**ICG**
**Internal Consultancy Group**

# Review of Benefits arising from Tranche 2 Efficiency & Effectiveness Reviews

# Final Report

# April 2004

**METROPOLITAN POLICE**

*Working for a safer London*

## 1. Introduction

The Project Initiation Document agreed for this piece of work had the aims:

> To identify what mechanisms are in place to ensure that benefits are delivered from the implementation of each of the following Tranche 2 Reviews: Civilianisation, IT, Shifts, Inspection and HR.

> To identify what benefits (cashable and non-cashable) have been achieved, at least to the end of December 2003, as a result of the implementation of the above Reviews.

> To identify gaps in the current arrangements for managing and reporting on the delivery of benefits.

It became clear during the review that it was not possible to identify the mechanisms in place for managing the realisation of benefits without also producing an assessment of the status of the implementation, and consequently some early identification of benefits already achieved.

This paper summarises the results of the analysis of implementation of the recommendations from the 5 Reviews.

It also identifies some key messages identified as a result of carrying out this 'Review of Reviews' and suggests how the implementation of the outstanding recommendations and the realisation of benefits could be monitored in future.


## 2. Key to Assessment

The following table has been prepared using the 'traffic light' system (red, amber and green) to indicate progress on the implementation of recommendations and realisation of benefits.

The assessment has been necessarily rigid, based on the recommendations as they have been written, rather than attempting any interpretation.

For the recommendations:

Green (☺) the recommendation has been completely implemented - or the MPS has done as much as it can within existing systems

Amber (😐) the recommendation has been partially implemented; and

Red (☹) the recommendation hasn't been implemented.

For the benefits:

Green (☺) the benefits achieved are identifiable for most/all of the recommendation

Amber (😐) the benefits are likely to be there but have yet to be assessed or partial benefits have been realised

Red (☹) is likely to be where the recommendation hasn't been implemented so no benefits will have been realised.

| Review | SUMMARY OF RECOMMENDATION (Review Ref.) | Implemented? | Benefit Realised? | NOTES |
|---|---|---|---|---|
| **Civilianisation** | Civilianise 850 posts | 😐 | 🙁 | £2million cost reduction for 04/05 - the differential between police officer and police staff costs.<br><br>3 year implementation plan starts 04/05<br><br>Corporate Guidance issued which addresses a specific issue identified in the report |
| | | | | |
| **IT** | 1 Ensure IT investment reflects business priorities | 🙂 | 🙂 | Benefits Management Strategy introduced a structure to enable the MPS to make investment decisions based on business benefits (covers 1-3, pt. 4, 5-6, 8,10-13) |
| | 2 IMSG to realign the work programme | 🙂 | 🙂 | |
| | 3 Manage the scrutiny process | 🙂 | 🙂 | |

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|---|---|---|---|---|
| | 4 Facilitate investments in IT that increase the amount of police time spent on operational duties | ☺ | ☺ | Partially covered by Benefits Management Strategy; Implementation will be completed with MetDuties Phase 1 April 04, Phase 2 05/06. |
| | 5 Develop a benefit driven migration plan | ☺ | ☺ | |
| | 6 Increase business understanding of Information Strategy | ☺ | ☺ | |
| | 7 Ensure full implementation of Project Lifecycle | ☺ | ☺ | Fully implemented, part of DoI business as usual |
| | 8 Equip, enable & incentivise business & project sponsors | ☺ | ☺ | |
| | 9 Implement an approach for strengthening project management capabilities | ☺ | ☺ | Fully implemented, part of DoI business as usual |
| | 10 To integrate and improve benefits realisation at OCU level | ☺ | ☺ | |
| | 11 Strengthen and clarify accountabilities for delivering benefits at OCU level | ☺ | ☺ | |
| | 12 Ensure effective measurement of benefits realisation | ☺ | ☺ | |

| Review | SUMMARY OF RECOMMENDATION (Review Ref.) | Implemented? | Benefit Realised? | NOTES |
|---|---|---|---|---|
|  | 13 Further work to ensure the successful delivery of benefits from IT projects | ☺ | ☺ |  |
|  | 14 Adopt an allocation method for desktops & printers for OCUs | ☹ | ☹ | DoI is not intending to implement the recommendation as it is inconsistent with MPS policy on devolved budgets |
|  | 15 Integrate the IT and Estates Strategies | 😐 | 😐 | Long Term recommendation; Internet Canteen implemented, impact to be assessed |
|  | 16 Exploit any reduction in desktop and printers allocation | ☹ | ☹ | DoI is not intending to implement the recommendation as it is inconsistent with MPS policy on devolved budgets |
|  | 17 Improve transparency and control of budgets and assets | 😐 | 😐 | Funding required to complete IT system improvements |

