

RETENTION STRATEGY IMPLEMENTATION PLAN

Short Term

Initiative: The MPS Retention Strategy, Short Term Objective No. 1		
Objective(s): <i>'Continue with the short term initiatives introduced in January 2002'</i>		
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'		
Additional costs:		Estimated savings / benefits:
Capital Costs	Sub-total	<p>Research has identified that on average 500 officers who leave the MPS voluntarily i.e. through transfer or resignation, if 20% of them could be retained this would save £2.6 million in training the equivalent number of replacement officers. If all 500 could be retained this would save in excess of £13 million in the training costs alone.</p> <p>It is more difficult to assign an average cost to the recruitment of civil staff due to the variety of roles performed and the different recruitment processes for each post. However it is estimated that to recruit, train and develop a specialist, such as an MPS Consultant, costs in excess of £25,000 and it is estimated that it will take anything from 12-18 months for that individual to become totally proficient in their role. Even when recruitment is conducted at a local borough level for non-specialist civil staff, the opportunity costs involved in recruiting and training an individual is in excess of £11,000 (this figure includes the first 6 months of the individual's salary where it is recognised that they will not be totally competent in that role).</p>
Revenue Costs		
1. Cost of the Retention Intervention Officer		
	Sub-total	£43,000
	TOTAL	£43,000

Non-quantified costs:

- The 0-2 year support and development programme is undertaken at a local OCU level and is a bespoke scheme. Therefore, a generic cost cannot be applied to this scheme.
- It is envisaged that the People Bank service (see below) will be out-sourced and a cost cannot be assigned to this, at the present time
- It is envisaged that the 'Property Shop' (see below) will be staffed by existing MPS employees but a detailed business case awaits further discussion

Non-financial benefits:

- The retention of experienced and skilled staff within the MPS
- The sharing of good practice and knowledge throughout the MPS, thereby impacting upon public satisfaction and confidence
- Improved staff morale and productivity
- Consolidation of the MPS's reputation as an employer of choice
- Reinforcement of the MPS's commitment to valuing staff

Initiative: The MPS Retention Strategy, Short Term Objective No. 2				
Objective(s): <i>'Place Retention as a standing item on the HR Board in order to monitor attrition rates and implementation of the strategy'</i>				
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'				
Additional costs:		Estimated savings / benefits:		
Capital Costs		It is envisaged that if strategic attention is focused upon retention, this will have an impact upon wastage rates. (See Short Term Objective 1)		
Sub-total Revenue Costs				
Sub-total TOTAL				
Non-quantified costs: Nil		Non-financial benefits: <ul style="list-style-type: none"> This initiative ensures that attention is focused upon retention as a strategic issue. This will ensure that all strategic decision-making is considered in relation to its impact upon retention issues. 		
Key actions to implement:	Lead	Deadline	PI / milestone	Target
1. Standing agenda item on HR Board	HR Directorate	Standing agenda item at all meetings	Complete	-

Initiative: The MPS Retention Strategy, Short Term Objective No. 3					
Objective(s): <i>'Require every OCU to devise a Retention Plan in accordance with a HR template and with HR assistance'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	(See Short Term Objective 1)			
Revenue Costs	Sub-total				
TOTAL					
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> The cost of the Retention Improvement Project, the costs of which will be met through the existing Internal Consultancy Group budget. Staff costs associated with researching and writing local plans (see below) 		<ul style="list-style-type: none"> Raises the profile of retention issues at a local OCU level This initiative promotes the need to hold local managers to account for retention at a local level Focuses the need for managers to develop local Retention Intervention strategies 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Establish current corporate and OCU practice		Retention Improvement Project	3/2/03	To identify current practice	To identify current, corporate and local good practice
2. Identify external best practice with regards to Retention		Retention Improvement Project	13/2/03	To identify best external practice	To identify best practice within the police service and also in the public, private and voluntary sectors
3. Communicate the requirement for each OCU to have a Retention Plan		HR Directorate	To be identified	Number of plans submitted and approved	That all OCUs have approved plans in place

