

## Financial Management Strategic Programme Vision

To secure effective well-controlled financial management facilitating and enhancing service delivery in pursuance of the policing priorities of the Authority, the Commissioner and the Mayor.

### *Status of actions*

*A – action completed*

*B – embedded in ongoing routine processes*

*C – further development required*

<i>Key objectives</i>	<i>Actions</i>	<i>Accountability</i>	<i>Progress at 27/04/04</i>	<i>Status</i>
1. Secure an effective internal control framework	a) Approve high level financial regulations	Treasurer	<ul style="list-style-type: none"> <li>Financial regulations etc originally approved June 2000</li> <li>Revised contract regulations and scheme of delegation approved by MPA 26.06.03</li> <li>Consequential amendments to financial regulations to bring them in line with contract regulations approved by Full Authority July 2003</li> <li>Annual review of implementation of contract regulations planned for Autumn 2004</li> </ul>	A
	b) Review/update detailed financial instructions	DoR/DoF	<ul style="list-style-type: none"> <li>Financial instructions compiled and issued (report to FPBV Committee 29/05/02)</li> <li>Scheme of devolved financial management agreed</li> <li>Finance manual reviewed and published on intranet; will be reviewed on a regular basis</li> </ul>	A
	c) Communicate control requirements	DoR/DoF	<ul style="list-style-type: none"> <li>Content of financial instructions publicised through Finance and Resource Managers conferences and notices</li> <li>Scheme of devolved financial management published on the intranet</li> <li>Internal audit advice notes published on the intranet</li> <li>Financial awareness training (see 3d below) emphasises need for compliance with control requirements</li> </ul>	B

			<ul style="list-style-type: none"> <li>• Compliance review and advice form part of the function of the Business Support Division of MPS Finance Department. Programme of visits set in business plan</li> <li>• More training and continuous communication for devolved sites</li> <li>• Internal Audit preparing an Advice Note for OCU's</li> </ul>	
	d) Secure management processes to assure compliance	DoR/DoF	<ul style="list-style-type: none"> <li>• Business Accountants support management on control compliance</li> <li>• Management to undertake self-assessment</li> <li>• Business Support Accountants to be responsible for wider financial matters (beyond budgets). Checklist and action template being developed with Internal Audit</li> <li>• Internal Audit BOCU/OCU Advice Note on managing business and financial risks and internal controls to be issued to all BOCU/OCU Commanders</li> <li>• Overtime guidance to be reviewed</li> </ul>	C
	e) Strengthen the finance function	DoR	<ul style="list-style-type: none"> <li>• Appointments made to complete the permanent establishment of the Finance Services Senior Management Team</li> <li>• 50 CCAB-qualified accountants (46 as at April 2003, 22 as at April 2001) and 12 AAT-qualified accounting technicians (9 as at April 2003) now working in Finance Services</li> <li>• 30 staff training for CCAB qualification (16 as at April 2003) and 5 staff training for AAT qualification</li> <li>• Currently 2.3 vacancies (10 as at April 2003) not covered by agency staff remaining within Finance Services establishment of 203 staff</li> <li>• New business pressures have necessitated a further restructure, announced late 2003 and expected to fully populated by late 2004</li> <li>• New section 'Business Development' established in</li> </ul>	A

			restructure to provide financial systems, business planning and training and development to the Service	
	f) Secure independence of internal audit	Treasurer	<ul style="list-style-type: none"> <li>Internal Audit report directly to the Treasurer with independent access to members via the Audit Panel</li> </ul>	A
	g) Improve achievement of internal audit programme (90% completion)	Treasurer/ Director of Internal Audit	<ul style="list-style-type: none"> <li>90% of 2003/04 systems audit programme completed</li> <li>MPA Internal Audit scored as 4 in IPA auditor scored judgements (4 = better than adequate)</li> </ul>	A
	h) Secure implementation of internal audit recommendations (all high priority within six months)	DoR	<ul style="list-style-type: none"> <li>71% of high risk recommendations are currently being implemented within the target timescale</li> <li>Audit Panel are continuing to review the level of high risk recommendations implemented</li> <li>MPS management board members have been asked to attend the Audit Panel to explain the lack of progress made in a number of areas</li> <li>Director of Internal Audits opinion on adequacy of internal control has improved from 3.5 in 200/02 to 2.9 in 2003/04 (2 = adequate)</li> </ul>	B
	i) Provide member focus through the Audit Panel	Treasurer	<ul style="list-style-type: none"> <li>Audit Panel established from the outset</li> </ul>	A
	j) Develop the Authority's anti-fraud and corruption policy	Treasurer	<ul style="list-style-type: none"> <li>Anti-fraud and corruption strategy approved by the Audit Panel and formally adopted by the Authority 30/01/03</li> </ul>	A

