Appendix 1 - PURE 2008/09 Action Plan update for March 2010 Corporate Governance Committee (v0.1)

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9	**R1** Review the level of reserves regularly to ensure that reserves held remain appropriate and that the opportunity cost of holding them is considered.	Low	MPA Treasurer (with MPS Finance input)	Yes	As part of the year end process which is now imminent, we will review the levels of reserves and consider whether to reduce/increase the level of reserves.	Ongoing. Implementation of review
9	**R2** Provide regular financial training to MPA members.	Medium	MPA Treasurer	Yes	This activity will be addressed by the new Treasurer in March 2010.	31 March 2010
9	**R3** The Authority should ensure it maintains effective control of the treasury management functions and monitors compliance with the Treasury Management Strategy. The MPS may find it useful to supplement this with a programme of its own spot checks on treasury management decisions to ensure they comply with policy	Medium	MPA Treasurer (with MPS Finance input)	Yes	In November 2009, in support of the Treasury Management strategy, the MPA engaged Arlingclose to provide advice on Treasury Management issues.	Already implemented
11	**R4** Make more extensive use of cost benchmarking across key services and areas of functional spend to identify areas of high cost, assess the key cost drivers, and determine the extent to which	High	MPS Director of Financial Services	Yes	Contracts Board papers evidence the use of benchmarking where appropriate. We undertake benchmarking for all our major outsourced contracts. Presently our third Generation contracts are going through a benchmarking process e.g. the Pay and	May 2010

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	efficiencies can be achieved in these areas. The MPS may find it helpful to use HMIC's recent VFM profile tool to inform this work.				Pensions, and ICT contracts. These fall under a tranche of MPS Service Improvement Projects (SIP). All SIP Projects undertake benchmarking where appropriate. The Performance Management Framework is being developed further to embrace the use of Police Objective Analysis (POA) data. This will provide the MPS with a standardised categorisation of data which in turn will enable more reliable benchmarking with other Forces. We have reviewed the HMIC Value For Money (VFM) tool and presented to MPS Performance Board a summary of how we are responding to areas where the MPS may be seen as above or below the average and what the MPS plans to do to address these areas. The current efficiency plan and SIP programme already plans to deal with most of these items.	
11	**R5** Review the costs associated with the National and International Capital City (NICC) function to ensure costs incurred are in line with priorities and risks, and that appropriate value for money is being achieved and appropriate costs reclaimed.	Medium	MPS Director of Financial Services	Yes	An annual review of NICC functions and costs will be completed by June 2010. This will focus on whether the NICC functions and costs attributed to the MPS are genuinely for NICC functions. The use of POA will help influence Operational Policing Measures (OPM) coding and in turn better facilitate our	June 2010

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					understanding of our costs. The MPS also reviews its direct funding relating to Counter Terrorism and Designated Security Posts activities to ensure we are aware of costs compared to funding.	
11	**R6** Follow up costing exercises to demonstrate how costing information has been used to facilitate option appraisals, inform strategic decision-making and, where appropriate, identify efficiency savings.	Medium	MPS Director of Financial Services	Yes	A new Business Case model is to be launched in April 2010 which will clearly demonstrate the use of costing information in driving decision-making. Costing information is also used to recover costs. The May G20 Summit was costed and the costs reported to the Home Office. The MPS was recompensed accordingly. The MPA has recently appointed a Financial Benchmarking and Productivity officer who is reviewing benchmarking and VFM profiles and how they can be used to inform future decision making.	September 2010
13	**R7** Provide members with an integrated performance report containing both financial and operational performance information.	Medium	MPS Director of Financial Services	Yes	The Period 9 Performance Management Framework paper was submitted to Management Board in February 2010. Awareness raising sessions with key stakeholders and MPA members are planned	May 2010

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			MPS Director of S&ID		and will be promoted in due course. The National Policing Improvement Agency (NPIA) have been asked to supply examples of best practice from other Forces where performance and finance information is linked. NPIA has confirmed that there is currently no other force which produces integrated finance and performance reporting.