Initiative: The MPS Retention Strategy, Short Term Objective No. 4					
Objective(s): <i>'Collate and disseminate existing best practise within the Service'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	(See Short Term Objective 1)			
Revenue Costs	Sub-total				
	TOTAL				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> • Cost of Retention Improvement Project (to be met through Internal Consultancy budget) • The internal publicity costs of promulgating best practice 		<ul style="list-style-type: none"> • A sharing of best practice amongst OCUs • Focus local attention on retention issues • The provision of support and guidance on how OCUs can impact upon retention issues 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Establish current and best practice on OCUs regarding retention plans and activity		Retention Improvement Project	13/02/03	Scoping exercise complete	Collation of information from OCUs to identify best practice
2. Establish an effective means of disseminating retention best practice		Retention Improvement Project	To be identified	Information collated, best practice published	It is envisaged that the HR Evaluation Unit will test the take up of best practice by OCUs

Initiative: The MPS Retention Strategy, Short Term Objective 5				
Objective(s): <i>'Undertake phase 2 of the People Strategy in so far that it specifically focuses upon retention issues'</i>				
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'				
Additional costs:		Estimated savings / benefits:		
Capital Costs				
	Sub-total			
Revenue Costs				
	Sub-total			
	TOTAL			
Non-quantified costs:		Non-financial benefits:		
•		•		
<i>Key actions to implement:</i>		Lead	Deadline	PI / milestone
				Target

Initiative: The MPS Retention Strategy, Short Term Objective No. 6					
Objective(s): <i>'Review and implement existing retention and support programmes for under-represented groups within the Service'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	On average 500 officers per year leave the MPS prematurely because of transfer or resignation. 11% of these are officers from under represented groups. Assuming the costs cited in short term objective 1, if all of them could be retained, this would save the service approximately £1.5 million in recruitment and training costs alone.			
Revenue Costs	Sub-total				
	TOTAL				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> • DOIT has been established but their remit extends to more than just retention issues for under represented groups • Cost of staff to review existing retention and support programmes and implement best practice 		<ul style="list-style-type: none"> • To improve the provision of support for under represented groups • Improved staff morale and productivity, particularly amongst under represented groups • Consolidation of MPS reputation as an employer of choice • Evidence of the MPS's commitment to valuing staff as per the Mission, Vision and Values • The building of confidence in communities at the MPS's ability to retain staff from under represented groups 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. A review has been completed of existing retention and support programmes for under represented groups and there are a number of recommendations that are being evaluated		DOIT	December 2002	Analysis of the review is to be conducted	To produce a list of recommendations for enhancing and progressing support for under represented groups.

Initiative: The MPS Retention Strategy, Short Term Objective No. 7					
Objective(s): <i>'Introduce the means by which every leaver is offered the opportunity to meet with a manager to discuss reasons for leaving'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	If the MPS are more diligent in capturing information regarding the reasons for staff leaving, this information could be used to inform recruitment and retention policy. This in turn would ensure that such policies were relevant and appropriate to support retention of staff and thereby saving recruitment costs, skills and experience.			
Revenue Costs					
Sub-total					
	TOTAL				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> • The indirect costs associated with staff dissatisfaction, low morale and lack of productivity • The costs associated in dealing with grievances, employment tribunals and litigation 		<ul style="list-style-type: none"> • In monitoring staff leaving, particular in respect of ethnic minorities we would meet the requirements of the Race Relations Amendment Act • To ensure that any organisational processes or other reasons that may have contributed to an individual leaving the MPS are captured and inform future policy, procedural and HR decision making • Provide evidence of MPS valuing staff • Ensuring that all staff that leave have the opportunity to express their views regarding the organisation and thereby ensuring they leave with a positive experience of the MPS. This could also impact on how they relate their experiences of the organisation to others • If staff leave more positively disposed to the MPS, this should have an additional impact on public attitudes to the MPS in general 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Requirement for a leaver to meet with a manager is now policy requirement		HR Directorate	Complete	Policy reviewed	HR Evaluation Unit to test compliance

