Summary of Police Officer Overtime Audit Recommendations published by the Audit Commission in 2008

Audit Recommendations	Priority Level	Ownership	Agreed	Comments	Update
R1: Adopt a consistent and robust management regime around the use of overtime. Supporting this, the organisation needs to ensure compliance with current policies across all Business Groups.	High	**Director of Resources (in the capacity of head of profession)**	**Agreed**	The MPS will aim to build on and develop the existing regime that is in place. One of the principles of the Finance & Resources Modernisation project is to cluster finance support activity and provide a more consistent approach to financial management generally. The finance cluster will provide consistent and timely overtime management information and will undertake regular checks of the overtime payment system, highlighting any non-compliance with existing corporate policy "owned" by HR Directorate. This will enable senior officers to take appropriate management action.	The implementation of the Finance and Resources modernisation project has meant that a more consistent and robust management regime is being developed. For the first time Business group Service Level Agreements include detailed overtime monitoring arrangements which will be incorporated into Business Group's financial KPIs. The QAT Team will check on policy compliance during the first quarter of 2010, paying particular attention to the highest cost areas. The QAT has undertaken extensive research into policy compliance in conjunction with HR (as owners of the Overtime policy) and all Business Groups. Its findings and recommendations for improvement have been submitted to senior management in Finance Services for consideration.
R2: Enhance processes for service and financial planning, ensuring that officers and managers have appropriate financial management skills. These processes should encourage a more open and transparent regime of financial management to improve the pace of change in the management of Police Officer Overtime.	High	**MPS Finance Services**	**Agreed**	The MPS will take the appropriate steps to ensure that officers and managers have the appropriate financial management skills. One of the initiatives being undertaken is the clustering of finance support activity within the MPS, which will provide a more professional and effective finance support services to the Business Groups. In addition, a series of financial management courses are currently being delivered by Finance Services that will help to provide suitable financial management skills to officers and managers. All senior managers are encouraged to attend these courses.	The newly created clustered Finance Managers enables the provision of improved advice, guidance and support and make it possible to have a more focused strategy to improve levels of financial management and processes, including overtime. Following TP implementation in October 2009, the Modernising F&R Project is now fully embedded and is already providing a more consistent and an improved reporting regime. Finance Awareness Training is provided on a regular basis. Over the last year, there have been 4 half-day courses run every quarter.
R3: Establish a process to evaluate the use of overtime across the organisation and identify the benefits delivered. The identification of cost effective uses of overtime needs to be considered within the process.	High	**Director of Resources (in the capacity of head of profession)**	**Agreed**	The roles within the new Finance cluster will be more clearly defined. The role of the Senior Finance Manager will be more proactive specifically in undertaking benchmarking exercises across a group of OCUs and identifying trends. The role will also involve measuring outputs/results against costs/inputs.	Overtime reporting is being enhanced and expanded with much more detail now being regularly reported to the MPA. It is intended to develop an overtime model which should identify where overtime costs and budgets appear excessive so they can be investigated. The model will also support the benefits of appropriate overtime use.
R4: Set and monitor overtime budget for major operations, which will require a culture shift in certain areas. In some areas, this has been implemented; however it is not consistent across all Business Groups and work needs to be done to embed this across the MPS.	High	**MPS Operational Business Groups and Finance Services**	**Agreed that this is possible in certain circumstances**	The MPS currently sets and monitors overtime budgets for pre-planned major operations where possible. However, it will not be possible to do this in all cases, as there will be operations that are unable to be planned in advance; for example, Operation Theseus response to the London bombings in July 2005). Detailed monitoring reports are prepared on a monthly basis by the MPS regarding overtime expenditure. These reports provide an analysis of the top overtime earners across the Business Groups, details of average payments per rank of Police Officer, details of forecast overtime expenditure for the year by OCU (with appropriate traffic-light analysis to indicate areas of concern) and an indication of the cost in overtime terms of some of the major planned and unplanned operations. The information is scrutinised by the MPA Budget and Overtime Group. Recommendations of this group are then implemented by the MPS.	Overtime budgets are set for major operations where they can be predicted; however their are some events (for example the Tamil demonstration) that cannot be predicted. Detailed monitoring reports which cover all Business Groups continue to be produced and published in the monthly monitoring packs for each business group. The MPA is also increasing its level of scrutiny of overtime costs; this complements regular monitoring reports on overtime for Police Officers, Police Staff, and PCSOs which is provided to Management Board and to the MPA Resources and Productivity Sub-Committee on a quarterly basis.
