

## APPENDIX 1: INITIAL ACTION PLAN

Source	Group	URN	Action points	Date	Lead	Status
AC67	01 INT	1.1	Promote overall member involvement in best value	Long term	MPA	Further development by the Sub-group following Member review of MPA structure
DA8	01 INT	1.2	Cultural change required with respect to BV and use of information	Long term	MPS	Offer to provide consultancy assistance from the Audit Commission
AC(Rec1)	01 INT	1.3	Single planning, action, review cycle (inc budget planning plus changes from introduction of BV so that BV = PMF not add-on)	Long term	MPS	Offer to provide consultancy assistance from the Audit Commission
DA5	01 INT	1.4	Full integration with PMF and corporate governance (ie 'plan, action, review' (review to including audit and inspection))	Long term	MPS	Offer to provide consultancy assistance from the Audit Commission
AC(Rec2)	01 INT	1.5	Ensure new duty to review (political) arrangements are integrated with best value (inc development of community planning)	?	MPA	Assess if duty applies to MPA
DA7	02 BVPP	2.1	Ensure full compliance (inc medium term financial strategy; major capital projects; procurement strategies; BVR resources)	Short term	MPA	Checklist of contents developed (pending HO guidelines) for discussion with DA
DA7	02 BVPP	2.2	Decide most appropriate format (inc co-publication within GLA)	Short term	MPA	Statutory link of BVPP with Policing Plan; intention to co-publish summary
DA7	02 BVPP	2.3	Ensure plan contains all statutory PI and targets	Short term	MPA	Checklist of contents developed (pending HO guidelines) for discussion with DA
DA7	02 BVPP	2.4	Decide scope of circulation of (a) plan and (b) summary in the light of HO guidelines, DETR guidelines and GLA views	Short term	MPA	Awaiting statutory HO guidelines
AC(Rec3)	02 BVPP	2.5	Produce plan & summary targeted at, and appropriate to, agreed audiences (using a variety of media)	Short term	MPA	Plan primarily intended for internal use; summary for external use;
DA9	03 BVPI	3.1	Validate all indicators	Short term	MPS	Ongoing with MPS corporate analysis unit
DA9	03 BVPI	3.2	Integrate production of PI with decision-making (linked 1.3 – 1.4)	Long term	MPS	Offer to provide consultancy assistance from the Audit Commission
DA9	03 BVPI	3.3	Eliminate errors / reservations related to PI	Short term	MPS	Ongoing with MPS corporate analysis unit

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DA10	04 PMF	4.1.1	MPA support for the wider interpretation of PMF (as described by DA) and its implementation (linked to 1.3 - 1.4)	Short term	MPA	Input to be given to MPS 'performance management framework' project
DA13	04 PMF	4.1	Strengthen PMF / integrate within 'plan, action, review' cycle (linked to 1.3 – 1.4)	Long term	MPS	Offer to provide consultancy assistance from the Audit Commission
DA13	04 PMF	4.2	Communicate clear meaning of PMF and BV (to MPA/MPS) linked to 4.1.1	Short term	MPA	MPA views to be given to MPS PMF project board and Best Value Programme Board
DA13	04 PMF	4.3	Ensure Priorities, Objectives, Measures and Targets plus resource allocation is linked at key levels (linked to 1.3 – 1.4)	Long term	MPS	Offer to provide consultancy assistance from the Audit Commission
DA13	04 PMF	4.4.1	Improve MI/FI/PI	Long term	MPS	Development of corporate analysis unit and performance management framework
DA13	04 PMF	4.4.2	Improve monitoring of MI/FI/PI to support policy development	Long term	MPS	Development of corporate analysis unit and performance management framework
DA13	04 PMF	4.5	Clarify Member involvement within 'planning, action, review' cycle	Medium term	MPA	Awaiting initial discussion by Sub-group and Member review of MPA structure
DA23	05 4xCs	5.1.1	Define strategy/principles for <i>challenge</i> (using DA15 – DA16) and reflect in BVR guidelines	Short term	MPS	Agreed options for using an 'independent challenge panel'
DA23	05 4xCs	5.1.2	Define strategy/principles for <i>comparison</i> (using DA17 – DA18) and reflect in BVR guidelines	Short term	MPS	Developing a 'benchmarking strategy' following seminar of Metropolitan forces
DA23	05 4xCs	5.1.3	Define strategy/principles for <i>consult</i> (using DA19 - DA20) and reflect in BVR guidelines	Short term	MPS	Development of overall MPA consultation strategy (following best value review)
DA23	05 4xCs	5.1.4	Define strategy/principles for <i>compete</i> (using DA21 - DA22) and reflect in BVR guidelines	Short term	MPS	Draft procurement strategy exists
DA23	05 4xCs	5.2	Ensure corporate scrutiny of progress / outcome of the 4xC's (to allow early intervention)	Short term	MPS	Ongoing work within the BV Programme Support Team
DA23	05 4xCs	5.3	Develop process to capture / use good practice (external & internal)	Short term	MPS	Ongoing structured debriefs of all BVRs; analysis of Audit Commission report