Initiative: The MPS Retention Strategy, Short Term Objective No. 8					
Objective(s): 'Ensure that the exit interview process is fully sensitive to issues of diversity and equality'					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	By making the staff exit survey process more efficient, there are potential savings in staff time			
Revenue Costs	Sub-total				
	TOTAL	<ul style="list-style-type: none"> There are potential savings in staff numbers and staff time in processing the surveys, if the decision is taken to out source the exit process 			
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> Cost of the Retention Improvement Project which will be met through the existing Internal Consultancy Group budget 		<ul style="list-style-type: none"> Improve the return rate and quality of the staff exit surveys ensuring that the survey fully addresses the issues of equality and diversity Improve the strategic analysis of the surveys thereby identifying potential retention problems and solutions Produce better quality management information An initiative that promotes the valuing of staff by demonstrating that the MPS will take into account staff views when shaping the future direction of HR Strategy By identifying the reasons why under represented staff leave the Service the MPS will be able to ensure that its polices are specifically focused towards addressing their needs thereby building confidence within diverse communities at the MPS ability to retain staff 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Identify current staff exit processes and procedures and compliance with the system		Retention Improvement Project	23/1/03	Map existing processes	Processes mapped
2. Identify external best practice with regards to the exit process, particularly relating to equality and diversity issues		Retention Improvement Project	13/2/03	Identify best practice amongst other police forces, the public, private and voluntary sectors	Evaluate best practice solutions for exit processes including examining the potential for outsourcing the staff exit process

Initiative: The MPS Retention Strategy, Short Term Objective No. 9				
Objective(s): <i>'Collate and distribute staff turnover information by location and use as part of a new HR evaluation process'</i>				
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'				
Additional costs:			Estimated savings / benefits:	
Capital Costs This will depend on the analysis that identifies whether existing systems can be adapted to provide the required data <p style="text-align: right;">Sub-total</p>			(See Short Term Objective 1)	
Revenue Costs This will depend on whether existing revenue resources can be utilised to provide the required data <p style="text-align: right;">Sub-total</p>				
TOTAL				
Non-quantified costs: <ul style="list-style-type: none"> • Costs of the Retention Improvement Project which will be met through the existing Internal Consultancy Group budget • The costs of any potential changes to MPS Management Information systems • Publicising the new systems 			Non-financial benefits: <ul style="list-style-type: none"> • The provision of accurate performance data will focus strategic attention on retention issues • The provision of current, accurate and pertinent data can be used to inform the performance management system • More accurate data will allow for more accurate analysis 	
Key actions to implement:	Lead	Deadline	PI / milestone	Target
1. Identify current Management Information systems and areas for improvement in the process, with regards to retention issues	Retention Improvement Project	23/1/03	Analysis of the current management information systems	To identify areas for improvement in the current systems regarding retention data
2. Publicise and implement the new processes and procedures identified	HR Directorate	To be identified	Implement and publicise new management information data	That the new data drives performance improvement in relation to retention issues

Initiative: The MPS Retention Strategy, Short Term Objective No. 10					
Objective(s): <i>'Prepare a communication and marketing strategy to support the roll out of the Retention Strategy'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	£16,000	<ul style="list-style-type: none"> It is envisaged that the promotion of the strategy will prevent loss of staff Reinforce MPS's commitment to valuing its staff 		
Revenue Costs					
1. Estimated cost of publicity material:					
	TOTAL	£16,000			
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> Cost of Retention Improvement Project which will be met through the existing Internal Consultancy Group budget Cost of HR Communication Manager 		<ul style="list-style-type: none"> Promotion of retention as a core strategic HR issue Retention of expertise and skills in the MPS Improved staff morale and productivity Consolidation of MPS reputation as an employer of choice Evidence of the MPS's commitment to valuing staff as per the Mission, Vision and Values 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Establish and evaluate communication undertaken to date		Retention Improvement Project	23/01/03	Assess communication undertaken to date	Evaluate impact and validity of current communication activity
2. Production of a communication and marketing plan for the MPS Retention Strategy		HR Directorate	31/03/03	Completion of initial marketing plan	Develop long term strategic marketing and communication plan for the retention strategy

