

POLICING LONDON BUSINESS PLAN 2011-14

OUR PRIORITIES

Our role is clear - to cut crime and the fear of crime, to keep the Queen's peace, to maintain public order and to ensure that we are here for London. We are committed to ensuring, in a significantly restrained financial environment, that London remains one of the safest major cities in the World.

SAFETY



Our first priority remains Safety: reducing crime and anti-social behaviour, saving life, tackling violence and delivering security on our streets. Our objectives are:

- **TO REDUCE VICTIMISATION**
- **TO TARGET THE MOST HARMFUL OFFENDERS**
- **TO REDUCE CRIME WITH PARTICULAR REFERENCE TO PROBLEM LOCATIONS**
- **TO PREVENT TERRORISM AND VIOLENT EXTREMISM**

CONFIDENCE



Public confidence and satisfaction remain a priority: providing a visible and accessible policing presence in our communities, understanding and responding to local priorities and delivering consistently high quality service. Our objectives are:

- **TO IMPROVE THE QUALITY OF OUR ENGAGEMENT WITH THE PUBLIC**
- **TO IMPROVE INDIVIDUAL ACCESS TO POLICE SERVICES**
- **TO IMPROVE RESPONSE POLICING AND THE SATISFACTION OF SERVICE USERS**
- **TO IMPROVE THE QUALITY OF INDIVIDUAL INTERACTIONS WITH THE PUBLIC**

OLYMPICS

2012

The London 2012 Olympic and Paralympic Games is the UK's largest ever peacetime safety and security operation: we are ensuring that we have a coherent, effective plan in place to keep London safe. Our objectives are:

- **WITH PARTNERS TO PREPARE FOR AND DELIVER, AS FAR AS IS PRACTICAL, A SAFE AND SECURE OLYMPIC GAMES**
- **TO MINIMISE, AS FAR AS IS PRACTICAL, THE IMPACT ON POLICING LONDON DURING GAMES TIME**
- **TO ENSURE THAT OPPORTUNITIES FOR LEGACY AND LEARNING ARE SEIZED AND ACTED UPON**

VALUE FOR MONEY



We must deliver value for money within increasingly constrained finances whilst protecting our operational capability. Our objectives are:

- **TO DELIVER EFFICIENT AND EFFECTIVE SUPPORT SERVICES AT THE LOWEST POSSIBLE UNIT COST**
- **TO MAKE THE MOST PRODUCTIVE USE OF OUR OPERATIONAL ASSET INCLUDING OUR PEOPLE**
- **TO DO ALL THAT WE CAN TO MAINTAIN OPERATIONAL CAPABILITY**



**METROPOLITAN
POLICE**

NEW
SCOTLAND
YARD

THE LONDON POLICING CONTEXT

- London is changing. London is the world's fourth largest city economy with 7.6 million inhabitants, 1.1 million commuters each day and 500,000 visitors each week. London's population is projected to grow to 8.1 million by 2016, with non-uniform growth (in particular the regeneration of East London) and greater diversity.
- The expectations of Londoners are changing. Total recorded crime has fallen by almost a fifth over the past decade. 65% of Londoners say the MPS does a good job. In surveys Londoners consistently prioritise *violent crime, gun and knife crime, drugs and drug related crime, accessibility and visibility of the police* and *Anti Social Behaviour*. *Residential burglary* is the top local concern, along with *Anti Social Behaviour*.
- New government initiatives aim to increase local democratic accountability, strip away central performance targets, reform the criminal justice system, and focus on value for money. The Mayor's Office for Policing and Crime (MOPC) represents a shift in the way that the police are governed and held accountable.
- The Service must deliver significant budgetary savings on a scale not seen in decades, and co-ordinate multiple major change programmes. We must do more with less, requiring a systematic review of the way policing is delivered in London. Collaboration across police forces and partnerships are becoming increasingly important.
- We must mobilise the UK's largest ever peacetime safety and security operation to deliver a successful London 2012 Olympic and Paralympic Games. Additional public order challenges include the Royal Wedding, the Olympic Torch Relay, the annual Notting Hill Carnival and the Queen's Diamond Jubilee.

RESPONDING TO PRIORITIES

Within this context the Commissioner has clearly defined what we aim to achieve in policing London and the ways in which we will deliver our Service.

- The Commissioner has outlined a Balanced Policing Model around Safety, Confidence and Value for Money. This includes an organisation that delivers a safe and secure Olympics; achieves a balance between local, pan-London, national and international priorities; achieves a balance between prevention, response and investigation policing; and balances the needs of the public and service users against the available budget.
- To deliver this we are re-engineering our service delivery and operational processes to drive policing performance and public satisfaction; re-aligning resources across the MPS; reducing inanimate and management costs; transforming the Estate; improving customer access to police services & information; and changing the culture of policing.
- The Policing Plan develops integrated activities around Confidence and Satisfaction, Anti-violence, Organised criminality, Counter-terrorism and the Olympics. We have expanded on the intelligence-led Victim - Offender - Location - Time policing approach to identify vulnerable victims and tackle problem people and areas to reduce crime more effectively. Neighbourhood Teams remain at the heart of our policing model, whilst specialists focus on violent crime, serious and organised crime and counter terrorism.



