

## INITIAL ACTION PLAN (incorporating response from MPA/MPS)

Ref.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Authority's proposed response	Officer responsible	Timescale
<i>Report section</i>					
R1	Completion of a longer-term corporate strategy should be regarded as a priority by the MPA, to provide a clear basis for the prioritisation of resources and service level planning in the MPS.	...	The value of a longer-term strategy is understood. To that end, a corporate strategy ('The safest city') has been drafted, paying due regard to the results of consultation and the wider context for policing within which the MPS operates. The draft has been sent out for internal consultation (including with Independent Advisory Group members). It has received widespread internal support for its structure and content. The draft has recently undergone modifications to ensure it adequately reflects the government's intentions under police reform. Launch of 'The safest city' is proposed for the autumn ( timescale detailed under R2).	AC PRS/ Head of Corporate Planning	Strategy launch in autumn
R2	A clear timetable is needed to define the milestones and delivery targets for the introduction of the corporate strategy.	...	The timetable for introduction of the corporate strategy is shown at the end of this appendix.	AC PRS/ Head of Corporate Planning	Strategy launch in autumn

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R3	Ensure that the organisation's core values are confirmed in developing the corporate strategy.	..	Existing draft does incorporate the stated Mission/Vision/ Values of the MPS. The corporate strategy used the MPS's Vision ('To make London the safest major city in the world') to derive the operational goals that will deliver this aspiration. The whole strategy is based on the ethos of partnership working (one of the MPS's stated values).	AC PRS/ Head of Corporate Planning	Complete
R4	The structure of the best value review programme should be considered in the context of the proposed content of the corporate strategy, to ensure the programme reflects key corporate priorities and aims.	...	A recommendation to this effect has been presented to FPBV Committee in a paper setting out the implications of SI 2002/305 (change to the best value regime).	AC PRS/ Head of Best Value	Prog. to be reviewed in July, re SI 2002/305
R5	Formalise the planning framework, with clear identification of timings and responsibilities, to ensure an effective process, with universal understanding and agreement of requirements.	...	The planning framework will be formulated jointly by MPS staff and MPA officers. A preliminary proposal based around a timeline was placed before an MPA Planning Panel for consideration and this will be used as the basis for a more comprehensive recommendation to the MPA full authority meeting in May. This framework will demonstrate the various interdependencies between the planning timetable, the annual budgetary cycle, performance monitoring and the review process. It will also set out the roles and responsibilities for the key decisions and at what forum or committee those decisions will be taken.	AC PRS/ Head of Corporate Planning	Framework to be agreed May 2002

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R6	Ensure that, where appropriate, consultation undertaken in best value reviews is taken into account in the corporate planning process.	..	The MPS will create a database of issues arising out of best value and other consultation. Analysis will identify themes or single issues for consideration when planning.	AC PRS/ Head of Corporate Planning	Analysis will be co-ordinated with analysis of other consultation i.e. September 2002
R7	Ensure there is a strategic approach to the co-ordination of local partnership work, to avoid conflicts with corporate objectives.	...	The development of the bottom up approach to the corporate planning process for 2003/04 will recognise the status of the crime and disorder strategies negotiated and agreed at BOCU level. The targets contained in these crime and disorder strategies will help to inform the corporate objectives and targets, thus ensuring a co-ordinated approach.	AC PRS/ Head of Corporate Planning	Ongoing during the 2003/04 planning process.