Initiative: The MPS Retention Strategy, Short Term Objective No. 11				
Objective(s): <i>'Complete the review of all promotion processes'</i>				
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'				
Additional costs:		Estimated savings / benefits:		
Capital Costs Sub-total Revenue Costs The costs of the reviews into the promotion process Sub-total £72,000 TOTAL £72,000		It is too early at this stage to estimate potential savings until there has been a complete cycle of the promotion process		
Non-quantified costs: <ul style="list-style-type: none"> • The indirect costs associated with staff dissatisfaction and low morale • The costs associated in dealing with grievances, employment tribunals and litigation 		Non-financial benefits: <ul style="list-style-type: none"> • To ensure that decisions on promotion are made by people who directly know the performance of individuals • Relate performance more closely to promotion decisions • Reduce some of the bureaucracy involved in the process 		
Key actions to implement:	Lead	Deadline	PI / milestone	Target
1. A comprehensive and fundamental review of all police promotion processes has been undertaken.	HR Directorate	Complete	Significant changes have been introduced to the promotion process from constable to chief superintendent rank. In addition to this, the level transfer process for officers wishing to move from uniform to the CID to constable to inspector level has also been revised.	To simplify the process and make it more locally accountable.

Initiative: The MPS Retention Strategy, Short Term Objective No. 12					
Objective(s):					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs					
	Sub-total				
Revenue Costs					
	Sub-total TOTAL				
Non-quantified costs:		Non-financial benefits:			
•		•			
Key actions to implement:		Lead	Deadline	PI / milestone	Target

Medium Term

Initiative: The MPS Retention Strategy, Medium Term Objective No. 1					
Objective(s): <i>'Review all HR polices to ensure they encourage and support retention of all staff'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	<ul style="list-style-type: none"> Reviewing HR policies to ensure that they are relevant and current should ensure that MPS has responsive and progressive working practices. This will assist in the recruitment and retention of staff 			
Revenue Costs	Sub-total				
	TOTAL				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> The HR Policy Unit undertakes other duties in addition to reviewing HR policy 		<ul style="list-style-type: none"> This initiative should ensure that the MPS operates up to date working practices which will assist the MPS in achieving employer of choice status Evidence of the MPS's commitment to valuing staff Improved staff morale and productivity 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Review all HR Policies to ensure that retention issues are considered in the reviewing process		HR Policy Development	31/12/04	Policies reviewed for lack of compliance and that they are appropriate	Review complete Policies are being reviewed in order of priority

Initiative: The MPS Retention Strategy, Medium Term Objective No. 2					
Objective(s): <i>'Implement an disseminate a Service wide flexible working policy'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs		Research provides evidence that flexible working polices are a key retention factor therefore a revised and properly functioning policy will retain and attract staff			
	Sub-total				
Revenue Costs					
	Sub-total				
	TOTAL				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> • Cost of HR Policy Unit who researched and presented the policy • Cost of administration of this policy 		<ul style="list-style-type: none"> • Promotion of the MPS as an employer of choice • Provides evidence of MPS valuing its staff and a reiteration of the Mission, Vision and Values principles • Provides an incentive to remain with the MPS. Research suggests that this will have a particularly positive impact upon female staff retention 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. The revised MPS flexible working policy has been published and implemented.		HR Directorate	Complete	Agreed by HR Board	

