

CORPORATE HEALTH ORGANISATIONAL PERFORMANCE INDICATORS

Pillar one: Organisational structures and processes

Pillar one is about how the MPS is organised internally to enable us to deliver our objectives. It is about having transparent processes that are well communicated to staff and adhered to. These processes help us achieve our objectives by managing people, risk, budgets and decision making effectively and continuously improving how we do this.

Human Resources (Martin Tiplady)

1. % of new joiners completing the corporate induction process
2. % of staff PDRs returned by deadline to Human Resources each year
3. (a) Percentage of working days lost due to sickness for police officers
(b) Percentage of working days lost due to sickness for police staff

Equalities (Alf Hitchcock)

4. (a) Staff at Band B and above who are female
(b) Number and % of female police officers against strength
5. Top 5% salary earners reporting a disability (overtime payments excluded)
6. (a) % staff at Band D and above who are from BME groups
(b) Number and % of BME police officers against strength
7. % women employed compared to % economically active women in area
8. % employees from minority ethnic communities compared to % economically active minority communities in area
9. % employees declaring they meet the DDA disability definition compared with the % economically active in area

Risk and business continuity¹ (Richard Riley)

10. % of OCUs/ departments with a risk register conforming to standard operating procedure
11. % of OCUs and departments with a tested business continuity plan conforming to standard operating procedure
12. % of accepted Internal and External Audit high-risk recommendations discharged within the agreed timeframe
13. Internal Audit annual average assurance score on internal control environment

Financial management including internal control (Anne McMeel)

14. Police Use of Resources Evaluation score from Audit Commission
15. Delivery of net cashable and, efficiency and productivity gains
16. Bad debt as a percentage of total debt
17. Customer debt as a percentage of total debt
18. Number of key financial systems reconciled (includes corporate credit cards, fuel cards)
19. Revenue and capital spend against agreed budget

¹ Note that ALARM and the Audit Commission will shortly be refreshing existing risk management key performance indicators

20. Number of strategic suppliers classified as Red, Amber and Green for financial health²
21. % Pay and pensions paid on time
22. Number of upheld objections to the Audit Commission in relation to accounts
23. Internal or External Audit reports responded to relating to matters of probity
24. Number of corporate policies assessed as red or amber

Procurement (Anne McMeel)

25. Expenditure with diverse suppliers (deferred until 2009/10)
26. Percentage of undisputed invoices paid within the agreed payment terms
27. Spend on corporate contract (as % of total spend)
28. % of invoices with a valid Purchase Order
29. Spend purchased not through a compliant P2P route
30. Number of new suppliers created
31. Number of (successful) supplier challenges following procurement process
32. Strategic Supplier performance to agreed levels (deferred until 2009/10)
33. Number of adverse supplier audits (deferred until 2009/10)

Environment (Anne McMeel)

34. Tonnes of CO2 emissions from buildings
35. Tonnes of CO2 emissions from transport
36. Tonnes of CO2 emissions from air travel
37. % of waste recycled
38. Total water consumption (M3)
39. Tonnes of waste sent to landfill
40. Tonnes of waste recycled

Information and data management (Ailsa Beaton)

41. % of FOI requests responded to within the statutory time limit of 20 working days
42. Percentage (%) of requests for information under the Data Protection Act fulfilled within 40 calendar days
43. Percentage of Boroughs achieving a data quality score of Excellent or Good for CRIS, Custody and STOPS data

Health and safety (Martin Tiplady)

44. Number of MPS / contractor workplace accidents reported

Property (Anne McMeel)

45. Number of MPS building failures per month
46. % of monthly buildings compliance audits completed against plan

Systems (Ailsa Beaton)

47. Availability of ICT systems per month:

² STAG group classifies financial health of key suppliers on a monthly basis as either Red Amber or Green, an annual average for each category will also be calculated

- a) Availability of Airwave
- b) Availability of CHS
- c) Availability of CAD
- d) Availability of CRIS
- e) Availability of Crimint/Crimint Plus
- f) Availability of Custody
- g) Availability of Holmes
- h) Availability of SKY
- i) Availability of Email
- j) Availability of Intranet
- k) Availability of PNC

Pillar two: Reporting to and involving the MPA and stakeholders

Working with the community is fundamental to delivering effective policing. Pillar two is about how we relate to the MPA and our stakeholders and how we ensure we are accountable to them. Of particular importance to the MPS is the issue of accountability to the MPA. The MPA scrutinises, monitors and holds the MPS to account in terms of service delivery and the effective use of resources. This is undertaken through the committee process, MPA oversight groups and the Full Authority supported through MPA Standing Orders and evidenced in the Annual Report. The MPS Corporate Governance framework must, therefore, reflect this accountability and the needs of the MPA's governance arrangements.

Because interaction between the MPS and MPA is fundamental to good governance across all areas of the Service, no attempt has been made to create specific indicators to measure this interaction. The nature of the relationship between the Service and Authority means that many of the indicators included in this set will reflect the quality of interaction between them, for example those around Internal Audit assessment of the Service, Police Use of Resources scores and equalities.

MPA governance arrangements

The MPA has in a suite of standards indicators in place. These cover the behaviour of its Members, and the standards of the Authority's performance, for example, in respect of dealing with complaints and how it manages its staff. These indicators also cover member engagement and report the percentage of member attendance at MPA committee meetings.

Customer service (Anne McMeel)

48. % of buildings accessible for people with disabilities

Once a corporate complaints process has been developed an indicator around handling of complaints against the organisation / learning from them will be developed. (*Alf Hitchcock*)

Satisfaction (Richard Riley)

49. Level of confidence in local policing

50. Victim satisfaction with overall service

51. Comparison of satisfaction of white and black minority ethnic victims with respect to overall service

Pillar three: Standards of behaviour

Pillar three helps us demonstrate how the work of the MPS is carried out ethically and in a way that meets the legal requirements placed on the organisation. The elements in this pillar also help to ensure that MPS staff carry out their work without any conflict of interest, with clearly defined roles and standards of behaviour.

*Staff standards of behaviour*³(Deputy Commissioner - DPS)

52. Number of complaints upheld by the Independent Police Complaints Commission

53. % of Independent Police Complaints Commission recommendations implemented

54. Number of staff grievances initiated under the grievance procedure

55. Number of dismissals under police staff disciplinary policy

56. Numbers of dismissals under the police officer misconduct procedures⁴

57. Number of malfeasance compensation claims received

58. Number of commercial compensation claims received⁵

59. Number of new registrations of receipt of gifts, benefit or hospitality reported

60. Number of 'Reporting Wrong Doing' cases initiated

³ Note that this information could be interpreted in different ways e.g. does an increase in grievance procedures reflect a fall in standards amongst staff, or would it reflect correct management action in dealing with issues?

⁴ There will be changes to the Police Officer misconduct procedures during 2008

⁵ Relates to allegations of breach of contract, not including road traffic or employment accident claims. DLS currently considering indicator definition for 57 & 58