Work is underway to develop a suite of performance data which will be used by both the MPA and the MPS. This work is drawing on work carried out by both the MPA PPPI and on teams within the MPS.

The favoured approach is to use joint meetings of SOP and Finance and Resources Committees to consider the iterations of the plan. | |
| 13 | **R8** Ensure financial reports to members reflect the range of options available, the operational benefits expected to result from the proposed investment, and the risks and costs associated with each. | Medium | MPS Director of Financial Services

MPS Director of S&ID | Yes | Further guidance on financial implications in reports has been included in Business Case guidance. Additionally, the role of Governance Board is to act as gate-keeper to ensure that financial implications for all options are considered. | Ongoing |

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13	**R9** Implement the recommendations in our 2008/09 opinion audit report to help deliver further improvements in the accounts preparation process.	Medium	MPS Director of Financial Services	Yes	Work is in progress to ensure implementation remains on schedule by end March 2010. Development of SAP to improve accounting treatment of fixed assets is scheduled for completion in early March.	March 2010
14	**R10** Ensure appropriate arrangements are in place to improve compliance with basic procurement controls, in particular in respect of contract extensions or roll-overs.	High	MPS Director of Procurement Services	Yes	Contracts database established and review of all contracts completed to assess compliance levels. Reporting and monitoring processes now in place to track the progress of the work to ensure contracts become compliant and new contracts are compliant.	End of 2010
15	**R11** Monitor procurement and contracting activity to ensure improvements in compliance levels continue to be made.	Medium	MPS Director of Procurement Services	Yes	A new Contract Compliance report has been developed and rolled out to Business Group Business Managers on a monthly basis. This allows Procurement Services and the business to monitor contracts and action non-compliant transactions.	First quarter 2010
16	**R12** Raise awareness of the importance of data quality to the delivery of corporate priorities.	Medium	T/Assistant Commissioner Territorial Policing MPS Director of	Yes	The Data Quality Corporate Health Indicator (CHI) '% of selected OCUs achieving a data quality score of Excellent or Good for combined CRIS, NSPIS, MERLIN, CAD, Custody and STOPS data' shows steady improvement and as of Quarter 3 the MPS	

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			Information		was achieving a compliance rate of 53%. This illustrates a month-on-month improvement in MPS data quality and is achieved against revised targets that are more challenging than the initial set. The Department of Information (DoI) Data Quality Team continues to provide support to Boroughs in achieving the targets. Complete - Data Quality Corporate Health Indicator now a regular agenda item at Performance Board and subject to in depth scrutiny. Complete - Data Quality Monitoring reports produced on a monthly basis by Department of Information (DoI) and sent to Boroughs. Next round of Borough visits planned to focus on SMT Leads and Leadership issues at Borough level Complete - List of Borough contacts has been updated and validated. The TP Performance Unit and Data Accuracy Team are incorporating measurements of data quality into mainstream performance products including the TP Strategic Tasking Meeting	

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					and Key Performance Meetings. CAD to CRIS data is used as an indicator of the intrinsic quality of the data being used to measure qualitative performance and these issues and implications are discussed at the Strategic Crime and Incident Recording Group (SCIRG). These results are shared with BOCU Commanders to generate a greater understanding of the importance of data quality in operational policing.	End January 2010
16	**R13** Build capacity and knowledge of data quality requirements and practices across operational command units.	Medium	T/Assistant Commissioner Territorial Policing MPS Director of Information	Yes	The Data Quality Team are scoping how best to extend their Data Quality work with Boroughs to embrace more than the present focus on crime data and for example looking at cultural issues that may impact on how data is logged and defined. The Data Quality Programme already provides Data Quality reports on the Crime Reporting Information System, Custody, STOPS and MERLIN applications to non-TP OCUs. This covers units including PNC Bureau, Territorial Support Group, SO18 Aviation Security, SCD15 Performance Improvement Unit, Performance Information Bureau, Records Management Bureau and IT Training School. Work is currently being undertaken to also produce reports for CO19 Specialist Firearms	February 2010