Initiative: The MPS Retention Strategy, Medium Term Objective No. 3				
Objective(s): <i>'Review proposals for civil staff development plans including implementation of a mentoring and support scheme'</i>				
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'				
Additional costs:		Estimated savings / benefits:		
Capital Costs		Research has shown that within the MPS there is a perception that civil staff training and development needs have not been fully addressed.		
Sub-total		If a process is put in place to provide support and guidance on development plans as well as a generic mentoring scheme, this will enhance the reputation of the MPS as an employer of choice and assist in the recruitment and retention of support staff.		
Revenue Costs				
Sub-total				
TOTAL				
Non-quantified costs:		Non-financial benefits:		
<ul style="list-style-type: none"> • Cost of strategic Civil Staff Development Unit 		<ul style="list-style-type: none"> • Ensure that there is a strategic focus on the training and development of civil staff • Consolidation of the MPS's reputation as an employer of choice • Reinforcement of the MPS's commitment to valuing staff • The retention of experienced and skilled support staff • Improved staff morale and productivity 		
Key actions to implement:	Lead	Deadline	PI / milestone	Target
1. Creation of a strategic Civil Staff Development Unit	HR Directorate	Complete		The Civil Staff Development Unit are tasked with the review of civil staff development plans and implementation of a specific mentoring scheme

Initiative: The MPS Retention Strategy, Medium Term Objective No. 4					
Objective(s): <i>'Reward, research and develop benefits to reward and motivate staff'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	<ul style="list-style-type: none"> (See potential savings as per Short Term Objective 1) This initiative would have an additional benefit in that it is envisaged that the publicity material will be used as part of the MPS's recruitment campaigns 			
Revenue Costs					
Production and marketing of material publicising the 'benefits of belonging' to the MPS					
	Sub-total	£13,000			
	TOTAL	£13,000			
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> Cost of the Retention Improvement Project which will be met through the existing Internal Consultancy Group budget 		<ul style="list-style-type: none"> This initiative will demonstrate that the MPS values its staff Promotion of the MPS as an employer of choice Provides an incentive to join and remain with the MPS 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Establish current benefits and rewards that are available to staff		Retention Improvement Project	23/1/03	Collate all existing benefits	Assess and analyse existing benefits for staff
2. Design a leaflet that details the 'benefits of belonging' to the MPS		Retention Improvement Project	5/2/03	Production of publicity material	Approval for circulation of the publicity material
3. Publicise all existing benefits/reward schemes to all staff		HR Comms. Manager	To be identified	Material publicised	Production of the material for publication and material distributed

Initiative: The MPS Retention Strategy, Medium Term Objective No. 5					
Objective(s): <i>'Ensure accountability of all managers for retention is monitored by the Human Resource Evaluation Team in conjunction with DOIT'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	<ul style="list-style-type: none"> The HR Evaluation Team was set up in November 2002. Retention is one of the nine areas of HR practice monitored by the unit. A number of OCUs have already been inspected. Regular discussion takes place with the Head of HR Directorate regarding the inclusion of retention as a topic to be inspected. It is envisaged that the monitoring of managers accountability regarding retention will ensure that they are aware of their direct responsibilities to retain staff thereby reducing wastage rates. 			
Revenue Costs					
	TOTAL				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> Cost of the HR Evaluation Team Cost of OCU inspection process Consultation with DOIT 		<ul style="list-style-type: none"> Promotion of retention as a core strategic HR issue Reinforce the MPS's commitment to valuing its Staff Retention of expertise and skills in the MPS Improved staff morale and productivity Evidence of the MPS's commitment to valuing staff as per the Mission, Vision and Values 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. HR Evaluation Team to be created		HR Directorate	December 2003	Complete	