TO DELIVER SAFETY
AND CONFIDENCE
PRESENCE
PERFORMANCE
PRODUCTIVITY
PROFESSIONALISM
PRIDE

VALUE FOR MONEY AND SERVICE IMPROVEMENT

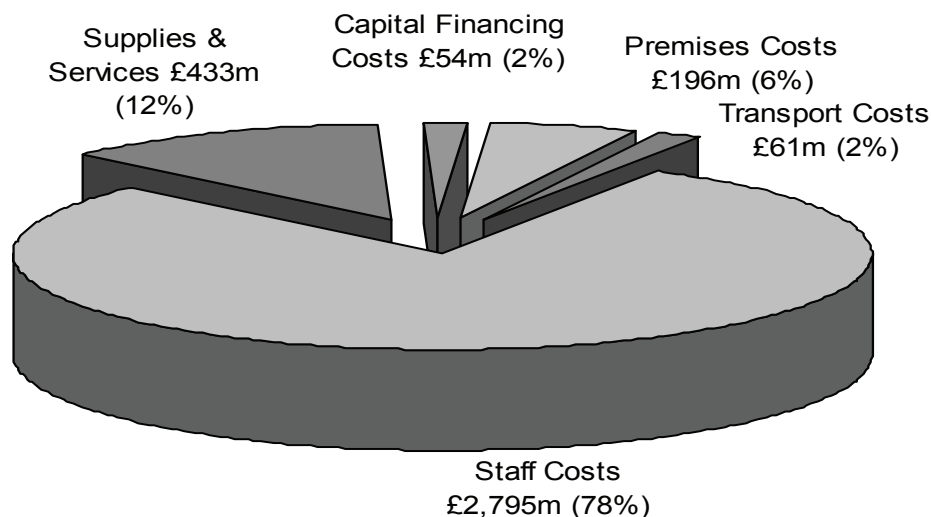
We are committed to deliver better value for money whilst maintaining, as far as is practical, our operational capability. The Service has, over a number of years, actively pursued value for money. We have consistently met HM Treasury efficiency targets with a projected **accumulated saving of £581m** by the end of 2010/11 against 2007/08.

We also have a consistent record of programmes to deliver efficiency savings for reinvestment in the front line. Our Service Improvement Programme (SIP) has targeted all areas of spending to enable us to deliver operations and support functions as efficiently as possible. SIP is projected to generate savings in excess of £290m a year by 2013/14.

USING OUR RESOURCES EFFECTIVELY

MPA/MPS gross expenditure in 2011/12 is set (before use of reserves) at **£3,539m** - after deducting fees, charges, investment income and reserves, the budget requirement is £2,713.0m, £39.7m higher than 2010/11.

MPA/MPS Expenditure



Based on the assumption that committed savings of £163m (2011/12), £260.4m (2012/13) and £322.8m (2013/14) are delivered in full, there is a balanced budget for 2011/12, with **budget gaps** of **£92.8m** for 2012/13 and **£174.3m** for 2013/14. In 2014/15, the last year of the current Comprehensive Spending Review, the overall reduction needed is £577m.

The deployment plan is based on planned strength figures - the level of resources actually available for Business Groups rather than the budgeted workforce target. Recruits in future will primarily enter the Service through the Special Constable (MSC) route.

	2010/11	2010/11 Revised	2011/12	2012/13	2013/14
Police Officers & Recruits	33,091	33,091	32,320	31,638	31,460
Police Staff	14,986	15,178	14,801	14,205	14,130
PCSOs & Traffic Wardens	4,857	4,857	3,825	3,725	3,725
	52,934	53,126	50,951	49,573	49,320
Special Constables	5,330	5,000	6,667	6,667	6,667
TOTAL	58,264	58,126	57,618	56,240	55,987

MANAGING OUR PERFORMANCE

Over the next three years we will work to build on the achievements of the past decade. Our approach to safety is focused on keeping people and their possessions safe, on the most vulnerable and repeatedly targeted victims; on the people repeatedly committing crime; and on the places and times most in need of policing. Our smaller set of Key Performance Indicators (KPIs) are based around key areas on which we know Londoners want us to focus, with in-year (to end March 2012) and 3 year (to end March 2014) targets.

Safety

	Indicator	Target 2011/12	Target 2011/14
KPI	<u>VIOLENCE</u>		
1	THE NUMBER OF VIOLENT CRIMES (INCLUDING ALL VICTIM BASED CRIME TYPES)	-2%	-5%
2	THE NUMBER OF SANCTION DETECTIONS FOR ALL RAPES	+4%	+10%
3	THE PERCENTAGE CHANGE IN THE NUMBER OF PEOPLE KILLED OR SERIOUSLY INJURED IN ROAD TRAFFIC COLLISIONS	-2%	-5%
	<u>PROPERTY CRIME</u>		
4	THE NUMBER OF PROPERTY CRIMES (INCLUDING ROBBERY)	-1%	-3%
	<u>ANTI SOCIAL BEHAVIOUR</u>		
5	THE NUMBER OF ANTI-SOCIAL BEHAVIOUR INCIDENTS	BASE LINE	tbc

Confidence

	<u>LOCAL POLICE DOING A GOOD JOB</u>		
6	PERCENTAGE OF PEOPLE WHO THINK THE POLICE IN THEIR AREA ARE DOING A GOOD JOB	+1%	+2%
	<u>USER SATISFACTION</u>		
7	PERCENTAGE OF VICTIMS SATISFIED WITH THE OVERALL SERVICE PROVIDED BY THE POLICE AND OF THESE THE PERCENTAGE OF I) WHITE USERS AND II) USERS FROM MINORITY ETHNIC GROUPS	+1%	+3%

Olympics

	<u>DELIVERING A SAFE AND SECURE OLYMPICS</u>		
8	LONDON 2012 OLYMPICS AND PARALYMPIC GAMES - OLYMPIC SAFETY AND SECURITY PROGRAMME STATUS (RED, AMBER, GREEN)	GREEN	Legacy

Value for Money

	<u>EFFICIENT USE OF OUR ASSETS</u>		
9	DELIVER A BALANCED BUDGET FOR 2011/12 AS SET OUT IN THE POLICING PLAN 2011-14	BUDGET REQUIREMENT £2,713M	2013/14 Budget Requirement £2,608M