

Control Description/Outcome	Key milestones	Q1 Update (April to June)
1. Transitional change following the introduction of the Police Reform and Social Responsibility Bill		
<p>This bill has the potential to significantly change MPS governance arrangements. Internal Controls affected include:</p> <ul style="list-style-type: none"> Facilitation of MPA scrutiny of the MPS MPA oversight of corporate policies, strategies and decisions Contract regulations and compliance Reporting on procurement to the MPA Scheme of delegation Financial regulations Planning requirements <p>Work is ongoing across the MPS to anticipate and facilitate these changes.</p>	<p>MPA will be abolished and replaced by Mayor's Office for Policing & Crime. Exact date not known but will be before May 2012 (likely Dec 2011).</p>	<p>The MPS is working closely with MPA to prepare for the transition to MOPC. Most governance functions are expected to continue, although scrutiny elements will be carried out by a panel of the London Assembly.</p>
2. Embedding the MPS risk management framework		
<p>Levels of risk management maturity are assessed annually using a nationally recognised maturity model at a business group level. The current level of maturity varies across business groups between 2 (starting) and 3 (working), a corporate assessment is anticipated by DARA in late 2011. The MPS is working towards an embedded system of risk management which is represented by level 4 of the maturity model. Implementation plans are in place at the corporate level and within all business groups to progress towards this level.</p>	<ul style="list-style-type: none"> • End Jul 2011: Risk management policy updated and published • End Sep 2011: Risk management toolkit and intranet site updated: • End Jul 2011: Briefing pack for management levels in development 	<p>All business groups now have risk management improvement plans in place and are making good progress towards implementing these. An updated risk management policy is currently progressing through the policy clearing house.</p>

3. Flexibility to produce standard and bespoke financial reports

DRM2 programme involves major initiatives designed to improve management information and reporting within SAP Financials. This includes enhancements to fixed assets reporting and improvements to SAP financials in line with other best performing organisations and improvements to the way the MPS captures and retrieves data including improvements to the Chart of Accounts. Enhancements are currently planned in three waves:

Wave one: quick wins designed to enhance and simplify the user experience,

Wave two: new/enhanced functionality

Wave three: significant changes to provide a step change in system performance

- Apr 2011: Initial wave of enhancements to financial management in SAP
- Mar 2012: Second wave of enhancements
- Jul 2012 Business case planning for third wave of enhancements, to be delivered post-Olympics

Following delivery of most of the wave one enhancements, activity this quarter has focused on completing those delayed due to technical complexity, including recurring documents functionality and review of table maintenance in SAP. These are largely resolved with some further effort required to manage bespoke data tables subject to cost benefit analysis making the change viable. Planning workshops have been held for the second wave of enhancements, and a technical project manager now appointed. An internal feasibility study on the third wave, post-Olympics enhancements, has been started to assess timescales and costs.

4. Financial instruction

Financial instructions which form part of the Financial Regulatory Framework are in the process of being updated and reviewed to improve accessibility and consistency across the MPS.

- Sep 2011

The review is nearing completion with sign off from the Director of Resources and MPA Treasurer expected shortly. It is likely that the Financial Instructions will be further reviewed in conjunction with the Financial Regulations as part of the preparations for MOPC following clarification of requirements under the Police Reform and Social Responsibility Bill.

5. Financial management training		
<p>The overall strategy for financial management training is being developed for implementation commencing 2011/12</p>	<p>To be confirmed by Financial Services and the Developing Training Programme</p>	<p>The Modernising Training programme will change the way Financial Management Training is delivered. In response, Business Support has developed a draft Financial Management Training Strategy (FTMS) to ensure resilience and the standard of training is maintained. Until a new approach to delivering this training is agreed financial training courses will continue to be run as at present for all levels of officers and staff.</p>
6. Embedding the MPS partnership strategy		
<p>The MPS partnership strategy supports the achievement of corporate objectives through delivery of a consistent, but flexible approach to partnership working, which aims to ensure that MPS partnerships are compliant, effective and provide value for money. The objectives within the partnership strategy are delivered by a comprehensive programme plan comprising five key work areas.</p>	<ul style="list-style-type: none"> • Aug 2011 key recommendations from Internal Audit delivered. • Sep 2011 Partnership process and agreement templates final draft. 	<p>Currently in year 2 of a 3 year programme (2010 to 2013), a strategy refresh is in draft form and is anticipated to be signed off in quarter 2 of 2011. A strategic partnership narrative will follow. The Programme is working closely with key business groups to implement the Internal Audit recommendations and further embed the partnership strategy and guidance.</p>
7. Development of a new procurement strategy beyond 2012		
<p>The Procurement Strategy sets the approach for all procurement activity undertaken by the MPS, reflecting the MPA Corporate Priorities and the Corporate Objectives of the MPS. Together with the MPA Standing Orders, the strategy provides a context for how goods and services will be procured, whilst achieving value for money and regulatory compliance. Delivery of the revised strategy will ensure the</p>	<ul style="list-style-type: none"> • Jun 2011: Initial Draft for discussion • Dec 2011: End of consultation with the wider MPS/MPA • Mar 2012: Sign off by Management Board and the MPA 	<p>Initial draft of strategy produced which is with the Director of Procurement for comment. Consultation will shortly start with the MPA and the wider MPS.</p>