Initiative: The MPS Retention Strategy, Medium Term Objective No. 6				
Objective(s): <i>'Introduce and develop a corporate induction package for all new civil staff'</i>				
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'				
Additional costs:		Estimated savings / benefits:		
Capital Costs		The proper induction of staff will ensure that they feel valued. This creates loyalty to the organisation, which therefore reduces the likelihood of them leaving the MPS. This will in turn prevent the need to recruit replacement staff		
	Sub-total			
Revenue Costs				
	Sub-total			
	TOTAL			
Non-quantified costs:		Non-financial benefits:		
<ul style="list-style-type: none"> The cost of training every new member of the MPS civil staff, in a corporate induction package 		<ul style="list-style-type: none"> Research identifies that the biggest contributor to retention of staff is an effective induction process Provides evidence of MPS valuing its staff and a reiteration of the Mission, Vision and Values principles 		
Key actions to implement:	Lead	Deadline	PI / milestone	Target
1. A new 1 day corporate induction package for all MPS support staff has been introduced	HR Training Directorate	Complete	Corporate Induction package produced	Implemented

Initiative: The MPS Retention Strategy, Medium Term Objective No. 7					
Objective(s): <i>'Review all management training to ensure it includes the needs of the Service in relation to valuing and retaining staff'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs The cost of proposed Performance Needs Analysis (PNA) (if commissioned) Sub-total Revenue Costs Any actions that are initiated as a result of the scope. <p style="text-align: right;">Sub-total TOTAL</p>		Overall improvements in the way that staff are managed. This will include a greater awareness of how the manager can affect retention. There is also likely to be a reduction in the costs incurred in dealing with grievances, employment tribunals and litigation if staff are better managed. The MPS Directorate of Legal Services estimate that the amount of compensation due as a result of employment tribunals alone is in excess of £750,000 per annum. This figure does not take account of the opportunity costs required to administer and process any action.			
Non-quantified costs: <ul style="list-style-type: none"> • Cost of the Retention Improvement Project, which will be met through the existing Internal Consultancy Group budget. • If commissioned, the cost of the PNA 		Non-financial benefits: <ul style="list-style-type: none"> • Identify current level of competence with regards to core management skills • Identify the gaps between current and required competence levels including a focus on retention issues 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Produce a scope outlining options for the improvement of management training in the MPS which will include a PNA		Retention Improvement project	13/02/03	Scope undertaken and list of potential suppliers identified.	Submission of scope for action and PNA commissioned

Initiative: The MPS Retention Strategy, Medium Term Objective No. 8					
Objective(s): <i>'Assign a formal mentoring plan to each new probationer'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	Reduced wastage of probationary constables, which in turn reduces recruitment and training costs.			
Revenue Costs					
The introduction of a new administration and personal development procedure					
	Sub-total				
	TOTAL				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> The undertaking of the mentoring process on every BOCU 		<ul style="list-style-type: none"> Promotion of the MPS as an employer of choice Provides evidence of MPS valuing its staff, particularly probationary officers and a reiteration of the Mission, Vision and Values principles Provides an incentive to remain with the MPS. Research suggests that a large proportion of staff wastage occurs within the first 2 years of service 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Introduced by the HR Training Directorate		HR Directorate	Complete	Agreed by HR Board	Personal Development Plan process introduced and implemented.

Long Term

Initiative: The MPS Retention Strategy, Long Term Objective No. 1					
Objective(s): <i>'Continually review and develop the retention strategy'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	(See Short Term Objective 1)			
Revenue Costs	Sub-total				
	Total				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> • The cost of reviewing the Retention Strategy • The cost of the Retention Improvement Project, which will be met through the existing Internal Consultancy Group budget • Should it be identified that a strategic unit should be established, the cost of such a unit (see below) 		<ul style="list-style-type: none"> • The retention of experienced and skilled staff within the MPS • The sharing of good practice and knowledge throughout the MPS, thereby impacting upon public satisfaction and confidence • Demonstrates to staff that retention is an important strategic issue therefore impacting upon staff morale and productivity • Consolidation of the MPS's reputation as an employer of choice • Reinforcement of the MPS's commitment to valuing staff 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Evaluate, review and develop the Retention Strategy on a continual basis.		HR Directorate	Ongoing	A regular review mechanism of the strategy is established	Milestones identified as to reviewing the progress of the strategy
2. Establish the requirement for a strategic unit to undertake the long- term development and monitoring of the strategy.		Retention Improvement Team	31/3/03	An assessment as to whether there is the need for a unit.	A review as to the value of such a unit