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					Command. The Data Quality system will shortly begin to process CrimInt+ data. As well as Borough BIUs, these reports may be sent to non-TP units. Over the next 12 months, the DQ programme will expand its reporting on existing applications to other OCUs utilising these applications. A paper will be put forward to Governance Board in April 2010 outlining this approach.	
16	**R14** MPA members should review the Crime Data Recording Scrutiny Report to monitor and challenge progress in implementing recommendations and assess the impact and outcomes achieved to date.	Medium	MPA and the Strategic Crime and Incident Recording Group (SCIRG)	Yes	The SCIRG under the Chair of Director of Strategy and Improvement is seeking to look at Data Quality in a broader sense than crime data alone. SCIRG is supported by the Crime and Incident Reporting Oversight Group (CIROG). New terms of reference have been drafted for the two groups to reflect their increased remit. Some initial useful work has been undertaken in relation to CAD to CRIS conversion.	End January 2010
17	**R15** Set targets and monitor the delivery of outcomes from Joint Engagement Meetings	Medium	MPA Deputy	Yes	JEMs have focussed on two key themes to date: 'serious youth violence' and 'ASB,	2010

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	and demonstrate how these arrangements are contributing to corporate priorities and helping deliver value for money.		Chief Executive		disorder and other drivers of public confidence'. The first round was completed on 10th February, which means that all 32 boroughs have now taken part. The next round of JEMs, planned to commence in May 2010, will review progress since the first round and also extend the discussion from youth to all violence. For those boroughs that do not have a particular problem with these issues, again a theme of 'ASB, disorder and other drivers of public confidence' will provide the basis for the discussion. In addition, a short round of Prevent themed JEMs is being proposed. The focus of these meetings will be a review of local information sharing and working relationships under Prevent. The aim will be to identify and address any issues preventing effective partnership working and to identify and share good practice. In addition to other appropriate attendees the Home Office and GOL will be involved in this round of JEMs.	
18	**R16** Monitor the outcomes achieved from the governance of significant partnerships to demonstrate how these have helped to	Medium	MPS Director of S&ID	Yes	Progress has been made in agreeing resourcing and defining research proposal to look at partnership performance and	March to December 2010

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	improve service outcomes and value for money.				contribution to confidence. Initial steps have been taken towards baseline partnership performance using existing data. Further work is being undertaken which will identify the most significant partnerships within the MPS, which will enable more targeted performance improvement work with partnerships.	
18	**R17** Continue to raise awareness of the importance of complying with ethical values amongst staff.	High	MPS Director of HR Commander, Directorate of Professional Standards		The training referred to in the December 2009 update still takes place. The Corporate Induction Day is being redesigned to give new starters more information before they join the organisation. After THR goes live, the Corporate Induction will be delivered in a different way, but will continue to provide staff information on the ethical values of the MPS. In December 2009 a review of Corporate Induction Day feedback took place, in order to ascertain how participants view the day. As part of this, participants were asked whether the MPS Mission and Values, among other	Ongoing - actions in place

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					aspects, were covered in the local induction. This will help ascertain what areas should be covered within the new Corporate Induction scheme. This information has been fed back to the team who are designing the new Corporate Induction Day process. The DPS seeks the continual improvement of professional standards across the MPS. A framework has been established to ensure that professional standards issues are communicated effectively. The Professional Standards Support Programme (PSSP) is delivered by the Prevention and Reduction Team to offer support and guidance to public-facing B/OCUs, reinforcing learning about professional standards, spreading good practice and making the key messages relevant to everyday work. Additionally, OCU Commanders can be provided with a briefing to cover Professional Standards issues relevant to their command.	Completed

