

Budget Monitoring Sub-Committee – 24 March 2015

In your letter of 22 April 2015, you requested an explanation of the different metrics used by the MPS to track operational policing and how these are utilised by the MPS.

We now provide quarterly OPM and related data to the GLA. There are a number of OPM categorisation methods, to allow us to analyse our design, costs and deployment allocations. These summarise into the following main headings:

- a) Uniform Operational
- b) Non-Uniform Operational
- c) Operational Support
- d) Organisational Support

HMIC use the above data within the Valuing the Police Demand Times exercise, which provided further clarity around 'frontline' officers. There have been 3 Demanding Times reports, each using a slightly different categorisation, with intent of improving on the previous version:

HMIC and ACPO developed and agreed a definition for the frontline. This was published in HMIC's 2011 report *Demanding Times - The front line and police visibility*. The report defines the frontline as:

The police front line comprises those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law.

From this definition an underpinning model was developed where particular police functions were aligned against the frontline and non-frontline, this was revised in 2013. As can be seen the Demanding Times categorizations have developed over time with DT3 representing the latest definition.

1). Demanding Times 1 (DT1)

- a) Visible
- b) Specialist
- c) Middle Office
- d) Back Office

3). Demanding Times 2 (DT2)

- a) Frontline
- b) Non Frontline

4). Demanding Times 3 (DT3)

- a) Frontline
- b) Operational Support
- c) Business Support

How the MPS uses these data sets.

The MPS uses OPM data to support decision making around deployment for individual services and for benchmarking purposes. This forms part of the MPS financial strategy that sets the direction for the organisation.

- OPM data is used to understand roles and the number of officers and staff within each service within the MPS. This supports the detailed design of services and allows us to benchmark more effectively with other police forces to drive efficiencies where appropriate. The OPM data provides an agreed baseline of the number of officer/staff by rank/grade. This baseline can then be used, as an example, to assess the efficiencies and savings afforded by the design and form the business cases for approval by the MPS and MOPAC.
- OPM data is also used to support the recruitment and posting process for restricted officers. The police officer budgeted establishment (design) is split structurally and by service. It allows the MPS to understand where vacancies are and what skills are needed to fill them.

This initially focuses on the detective skills needed in the more specialised areas. But overall allows officers to be posted to priority areas during the year. This information also provides the key data for setting the pay budgets that are allocated to each B/OCU.

- POA / HMIC VfM profiles are used to understand the cost of services and how we compare to other forces, for example by showing the largest variations from all the forces averages which can indicate either significant workload variations or cost variations. This will allow us at an MPS level to assess the cost effectiveness of services going forward. These comparisons will need to also take into account some of the unique and additional costs associated with the MPS being in the capital city and its national and international functions.
- The Demanding Times 3 definitions are used to inform our Financial Strategy and for inclusion in the work to shape the MPS for 2020 (the One Met Model 2020).

The Home Office have made a decision that the POA classification will replace the old ADR601 for 2015/16 (and have requested the information in addition for 2014/15). This would result in five different classifications, if all continued to be used.

Having various methodologies has often caused confusion, therefore the MPS recommend that we would report on just two of these methodologies going forwards to help give clarity, namely:

1. POA services (which can be aggregated to the four categories mentioned in the second paragraph of this paper if required)
2. Demanding Times 3.

There is a clear rationale to support these methodologies as they were clearly brought in to supersede previous versions.