

ABC STRATEGIC PLAN

1. Purpose of this Appendix

The ABC Programme in the MPS is overseen by the ABC Strategic Group. At their meeting on 14 June the Group discussed a first draft strategic plan, as set out in this paper. This sets out the areas of work required under to ABC Programme in order to achieve the terms of reference of the ABC Strategic Group:

- Deliver the Police National ABC model for the MPS each year, in accordance with national guidelines in the most efficient and effective way in the short, medium and long term.
- Develop and actively promote the use of ABC and AA data in the MPS to drive efficiencies in operational processes and to drive and inform resource and performance management.
- Prepare the organisation for how this data will be used by the Home Office, MPA and other bodies (for example to make comparisons between forces).
- Oversee and manage the internal and external publication of MPS ABC data to ensure that it is properly understood and used by partners, stakeholders, public etc.
- Influence national developments in relation to the Police National ABC Model.

This work set out below is an initial document, for ratification and prioritisation by the Strategic Group. In the tables below areas of work have been identified, with owners, timescales, etc where these have been set. This also takes account of recent (May 06) Audit Commission recommendations from the audit of 04-05 ABC model. The Strategic Group will:

- identify priorities within this work and resources to carry this out: the core ABC team (Finance Services and AA Unit) is engaged, for much of the year in delivering the ABC model itself
- ensure that overlaps with other work in the MPS are managed, for example, fit with the MPS value for money strategy.

The Strategic Group is chaired by Cdr Simon Foy (head of Performance Directorate) and includes operational and finance/performance representatives from across the MPS. It also includes MPA member Dr Karim Murji (lead member for ABC) and Ken Hunt (MPA Treasurer).

The ABC Lead in Finance Services (Rachel Musson) coordinates and manages the overall programme of work.

2. Strategic Plan – Programme of Work for the ABC Strategic Group

2.1 Production of the ABC Model:

The main part of the work of the ABC Team is to deliver the Police National ABC model for the MPS each year, in accordance with national guidelines in the most efficient and effective way in the short, medium and long term. Some of this work is routine, but each year there is also a need to continuously improve how the model is produced, so some areas of development will appear in this strand. For example, last year, the ABC Team implemented a new IT data warehouse to deliver the model and the AA Unit ran pilots to build business cases to purchase new AA data collection software and scanners.

Issues/Risks include: Resourcing the work above and building resilience into the ABC and AA teams to be able to deliver the model year on year.

	Title (Project(P)/ Ongoing Business (O))	Description	Priority	Timescale/ Deadline	Lead
1.1	Activity Analysis Programme (O)	Three-year rolling programme of AA studies for operational staff (BOCUs and OCUs) required as part of the model. Programme negotiated yearly. Submission of AA data to Home Office (July)	H	Ongoing	Head of AA Unit(Performance Directorate)
1.2	MI data collection – ‘routine’ (O)	The ABC model uses MI from across the MPS to apportion costs: this is now collected routinely by the ABC Team	H	June 06	ABC Lead (Finance Services)
1.3	National Cost of Training Model (O)	HR Directorate is responsible for production of the NCTM data – a key part of the ABC model. Further development of this is needed this year.	H	June 06	Head of Training Policy (HR)
1.4	ABC model build and data submission (O)	‘Routine’ build of ABC Model for 05-06 data using all information collected. ABC data to Home Office (August), reviewed against 04-05 model (AC Rec 5).	H	August 06	ABC Lead (Finance Services)

	Title (Project(P)/ Ongoing Business (O))	Description	Priority	Timescale/ Deadline	Lead
1.5	Audit Management (O)	The ABC model is audited each year. Audit results feed to the HO. Audit likely to take place Autumn 06	H	Ongoing	ABC Lead (Finance Services)
1.6	Franchise Model/ABC (P)	Adapt ABC model to be able to provide data in line with TP 'Franchise Model'	M	June 06	ABC Lead (Finance Services)
1.7	AA data checking (P)	Implement means of checking sample of AA card data against other data. (AC Rec 3, 4).	H	July 06	Head of AA Unit (Performance Directorate)
1.8	Role Code review (P)	Review process for gathering information about the roles of staff where more detail is required than is available from MetHR. (AC Rec 2).	M	Ideally for 05-06	ABC Lead (Finance Services)
1.9	MI from 'single issue' squads (P)	Review of how to capture data from squads that deal with one type of crime – eg fraud squad: eg AA studies, vs ongoing data collection; review of MI to apportion costs.	L	Sept 06	Head of AA Unit (Performance Directorate)

2.2 Use of ABC and AA data

There is a need to develop and actively promote the use of ABC and AA data in the MPS to drive efficiencies in operational processes and to drive and inform resource and performance management. This needs to look at a number of different levels:

- Understanding and influence how the Home Office will use the data to compare forces
- Use of the data at a corporate level to feed into strategic programmes, eg Value for Money Strategy, MMP and to report to the MPA, MB.
- OCU and BOCU level – understanding how local units can make best use of the data
- Managing the internal and external publication of MPS ABC data to ensure that it is properly understood and used by partners, stakeholders, public etc. (see also communication strategy below).

See *also* Training and Communication strands below.

Issues/Risks include: Need to avoid duplication in use of data, track good practice and use made of data to feed into Audit. Need to ensure data is not used inappropriately/out of context. This requires coordination.

