



Best Value Review of Retention

Project Initiation Document

15th October 2002



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1 Background and Business Need

1.1 Background

1.1.1 Best Value and the MPS

The Metropolitan Police Authority (MPA) is charged with the duty of ensuring Metropolitan Police Service (MPS) compliance with the legislative requirements of Best Value (BV), as prescribed by the Local Government Act 1999, as amended.

The purpose of BV is to secure continuous improvement in the provision of all policing services having regard to a combination of efficiency, effectiveness and economy. Best Value Reviews (BVRs) play a key role in meeting this aim and are carried out using the principles of the 4Cs: consult, compare, challenge and compete.

1.1.2 The Best Value Review of Retention (BVRR)

A Managing People BVR was scheduled to take place towards the end of year two of the MPA/MPS BV Programme and was due to commence in March/April 2002. It has since, however, been subject to significant delay due to various issues.

At the MPA Human Resources (HR) Committee meeting on 25th July 2002, members were asked to consider four potential areas for review – recruitment, retention, HR strategy and staff health, safety and welfare. Having taken into account: the findings of the baseline analysis; the views of senior MPA and MPS stakeholders; the need for the review to bring about clear and measurable performance improvements and overlaps with other continuous improvement activity (such as the MPS HR Review and the HR related GLA/MPA/MPS Efficiency and Effectiveness Reviews) the critical issue of retention was selected.

1.2 Business Need

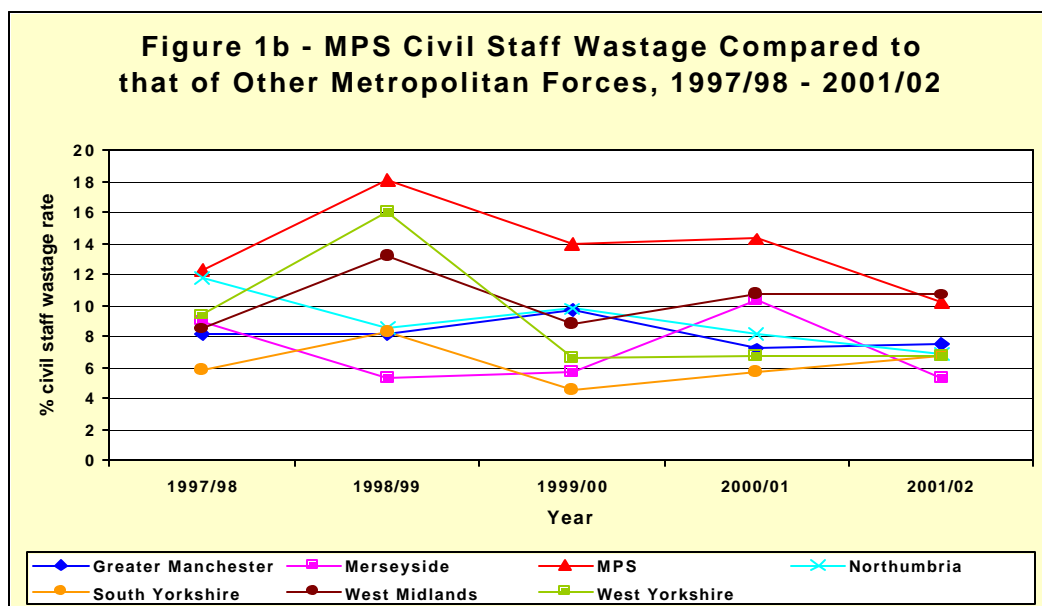
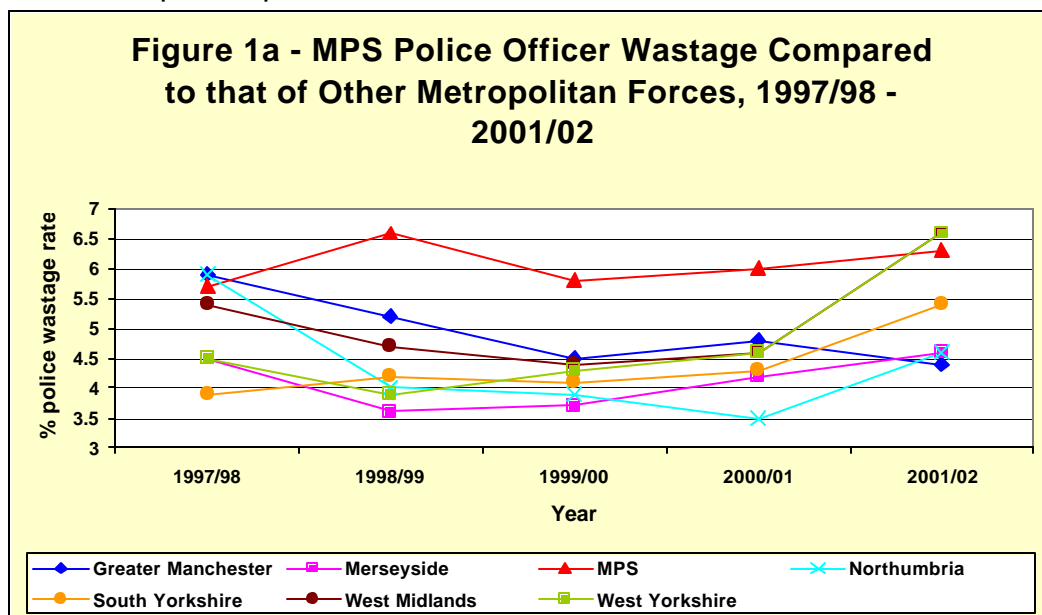
1.2.1 Why Retention?