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DA23	05 4xCs	5.4	Define documentation requirements for BVRs	Short term	MPS	Development of templates by Programme Support Team; review of guidelines
DA27	06 BVRs	6.1	Formalise proposals for reviewing programme and methodology (inc basis of segmentation / balance process & function BVRs)	Short term	MPA	Approach confirmed by Best Value Sub-group (awaiting formal approval)
AC(Rec4)	06 BVRs	6.1.1	Revisit BVR programme to combine smaller BVR	Short term	MPA	Not applicable to MPA BVR programme
AC(Rec4)	06 BVRs	6.1.2	Revisit BVR programme to direct resources for local impact	Short term	MPA	Conducted at Sub-group meetings (operational BVRs moved earlier)
AC(Rec4)	06 BVRs	6.1.3	Revisit BVR programme to identify opportunities for closer working	Short term	MPA	Conducted at Sub-group meetings (proposed joint reviews within GLA)
AC(Rec4)	06 BVRs	6.1.4	Revisit BVR programme to amend local priorities following community planning	?	MPA	Assess if duty applies to MPA
AC(Rec4)	06 BVRs	6.1.5a	Ensure mechanisms for prompt completion of reviews	Short term	MPS	BVRs to use project management tools; end dates to follow scoping stage
AC(Rec4)	06 BVRs	6.1.5b	Ensure mechanisms for adopting & implementing proposals within the budget and service review cycle	Medium term	MPS	Ongoing work within the BV Programme Support Team
AC(Rec4)	06 BVRs	6.1.6	Concentrate on outputs of BVRs to improve services (rather than process)	Short term	MPS	Development of strategies for 4xC's and use within revised BVR guidelines
DA27	06 BVRs	6.2	Develop rationale and plan for addressing cross-cutting issues	Short term	MPS	Seeking clarification from Audit Commission and HMIC re definition.
DA27	06 BVRs	6.3	Develop monthly monitoring arrangements of BVRs (progress and quality)	Short term	MPS	Development of a common project plan format and highlight report
DA27	06 BVRs	6.4.1	Monitor resource demands and assess future needs	Short term	MPS	Resources monitored by Programme Support Team; assessment awaits
DA27	06 BVRs	6.4.2	Monitor training demands and assess future needs	Medium term	MPS	TNA conducted; demands to be monitored; team continuity issues to be considered

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DA28	06 BVRs	6.5	Develop process for reporting findings (resourced implementation plans to include monitoring arrangements)	Medium term	MPS	Ongoing work within the BV Programme Support Team
DA30	07 AIR	7.1	Develop mechanisms to prevent duplication / ensure added value of corporate change projects, initiatives etc	Medium term	MPS	Development of 'supra-programme management' and new change forum
DA30	07 AIR	7.2	Ensure all review processes / resources are co-ordinated	Medium term	MPS	Development of 'supra-programme management' and new change forum
DA30	07 AIR	7.3	Enhance mechanisms for corporate assessment of audit, inspection and review findings	Medium term	MPS	Development of 'inspection liaison unit' with possible enhancement of role

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### Key

<b>Source</b>	The source of the action
<b>DA</b>	Page reference to District Audit <i>Pre-statutory audit of MPS BVPP</i>
<b>AC</b>	Para or Rec reference to Audit Commission: <i>A step in the right direction</i>
<b>Group</b>	Type or category of action point (using the DA report as template)
<b>URN</b>	Unique Reference Number
<b>Action</b>	Brief description of the action required / suggested
<b>Date</b>	Date of completion
<i>Short-term</i>	Before 31 March 2001 (typically a compliance issue for next BVPP)
<i>Medium Term</i>	By end of 2001/02
<i>Long-term</i>	By end of first BVR cycle (ie 2004/05)
<b>Lead</b>	Organisation / person responsible for the action(s)
<b>Status</b>	Position at last update

### Abbreviations

4xCs	Four C's (challenge, consult, compare, compete)
AIR	Audit, inspection and review
BVPI	Best value performance indicator
BVPP	Best value performance plan
BVR	Best value review
INT	Introduction and integration
MI/PI/FI	Management / performance / financial information
PAR	Planning, action and review
PMF	Performance management framework
POMT	Priorities, objectives, measures and targets