

POLICE AUTHORITY SELF-ASSESSMENT FRAMEWORK - METROPOLITAN POLICE AUTHORITY

1. ORGANISATIONAL PURPOSE		
Objectives: <ul style="list-style-type: none"> • Being clear about the Authority's role and purpose and its intended outcomes for citizens and service users • Making sure that users receive a high quality service • Making sure taxpayers receive value for money 		
REQUIREMENT	MPA EVIDENCE	FURTHER WORK
1.1 The Authority agrees and regularly reviews a statement of the Authority's purpose, vision and values.	The MPA agreed a corporate strategy and priorities in 2004. These were reviewed and restated in June 2007. Purpose, vision and values are prominently displayed around the MPA building and the values and behaviours to which we aspire are visible on all desktops.	As part of a project to refine the Authority's performance management framework, consideration will be given to aligning corporate strategic priorities to the annual staff appraisal process A more fundamental review will be undertaken to coincide with the new administration in summer 2008.
1.2 The Authority has a process for agreeing and regularly reviewing a statement of the Force's culture, vision and values.	These are agreed each year as part of the process to agree the policing plan. There is regular review of initiatives to develop the culture of the MPS through committee oversight e.g. Leadership Academy and EODB.	None planned at this stage.
1.3 The Authority ensures that partnership working is underpinned by a common vision of their work that is understood by all parties.	Community & Police Engagement Groups are the primary local groups to enable the MPA/MPS community engagement and consultation programme. They provide the key local co-ordinating structure and	The MPA is working in conjunction with the MPS and the London Communities Policing Partnerships umbrella organisation to develop further work to embed the principles contained within

	forum in which local people can practically achieve the aims of the Community Engagement Strategy and support the development of citizen focused policing.	MPA/MPS Community Engagement Strategy.
1.4 The Authority understands how the quality of all policing services is measured and that all information is available to them to review service quality.	The authority in general and PPRC in particular has a very good understanding of the importance of measuring quality and quantity. Policing plan targets include satisfaction data, these are reported quarterly at full authority. The Authority has recognised the importance of the Home Office quality of service commitment by regular reports to committee and through membership of the Citizen Focus Programme Board. There is also member oversight through the community engagement oversight group.	Adequate arrangements are in place.
1.5 The Authority understands how value for money is to be determined and that information is available to them to review value for money.	The authority understands that in order to demonstrate value for money, the service must deliver good performance by using its resources efficiently. There is regular review of both the use of resources and performance through: <ul style="list-style-type: none"> - officer oversight - committee programmes - agreement of an annual efficiency plan - monitoring of ABC - annual budget scrutiny of growth and savings across business groups 	As part of the development of the Service Improvement Programme it is intended that members will approve the annual improvement programme before the start of the year as part of the business plan and budget process. It is anticipated that the governance arrangement will include the Authority receiving quarterly monitoring reports as part of the budget monitoring process.

	<p>- participation in the MPS Productivity Board and working group</p> <p>The Authority can point to a number of successes over the past few years in this arena including the delivery of significant efficiency savings, significantly improved financial management, and the promotion and adoption of benefits realisation methodology.</p>	
<p>1.6 The Authority undertakes environmental scanning to identify local and national expectations.</p>	<p>The authority's business management process (at both Member and Officer level) ensures effective environmental scanning. The Chair and the Deputy Chairs meet regularly with the management team to consider the key issues facing the authority and how these should be addressed. This meeting is advised by the business management team (senior managers).</p>	<p>There is further scope to link this process to the Authority's risk management process. Work is underway to ensure this is embedded during 2008/09.</p>
<p>1.7 The Authority can demonstrate it holds the Chief Constable (Commissioner) to account for the delivery of effective policing services to communities including effective arrangements to identify and deal with service delivery.</p>	<p>The authority has a number of mechanisms in place to achieve this including:</p> <ul style="list-style-type: none"> - committee meetings including full authority - annual budget scrutiny - annual policing planning and regular performance management - informal oversight arrangements. - ACPO PDRs and bonuses 	<p>Work undertaken to ensure the new authority is fit for purpose (post May 2008 elections and new independent members joining in Oct 2008) will review the effectiveness of these mechanisms and make any necessary changes.</p>

2. DEFINED FUNCTIONS AND ROLES

Objectives:

- Being clear about functions of the Authority
- Being clear about the responsibilities of members, police authority staff and officers and staff under the direction of the Commissioner
- Being clear about the relationship between the authority and the public

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
2.1 The Authority can demonstrate that it understands its role and functions	The vision for the Authority, set out in the corporate strategy is clear about the complex role played by the authority. Committee terms of reference are clear and there is broad understanding amongst Members	Please see 1.1 above. Induction is being provided to new MPA members.
2.2 The Authority sets down the role and responsibilities of members, chief executive, Commissioner, monitoring officer and s151 officer.	These roles are clearly set out in the MPA's scheme of delegation and standing orders. There is an annual review process in place.	No further work required.
2.3 The Authority makes the Commissioner and Chief Executive responsible and accountable for their respective delivery of operational management.	This clarity is outlined in the MPA's scheme of delegation and standing orders.	As above.
2.4 The Authority understands and can demonstrate how it meets the requirements of its statutory functions as: - a body of corporate governance	This clarity is outlined in the MPA's scheme of delegation and standing orders. Local codes of corporate governance recognise the distinction.	No further work required.