On average, over 3000 police and civil staff leave the MPS every year *i.e. a turnover of staff equivalent in size to Surrey Police Force*. If the MPS is not able to retain experienced **police and civil staff**, this will act as a barrier to it achieving its corporate policing priorities and runs counter to its vision of being an exemplary employer. It is the view of MPA members that there is significant potential for the MPS to improve its staff retention rates and reduce its levels of wastage, which is consistent with the

objective of retaining police and support staff, as contained within the draft National Policing Plan.

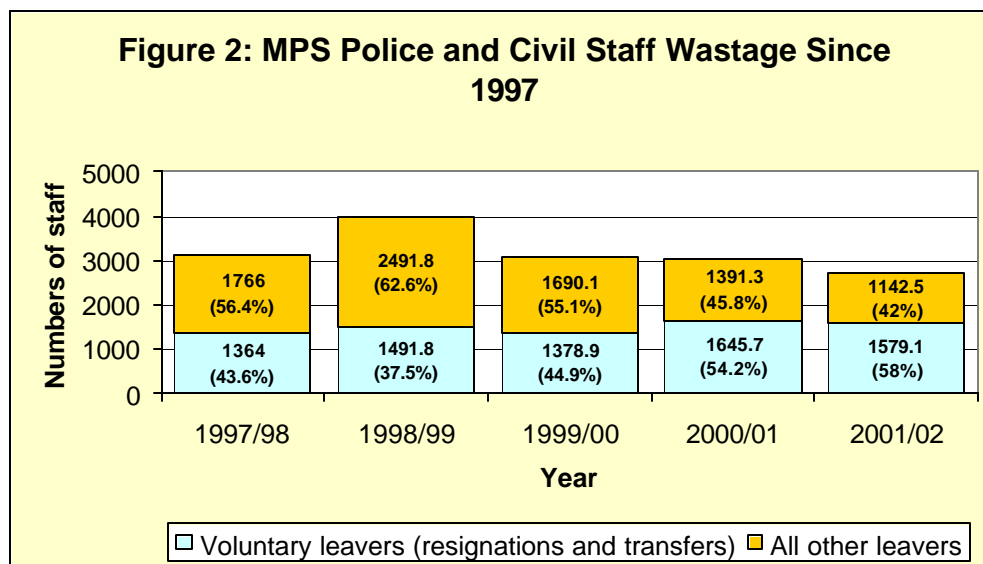
1.2.2 Wastage: How the MPS Performs

Although the MPS performs favourably with regards to police and civil staff wastage when compared to the other 43 police forces in England and Wales (and has wastage rates which would be the envy of many private sector organisations i.e. 6.6% up to August 2002), as can be seen from **Figures 1a and 1b** below it performs less well when compared to the other metropolitan police forces.



1.2.3 Wastage: Current Status

By mid-2001 the major concern for the MPS had become the increasing volume and proportion of police and civil staff leaving the MPS *prematurely* (pre-retirement), particularly those police officers *choosing* to leave through resignation or transfer to other police forces. By the end of 2000-2001 this form of wastage outweighed all others (see **Figure 2**).



Source: MPS Workforce Data Report July 2002

It was as a result of increasing concern at this level of wastage that the Retention Task Force (RTF) was formed as a short-term project aimed at improving police and civil staff retention rates. Reporting in the spring of 2002, the work of the RTF is now being carried forward by an MPS Retention Intervention Officer (RIO) in liaison with other interested parties (such as the Development and Organisation Improvement Team ('doit') and the Positive Action Team (PAT)) primarily in the form of the MPS Retention Strategy¹ which is now in place (see **Appendix A**).

1.2.4 Wastage: A Definition

In light of the above, the BVRR Team will focus its attention upon premature *voluntary* wastage, i.e. the resignation and transfer of police and civil staff concentrating on where it could be avoided.

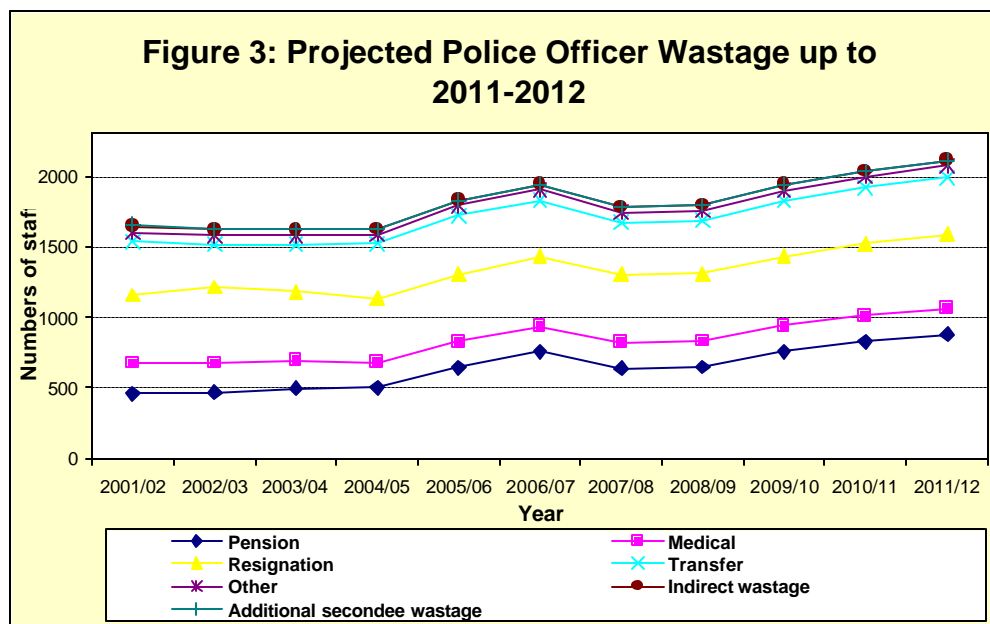
¹The MPS Retention Strategy was endorsed by the MPA HR Committee on 25th July 2002, predicated by the fact that the BVRR would be making its recommendations concerning the retention of staff.