2. Produce soundly based budgets	a) Develop rolling medium term financial forecasts linked to policing priorities	Treasurer/ DoR	<ul style="list-style-type: none"> <li>• There is ongoing liaison within MPS between Finance and Corporate Planning</li> <li>• Wider scope of data collection for MTFP update</li> <li>• Internal scrutiny processes in place at middle and senior management levels within MPS</li> <li>• Data collection and scrutiny includes consideration against policing plan and corporate plan</li> <li>• Business accountants involved in validation and update for 2004/05 budget process</li> <li>• Joint approach to production of annual policing plan and budget book to ensure no overlap or omission</li> <li>• Step Change programme development integrated within last update of MTFP. Finance representation on the project</li> </ul>	C
	b) Base budgets on detailed review of current provision and future requirements	Treasurer/ DoR	<ul style="list-style-type: none"> <li>• 2002/03 outturn reviews fed into budget planning for 2004/05. Same process will apply with 2003/04 outturn and 2005/06 budget</li> <li>• MTFP provides framework for identifying future pressures (and savings) and their consideration by multi-disciplinary team, MPS Management Board and MPA Finance Committee</li> </ul>	B
	c) Meet GLA requirements for budget preparation	Treasurer	<ul style="list-style-type: none"> <li>• Draft budgets are submitted in conformity with the Mayor's objectives and guidance</li> <li>• Regular liaison maintained with GLA officers to ensure budget format and content complies with requirements</li> <li>• All timetable deadlines met</li> <li>• Processes now embedded</li> </ul>	B
	d) Reinforce budget ownership through the budget process	DoR	<ul style="list-style-type: none"> <li>• Named accountable officers for all budgets</li> <li>• Scheme of financial management sets out budget responsibilities and accountabilities</li> </ul>	B

			<ul style="list-style-type: none"> <li>• All MPS SMT's receive standard information on financial performance as incorporated into the overall forecast</li> <li>• Involvement of business accountants throughout the budget setting process helps ensure unit heads are aware of parameters and constraints of funding</li> <li>• MTFP process now will provide outline planning totals to business groups to encourage local budgets to address spending pressures, savings targets and income generation</li> <li>• Formation of multi-disciplinary team to review all growth and savings proposals</li> <li>• Development of detailed budget build process and additional (final) budget report to March full MPA meeting in place</li> </ul>	
	e) Constrain budget to available funding	Treasurer/ DoR	<ul style="list-style-type: none"> <li>• MPS SMT advised throughout budget process of emerging pressures and funding gaps, and advised on corrective action to secure a balanced, realistic and achievable budget</li> <li>• Specific proposals identified to meet savings targets</li> <li>• Review of adequacy of reserves as part of budget process</li> <li>• Risks associated with budget assessed as part of process</li> <li>• Final budget review by MPA in December focussed on balancing final submission following grant settlement</li> <li>• MPA approves final allocation of approved budget prior to commencement of budget year</li> </ul>	B
3. Ensure sound management of approved budgets	a) Establish a clear budgetary control framework	Treasurer/ DoR	<ul style="list-style-type: none"> <li>• FPBV Committee approved the budgetary control framework in February 2002</li> <li>• Scheme of Devolved Financial Management also includes framework for budget management</li> <li>• Budget forecasting instructions issued regularly to enable consistency across the MPS</li> </ul>	A

