officer role and standards committee	Met Connect Met Standards Met People
3. Provision of strategic legal advice to the MPA	Met People Met Standards
4. Ensure equalities and diversity is mainstreamed within all the work of professional standards and legal advice	Met People Met Standards

TREASURY

Objective	Met Forward Area
1. Support the MPA in preparing for the transition to MOPC	Supporting Met Forward Delivery
2. Ensure the delivery of the MPA/MPS budget 2012/13	Met Support
3. Establish MPA/MPS budget for 2013/14	Met Support
4. Ensure mechanisms are in place to monitor implementation of the Estates Strategy	Met Support
5. To ensure the MPA implements the Mayor's Responsible Procurement Policy wherever feasible	Met Support
6. Establish an IT panel	Met Support

FACILITIES MANAGEMENT

Objective	Met Forward Area
1. Provide induction for APA staff following move to MPA offices Dean Farrar Street	Supporting Met Forward Delivery
2. Liaison with building contractors at Dean Farrar Street to minimise disruption to the MPA offices	Supporting Met Forward Delivery
3. Development of staff and resource relocation plan as appropriate for MOPC	Supporting Met Forward Delivery

ISIT

Objective	Met Forward Area
1. Develop new service provision for MOPC	Supporting Met Forward Delivery
2. Deliver IT technical support and change management services	Supporting Met Forward Delivery
3. Ensure an effective business continuity system	Supporting Met Forward Delivery
4. Develop new access to information policy	Supporting Met Forward Delivery
5. Develop a new access to technology policy	Supporting Met Forward Delivery

FINANCES

Outturn 2009/10		Original Budget 2010/11	Revised Budget 2010/11	Forecast 2010/11	Budget 2011/12	Budget 2012/13	Budget 2013/14
£000		£000	£000	£000	£000	£000	£000
	Pay						
0	Police Officer Pay	0	0	0	0	0	0
7,014	Police Staff Pay	7,079	7,205	6,509	6,958	7,032	7,032
0	PCSO Pay	0	0	0	0	0	0
0	Traffic Wardens' Pay	0	0	0	0	0	0
7,014	Total Pay	7,079	7,205	6,509	6,958	7,032	7,032
	Overtime						
0	Police Officer Overtime	0	0	0	0	0	0
65	Police Staff Overtime	10	53	40	47	47	47
0	PCSO Overtime	0	0	0	0	0	0
1	Traffic Wardens' Overtime	0	0	0	0	0	0
66	Total Overtime	10	53	40	47	47	47
7,080	TOTAL PAY & OVERTIME	7,089	7,258	6,549	7,005	7,079	7,079
	Running Expenses						
1,413	Employee Related Expenditure	600	647	689	582	551	551
1,031	Premises Costs	865	884	739	879	861	861
26	Transport Costs	38	26	23	23	23	23
4,087	Supplies & Services	4,689	4,579	4,193	4,249	4,424	4,424
0	Capital Financing Costs	0	0	0	0	0	0
6,557	TOTAL RUNNING EXPENSES	6,192	6,136	5,644	5,733	5,859	5,859
13,637	TOTAL EXPENDITURE	13,281	13,394	12,193	12,738	12,938	12,938
	Income						
0	Interest Receipts	0	0	0	0	0	0
-88	Other Income	-16	-19	-37	-19	-19	-19
0	Specific Grants	0	0	0	0	0	0
-88	TOTAL INCOME	-16	-19	-37	-19	-19	-19
	Discretionary Pension Costs						
0	Discretionary Pension Costs	0	0	0	0	0	0
0	TOTAL DISCRETIONARY PENSION COSTS	0	0	0	0	0	0
13,549	NET EXPENDITURE	13,265	13,375	12,156	12,719	12,919	12,919
-528	Transfer from reserves	0	0	0	-200	0	0
0	Transfer to reserves	0	0	0	0	0	0
13,021	Budget Requirement	13,265	13,375	12,156	12,519	12,919	12,919

Outturn		Original Budget	Revised Budget	Budget	Budget	Budget
2009/10	Staffing Requirements (numbers of staff)	2010/11	2010/11	2011/12	2012/13	2013/14
0	Police Officers	0	0	0	0	0
0	Recruits	0	0	0	0	0
0	Total Police Officers (including Recruits)	0	0	0	0	0
97	Police Staff	113	113	108	108	108
0	PCSOs	0	0	0	0	0
0	Traffic Wardens	0	0	0	0	0
97	Total Staffing Requirements	113	113	108	108	108
0	MSC	0	0	0	0	0
97	Total	113	113	108	108	108

MPA WORKFORCE PROFILE

The following section provides details of the diversity of the MPA workforce as at March 2011, set against March 2010 data.

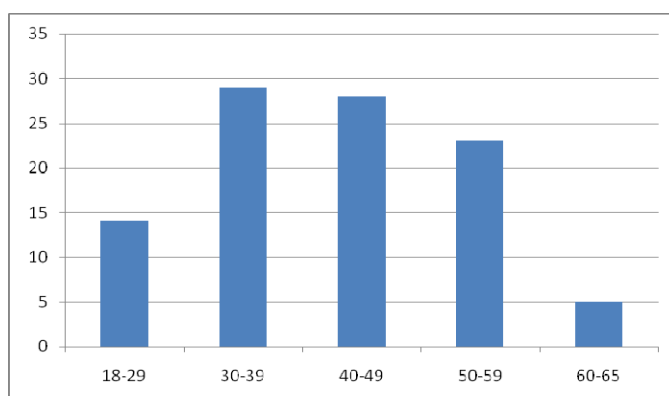
A detailed breakdown of ethnicity is given towards the end of the report; this information has been amalgamated in the summary table below in order to provide a comparison with information already provided. London population data has been included for comparison purposes.