However, the team acknowledges that there are a number of other reasons for staff wastage that the BVRR will also seek to influence. They include:

- ordinary retirement (police and civil staff);
- medical retirement (police and civil staff); and
- dismissal (police and civil staff).

1.2.5 Wastage: The Future

As can be seen from **Figure 3** below, the long-term trend in MPS staff wastage is upward. This is particularly the case for police officers, a large number of who are eligible for retirement in 2006-7 and 2011-12, having joined the MPS as a result of a sustained recruitment drive in the late 1970s.



Source: 'Police – Future Wastage (Leavers) 2001/02 – 2011/12 and Consequent Recruitment'
 Note: Projections made on the basis of April 2000 – March 2001 historical data

If action is not taken to address the issue of retaining experienced police and civil staff, additional funds will have to be allocated to recruit replacements in addition to that already required to meet the new budgeted workforce targets (BWTs). However, this additional recruiting needs to be considered within the context of an ever-diminishing employment pool which will result in an ever more competitive labour market. Although this is not an issue for the MPS at the present time, with more than 5000 'police officer' applications to join pending, it could be in the future. There is also no guarantee that the additional expenditure

spent on recruitment will necessarily result in the successful recruitment of replacement staff.

Future recruiting also needs to be considered alongside the challenging targets that the MPS has been set with regards to the recruitment of additional visible ethnic minority (VEM) and female police officers. If the MPS is not able to retain police and civil staff from these under-represented groups, it will have to recruit even more of these staff in order that it can achieve its targets. If these targets are not achieved, then the MPS will fail in its attempt to be more representative of the community that it serves and it will also have difficulty in recruiting additional VEM and female staff if it cannot clearly demonstrate that it does value this important section of the workforce, by being able to retain them as employees.

1.3 The Financial Benefits of Reducing Staff Wastage

1.3.1 Whenever a member of staff leaves the organisation, it incurs costs in terms of:

- the loss of the investment the organisation has made in that individual;
- the costs involved in processing the departure of that individual;
- the costs of recruiting and training a replacement; and
- the investment that must then be made in the replacement.

The above, of course, assumes that it is possible to recruit replacements. However, the impact of avoidable wastage may not just be financial, it could also result in the inability of the organisation to reach its growth targets.

1.3.2 During the last *financial* year 1658 police officers left the MPS of whom 887 left voluntarily (through resignation or transfer to other police forces). It is clear, through an analysis of surveys completed by officers (including Metropolitan Special Constabulary (MSC) officers) on their exit from the organisation², (see **Appendix B**), that some of these decisions would clearly have been difficult to reverse, such as the (estimated) 364 police officers who left due to disillusionment with working, living and travelling in London. (The reasons why civil staff leave the MPS are detailed in **Appendix C** but are similar to those cited by police officers).

² 'RSU01/134: MPS Staff Exit Survey Results for the 2001-2002 Financial Year – Final Report' (MPS Workforce Planning Unit) (May 2001).

However, it would seem that in some of the remaining 523 cases, the decision to leave and associated costs could possibly, for example through proactive intervention, have been avoided.

To counter the loss of experienced police officers, the MPS primarily relies upon replacing them with probationary constables. Assuming a conservative figure of £8,500³ to recruit and train a probationary constable, added to the per capita costs of their salary, pension and national insurance contributions, whilst they are in initial training; this equates to a total cost of about £25k per recruit. It is during this first 6 months that the MPS receives no benefit in real terms from the recruit.

If, for example, 20% of the 523 officers identified above could be persuaded to stay with the MPS, this would save the £2.6 million in training the equivalent number of replacement recruits. If all 523 could be persuaded to stay, this would save in excess of £13 million.

It is more difficult to assign an average cost to the recruitment of civil staff due to the variety of roles performed and the different recruitment processes for each post. However, it is estimated that to recruit, train and develop a specialist, such as an MPS consultant, costs in excess of £25k and it is estimated that it will take anything from 12 – 18 months for that individual to be totally proficient in their role.

Even when recruitment is conducted at a local borough based level for non-specialist civil staff, the opportunity costs involved in recruiting and training an individual is in excess of £11k (this figure includes the first 6 months of the individual's salary where it is recognised that they will not be totally competent in that role).

This – it must be emphasised - does not include consideration of the hidden costs involved in the loss of skilled and experienced police and civil staff to the service.

1.4 Other Financial Benefits

High wastage levels may create additional costs:

- the indirect costs associated staff dissatisfaction or low morale, materialising in the form of, for example, absenteeism, inefficiency or poor discipline; and
- the costs incurred in dealing with grievances, employment tribunals and litigation. (In February 2002, the MPS Directorate of Legal

³ Costing information obtained from the MPS HR Finances and Resources Centre and is based upon an average cost per recruit.

Services estimated that the amount of compensation due to employment tribunals alone was in excess of £750,000. This figure takes no account of the opportunity costs required to administer and process any action).

The financial benefits of reducing wastage would be to reduce these costs.

1.5 Non-Financial Benefits

The retention of staff includes the following benefits:

- the retention of expertise and skills within the MPS, the imparting of this knowledge and experience to new staff and the beneficial impact upon public confidence and satisfaction;
- enhanced continuity across the service, particularly in terms of operational policing;
- improved staff morale and productivity;
- consolidation of the MPS's reputation as an 'employer of choice'; and
- the building of confidence in communities, at the MPS's ability to retain staff from under-represented groups.