			<ul style="list-style-type: none"> <li>• Ongoing support from Finance Services strengthening the operation of the framework throughout the MPS</li> <li>• Monthly management information produced for every OCU SMT</li> <li>• Training provided for senior managers as part of Financial Awareness Training</li> </ul>	
	b) Ensure reliable forecasts of outturn (no unpredicted over/underspending)	DoR	<ul style="list-style-type: none"> <li>• Business accountants quality check unit level forecasts prior to further logic checks by Corporate Finance</li> <li>• Forecasting cycle improved to allow enhanced quality control checks</li> <li>• Forecasting experience in 2003/04 will be reviewed once final outturn is known but more stable forecasts already achieved in 2003/04</li> <li>• Improvements in MetFIN modules will allow more timely analysis of variances from April 2004</li> <li>• Finance restructuring; move forecasting to Business Support to liaise more closely with Business Accountants</li> </ul>	C
	c) Develop devolved budget management		See 4 below	
	d) Provide training in financial awareness to managers	DoR	<ul style="list-style-type: none"> <li>• Financial Awareness Training has to date been delivered to around 3,500 senior managers and key staff, including 100 Finance &amp; Resource Managers and 100 Finance clerks</li> <li>• Consideration is currently being given to the provision of training within the course for newly promoted Sergeants. An advice sheet is also being prepared for issue to all other Sergeants</li> <li>• The half- day course specifically designed for senior managers was attended by 1,000 delegates. Two further courses to be held in May 2003 for senior managers</li> </ul>	C

			<ul style="list-style-type: none"> <li>It is planned to hold a further 8 courses in 2004 for new starters and promoted staff in key areas</li> </ul>	
4. Develop and enhance devolved financial management	a) Establish supporting and controlling framework	DAC(SP)	<ul style="list-style-type: none"> <li>Scheme of Devolved Financial Management completed and published on the intranet</li> <li>Finance working with Devolution Team to set up further devolved budgets and support pathfinders</li> <li>Finance manual has been produced and is available to all MPS personnel via the internet</li> <li>Significant improvements achieved with the payroll variances process and more robust procedures rolled out in April 2003</li> </ul>	A
	b) Implement and learn from pathfinder devolved boroughs	DAC(SP)	<ul style="list-style-type: none"> <li>In-depth evaluations reported September 2003 and January 2004</li> <li>The experience of the pathfinders underpinned the processes and business rules for the newly devolved budgets from April 2003</li> </ul>	A
	c) Roll out devolved management through the whole service	DAC(SP)	<ul style="list-style-type: none"> <li>Police pay devolved to all boroughs from April 2004 following extension of the original pathfinding exercise to 15 sites in 2003/04</li> <li>Forensics budget devolved to all OCU's in 2004/05, in addition to a range of budget lines devolved MPS wide in 2003/04</li> <li>Preparations underway for Service wide devolution of policy pay</li> <li>Further devolution of income also being considered</li> </ul>	C
5. Increase the general awareness of	a) Implement activity based costing	DAC(SP)/ (DoR)	<ul style="list-style-type: none"> <li>Agreement with Home Office to a programme of activity sampling that will use 8 representative boroughs during</li> </ul>	C

the financial dimension of service management			<p>2003/04 for extrapolation across the MPS, plus SO/SC and TP Pan London Units. Studies due to be completed by end April 2004</p> <ul style="list-style-type: none"> <li>• Costing model has now been built in Bplan software in accordance with the ACPO model. Await activity information and end of year outturn to populate the model and produce the required reports for Home Office by July 2004</li> <li>• MPA Treasurer (as APA rep) and MPS representative on Home Office ABC Project Board</li> </ul>	
	b) Provide training in financial awareness	DoR	See 3d above	
	c) Ensure financial implications considered in all business decisions	DoR	<ul style="list-style-type: none"> <li>• Business case guidance issued</li> <li>• Finance Department input to financial implications of all committee reports</li> <li>• All policy leads have named accountants assisting them</li> <li>• All service improvement views (formerly Best Value) have named accountants assigned to them</li> <li>• Business Support business plan includes specific provision for proactive marketing of services to encourage management to involve finance staff further</li> <li>• Business Accountants assist on majority of business cases now – culture change</li> </ul>	B
	d) Ensure that managers have access to financial advice	DoR	<ul style="list-style-type: none"> <li>• Every unit within the MPS has a dedicated qualified business accountant assigned to them</li> <li>• Corporate finance staff outposted to Budget Change Team, Step Change Project, ABC Project &amp; TOCU</li> </ul>	C
6. Provide timely,	a) Adherence to robust monthly	DoF	<ul style="list-style-type: none"> <li>• Generic forecast guidance issued</li> </ul>	B