- an organisation in its own right	This is reflected in organisational workplans.	
2.5 The Authority ensures that policing is appropriately delivered in partnership with other authorities, agencies and forces, which have clear governance and accountability for performance and financial administration within partnership working.	The MPA has structures in place to ensure that policing is delivered through partnership and is active at pan-London and local level. Systems are not yet in place to provide the MPA with assurance that appropriate governance and accountability within partnerships are in place across all partnerships in London. The MPS has a strategy in place to develop more effective governance arrangements for partnerships.	Development of an appropriate mechanism to deliver effective partnership governance and accountability. Development of service level agreements between the MPA and the 32 borough Community and Police Engagement Groups and LCP2. Quarterly monitoring of service delivery of MPA contracted partnerships
2.6 The Authority has in place an effective and independent custody visiting scheme.	The MPA meets the requirements to deliver an independent custody visiting service. A strategy is in place to ensure it becomes effective.	The MPA ICV Team continue to offer regular training to chairs and members of the ICV scheme and have embarked on a new programme for 2008/09 of recruitment and training.

3. PROMOTING AND DEMONSTRATING VALUES		
Objectives:		
<ul style="list-style-type: none"> • Putting organisational values into place • Individuals, whether members or officers, behaving in ways to uphold and exemplify effective governance 		
REQUIREMENT	MPA EVIDENCE	FURTHER WORK
3.1 The Authority ensures that its work is underpinned by ethical values and a climate of openness, support and respect.	The constitution of the Authority, and the vision set out in the corporate strategy aspires to achieve this.	Training programme for officers being delivered during 2008/09. Induction programme for new Members in

		place.
3.2 The Authority ensures that standards of conduct and personal behaviour expected between members, authority staff and staff and officers under the direction and control of the Commissioner are defined, communicated and monitored.	Members are bound by the Standards Board Code of Conduct and there is a Standards Committee in place. Members have, in the past, been offered training aimed at developing a shared understanding of the ethical values that would be appropriate for the MPA. The relationship between officers and members is bound by an 'officer and member protocol'.	Development of more robust mechanisms for ensuring adherence to the codes of conduct and the values and behaviour of the organisation.
3.3 The authority develops, actively promotes and maintains high standards of conduct on an ongoing basis.	As above. Additionally, there is considerable emphasis from members particularly through finance and corporate governance committee and various oversight groups to improve the governance in the MPS. The MPS has been very active in improving its standards of behaviour and effective joint work is in place between the MPS and the MPA, particularly on anti-fraud training. The MPA has an active professional standards function.	Adequate arrangements have been developed.
3.4 The authority ensures that the Force sets high standards of ethical behaviour.	As above	As above.
3.5 The Authority ensures that complaints are dealt with appropriately both within the Authority and in the Force.	The authority has a system in place to manage complaints against ACPO officers. Dip sampling of the MPS officer	Development of a system of monitoring the effectiveness of MPS complaints systems.

	<p>complaints systems and ETs is also undertaken. This is regularly reported to Professional Standards and Complaints Committee with FAWs and police officer and staff discipline. There is no systematic analysis of other complaints processes within the MPS. The MPA has a complaints in process. It is also possible to report potential frauds via the MPA website.</p>	<p>The Authority is recruiting a solicitor to head up its professional standards unit.</p>
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<p>4. INFORMED TRANSPARENT DECISIONS AND MANAGING RISK Objectives:</p> <ul style="list-style-type: none"> • Being rigorous and transparent about how decisions are taken • Having and using good quality information, advice and support <p>Making sure that an effective risk management system is in operation</p>		
REQUIREMENT	MPA EVIDENCE	FURTHER WORK
<p>4.1 The Authority has in place a formal mechanism to take required decisions.</p>	<p>The decision making process is clearly laid out in MPA standing orders and schemes of delegation. Urgency procedures are also in place.</p>	<p>Adequate arrangements have been developed.</p>
<p>4.2 The Authority maintains effective audit arrangements</p>	<p>MPS internal audit is delivered by the MPA and External audit arrangements are in place. The MPA's corporate governance committee is responsible for overseeing the provision of an adequate and effective internal audit service and is required to confirm the effectiveness of the IA service on an annual basis. The Chief Executive, through the Director of Internal Audit is</p>	<p>Adequate arrangements have been developed.</p>