	Title (Project(P)/ Ongoing Business (O))	Description	Priority	Timescale/ Deadline	Lead
2.1	ABC pack production (O)	Preparation and production of 'routine' ABC pack: setting up reports in Business Objects data warehouse (June 06); production of pack for BOCUs.	H	September 06	ABC Lead (Finance Services)
2.2	AA standard reports for OCUs and BOCUs (P)	Currently AA data is provided to B/OCUs on databases loaded onto stand alone systems. There is a need to develop a set of simple reports for OCUs and BOCUs to provide high level key information, that can be understood by all staff.	H	Sept 06	Head of AA Unit (Performance Directorate)

	Title (Project(P)/ Ongoing Business (O))	Description	Priority	Timescale/ Deadline	Lead
2.3	AA data accessible on AWARE (P)	There is a need to find a means to make the detailed AA data set available via Aware (eg via MetStats, MetMIS, some other mechanism).	M	Dec 06	Head of AA Unit (Performance Directorate)
2.4	OCU data production (P)	Production of OCU ABC data (04-05 model)	H	July 06	ABC Lead (Finance Services)
2.5	Data support (P)	In the initial stages, data use needs to be supported by face-to-face advice/help to OCUs to make best use of what is available. See also training and communication.	M	Ongoing	ABC Lead, Head of AA Unit, Head of Development (Performance)
2.6	Comparison of results – BOCU ABC and AA data. (P)	Overview analysis of data to compare force costs, BOCU costs, exceptions etc. for high level review, for use with MPA, MB, BOCUs and OCUs. (AC Rec 6, 10. Will contribute to AC Rec 9).	H	Oct 06	ABC Lead, Head of AA Unit, Head of Development (Performance Directorate)
2.7	Use of ABC data by BOCUs – WW pilot (P)	Project to look at how BOCUs can make practical use of ABC, AA and other data to understand how resources are used to deliver performance.		July 06, then ongoing after WW AA study.	Head of Development (Performance Directorate)
2.8	Use of National Cost of Training Model data (P)	A large amount of data is collected through the NCTM – there is a need to ensure that best use is made of this and the results disseminated.	M	TBA	Head of Training Policy Unit (HR)

	Title (Project(P)/ Ongoing Business (O))	Description	Priority	Timescale/ Deadline	Lead
2.9	Corporate use of data (O)	Advice/plans for use of data in corporate decision making processes – eg for planning, Value for Money sub-committee, budget setting purposes (see also training and communication strategy). (AC Rec 11)	H	Ongoing	ABC Lead (Finance Services)
2.10	HO efficiency PIs (P)	HO is developing efficiency PIs for forces to use as part of the Policing Performance Assessment Framework. The MPS is represented on the working group.	M	Sept 06	Head of Development (Performance Directorate)
2.11	Framework of Accountability (P)	Document and implement a framework of accountability – how the MPS expects to see ABC data used and responded to across the organization, based on its use above. (AC Rec 7).	M	Mar 07	Head of Development (Performance Directorate)

2.3 Training and Communication

Presentations have been made to a number of interested groups (eg TP Command Team, Finance managers). An ABC website has been developed. There is a need to develop and actively promote the use of ABC and AA data in the MPS to drive efficiencies in operational processes and to drive and inform resource and performance management. This needs to support the activities above, and would cover, for example:

- Operational managers
- Business managers and finance staff
- Performance staff
- Senior managers, MPA members
- External communication (eg press lines)

This might involve the development of BOCU champions, seminars, websites etc for interested groups. The approach needs to be linked strongly to use of the ABC etc data and also be geared to ensuring that the model can be produced and used efficiently each year.

The Audit Commission recommends that a 'framework of accountability' for ABC be developed for the MPS to encourage its delivery and use.

Issues/risks – This is an area that requires significant resource, and would benefit from input, support from business groups/strategic group staff.

	Title (Project (P)/ Ongoing Business (O))	Description	Priority	Timescale/ Deadline	Lead
3.1	Communication strategy (P)	Develop the communication plan for ABC. (AC Rec 1, 8)	H	Sept 06	ABC Lead (Finance Services), Head of Development (Performance Directorate)
3.2	Training strategy (P)	Develop the training plan for ABC. (AC Rec 1, 8)	H	Sept 06	ABC Lead (Finance Services), Head of Development (Performance Directorate), Head of Training Policing Unit (HR)

2.4 National Developments

There is a need to influence national developments in relation to the Police National ABC Model. The MPS is part of the HO National Project Board, Technical Group (advising the HO), chairs regional and special interest user groups and takes part in national developments. Implementing the ABC model and its use nationally needs to take account of the size and specialist activities undertaken by the MPS. Some related work is captured in the use of data strand above.

	Title (Project(P)/ Ongoing Business (O))	Description	Priority	Timescale/ Deadline	Lead
4.1	Manual of Guidance – MPS changes (P)	The National Manual of Guidance does not necessarily take account of the size and complexity of the MPS. There is a need to ensure that it reflects the MPS, while still enabling forces to benchmark. Rachel Musson has been asked to comment on this and feed back to the Home Office.	H	TBA	ABC Lead (Finance Services)
4.2	Cost of Terrorism (P)	The HO is keen to understand the impact that terrorism has on force costing models (dealing with terrorism is not a specific activity in the national model and the threat could also lead to a great amount of time spent on related activities). The HO has asked for participation in work to look into the impact of terrorism on costs.	M	Aug 06	Head of Development (Performance Directorate)
4.3	National review of overheads (P)	The National ABC Technical Group is sponsoring work to see whether sustaining overhead costs can be analysed and compared across forces – part of the Gershon agenda to drive efficiencies.	M	Oct 06	ABC Lead (Finance Services)