accurate and relevant financial information to all levels of management	reporting timetable		<ul style="list-style-type: none"> <li>Monthly forecasting timetable operated and reported to MPA Finance Committee (and Budget Group) throughout 2003/04</li> </ul>	
	b) Focus local F&R responsibilities on finance	DoF	<ul style="list-style-type: none"> <li>Challenging forecasting timetable demands finance takes priority at specified times</li> <li>Business Support assists, guides and challenges forecasting by local units</li> <li>Head of Profession role for FRM's addressing financial training needs, developing appropriate courses and conferences</li> <li>Mentoring scheme established to help develop individuals and share good practice</li> <li>FRM project underway looking at demands to role and how best to meet them including splitting into Finance and Resources</li> <li>Move of Monitoring Team to Business Support to refocus Business Accountants on forecasting issues</li> </ul>	B
	c) Focus Business Accountants on management information and analysis	DoF	<ul style="list-style-type: none"> <li>Business Accountants quality check unit level forecasts</li> <li>Business Accountants liaising with customers on the information requirements for business group SMT's</li> </ul>	B
	d) Improve data quality of feeder systems	DoF	<ul style="list-style-type: none"> <li>Dedicated support team set up to ensure the quality of data feeding into MetFIN (particularly payroll)</li> <li>Greater visibility to Additional Pay Information data via SAP Business Warehouse for Finance Services Business Support. Extending this to all F&amp;R Managers during April/May 2004</li> </ul>	B

			<ul style="list-style-type: none"> <li>• Improved liaison with Capita and the payroll client group</li> <li>• Processes put in place to manage the creation/deletion of GL codes, cost centres and location codes</li> <li>• Revised process to vet validity of codes input to payroll being implemented (June 03)</li> <li>• Development of MetFIN Local replacement, using SAP Business Intelligence functionality for implementation in May 2004, as part of new integrated system to support end to end MPS financial planning</li> </ul>	
	e) Develop training for advanced FMI reporting from corporate finance system	DoF	<ul style="list-style-type: none"> <li>• Modules on MetFIN reports included as part of the full day financial awareness courses</li> <li>• Workshops held as part of the communication on the variety of reports held on MetFIN and available to managers</li> <li>• 9 courses with 80 attendees held for FMI reporting from April to November 2003</li> <li>• MetFIN Upgrade in Feb 2004 provides greater MI visibility (user friendly, drill down features)</li> <li>• Implementation of SAP Business Warehouse during year provides even further analysis for both Financial and Cost Centre reporting. This facility being rolled out to all F&amp;R Managers during April/May 2004</li> </ul>	B
7. Secure appropriate funding	a) Develop and present arguments for increased formula funding	Treasurer	<ul style="list-style-type: none"> <li>• MPA case presented through Home Office Allocation Formula Working Group. Options put forward from KPMG work. Further exploration of density issues supported. Specific cost approach to ACA resisted. Response agreed to consultation</li> <li>• Revised formula for 2003/04 relatively very favourable for MPA</li> <li>• Continuing to press Home Office to unwind floors and ceilings as quickly as possible</li> </ul>	A

			<ul style="list-style-type: none"> <li>• Consultancy review of the work carried out on the grant formula will inform future negotiations</li> </ul>	
	b) Assess the validity of funding for rational/international functions and rationale for the special payment	Treasurer/ DoR	<ul style="list-style-type: none"> <li>• Relevant costs identified in published accounts</li> <li>• Concerns at potentially escalating costs registered with Home Office</li> <li>• Consultants appointed to review position</li> </ul>	C
	c) Pursue specific cases for additional government funding	Treasurer/ DoR	<ul style="list-style-type: none"> <li>• Cases made in relation to Golden Jubilee, training, pay lead high profile state visits</li> <li>• Support for cases for C3i. Counter-terrorism and PCSOs</li> <li>• MPA/MPS case for additional resources under SR2004 submitted direct to the Home Office</li> <li>• Summarised London case incorporated in APA/ACPO national submission</li> <li>• Support for Mayoral case for London</li> </ul>	B
	d) Present effective case to Mayor and/or Assembly for precept funding	Treasurer/ DoR	<ul style="list-style-type: none"> <li>• Secured increase in Mayor's precept envelope for 2002/03</li> <li>• 2003/04 budget submission accepted by the Mayor and approved without change</li> <li>• Significant increase in police precept for 2004/05 in spite of pressure on council tax levels</li> </ul>	B
	e) Ensure appropriate opportunities for income generation are exploited	DoR	<ul style="list-style-type: none"> <li>• Events and Income Development Unit established April 2003 (as agreed by Finance Committee in October 2002) in the MPS Resources Directorate to focus on sponsorship and income development. Achieved sponsorship target in 2003-04</li> <li>• Efficiency and Effectiveness review of income generation</li> <li>• MPS review of income following 2001/02 outturn</li> <li>• Income from direct direct receipts (fees and charges)</li> </ul>	C