R5: Ensure alignment of operational and financial accountability in all areas, to ensure cost considerations are taken into account when using overtime. This will foster a regime of effective, efficient and economical use of overtime	High	**Director of Resources (in the capacity of head of profession)**	**Agreed**	The MPS would agree with the principle of ensuring that operational and financial accountability are aligned. Specific role profiles within the finance cluster, separating finance and resources roles, will enable finance staff to be more proactive in supporting operational colleagues in the decision making process. Finance staff will attend tasking and planning meetings providing the financial input, particularly in respect of overtime.	The Finance & Resources modernisation programme is now fully embedded with Territorial Policing having completed implementation of the clusters during October 2009. As part of Modernising F&R a 'main task' has been introduced for Deputy Finance Managers to "provide appropriate support at Tasking meetings including correct completion of the Pro-Active Tasking form and supporting documents at all stages".
R6: Consider the establishment of central PolSA search teams, so that units do not have to cover vacant posts with overtime and also fund overtime costs of PolSA officers being used by other areas of the business.	High	**MPS Management Board**	**Agree that consideration should be given to this issue.**	The establishment of a central PolSA team will be considered by the MPS.	The 'Review of (B)OCU Corporate Issues' Audit dated April 2009 included a parallel recommendation relating to PolSA. Senior management within Territorial Policing (TP), in liaison with Specialist Operations (SO) and Central Operations (CO), have examined the management of PolSA search teams with a view to achieving more control on the use of overtime within these teams. TP now have a nominated Finance Manager with responsibility to monitor PolSA related police overtime costs who receives details of PolSA related duty states from SO, who are responsible for deployment of the Licensed Search Officers (LSOs). To further enhance monitoring it has been agreed that all TP BOCUs will use the same local CARM code which should ensure recording of PolSA overtime will be recorded consistently across TP.

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Audit Recommendations	Priority Level	Ownership	Agreed	Comments	Update
R7: Develop processes to capture and disseminate notable practice relating to the management of Police Officer Overtime. A robust approach to implementing improvements should be taken to ensure benefits are realised.	**High**	**Director of Resources (in the capacity of head of profession)**	**Agreed**	The finance cluster will have the opportunity to compare overtime performance across a number of OCUs, identifying and sharing good practice where applicable. The senior finance manager will have the responsibility of ensuring that robust systems are in place to ensure that overtime checks are regularly undertaken.	The Finance & Resources modernisation programme is now fully embedded with Territorial Policing having completed implementation of the clusters during October 2009. As part of Modernising F&R a 'main task' has been introduced for Deputy Finance Managers to "provide appropriate support at Tasking meetings including correct completion of the Pro-Active Tasking form and supporting documentation at all stages". The QAT review due in the first quarter of 2010 should help establish best practice. The QAT has identified a number of areas of best practice (e.g. formalising the links between Finance - Overtime costs/hours - and HR - worklife balance). These have been incorporated into the report referred to at R1.
R8: Continue to review instances where excessive hours are worked and reasons for high levels of overtime are established and managed appropriately.	**High**	**MPS Senior Management**	**Agreed**	The MPS will continue to monitor and highlight instances of excessive hours of working to ensure that senior officers can take the appropriate action to proactively manage the issue.	Detailed monitoring reports continue to be produced and published in the monthly monitoring packs for each business groups. These are then presented to each Business Group SMT to inform management action, where appropriate. The development of an overtime model will help identify where the hours worked appear to be excessive.
R9: Establish systems to monitor and evaluate hours worked whether in receipt of overtime worked or not. This will support the MPS in identifying the true drivers behind demand and enable improved resource management in these areas.	**High**	**MPS Management Board**	**Agreed although it would not be possible to implement this recommendation immediately.**	The implementation of the Computer Aided Resource Management System (CARMS) system will assist in allowing the MPS with meeting this recommendation in the future.	The CARMS system has been updated and configured to work alongside MetDuties. A new version of CARM, CARM 3, will be rolled out in the first quarter of 2010/11 as a part of the METTime 2 programme. It has an electronic booking on and off system which has been enhanced to cover all police overtime rules which should eliminate any inconsistencies in the application of the rules. CARM 3 also contains an overtime approval process which is submitted to the authorising officer for checking. The Demand And Resources Information System (DARIS) has also been developed as a tool to extract information from both CARMS and MetDuties. This recommendation does not include Police Staff as there is no plan to include them on the CARMS system at present.