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18	**R18** Regularly review complaints levels and declarations of hospitality and interest to demonstrate the extent to which high standards of conduct are being adhered to by officers and staff.	Medium	MPS Director of HR Commander, Directorate of Professional Standards		Activities reported in the December 2009 report are still valid. A further internal review of Management Board Gifts and Hospitality Registers was conducted in February 2010 by Director of HR covering Q3 2009. In addition, Management Board returns were presented to Strategy & Improvement to inform Performance Board on 23 February. The next report on Management Board Gifts & Hospitality Registers is due at HR REMCO on 19 March 2010. Revised performance analysis has led to information regarding complaints levels being more accessible. Information is updated monthly and published on the DPS Intranet site. A revised communication and meetings structure ensures that performance with regards to complaints is discussed at a strategic level, through the Professional Standards Strategic Committee and also at a practitioner's level, at regular meetings between DPS Borough Support Units and the SPOCs on the OCUs they are aligned to. A quarterly Professional Standards Performance Indicators Report is presented to the MPA.	Ongoing - actions in place Completed
20	**R19** Continue to integrate risk management	High	MPS Director of	Yes	Work is underway to further embed risk	End 2010

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	in business planning arrangements and retain evidence to demonstrate how an understanding of corporate risk has information strategic decision-making.		S&ID		management with business planning. Business Group Risk Register deliverables will be further aligned with corporate objectives and therefore the Corporate Risk Register. Business Group Improvement Plans and Value for Money statements are being devised. The Corporate Strategic Assessment continues to look at the biggest areas of impact for the MPS. A review has been undertaken of the basis for the CSA and whether it should seek to look at behaviours and activities.	
20	**R20** Provide MPA members with regular updates on risk management, including key aspects of the corporate risk register to allow members to effectively scrutinise management's response to key business risks.	High	MPS Director of S&ID	Yes	MPA CGC receives a quarterly update on risk management in the MPS and the corporate risk register. These are exempt items at CGC.	End 2010
20	**R21** Secure improvements in the operation of financial controls at operational command unit level.	High	MPS Director of Finance Services	Yes	The P2P compliance target is 80% and this has been achieved. DRM2 represents significant investment in our Contract and Compliance Management P2P operation and processes Strategic Procurement Planning Use of SAP technology to manage MPS information – and for invoice management,	End 2010

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					capital management and asset tracking. Finance and Resources support across the organisation has been reviewed and restructured with the aim of professionalising the Service. A framework for dealing with non compliance has been agreed by MPS SMT and is now being developed. Work also continues in embedding the Scheme of Delegation and Corporate Decision Making Framework.	
20	**R22** MPA members and management should monitor the implementation of audit recommendations to ensure that desired improvements in internal control arrangements are achieved.	Medium	MPS Director of Financial Services	Yes	Quarterly monitoring reports are to be submitted to MPS Governance Board and Corporate Governance Committee in March. Individual reports are being developed for each business group to more effectively monitor implementation of DARA audit recommendations.	Implemented. Quarterly monitoring in place.
22	**R23** Monitor and report to MPA members the benefits realised from the Transforming HR programme to confirm planned levels of efficiencies and improvements in business processes are delivered.	Medium	MPS Director of HR	Yes	The indicative go-live date is still in Spring 2010. The activities reported on in December 2009 continue to take place and financial savings updates continue to be provided at THR Strategy Board.	Actions in place Monthly updates in the run-up to go-live will continue to be

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					Work is also in hand to design measurement mechanisms for the non-financial benefits after Spring 2010. The MPA has been briefed on a revised implementation date of 31 May 2010. On 11 February 2010 the F & R Committee received a progress report and also on contingency planning in place to cope with any delay in go live or lack of functionality at go live date.	provided. The scheme will go fully live in Spring 2010. Long-term benefits of the scheme will be reported in April 2011.