2 Objectives and Scope

2.1 Objectives

The objective of the review is to conduct a BVR of the way in which the MPS manages its people, with a specific focus upon staff retention.

2.2 Scope

2.2.1 There are, as already acknowledged, a wide range of issues that influence the decision of an employee to either stay within the organisation or leave. In order to do this, however, there must first be clarity as to the definition of retention and, indeed, where it begins and ends. For the purposes of this review it is recommended that retention be defined as being from the point at which a police officer completes his/her initial training and a member of civil staff is inducted into the organisation.

If the BVRR identifies issues that affect staff retention before or during the recruitment process, these will be brought to the attention of the Project Board.

2.2.2 Proposed Scope

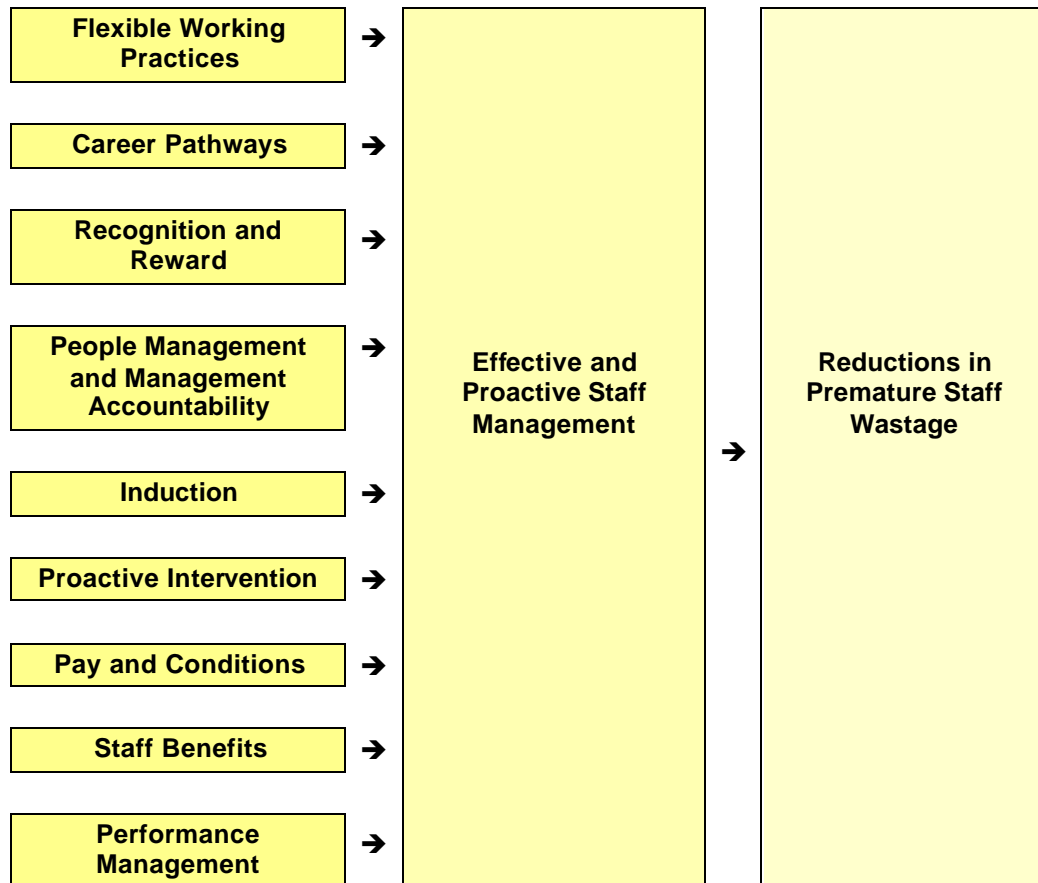
This scope recognises that one of the main factors influencing staff satisfaction, and ultimately retention, is staff management. It is acknowledged that within the consultation element of the review, it will be necessary to identify which group of managers are perceived to be failing, i.e. line managers, personnel managers or senior managers and those structures and systems that hinder the ‘management of people’. The BVRR will also seek to identify how individuals are managed as well as how they are treated, not only by their supervisors but also by their colleagues.

The broader issue of training will only be included as a topic for the review if it is identified that managers require specific training in relation to staff retention issues or where training, or the lack of it, is found to have had an adverse effect on retention.

The central theme of ‘diversity’ will be applied to each area of activity of the review. The BVRR will also seek to discover if wastage is disproportionately high amongst groups that are under-represented in the MPS.

Within each of 9 influencing factors detailed within the scope (see **Figure 4** below), the BVRR team will also seek to review the impact and application of MPS policies.

Figure 4 – BVRR: Proposed Scope



3 Organisation

3.1 Project Board

3.1.1 Membership

The Project Board membership is as follows:

Martin Tiplady (Chair)	MPS HR Director
Jennette Arnold	MPA Member
Derrick Norton	MPA Head of Strategic Planning and Review
Jenny Deere	MPS HR Selection Director

Denise Milani	Director of ‘doit’
Sharon Kerr	Territorial Policing (TP) Borough Commander
Roger Grainger	Organisational Development Manager for Forensic Services, Specialist Operations (SO)
Sara de Neut	MPS Consultancy Group
David Skelton	Best Value Programme Manager
To be identified	BVRR Team Leader

3.1.2 Terms of Reference

The terms of reference for Project Board are included in **Appendix D**. In addition to those listed above, the representatives of MPS staff associations will also be invited to attend each of the meetings.

3.2 The Review Team

The BVRR team currently consists of HEO Stewart Taylor, Inspector Sandra Starling and Chief Inspector Andy Tarrant, who is currently performing the role of temporary team leader. Sara de Neut, from MPS Consultancy Group, is providing project management support and also performs the quality assurance role for the review.