			<ul style="list-style-type: none"> <li>monitored and reviewed monthly</li> <li>Fees and Charges will be reviewed and published annually</li> <li>Special Service rates will be reviewed and published annually</li> <li>Dedicated post in Finance Services leading on partnerships</li> <li>Support for BOCU's to access new grant funding from Home Office in 2003/04 being provided through lead TP Accountant</li> <li>Income budgets devolved to encourage further effort</li> <li>Additional income raised through negotiations with external customers</li> </ul>	
8. Secure an unqualified opinion on the Authority's accounts	a) Maintain high professional accounting standards	Treasurer/ DoR	<ul style="list-style-type: none"> <li>Increasing the professional depth of the Finance Department. Professional oversight from MPA finance unit</li> <li>Finance commended by external audit on quality of work for 2001/02 closedown</li> <li>Further progress made in improving regular reconciliation of balance sheet accounts</li> <li>Close down programme for 2002/03 drawn up to meet required timescales and standards</li> </ul>	B
	b) Ensure compliance with accounting policies	Treasurer/ DoR	<ul style="list-style-type: none"> <li>See 8a above and 8c below</li> <li>Review of draft final accounts by MPA finance unit</li> </ul>	B
	c) Take appropriate steps to address accounts qualifications	Treasurer	<ul style="list-style-type: none"> <li>Substantial increases in provisions for third party and pension liabilities reflected in 2001/02 and 2002/03 accounts</li> <li>Programme of land and buildings valuations agreed and implemented to address qualification re valuation</li> <li>Work undertaken to establish effective process for assessing 3<sup>rd</sup> party liabilities</li> </ul>	A

			<ul style="list-style-type: none"> <li>Unqualified audit opinion secured on 2002/03 accounts</li> </ul>	
	d) Work closely with the external auditor towards adoption of managed audit	Treasurer/ DoR	<ul style="list-style-type: none"> <li>External audit have assessed the quality of Internal Audit work as enabling them to place reliance on it</li> </ul>	C
9. Develop a strong balance sheet for the Authority	a) Create the opening balance sheet	Treasurer	<ul style="list-style-type: none"> <li>Balance sheet produced as at 3 July 2000</li> </ul>	A
	b) Agree policies on reserves and provisions	Treasurer	<ul style="list-style-type: none"> <li>Report to FPBV Committee in February 2002</li> <li>Policy on pensions reserves reviewed following actuarial report. To be reviewed again in the light of revised pensions financing arrangements</li> </ul>	A
	c) Agree and implement a strategy for creation/enhancement of reserves	Treasurer	<ul style="list-style-type: none"> <li>Report to FPBV Committee in February 2002</li> <li>Developed in practice as part of 2001/02 accounts closedown</li> <li>Budget underspendings utilised in 2002/03 and 2003/04</li> </ul>	A
10. Support the maintenance and improvement of the Authority's assets	a) Establish an effective 5 year capital programme	Treasurer/DoR	<ul style="list-style-type: none"> <li>First five year rolling capital programme approved by FPBV Committee in April 2002 and April 2003</li> <li>Final 2004/05-2008/09 capital programme approved by MPA 25<sup>th</sup> March 2004</li> <li>Strategic review of estate requirements completed and published in 'Building Towards The Safest City'</li> <li>GLA Budget Submission November 2003 included five year capital programme projections</li> </ul>	A
	b) Support effective capital programme	DoR	<ul style="list-style-type: none"> <li>Previously strengthened capital planning team in Finance Services</li> </ul>	C

