

RECEIVED
06 OCT 2011



Metropolitan Police Authority

10 Dean Farrar Street
London
SW1H 0NY

Telephone: 0207 202 0187
Fax: 0207 202 0247
Email: virginie.appassamy@mpa.gov.uk

John Biggs AM
Chair, Budget and Performance Committee
London Assembly
City Hall

COPIES
TO
OTHERS?

4 October 2011

Policing the Future: A London Assembly report into the future shape of the Metropolitan Police Service

There is no doubt, as this report shows, that there is a challenge facing those involved in governance in London and in shaping the MPS into a police service for the future. There has been a preoccupation in recent years on maintaining police numbers. I think we all recognise the importance of this as far as confidence is concerned, but we mustn't forget that what police officers do with their time is as important as how many there are at any given time. This report provides a thoughtful assessment of some of the opportunities facing the MPS and how they might be addressed.

In the table enclosed you will find a response to the relevant recommendations in that report. You will be aware that the MPA is due to be abolished and replaced by the Mayor's Office for Policing and Crime. Officials from the MPA and the Assembly will shortly be meeting to consider reporting requirements. During those discussions they will also consider how best to keep the Assembly and your committee informed about how policing in London is demonstrating best value by ensuring it is using its assets as effectively as possible.

Yours sincerely

Kit Malthouse
Chairman of the Metropolitan Police Authority

Policing the Future: A London Assembly report into the future shape of the MPS

Recommendation	Agreed?	Response
1. From May 2011, the MPA/MOPC's budgets and quarterly performance monitoring reports should provide a breakdown of how its officers, special constables, PCSOs and other non-warranted staff are deployed between the roles defined under OPM analysis. In considering the implementation of this recommendation, we recognise the MPA/S will need to balance the level of reporting and the resource required to provide it. We would therefore welcome a meeting with representatives of the MPA/S to discuss how data can be used in the way we propose.	Yes	In principle the MPA/S would have no concerns about providing this data. Indeed it is already published in summary format through various MPA committees. Relevant MPA and MPS officials would welcome the opportunity to discuss the frequency with which this could usefully be provided to the Assembly. The MPA/S would urge the Assembly to recognise however that there is a balance to be struck because of the resources required to collate and analyse the data.

Recommendation	Agreed?	Response
2. In response to this report, the Mayor should present his commitment to increase front-line policing in 2011/12, in terms of the changes in the number of officers, special constables, PCSOs and other non-warranted staff carrying out operational support and organisational support roles.		N/A - Mayor has responded separately
3. In response to this report, the MPA should comment on whether a more comprehensive tool that takes account of the time police staff spend on operational activities could be developed to explain how the MPS makes use of its workforce resources. In particular the response should include details of any plans the MPS has to develop a tool using Global Positioning Systems data or other technology to show the amount of time police staff spend on operational duty.	Yes	The MPA recognises the value of being able to demonstrate to Londoners how police officers and other staff spend their time. The MPA also recognises the value of such management information for ensuring resources are maximised. As noted above there is a balance to be struck between producing information that can be properly analysed and lead to lasting change, and creating a bureaucratic machine that creates information for the sake of it. There are several on-going programmes such as the TP/SCD realignment programmes, changes to shift patterns so that they are better aligned with demand, the emphasis on single patrols and changes to criminal justice processes such as Virtual Courts; that are aimed at improving the amount of time available for operational duties. The MPA/S continues to explore any technical solutions that will support this drive.

Recommendation	Agreed?	Response
4. In response to this report we request that HMIC comment on whether OPM analysis could be adopted as a standard way of analysing the use of workforce resources across all forces in England and Wales. The response could usefully include an assessment of the suitability of the system as a tool for comparison between all forces and an explanation of the processes that would need to be completed for OPM analysis or a similar system to become the standard model used by all forces in England and Wales.	N/A	N/A - FOR HMIC TO RESPOND

Recommendation	Agreed?	Response
5. In response to this report, the MPA should explain its approach to ensuring the balance between specialist units and regular policing is the most appropriate. The response should include details of how the need for specialist units is evaluated; how often the resources allocated to each specialist units are reviewed; and how the potential for further savings to be found through sharing common functions across specialist units.	Agreed	The MPA/S aspire to ensuring the right balance is struck between specialist units and 'regular policing' and there have been several large scale change programmes in recent years, aiming at driving down costs and rationalising the 'back office' through providing streamlined shared services, and delivering better service delivery. These include the Transforming HR and Managing Devolved Resources programmes, Territorial Policing Development Programme as well as a similar programme in the Specialist Crime Directorate. Some of these programmes have yet to come to fruition but it is anticipated they will play a significant part in delivering the savings the MPA/S is required to find over the next few years, whilst maintaining the resources focused on operational delivery. It should be noted that there are cases where increasing the 'specialist' resource is appropriate. The formation of SCD2, the unit that deals with rape and sexual violence is a good example of this, where the focus has been on improving professionalism, skills and the consistency with which the victims of these crimes are dealt with. The MPA undertakes annual budget scrutiny process that takes an in-depth look at growth/reduction plans and considers the impact on service delivery.
6. The MPA/MOPC should report back to the budget monitoring sub-committee, through the quarterly monitoring reports on the progress of its PDA programme and on any savings and efficiencies it achieves.	Agreed.	The logistics of this will be agreed when MPA/S officers meet with London Assembly officials to discuss reporting arrangements for the new policing governance structure.

Recommendation	Agreed?	Response
7. In response to this report the MPA should comment on our conclusions: • The MPS should aim only to fill operational support roles with police officers if: ◦ their ability, when called upon to carry out operational duties makes them an essential part of the force's resilience capability; or ◦ they are unable to carry out operational duties and giving them support roles is more cost effective than employing civilian staff. • Opportunities for further civilianisation are limited by resilience capacity requirements and officers who are unable to carry out operational The response should also provide: • An assessment of the number of officers required under resilience capacity requirements and an	Yes	The MPA agrees with the sentiments expressed in the committee's report and remains focused on maintaining police numbers at current levels, in spite of the financial constraints currently faced. Ultimately, deployment is an operational decision, and therefore one for the Commissioner, not the MPA. However, the recent disorder in London has demonstrated the importance of having 'surge' capacity. In the run up to the Olympics it is crucial that we maintain this capacity. It is too early at this stage to indicate whether there will be any further civilianisation in the current CSR period, given that several of the MPS's service improvement programmes are still on-going.

evaluation of how many of the officers in support functions would be available for operational duty at short notice if required; and • An update on the MPA's plans for further civilianisation over the remainder of the CSR period.		
--	--	--