3.3 Consultation to Date

In order to identify the scope for the BVRR, the following individuals, units and teams have been consulted with:

- MPS HR Senior Management Team;
- an MPS RIO (Sergeant Paul White);
- MetHR Project Team;
- MPS Competency Framework Implementation Team;
- MPS Strategic Management Unit (SMU);
- MPS Workforce Planning Department;

- the MPS PAT;
- the MPS 'doit'; and
- a selection of OCU Personnel Managers.

3.4 The Relationship Between the RIO, 'doit' and the BVRR

Having reviewed the role and remit of the RIO, it is apparent that there could be some duplication of activity between the RIO and the review team. Whilst it is recognised that the RIO needs to be available to develop short-term retention initiatives on behalf of HR Department senior management, a close working relationship will be established between the RIO and the BVRR.

It is recommended that the RIO attend the weekly BVRR meetings so that he and the review team are aware of each other's activity. It is also recommended that the RIO, together with the BVRR Team, will be involved in the delivery of those objectives contained within the MPS Retention Strategy, at **Appendix A**.

Close liaison will also be established with 'doit', to ensure that there is no duplication of activity; particularly where it relates to the retention of staff from under- represented groups within the MPS.

3.5 The Independent Challenge Panel (ICP)

3.5.1 Membership

Rachel Whittaker has been identified as the lead MPA member on the ICP.

3.5.2 Terms of Reference

The terms of reference for the ICP are as those set out in the Challenge Guidelines, approved by the BV Programme Board (BVPB) on the 7th March 2002.

4 Project Plan and Products

4.1 Key Products

Figure 5 below details the key products that the BVRR will deliver and needs to be considered alongside the more detailed project plan that has been prepared by the review team (to be circulated at the inaugural Project Board meeting).

Figure 5 - BVRR High Level Plan and Key Products

PHASE ONE (1st October 2002 - 28th February 2003)	
Identification of Priorities	
STANDARD PRODUCT	TARGET COMPLETION DATE
PID	08/11/02
COMMUNICATION STRATEGY	01/11/02
CONSULTATION STRATEGY	01/11/02
COMPARISON STRATGEY	01/11/02
CHALLENGE STRATEGY	15/11/02
COMPETITION STRATEGY	15/11/02
OPENING COMMUNICATION	29/11/02
ESTABLISHMENT OF ICP	29/11/02
BROAD AND SHALLOW BENCHMARKING ACTIVITY	07/02/03
BROAD AND SHALLOW CONSULTATION ACTIVITY	07/02/03
PHASE ONE DEBRIEF AND CLOSING REPORT	27/02/03

PHASE TWO (3rd March 2003 - 30th May 2003)	
Analysis of Priority Topics	
STANDARD PRODUCT	TARGET COMPLETION DATE
INTERIM COMMUNICATION	28/03/03
NARROW AND DEEP BENCHMARKING ACTIVITY	16/05/03
NARROW AND DEEP CONSULTATION ACTIVITY	16/05/03

CHALLENGE ACTIVITY (INCLUDING INDEPENDENT CHALLENGE)	16/05/03
COMPETITION ACTIVITY	16/05/03
PHASE TWO DEBRIEF AND CLOSING REPORT	30/05/03
PHASE THREE (2nd June 2003 – 15th August 2003)	
Development of Recommendations and Improvement Plan	
STANDARD PRODUCT	TARGET COMPLETION DATE
INTERIM COMMUNICATION	27/06/03
CONSULTATION AND TESTING OF EMERGING RECOMMENDATIONS (INCLUDING INDEPENDENT CHALLENGE)	30/06/03
CONSULTATION AND TESTING OF IMPROVEMENT PLAN AND PROPOSED MPS RETENTION STRATEGY (INCLUDING MPA WORKSHOP)	24/07/03
FINAL REPORT	15/8/02

In addition to the key products listed above, the BVRR will not only attempt to identify those reasons why staff leave the MPS but also those reasons why people remain with the organisation.

4.2 Timescales

The timescale for delivery of a final report is the 15th August 2003.

4.3 Additional Products

In addition to the key products detailed in paragraph 4.1 above, the BVR will also implement those key activities contained within the MPS Retention Strategy (**Appendix A**) that are completed as a natural consequence of the BV process and it will also produce a corporate Retention Strategy to develop retention in the longer term. One of the other activities that the review will undertake in the short-term is to provide more accurate financial information relating the costs to the MPS of police and civil staff wastage⁴.

⁴ The inability of police forces to properly cost HR activity has been recognised nationally and will be addressed, to some extent, through the Institute of Public Finance (IPF) Benchmarking Club.

5 Resources, Costs and Benefits

5.1 Resources

It is envisaged that the review will be completed within ten months from the date that the PID is agreed. Based upon the detailed project plan, four members of staff and a team leader would be required to complete the review as detailed in the scope (detailed in **Figure 4**) within the set timescales. Specialist support from MPS HR Directorate, Consultancy Group and the Directorate of Procurement and Services (DPCS) would also be required.

5.2 Costs

The cost of the review to date has been approximately £76,000. The proposed review team would cost approximately £220,000 to complete the review in 9 months. The additional costs incurred by specialist support services, such as DPCS, will be collated on an ongoing basis.

The budget will be regularly monitored through the completion of highlight reports and implementation plans that will be submitted to the Project Board.

The review team is likely to incur additional travelling costs when undertaking comparison activity with other organisations in the public, private and voluntary sector. There is also the possibility that the review team will employ the services of an external consultant to undertake consultation with staff that have recently resigned from the MPS. A separate budget is held for any such expenditure and any potential costs will be submitted to the BVRR Project Board for approval.

Any other additional costs that are required will be submitted to the Project Board for approval.