	and project control		<ul style="list-style-type: none"> <li>Established quarterly MPS Capital Programme Review Board from April 2004</li> <li>Improved regular expenditure monitoring reports and funding projections to CPRB, RAC and Finance Committee</li> <li>Currently strengthening Business Support Accountants role in capital expenditure monitoring and financial planning's role in support project costing and control</li> </ul>	
	c) Maximise capital funding resources	Treasurer/ DoR	<ul style="list-style-type: none"> <li>Up to £140 million funding secured for C3i</li> <li>Increased borrowing flexibility under new Prudential Code utilised to finance first phase of Step Change capital expenditure</li> </ul>	B
	d) Ensure appropriate use of new initiatives for securing the benefits of capital assets	Treasurer/ DoR	<ul style="list-style-type: none"> <li>PFI review reported to FPBV Committee in May 2002 establishes a framework for any future PFI/PPP consideration</li> </ul>	A
11. Develop a good quality professional finance function	a) Recruit additional accountants in Finance Department restructuring	DoF	See 1e above	
	b) Maintain a professional training and development programme	Treasurer/ DoR	<ul style="list-style-type: none"> <li>Internal professional training plan and mentoring scheme</li> <li>30 Finance staff training for CCAB qualifications (16 as at April 2003) and 5 staff for AAT qualification</li> <li>38 FRM/SRM's and 4 Finance staff sponsored for CIPFA Advanced Diploma</li> <li>Continuing Professional Development (CPD) actively supported</li> </ul>	B

			<ul style="list-style-type: none"> <li>• MPS now CIPFA accredited training organisation</li> <li>• Tripartite Graduate Trainee Scheme launched March 2004</li> <li>• Introduction of 1 year Sheffield Hallam University student placements</li> </ul>	
	c) Develop and implement a competency framework for finance and resource managers	DoR	<ul style="list-style-type: none"> <li>• To be progressed as part of the police staff competency framework development in conjunction with the Head of Profession role</li> <li>• Job description of FRM's being reviewed as part of wider FRM 'future proofing' project</li> </ul>	C
	d) Implement the Finance Department restructuring to balance corporate requirements with business support	DoF	<ul style="list-style-type: none"> <li>• Basic structure announced May 2001, established with substantial progress in filling posts</li> <li>• Main area of growth Business Support, to facilitate access to professional advice and support at local level and meet the requirements of the MPA after its establishment</li> <li>• New business pressures have necessitated further restructure, announced late 2003 and expected to be fully populated by late 2004</li> <li>• New section 'Business Development' established in restructure to provide financial systems, business planning and training and development to the Service</li> </ul>	A
	e) Provide effective financial support to a devolved organisation	DoF	<ul style="list-style-type: none"> <li>• Business support provides dedicated qualified support to each unit in the MPS and to assist with the growing demands of counter terrorism, specialist crime and partnerships</li> <li>• Head of Business Support is a member of the Devolution Steering Group.</li> </ul>	C
	f) Take a leading role in national finance issues	Treasurer/ DoR	<ul style="list-style-type: none"> <li>• Treasurer's national involvement includes: President Police Authority Treasurers Society; Police Expenditure</li> </ul>	B