Summary

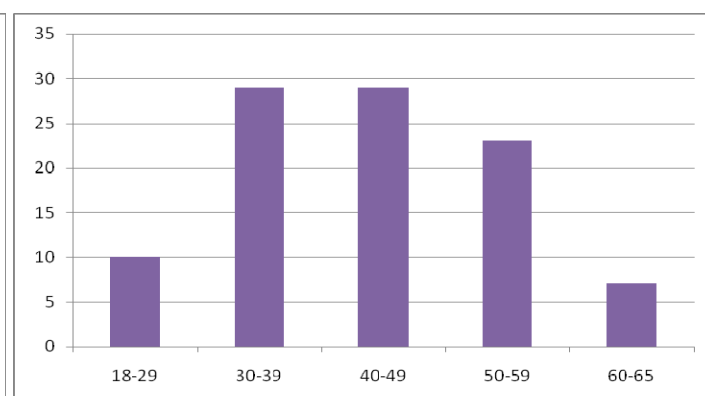
Staff	2009/10		2010/11				London**
	No:	%	No:	%	Not stated*:	Not stated %:	%
Female	52	53.1%	55	55.6%			51.1%
Male	46	46.9%	44	44.4%			48.9%
BME	29	29.6%	30	30.3%	11	11.1%	23.0%
Disabled	7	7.1%	8	8.1%	20	20.2%	n/a
Total	98		99				

Staff breakdown by age MPA (actual numbers)

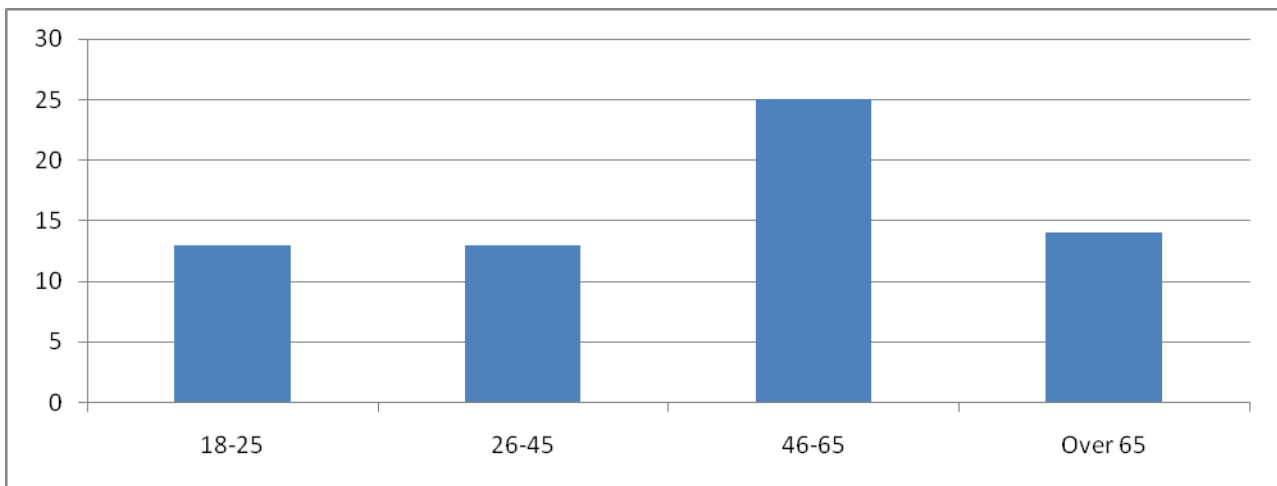
Staff age 2009/10



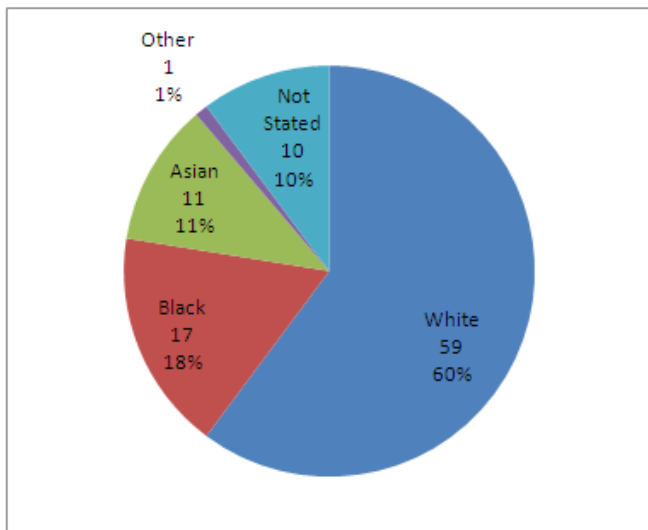
Staff age 2010/11



London projections to 2007**(percentages)



Staff Ethnicity 2009/10



Staff Ethnicity 2010/11