5.3 Benefits

The main potential benefit of this review will be an overall improvement in the MPS's ability to retain police and civil staff, thereby reducing the costs involved in staff wastage. Although there are no BV Performance Indicators (BVPIs) that relate specifically to staff retention, carrying out this review is likely to impact indirectly on a number of other performance areas. For example, improvements in staff retention rates are likely to improve performance in relation to: the percentage of VEM officers in the MPS (BVPI 25a); the recruitment of female officers (BVPI 24) and reduce the number of working days lost through sickness by both police and civil staff (BVPIs 26a and 26b).

6 Constraints, Assumptions and Risks

6.1 Constraints

The key factor that could affect the ability of the team to deliver the review is the impact of existing and forthcoming legislation. However, the team will regularly liaise with other project leaders, particularly the 'Police Reform Team', to ensure that all other reviews are aware of the role and remit of the BVRR.

6.2 Assumptions

- That the requirement to undertake the BVRR in accordance with existing MPA/MPS Guidelines will remain until the conclusion of the review.
- That staff, time and support resources allocated to, and required by this review will remain available until its conclusion.
- That there exists, through the Project Board, flexibility to adjust planned costs and/or timescales in response to any unanticipated change to the scope of the review.
- A change in the scope of the review may be necessary as a result of the in-depth consultation to be conducted during the first stage of the review.

6.3 Risks

A risk analysis has been undertaken and a register generated that specifies the nature of each risk and how the BVRR Team intend to negotiate and manage them. The register will be reviewed at BVRR weekly team meetings in order to mitigate the opportunity of the risks occurring and the Project Board will be asked to approve the proposed action and/or agree on the impact.

A complete list of potential risks is attached at **Appendix E**. However, the primary risks to the review are:

- that an appropriate team leader is not appointed to lead the BVRR;
and
- that the professional support, detailed in the project plan, is not provided as and when required by the review.

The MPS Retention Strategy

Introduction

The MPS is committed to working for a safer London for all the people we serve. Our aspiration to achieve this is captured in our Mission, Vision and Values statement. Valuing and respecting our staff, treating them fairly and providing support and development are all essential elements of this goal.

The introduction of a retention strategy further strengthens our intention to create an environment, through which the MPS is able to retain experienced, able and motivated staff. It is designed to ensure that the Service is one, which can demonstrably be shown to be a service that values its staff and one that constantly strives to be an employer of choice.

The implementation of this strategy forms an integral part of the delivery of both the diversity strategy as promulgated by the Development and Organisation Improvement Team (doit) and the overall MPS Human Resources People strategy.

Aim

The overarching aim of the retention strategy is to sustain and improve retention of all our staff.

This new and evolving strategy involves a fundamental change in the existing approach to retention issues within the MPS. This involves cultural change within the organisation from a reactive approach to an integrated, proactive and cohesive strategy. This will enable us to improve the morale of all staff by addressing their individual needs whilst taking into account the needs of the Service.

This will provide the MPS with greater control and influence in achieving staff retention targets and produce a sustainable and robust retention capability.

To do this we will:

- Ensure that retention of all staff is a key priority within the corporate agenda.
- Educate and empower all MPS managers to change the cultural ethos of the Service regarding retention issues.
- Improve the internal bureaucratic infrastructure of the MPS to assist with retention.
- Ensure HR policies encourage and support retention of all staff.
- Promote and develop ‘ethical’ benefits to reward and motivate all staff.
- Strive to ‘employer of choice’ status.
- Provide development opportunities for all staff within the Service.
- Provide an intervention service in circumstances where the corporate need is deemed greater than local requirements.
- Undertake a specific staff retention survey throughout the MPS.

To deliver this strategy, in the short term we will:

1. Set up a ‘retention’ project board to oversee and ensure the delivery of the Retention Strategy and recommendations of the Retention Task Force.
2. Set up a ‘retention’ team to be accountable for the retention strategy.
3. Collate and disseminate existing best practice within the Service.
4. Undertake phase 2 of the people strategy survey incorporating all staff specifically focusing upon retention issues.
5. Review and implement existing retention and support programmes for under represented groups within the Service.
6. Ensure the corporate ‘exit’ survey is bespoke to Service needs in relation to equal opportunities and retention.
7. Collate and distribute staff turnover information and use as part of forthcoming Comp-stat process.
8. Have a communication and marketing strategy to support the roll out and client information needs as associated with the retention strategy.
9. Complete the review of all promotion processes.

These initiatives will be introduced within 6 months

In the medium term we will:

1. Review all HR policies to ensure they encourage and support retention of all staff.

2. Implement and disseminate a Service wide flexible working policy.
3. Review proposals for civil staff development plans including implementation of a mentoring and support scheme.
4. Research, develop and implement 'ethical' benefits to reward and motivate staff.
5. Ensure all (B)OCUs develop local 'retention' strategies and action plans in consultation with the MPS 'retention' team.
6. Ensure accountability of all managers for retention, is monitored by the Human Resource Inspection Team.
7. Introduce and develop a corporate induction package for all new civilian staff.
8. Review all management training to ensure it includes the needs of the Service in relation to valuing and retaining staff.

