

MPS ACTION PLAN

Recommendations	MPS proposed action	Timescale
1) Integrate Best Value principles into day-to-day processes to ensure that a consistent and effective approach to continuous improvement is achieved.	<p>Publicity in relation to the move to service improvement reviews has emphasised the importance of the principles and their applicability to any management review activity. Input on best value principles continues to be provided as part of the ongoing programme of quality assurance officer training. This is important, as Quality Assurance Officers are often responsible for managing local change initiatives. The revised MPS Project Management Manual which is due to be completed later this year by the Internal Consultancy Group will include guidance on incorporating the principles into general management reviews and project work.</p>	December 2003
2) Ensure that mechanisms are in place to allocate resources to objectives, linking priorities with action plans and targets.	<p>The MPS is developing improved business planning processes with the assistance of Accenture Consulting which will deliver a number of long term benefits including;</p> <ul style="list-style-type: none"> - Investment choices and delivery strategies prioritised according to strategic analysis - Costs for delivering objectives captured by Business Group and function - Identification of outcomes and outputs to align planning with performance management <p>For 2004/05 the MPS is considering adopting hierarchical sets of objective setting based on priority objectives, business group key objectives and sustaining delivery objectives. This will help to better describe all the activities the MPS undertakes and, in future years will inform the allocation of resources in order to link priorities and objectives with delivery strategies and targets more closely.</p>	Ongoing

<p>3) Ensure that implementation of the staff appraisal process consistently supports performance management arrangements, including assurance of compliance with corporate objectives and requirements.</p>	<p>The Personal Development Review (PDR) system is built upon a structured approach to performance management, starting with individual performance, resulting in the collective impact upon corporate performance. This system provides for clear requirements for each individual's role (skills/knowledge and behaviours, using the National Competency Framework, augmented by Met specific role profiles where required); assessment of actual performance achieved; and development requirements for improving performance in the current role and/or future roles/career aspirations.</p> <p>The competency framework was designed to recognise the way that all common roles contribute to the achievement of policing objectives. The PDR process also allows for a degree of tailoring to target specific corporate priorities where this is appropriate to a particular role. This is the first full year of the PDR process and it is anticipated that this aspect of the way that PDRs are used will develop</p>	<p>March 2004</p>
<p>4) Continue to refine performance review arrangements, to ensure that appropriate performance measures and management information systems are in place to support performance scrutiny and the achievement of objectives.</p>	<p>The Deputy Commissioner's Command has recently implemented major changes in its structure to better support performance monitoring and review, and linked within the National Intelligence Model (NIM) implementation, the intention is to develop work started in Territorial Policing across other business groups so that better information can encourage better decisions.</p>	<p>March 2004</p>
<p>5) Define accountabilities for the completion of best value reviews to timescale budget and quality, for example as part of the appraisal process, and monitor performance.</p>	<p>Accountability for delivering reviews to time, budget and quality rests with the Internal Consultancy Group and has been incorporated into its Monthly Management Report for regular monitoring of progress by the Group's senior managers.</p> <p>The delivery of individual reviews is overseen by review project boards.</p> <p>The MPA receives regular updates on the progress of all ongoing reviews.</p>	<p>Complete</p>
<p>6) Ensure that a robust mechanism for selecting best value</p>	<p>The MPA instigated a new method of selecting reviews for</p>	<p>Complete</p>

<p>review topics is used, enabling the Authority to demonstrate the relevance and comprehensiveness of its review programme.</p>	<p>2003/04 in response to revised statutory guidelines and lessons learned from the process to date. To secure joint ownership MPA members select two areas for review per year from a list proposed by MPS Management Board. This ensures reviews address improvement needs identified each year and produce relevant recommendations within a determined timescale. Maintaining flexibility in the programme allows members to make informed decisions, responding to issues as they arise.</p>	
<p>7) Ensure that performance improvements arising from best value reviews are incorporated into the performance management framework, and captured in the annual Policing and Performance Plan.</p>	<p>Information on the outcomes from reviews and the anticipated performance improvements is available to feed into the performance management regime and the annual plan.</p> <p>The Policing and Performance Plan for 2003/04 includes a priority around accessibility (inherently linked to the best value review of demand management). Further work is being undertaken to develop performance measures in this area.</p>	<p>Ongoing</p>
<p>8) Rigorous prioritisation and monitoring of the implementation of action plans developed by internal and external agencies is required to ensure that improvement opportunities are realised and that the cost and effort invested in review activity is not wasted.</p>	<p>The Inspection Liaison and Analysis Unit (ILAU) now works closely with the Head of Review for the MPA and has extended responsibility to include the monitoring, co-ordination and prioritising of action plans for inspection reports completed by internal and external agencies, both during and at the conclusion of inspections.</p> <p>A 'Director of Risk Management' has been appointed with a remit to develop a strategy for the implementation of inspection recommendations to ensure the service gains maximum benefit from inspection activity. Where necessary, outstanding recommendations will be brought to the MPS Performance Review Committee meetings so that action can be initiated.</p>	<p>Complete</p>
<p>9) Continue to improve BVPI reporting and efforts to strengthen the procedures and practices of the BVPI system</p>	<p>MPS BVPIs will harmonise with those highlighted in PPAF. More robust analysis of citizen satisfaction, reassurance and public attitudes are planned for 2004.</p>	<p>Ongoing</p>