<p>organisation benefits from value for money, probity, responsible procurement, professional management of suppliers, strong customer focus and more modern and effective procurement.</p>		
<p>8. Leadership Development Pathway</p>		
<p>The Leadership Academy is creating a Leadership Development Pathway (LDP) designed to support current and aspiring leaders in the workplace. The leadership behaviours identified in the new MPS performance framework will form the basis of the pathway, which will consist of a variety of leadership interventions designed to enhance leadership capability and skills to support lateral development and/or future promotion.</p>	<ul style="list-style-type: none"> • Sep 2011: LDP finalised, formal consultation with stakeholders undertaken & LDP Approval of LDP anticipated by MPS Management Board and commencement of pilot process • Dec 2011: Pilot process review 	<p>The draft framework for the Leadership pathway has been developed, key stakeholders have been identified and initial consultation undertaken. Mapping of existing leadership interventions to support the MPS performance framework has been completed and work has begun on the EIA & development of a risk register to underpin this work.</p>
<p>9. PDRs for all staff with work-related and personal development objectives</p>		
<p>Introduction of a streamlined PDR process for all staff in order to complement the introduction of the new MPS Performance Framework for the 2011-12 reporting year. The key outcomes expected from this work are:</p> <ul style="list-style-type: none"> • Accurate data allowing for meaningful evaluation, especially with regards completion rates, box markings and successful applications for promotion across Diversity Strands. • Clear and consistent interpretation of the MPF across the organisation within the PDR. • Ease of use - the PDR will be simpler than previous versions and easier to complete. 	<ul style="list-style-type: none"> • Aug 2011: Officers and managers begin testing a prototype EPDR • Dec 2011: Implement communication strategy • Jun 2012: Full evaluation of EPDR, and box markings by diversity strands 	<p>Since the start of the year there has been a fortnightly PDR Working Party which includes Staff Association, MetHR reps, CapGemini, CMU and the MPA. The requirements from an EPDR have been agreed and are currently being worked on by the MetHR team. The aim of the Working Party is to deliver a PDR that is easy to complete, responsive to Race and Faith recommendations, and if possible supported by the People Services technology. This work has already begun positively with the introduction of a new, slimline, PDR form at the beginning of the reporting year.</p>

Work stream	Continue to report here?	Future Reporting & Governance Arrangements
Pillar One: Organisational structures & processes		
Embedding risk management	Yes	Included within the new reporting structure
Implementation of Developing Resource Management (DRM) Programme	Partial	The SAP work stream is included within the new reporting structure. This programme has a strong governance structure with monthly reporting to the Business and Resources Group. The DRM programme is listed as a key governance control within the corporate risk register.
Partnerships	Yes	Included within the new reporting structure
Provision of detailed information on emerging market hotspots, especially around specialisms and specialist professional	No	The monitoring of market hotspots is a key control and has been included in the corporate risk register under the People risk area in order that corporate oversight is maintained, but will no longer be reported here.
Review of expenses policy	No	New guidelines have been put in place although formal policy sign off is still awaited. The expenses policy is a key governance control and has been included in the corporate risk register in order that corporate oversight is maintained but will no longer be reported here.
Organisational learning	No	An organisational learning team is now in place and developing processes and standards for organisational learning as part of business as usual. This remains a key governance control and is listed in the corporate risk register but will no longer be reported here.
Compliance framework	No	The compliance framework continues to be strengthened as a result of the DRM programme reported above.
Review of MPS Environment Strategy and development of Corporate Social Responsibility / Sustainable Development Strategy for 2010-13	No	The Corporate Social Responsibility strategy is in place and the first annual report is expected in September 2011. There are significant overlaps between this report and the CSR areas, a mapping exercise is to be undertaken to establish the extent of this and whether reporting could be further aligned between the two processes. The CSR strategy is now listed in the corporate risk register as a key control and will no longer be reported here.

Corporate Change Programme	No	There is regular reporting of the corporate change programme at Governance Board and change management is considered as a risk in its own right in the corporate risk register.
Business charge card	No	Significant changes have taken place in our processes and these could now be considered business as usual. This update has been removed from the report.
Pillar Two: Reporting to & involving the MPA & stakeholders		
Review of all forms of public engagement and consultation	No	Delivery of the community engagement commitment is monitored through the Confidence and Satisfaction Board and community engagement is included within the corporate risk register as a risk in its own right.
Safer Neighbourhoods panel training and business / youth engagement	No	A complete review of Safer Neighbourhoods is underway and has been extensively reported to Management Board and MPA Full Authority. This will continue to be monitored through TP governance structures.
Pillar Three: Standards of behaviour		
Enhanced MPA/MPS Fraud and Corruption Awareness Strategy	No	This is the subject of an implementation plan monitored within the Financial Services Directorate and is listed in the corporate risk register as a key control.
Introducing the Equality Standard	No	Equality Standard for the Police Service is now in place and monitored through diversity directorate governance processes.