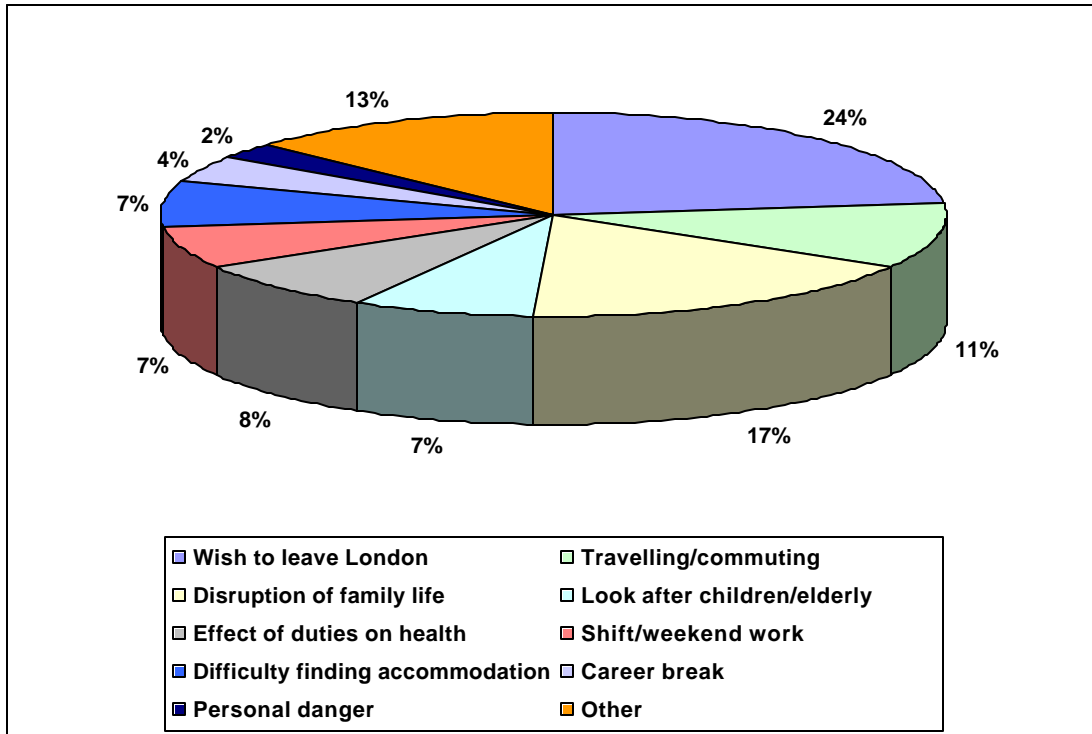
These initiatives will be introduced within 12 months

In the long term, we will:

1. Continually review and develop the retention strategy.
2. Research, consult and develop an effective scheme to retain police officers beyond 30 years service.
3. Identify and disseminate existing best practice with external organisations within both the public and private sector.
4. To identify and disseminate best practise within the MPS recognised 'benchmark' partners.
5. Introduce a 'High Potential Scheme' for civil staff.

Appendix B

The Key Factors Contributing Towards Police Wastage During 2001-2002

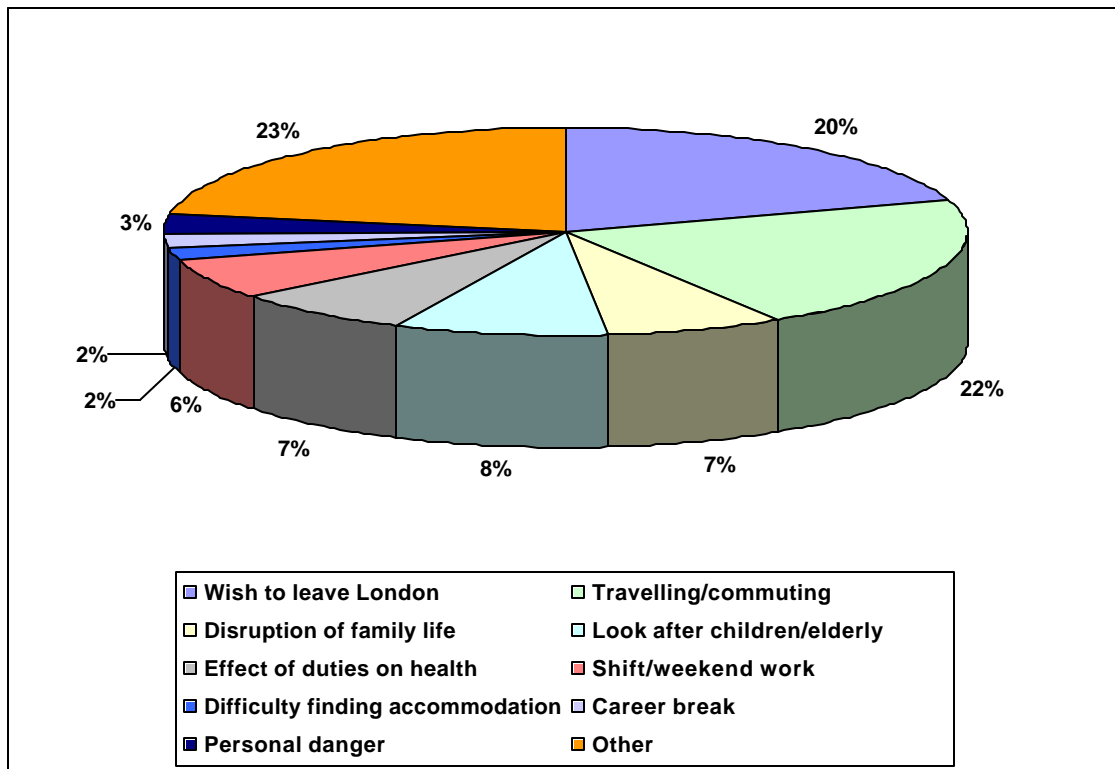


Source: 'MPS Staff Exit Survey: Results for the 2001-2002 Financial Year'

Note: These results are based on 236 staff exit surveys completed by police officers leaving the MPS during 2001-2002 and are based upon responses to the question: 'Did any of these factors contribute towards your decision to leave?'