Initiative: The MPS Retention Strategy, Long Term Objective No. 2					
Objective(s): <i>'Research, consult and develop an effective scheme to retain police officers beyond 30 years of service'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	Analysis has identified that a large number of officers are eligible for retirement in the next 10-15 years. If the skills and experience of these officers could be retained it would reduce the recruitment requirements and sustain police numbers at a time when there is a governmental emphasis on increasing the size of the MPS.			
Revenue Costs					
	Sub-total TOTAL				
Non-quantified costs: <ul style="list-style-type: none"> Phase 1 of this scheme will be funded through existing MPS resources 		Non-financial benefits: <ul style="list-style-type: none"> Promotion of the MPS as an employer of choice Provides evidence of MPS valuing its staff and a reiteration of the Mission, Vision and Values principles Provides an incentive to remain with the MPS Retains important skills and experience Takes account of demographic changes to the population and is a pro-active response to the governmental initiative on pension provision Demonstrates a commitment on the part of the MPS to combat discrimination on the grounds of ageism 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. The MPS is one of the pilot forces identified by the Home Office to progress the new '30 plus' scheme. The Home Office is overseeing this project.		HR Services	31/3/03	Identify eligible candidates	To implement phase 1 of the pilot scheme, i.e. identify 20-30 officers who wish to participate in the scheme.

Initiative: The MPS Retention Strategy, Long Term Objective No. 3					
Objective(s): <i>'Identify and disseminate existing best practice with external organisations within both the public and private sector'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	This initiative can be used as a recruitment and retention tool. There is also the potential for it to identify cost savings			
Revenue Costs	Sub-total				
	Total				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> The cost of researching, identifying and disseminating best practice 		<ul style="list-style-type: none"> The sharing of good practice and knowledge throughout the MPS Promotion of the MPS as an employer of choice Evidence of the MPS valuing its staff This initiative should ensure that the MPS remains at the forefront of developments in retention practice 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Continue to identify and disseminate best practice		HR Directorate	To be identified	A system established to regularly consult and compare with public, private and voluntary organisations	Best practice identified and disseminated

Initiative: The MPS Retention Strategy, Long Term Objective No. 4					
Objective(s): <i>'Identify and disseminate best practice within the MPS recognised benchmark partners'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	This initiative can be used as a recruitment and retention tool. There is also the potential for it to identify cost savings			
Revenue Costs	Sub-total				
	Total				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> The cost of researching, identifying and disseminating best practice 		<ul style="list-style-type: none"> The sharing of good practice and knowledge amongst partners Promotion of the MPS as an employer of choice Evidence of the MPS valuing its staff This initiative should ensure that the MPS remains at the forefront of developments in retention practice 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Continue to identify and disseminate external best practice as regards the Institute of/for Public Finance (IPF) Benchmarking Club		HR Directorate	To be identified	A system established to regularly consult and compare with the IPF Benchmarking Club	Best practice identified and disseminated

Initiative: The MPS Retention Strategy, Long Term Objective No. 5				
Objective(s):				
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'				
Additional costs:		Estimated savings / benefits:		
Capital Costs				
	Sub-total			
Revenue Costs				
Sub-total	TOTAL			
Non-quantified costs:		Non-financial benefits:		
•		•		
Key actions to implement:	Lead	Deadline	PI / milestone	Target