| Review | SUMMARY OF RECOMMENDATION (Review Ref.) | Implemented? | Benefit Realised? | NOTES |
|---|---|---|---|---|
| **Shifts** | 1 BOCUs should treat the MPS Default shift pattern as a default option | ☺ | ☺ | Accenture agreed that the shift pattern recommended was a 'starting point' rather than a 'default' pattern.<br><br>An appropriate BOCU shift pattern has been evaluated. |
| | 2 Finalise guidance for evaluating and implementing shift patterns | ☺ | 😐 | MPS Internal Consultancy Group re-worked the Toolkit (guidance) provided to make is suitable for Boroughs to use. This has helped make the case for a Centre of Excellence (CofE). It is dependent on the CofE for implementation |
| | 3 Engage with the MetFed | ☺ | ☺ | Fully engaged and contributing |
| | 4 Undertake annual resource needs analysis | 😐 | ☹ | Dependent on CofE for implementation during 04 |
| | 5 Attend course & purchase software | 😐 | ☹ | Dependent on CofE for implementation during 04 |

| Review | SUMMARY OF RECOMMENDATION (Review Ref.) | Implemented? | Benefit Realised? | NOTES |
|---|---|---|---|---|
| | 6 Publish Working Time Regulations Policy | ☺ | 😐 | Working Time Regulations policy has been published. Effect of policy through MetHR monitoring from October 04 |
| | 7 Promote Flexible working | ☺ | 😐 | Flexible Working, Special Leave and Carers Policies have been published. Effect of policy through MetHR monitoring from October 04 |
| | 8 Update flexible working (FW) guidance | ☺ | 😐 | Effect of policy through MetHR monitoring from October 04 |
| | 9 Monitor the availability & take up of FW | 😐 | ☹ | Change to MetHR October 2004 |
| | 10 Track measures for BOCUs | 😐 | ☹ | Dependent on CofE for implementation during 04 |
| | | | | |
| Inspection | 1 End Local Inspection Programme in BOCUs from December 2002 | ☺ | ☺ | 12 police posts and £373K released |
| | 2 End Local Inspection programme in Support OCUs in December 2002 | ☺ | ☺ | Included in above figures |

| Review | SUMMARY OF RECOMMENDATION (Review Ref.) | Implemented? | Benefit Realised? | NOTES |
|---|---|---|---|---|
| | 3 Re-launch improved programme in SO, SC and TP's Pan-London units from January 2003 | ☺ | ☺ | Included in above figures |
| | i. Improved Management Board sponsorship | ☺ | 😐 | Improved client satisfaction to be assessed |
| | ii. Inspection objectives & timetables agreed by command teams | ☺ | 😐 | Improved client satisfaction to be assessed |
| | iii. Greater business group representation among lead & deputy inspectors | ☺ | 😐 | Improved client satisfaction to be assessed |
| | iv. More recent and relevant operational experience on the inspection teams | ☺ | 😐 | Improved client satisfaction to be assessed |
| | v. Greater involvement of an OCU Commander's line manager | ☺ | 😐 | Improved client satisfaction to be assessed |
| | vi. More flexible inspection methodology | ☺ | 😐 | Improved client satisfaction to be assessed |
| | vii. More action-focussed reports | ☺ | 😐 | Improved client satisfaction to be assessed |

| Review | SUMMARY OF RECOMMENDATION (Review Ref.) | Implemented? | Benefit Realised? | NOTES |
|--------|------------------------------------------|--------------|-------------------|-------|
| **HR** | 1 Do not outsource OH Nursing, Recuperative Services or Medical Officer functions | ☺ | ☺ | MPS costs are extremely competitive, no evidence to suggest outsourcing will reduce operating costs |
| | 2 Do not outsource reactive Welfare Counselling Service | ☺ | ☺ | Any cost savings from outsourcing could be undermined by loss of quality of service, customer relationships & flexibility |
| | 3 Do not outsource devolved HR Administration | ☺ | ☺ | Related operational risks make outsourcing benefits marginal |
| | 6.1.1 Communication Routes | ☺ | 😐 | New protocol in place, IT templates introduced. Impact of improved process to be assessed. |
| | 6.1.2 Management of recuperative duties | ☺ | 😐 | Good practice identified locally. Impact of revised recuperative duties process to be assessed. |

| Review | SUMMARY OF RECOMMENDATION (Review Ref.) | Implemented? | Benefit Realised? | NOTES |
|---|---|---|---|---|
| | 6.2.1 Spread of Best Practice | ☺ | 😐 | Impact of improving the existing communication systems to be assessed. |
| | 6.2.2 Line Management Training | 😐 | 😐 | Sickness absence workshops contributed to reduction of 2 days per police officer. New management guidance Dec. 04 |
| | 6.2.3 Process Standardisation | 😐 | 😐 | Being progressed following implementation of MetHR |
| | 6.3 Sickness Absence Management | 😐 | 😐 | Some OH services outsourced; MetHR to provide information for decision making |