Appendix C

The Key Factors Contributing Towards Civil Staff Wastage During 2001-2002



Source: 'MPS Staff Exit Survey: Results for the 2001-2002 Financial Year'

Note: These results are based on 323 staff exit surveys completed by members of civil staff leaving the MPS during 2001-2002 and are based upon responses to the question: 'Did any of these factors contribute towards your decision to leave?'

Appendix D

BVRR Project Board Terms of Reference

The BVRR Project Board, chaired by Martin Tiplady, will ensure the conduct of the review and the delivery of its key products in accordance with legislation, statutory guidance and relevant MPA/MPS protocols (Local Government Act, 1999 and DETR Circular 10/99).

The Project Board will have responsibility for the delivery of the review within the agreed time specification, and the cost and quality of products as approved by the MPA Planning, Performance and Review Committee (PPRC).

The role of the Project Board is to provide:

- leadership;
- direction;
- vision; and
- oversight for the review;

ensuring that the project's products are delivered according to plan and within cost and quality specifications.

Intrinsic to the role of the Project Board is the responsibility for the success or failure of the project.

The Project Board has the following specific responsibilities:

1. To consider and approve all major plans and any significant changes.
2. To 'sign-off' plan stages and authorise the commencement of further work stages.
3. To ensure the ongoing commitment of resources to the project.
4. To approve the appointment and responsibilities of the Project Manager.
5. To approve the Project Initiation Document (PID) at the commencement of the review prior to formal approval by the MPA HR Committee. To consider the key products delivered by the review prior to formal approval by the MPA HR Committee.
6. To consider the key products delivered by the review prior to formal approval by the MPA HR Committee.

7. To ensure that the work of the BVRR Team remains cognisant of all other relevant improvement activity.
8. To monitor significant project risks during the life of the project and ensure, through ownership, that any necessary ameliorative action is taken.
9. To ensure effective arrangements for the implementation of improvements, including an effective hand-over from Review Team to Implementation Team.

Appendix E

BVRR Risk Register

L = Low
M = Medium
H = High

Risk	Probability	Relative Impact	Steps to Mitigate	Comments
Failure to recruit a permanent Team Leader.	M	H	An interim Team Leader has been appointed and a bid made to the HR Directorate to identify and appoint a new Team Leader.	Currently awaiting the outcome of the bid.
Lack of support for the BVRR from specialist resources (such as HR Department, DPCS and Consultancy Group) may impact upon the timescales of the review.	H	H	A memorandum of agreement has been completed with Consultancy Group and a measure of liaison has been established with the other specialist and support service suppliers.	To be reviewed at weekly team meetings and any shortcomings reported to the BV Programme Manager and the BVRR Project Board.
Failure to recruit an additional BVRR Team member.	H	H	Preliminary discussions with the BV Programme Manager.	
Loss of BVRR Team staff.	M	H	To be continually assessed by the BVRR Team Leader, ensuring the review makes the best use of resources available elsewhere in the MPS.	Regular liaison with all relevant specialist and support service providers.
The introduction of legislation, policy and/or other initiatives/projects that may impact upon the scope of the review.	M	H	Regular scrutiny of the MPS Projects Database held by Consultancy Group.	Regular updates to be provided by the BVRR Consultant at the weekly team meetings.
That the formation of the ICP is delayed.	L	H	Potential members have been identified and are to be discussed by the BVRR Team Leader and Project Board Chair.	This awaits the outcome of discussions between the BVRR Team Leader and Project Leader.

Risk	Probability	Relative Impact	Steps to Mitigate	Comments
The lack of 'activity costing' within the MPS	H	H	<p>Regular liaison is taking place with the HR Accountant and a template has been developed to ensure that there is a Service Level Agreement (SLA) between the BVR Teams and HR Department.</p> <p>The HR SMU are also participating in a national workgroup co-ordinated by the IPF with regards to enhancing HR costing information within the police service.</p>	To be reviewed at the weekly team meetings.
A change in membership of the BVRR Project Board.	M	L	This risk is outside the control of the BVRR Team.	Membership of the Project Board may change in the event of the appointment of a new Team Leader.
The possibility that the HR Benchmarking Club co-ordinated by the Institute for Public Finance (IPF) fails to deliver its objectives within planned timescales.	M	M	The BVRR Team is undertaking regular liaison with the MPS's representative on the Benchmarking Club.	Delivery of the outcomes of the project have already been subject to delay due to the inconsistencies in HR definitions across the police service.
A delay in agreeing the PID.	M	H	Meetings have been held with various Project Board members in order to seek agreement prior to submission of the PID.	It is recognised by the BVRR that the PID is a 'living' document and subject to regular review.
Failure of information technology (IT) equipment.	M	H	Regular backups of information stored on IT systems will be made.	To be discussed at BVRR weekly team meetings.
A change in the scope of the BVRR by the Project Board, the MPA and/or the ICP.	M	H	Regular liaison between the BVRR Team Leader, the Project Board and the ICP in order to identify and discuss potential changes to the scope of the review as they arise.	Possible alterations to the scope of the review will be discussed as they arise.

Risk	Probability	Relative Impact	Steps to Mitigate	Comments
Restricted or denied access to relevant material.	M	M	Regular liaison with key authors/owners of important material identified by the BVRR Team.	Any such difficulties will be communicated to the BV Programme Manager and Project Board as and when they arise.
The possibility that the BVRR Team and/or Consultancy Group have not been able to identify all relevant ongoing and forthcoming project activity.	H	M	Regular scrutiny of the MPS Projects Database held by Consultancy Group and internal communication systems (such as Police Notices and the MPS intranet). The BVRR will also regularly liaise with leaders of other ongoing HR-related projects.	The potential impact of such newly identified activity will be brought to the attention of the BVRR Project Board as and when the need arises.