Initiative: The MPS Retention Strategy, Long Term Objective No. 6					
Objective(s): <i>'Introduce a means by which staff opinion is sought and gauged on a regular basis'</i>					
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'					
Additional costs:		Estimated savings / benefits:			
Capital Costs	Sub-total	Staff feedback is essential to enable the MPS to identify and respond appropriately to staff concerns including retention issues. This will allow it to undertake appropriate and tailored education, prevention and intervention policies to reduce wastage.			
Revenue Costs	Sub-total				
	TOTAL				
Non-quantified costs:		Non-financial benefits:			
<ul style="list-style-type: none"> The cost of the Retention Improvement Project, which will be met through the existing Internal Consultancy Group budget The cost of implementing and administering new methods of seeking staff opinion 		<ul style="list-style-type: none"> Provides evidence of the commitment of the MPS to being an empathetic employer Demonstrates the commitment of the MPS to valuing staff in support of the principles of the Mission, Vision and Values statement This initiative empowers staff by involving them in policy formulation and development 			
Key actions to implement:		Lead	Deadline	PI / milestone	Target
1. Identify and assess current channels through which staff satisfaction is measured and gauged		Retention Improvement Team	23/1/03	Clarification of the methods by which staff are consulted	An assessment as to the effectiveness of the methods
2. Identify internal and external best practice of measuring and gauging staff satisfaction		Retention Improvement Team	13/2/03	Identification of best practice	Incorporate best practice into methods by which staff are consulted
3. Publicise and implement new processes, feedback policy development and encourage staff participation		HR Directorate	To be identified	Publicise new methods	Policy is developed in consultation with staff

Initiative: The MPS Retention Strategy, Long Term Objective No. 7											
Objective(s): <i>'Ensure that every manager is trained in accordance with an MPS plan covering leadership, diversity, communications, standards, motivation and discipline'</i>											
Link to strategic aim/priority: The MPS People Strategy, 'Recruitment and Retention'											
Additional costs:	Estimated savings / benefits:										
<table border="1"> <tr> <td>Capital Costs</td> <td></td> </tr> <tr> <td></td> <td>Sub-total</td> </tr> <tr> <td>Revenue Costs</td> <td></td> </tr> <tr> <td></td> <td>Sub-total</td> </tr> <tr> <td></td> <td>TOTAL</td> </tr> </table>	Capital Costs			Sub-total	Revenue Costs			Sub-total		TOTAL	<p>Overall improvements in the way that staff are managed. This will include a greater awareness as to how a manager can impact on retention.</p> <p>There is also likely to be a reduction in the costs incurred in dealing with grievances, employment tribunals and litigation if staff are better managed.</p> <p>N.B. The MPS Directorate of Legal Services estimate that the amount of compensation due because of employment tribunals alone is in excess of £750,000 per annum. This figure does not take account of the opportunity costs required to administer and process any action.</p>
Capital Costs											
	Sub-total										
Revenue Costs											
	Sub-total										
	TOTAL										
Non-quantified costs: <ul style="list-style-type: none"> • Cost of the Retention Improvement Project, which will be met through the existing Internal Consultancy Group budget. • If commissioned, the cost of the PNA • The cost of reviewing existing management training • The cost of preparing any potential case for outsourcing ○ The potential for savings if the provision of management training is outsourced 	Non-financial benefits: <ul style="list-style-type: none"> • Identify current level of competence with regards to core management skills • Identify the gaps between current and required competence levels including a focus on retention issues 										

Key actions to implement:	Lead	Deadline	PI / milestone	Target
1. Produce a scope outlining options for the improvement of management training in the MPS which will include a PNA	Retention Improvement project	13/02/03	Scope undertaken and list of potential suppliers identified.	Submission of scope for the action plan; PNA commissioned.
2. Examine and review existing management training in order to assess current capability of meeting longer term MPS needs	HR Training	To be identified	Conduct the examination and review of the training	Assess the medium and longer term needs
3. Consider potential for the outsourcing of MPS management training	HR Directorate	To be identified	Assess the potential for outsourcing	To decide upon the potential benefits for the delivery of management training