## 3. Summary of implementation

| Review | Implementation | Benefits Realised |
|---|---|---|
| Civilianisation – 1 Recommendation | 1 😐 | 1 ☹ |
| IT – 17 Recommendations | 12 ☺<br><br>3 😐<br><br>2 ☹ | 12 ☺<br><br>3 😐<br><br>2 ☹ |
| Shifts – 10 Recommendations | 6 ☺<br><br>4 😐 | 2 ☺<br><br>4 😐<br><br>4 ☹ |
| Inspection – 10 Recommendations | 10 ☺ | 3 ☺<br><br>7 😐 |
| HR – 9 Recommendations | 6 ☺<br><br>3 😐 | 3 ☺<br><br>6 😐 |
| All reviews – 47 Recommendations | 34 ☺<br><br>11 😐<br><br>2 ☹ | 20 ☺<br><br>20 😐<br><br>7 ☹ |

## 4. Summary of Management and Reporting arrangements

### 4.1 Civilianisation

A Change Manager has been appointed and a Project Board, chaired by Director HR, meets monthly. A 3 year implementation plan was agreed by Management Board in June 03.

### 4.2 IT

Reporting on implementation takes place to the Audit and Benefits Realisation Steering Group (ABRSG), chaired by Director of Technology, and the Information Management Steering Group (IMSG) chaired by the Deputy

Commissioner. In the short term the impact of implementation will be seen through improved decision making processes and strengthened accountability as well as improved local project management and business change skills. In the longer term the impact will be through better investment decisions and clearer accountability for delivering frontline benefits from IT investment.

## 4.3  Shifts

Implementation has been divided between TP and HR Policy.  TP (Commander Patrol & C3i on behalf of ACTP) is developing a central focal point to bring together good practice on the development, maintenance and review of variable shift patterns, which will also enable the impact of the implementation to monitored in future. Impact of the implementation of HR Policy will be monitored via MetHR after October 04.

## 4.4  Inspection

The recommendations were implemented during 2003. A feedback and monitoring system is being set up to enable the effectiveness of the new approach to be assessed.

## 4.5  HR

Implementation of the recommendations is overseen by the HR Strategic Committee chaired by ACHR. In the short term the impact will be seen through, for example, improve communication, wider spread use of templates etc. In the longer term MetHR will be used to monitor the impact of the implementation e.g. on wastage and sickness absence rates.

## 5.  Key Messages

The following key messages have been identified as a result of the review.

- The MPS is taking the Implementation of Tranche 2 E&E Reviews seriously – 34 of 47 recommendations made across 5 Reviews have been implemented (and 11 partially implemented) to date and benefits are starting to appear.

- Whilst there are clearly some very significant recommendations in the Reviews e.g. not to outsource aspects of OH services, civilianisation of 850 posts; there is also great variation in the level of detail and weight of the recommendations in the different Reviews.

- Not all recommendations should be expected to deliver equal benefit – some may deliver costs savings whilst others are more likely to result in better management practice or improved guidance or communication.

- Whilst there may be some early 'soft' indicators that benefits are being realised, e.g. staff satisfaction, take up rates of new processes, it is likely to take time for benefits to be measurable using 'hard' indicators, e.g. cost savings, improved operational performance.

- Some recommendations relate to work which would have happened anyway – for example work in DoI on the benefits management strategy, work in TP to review shift systems. By the nature of the way the Reviews were carried out, those in the units under review were interviewed, so some of their current initiatives were likely to be reflected in the results.

- It is difficult to know at this stage, when many recommendations still have to deliver benefits, whether the £1million spent on Tranche 2 Reviews represents value for money.

## 6. Future monitoring of implementation and the delivery of benefits

To assess the longer term delivery of benefits from Tranche 2 reviews, the following recommendations are made:

1. The E&E Project Board should have a system for receiving regular reports from all 5 Reviews in a standard format, through a nominated liaison point for each Review. As implementation progresses into benefits realisation, the Project Board should decide who is best placed to report back on realisation of benefits as this may not be the same unit that is responsible for implementation.

2. Monitoring should take place no more frequently than quarterly, due to the nature of the information that will be available, and it should be based on information that is readily available from existing MPS systems.