	<p>responsible for the provision of an adequate and effective internal audit function as stipulated in the Authority's standing orders. The IA service is provided in line with recognised best practice i.e. CIPFA standards and is subject to review by External Audit. Corporate Governance Committee also has oversight of the external auditors – the service is currently provided by the Audit Commission. The IA service also supports the Treasurer's statutory duties around financial management and internal control procedures.</p>	
<p>4.3 The Authority has access to up to date information to support decision making.</p>	<p>Receiving appropriately comprehensive information to support decisions, particularly around developments that require significant investment, is improving. Provision of performance information is generally good.</p>	<p>None required.</p>
<p>4.4 The Authority has in place an effective system to manage risks: - as a body of corporate governance including as a key stakeholder in partnerships - as an organisation in its own right.</p>	<p>The Authority has a risk management process in place as an organisation in its own right. Effective oversight of the MPS risk management system in place (corporate governance committee and membership of the corporate risk group).</p>	<p>Develop arrangements to ensure partnership is effectively managed.</p>

5. CAPACITY AND CAPABILITY OF THE AUTHORITY AND ITS EXECUTIVE TEAM

Objectives:

- Ensuring that members and the executive team have the necessary
- Developing the capability of members and the executive team and evaluating their performance both individually and as a group
- Striking a balance between continuity and renewal.

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
5.1 the Authority can demonstrate that it plans for how it will delivery its own roles and functions.	Corporate strategy is in place and internal management processes are developing.	There is scope to improve the links between service and financial planning within the police authority. Work is underway, lead by the Assistant Chief Executive, to ensure this is embedded during 2008/09.
5.2 The Authority can demonstrate that it plans and makes appropriate allocation and use of funding to delivery its roles and functions.	The recent improvement programme has seen a reallocation of resources in line with corporate priorities. The budget is reviewed on an annual basis to ensure resources are allocated appropriately.	See above.
5.3 The Authority can demonstrate that it provides and/or has access to the range of capabilities necessary to fulfil its roles and functions.	During 2006, the MPA embarked on an improvement programme. One of the aims of this was to improve the capacity of the organisation. The programme moved to implementation phase in 2007, with an organisation restructure. Key appointments have been made and this will continue into 2008. Resources are available to procure external expertise where necessary. A number of committees co-opt expert advisors (this is particularly true of the corporate	This remains an ongoing programme of work.

	governance committee – risk and health safety advisors.)	
5.4 The Authority can demonstrate that it effectively - communicates internally within the authority - with the force	A communication strategy is in place and under review. A number of mechanisms are in place to ensure there is regular communication with staff and members including regular press alerts. The Authority is actively working to improve its external profile.	A review of communications has recently been undertaken and the recommendations are being implemented during 2008/09.
5.5 The Authority can demonstrate that it has operational policies, procedures and processes to deliver its role and functions and that these are regularly reviewed.	Improving internal MPA policy and practice is a key objective within the improvement programme.	This is an ongoing programme of work. Arrangements are in place to ensure that key HR policies are revised during 2008/09.
5.6 The Authority can demonstrate that it has the physical resources to deliver its role and functions and that these are regularly reviewed.	MPA budgets are reviewed on an annual basis. There has been growth in recent years ensuring sufficient resources are available to deliver key functions. IT provision is under review to ensure it is fit for purpose.	

6. ENGAGING STAKEHOLDERS AND MAKING ACCOUNTABILITY REAL

Objectives:

- **Formal and informal accountability relationships understood**
- **Active and planned approach to dialogue and accountability to the public**
- **Active and planned approach to responsibility to staff**
- **Effectively engaging with institutional stakeholders**

REQUIREMENT	MPA EVIDENCE	FURTHER WORK
6.1 The Authority understands to whom they are accountable and for what they are accountable and this is made know to the communities they serve.	This is outlined in the MPA/MPS strategy and the community engagement strategy.	See 1.3 above
6.2 The authority ensures arrangements are in place to enable effective engagement with all sections of the community.	The MPA has sophisticated community engagement mechanisms in place and these are well funded. A strategy is being implemented to ensure that these are developed to ensure more comprehensive representation of the diversity of local communities. EODB, one of the authority's key committees, regularly suspends standing orders to allow community involvement. Consultation mechanisms require development. The engagement being achieved through safer neighbourhoods engagement has been encouraging.	See 1.3 above.
6.3 The Authority ensures effective arrangements are in place to ensure effective engagement with partners, stakeholders, other organisations and bodies.	See 2.5 above. In addition, the MPA takes a lead in national police authority development both with the Home Office and APA. It has 6 members on the APA plenary and the Chair is an Executive member. Engagement with London Councils has progressed under the leadership of the current Chair. Engagement with the GLA is managed through the Chief Executive. The MPA makes a positive contribution to the GLA led "Delivering More Together."	There is scope to develop working relationships with the GLA Functional Bodies and a corporate approach to management of external relations across teams is required in the new term.

<p>6.4 The Authority has a clear policy on when and how it consults and involves staff and their representatives in decision making policies and procedures.</p>	<p>Staff engagement in the MPA is generally high. There is an active union and regular partnership meetings with SMT.</p>	<p>No further work necessary.</p>
<p>6.5 The Authority ensures that the Commissioner regularly publishes the information on the Force's work, achievements and satisfaction and users.</p>	<p>There is comprehensive reporting through the committee system including at force and business group and OCU level. A joint annual report is also produced.</p>	<p>Effective arrangements for delivery of the Local Policing Summaries need to be established.</p>