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R8	Cross check detailed plans to ensure consistency against the corporate plan and each other.	...	<p>The local BOCU plans have been collated and co-ordinated by Territorial Policing Headquarters and checked to ensure that they are compatible with the relevant Crime &amp; Disorder strategy, comply with the corporate guidelines and match the aggregated borough targets agreed by the MPA. In addition, Corporate Planning branch is validating the enabling objectives from the support departments to ensure that they:</p> <ul style="list-style-type: none"> <li>- underpin the corporate objectives, and</li> <li>- reflect the tasks and activities that the leads for each corporate objective require to achieve the necessary targets</li> </ul>	AC PRS/ Head of Corporate Planning	Consistency and cross checking to be completed end of June 2002

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R9	Ensure that the arrangements for scrutiny by Members are sufficiently comprehensive to evaluate the objectives, targets and outcomes associated with the planning process.	...	MPA members will have a number of opportunities to scrutinise the process for formulating the objectives and targets associated with the planning process. At a more informal level those members sitting on the planning panel will have an opportunity to suggest a path that corporate priorities and objectives might take through their informed avenues of consultation. That forum will also be used to consider associated issues such as in-year performance monitoring and the results of a refined approach to the Public Attitude Survey. The Planning Panel reports its recommendations to the Finance, Planning and Best Value Committee (currently under review) which, in turn, reports to the Full Authority. Each of these committees has the remit to evaluate and challenge objectives, targets and outcomes.	AC PRS/ Head of Corporate Planning	Subject to MPA restructuring of committees process will be fully in place by September 2002
R10	Monitor the actions resulting from the 2001 best value audit, particularly to ensure that demonstrable improvements are being achieved from the performance management framework.	..	A report on the progress made towards earlier recommendations has been considered by FPBV Committee, and will be reviewed in six months' time, alongside any arising from the 2002 audit.	AC PRS/ Head of Business Change	The Performance Management Framework is regularly reviewed by the QPRMG chaired by AC PRS

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R11	Ensure that the planning cycle combines corporate, service and financial plans, identifying the resource implications of agreed priorities and performance improvements.	...	The MPS is working with the MPA to align more closely the corporate planning cycle with the budgetary cycle. This is complex and difficult to achieve since the demands of the respective processes are governed by critical dates and requirements that are not always compatible. The 2003/4 planning process will include an evaluation of the resource implications of the agreed priorities but this is likely to be in the format of a high level summary as opposed to a detailed calculation in the absence of an agreed activity analysis model. MPS Corporate Finance is currently producing a 'budget book' that will help to outline the key activities undertaken by each part of the organisation and the anticipated costs involved in delivering them.	AC PRS/ Dir of Resources/ Head of Corporate Planning	Proposal for alignment of planning cycles to be placed before MPA full authority May 2002

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R12	Move towards a system of budget approval based on the assessment of funding and performance requirements against corporate priorities.	...	The MPS has selected a number of pathfinder boroughs that will receive further devolved budgets during 2002/3. Six boroughs, Barnet, Bromley, Camden, Hackney, Lewisham and Sutton have been identified and already have been allocated additional budget lines for local control. It is planned that during the second quarter of 2002 this will be extended to include additional lines including police pay. Discussions have already taken place between the MPA Treasurer and senior MPS managers to examine how funding and allocation decisions can be mapped against corporate priorities and performance achieved.	AC PRS/ Dir of Resources	Process under way
R13	Incorporate capital planning considerations into the proposed integrated planning framework.	..	It is planned to use the corporate strategy as the basis for prioritising capital bids from MPS business groups. Groups will be asked to justify their capital bids against its contribution to achievement of the strategic goals.	AC PRS/ Dir of Resources/ Head of Corporate Planning	For 2003/04 financial/ business planning cycle.

**Proposed timetable for launch of corporate strategy (subject to ongoing discussion)**

<i>Milestone for introduction of the corporate strategy</i>	<i>Time</i>
Joint MPA/MPS workshop to agree content and format of plan itself	June 2002
Modification of plan content, based on input from workshop	June/July
Incorporate strategy planning demands into annual planning process	July
Finalise plan performance regime	August
Set up plan implementation change programme	September
Launch of 'The safest city'	September?
Review content/direction of 'The safest city' in light of 3 year strategy plan required by the Government	November
Release 3 year strategy plan, using 'The safest city' as basis	March 2003