			<p>Forecasting Group; HO Allocation Formula Working Group; Home Office ABC Project Board; APA adviser; CIPFA Council member (to 2003); Chair of CIPFA Treasury Management Panel</p> <ul style="list-style-type: none"> <li>MPS's national involvement includes: National Police VAT Forum; ACPO Business and Resources Area Meetings; Home Office Allocation Formula Working Group, ACCA Public Sector Technical Issues Committee, Home Office ABC Project Board; IPF Finance Benchmarking Club; National Police Payroll Managers Forum</li> </ul>	
12. Maintain efficient core finance processes and procedures	a) Implement robust monthly activity timetable	DoF	<ul style="list-style-type: none"> <li>Revised Revenue Budget forecasting and monitoring and cycle now established</li> <li>Monthly timetable for monthly close down and reconciliation of financial ledgers and accounts in place</li> </ul>	A
	b) Produce clear desktop guidance for all processes	DoF	<ul style="list-style-type: none"> <li>Scheme of Financial Management finalised</li> <li>Finance Manual has been produced and is available to all MPS personnel via the intranet</li> </ul>	A
	c) Respond positively to audit recommendations	DoF	<ul style="list-style-type: none"> <li>All Audit Reports are monitored through central point in Finance Services to ensure recommendations are highlighted and actioned, - implications for FRM's tested through Head of Profession</li> </ul>	B
	d) Implement activity management system in Finance function	DoF	<ul style="list-style-type: none"> <li>Business Plans currently being finalised for all sections of Finance Services and future planning and monitoring cycle for business planning being developed</li> </ul>	B
	e) Benchmark key transaction	DoF	<ul style="list-style-type: none"> <li>Participation in CIPFA Benchmarking Club for all Finance Services. Initial comparative report being analysed for</li> </ul>	B



	processes		further action	
	f) Maintain effective treasury management complying with standards/ regulation	Treasurer	<ul style="list-style-type: none"> <li>Revised CIPFA Code of Practice on Treasury Management adopted by the Authority in March 2002</li> <li>Participation in treasury management benchmarking club</li> </ul>	B
13. Provide effective advice to the management of MPS business	a) Provide effective financial support to decision making	DoR	See 5c and d above	
	b) Develop investment appraisal	DoF	See 5c above	
	c) Ensure access to financial advice at all levels of management	DoF	See 5d above	
14. Support provision of an efficient and effective police service	a) Oversee the completion of, and implementation of the recommendations from, the efficiency and effectiveness review programme	Treasurer	<ul style="list-style-type: none"> <li>Treasurer chairs quarterly meetings of the Efficiency and Effectiveness Project Board</li> <li>Tranche 1 reviews completed, implementation being monitored</li> <li>Tranche 2 reviews completed, implementation being monitored</li> <li>Tranche 3 funding supported work on the Step Change programme and reorganisation within procurement services</li> </ul>	A

			<ul style="list-style-type: none"> <li>Board are to consider proposals for the use of the balance of funding from the three tranches for further Efficiency and Effectiveness work</li> </ul>	
	b) Support Best Value review programme	Treasurer	See 5c above	
15. Secure protection against future risks and costs	a) Implement catastrophe insurance arrangements	Treasurer	<ul style="list-style-type: none"> <li>Insurance arrangements implemented from October 2000 (property) and August 2001 (liabilities). Subsequent renewals effected</li> <li>Willis appointed as insurance and risk advisers</li> <li>Improved insurance terms secured wef August/October 2003</li> </ul>	A
	b) Support the development of systematic risk management	Treasurer	<ul style="list-style-type: none"> <li>Strategic review of risk management carried out by Willis</li> <li>Director of Risk Management appointed</li> <li>Risk management processes for both MPS and MPA being agreed</li> </ul>	C
	c) Oversee implementation of civil staff pensions transfer	Treasurer	<ul style="list-style-type: none"> <li>Transfer successfully achieved from September 2002</li> </ul>	A
	d) Pursue means of limiting/ controlling future budget impact of police pensions	Treasurer/ DoR	<ul style="list-style-type: none"> <li>Treasurer supported Treasury/Home Office proposals for new financing arrangements for police pensions</li> <li>Treasurer on Home Office working group taking implementation forward</li> <li>Actuaries report on future police pension liabilities commissioned, and acted on</li> </ul>	C
16. Provide effective	a) Produce good quality financial	Treasurer/ DoR	<ul style="list-style-type: none"> <li>Treasurer/DoR exercise quality control over reports</li> </ul>	B

support to the MPA and MPA Treasurer	reports and financial input to reports to the Authority		<p>produced for Finance Committee</p> <ul style="list-style-type: none"> <li>• Finance review financial implications of all reports</li> </ul>	
	b) Support the Treasurer's statutory responsibilities in relation to legality, financial integrity and standards	DoR	<ul style="list-style-type: none"> <li>• Finance staff involved in developments across the MPS. This will improve with increased capacity of Finance Services</li> <li>• Finance have questioned legality of expenditure in specific instances</li> </ul>	B