

APPENDIX 1

PROCESS USED TO REVIEW THE BVR PROGRAMME

Step 1: Agree the overall basis for selecting best value reviews

The sub-group confirmed the rationale used previously by the MPS.

Step 2: Consider expanding / collapsing specific best value reviews

The sub-group agreed that the number / scope of BVRs should remain broadly the same subject to the following changes:

- BVR of MPA to be added;
- Internal consultation to be included within the BVR of 'managing people';
- Training to be added (as Year 3 BVR) following agreement reached with Home Office;
- BVR of 'national and international functions' to be added (subject to agreeing scope).

Step 3: Agree the criteria to prioritise the order of BVRs

The sub-group agreed that the following criteria should be used:

- Strategic importance to the organisation;
- Current performance of the business area;
- Views of external partners on the need to review;
- Scale of resources in the business area under review;
- Potential to address 'cross-cutting' issues;
- Extent to which the business area had been subject to recent review.

Step 4: Agree the relative importance of criteria (weighting)

The sub-group agreed that the relative importance and weightings should be used:

CRITERIA	RANK	WEIGHTING
Strategic importance	1	x 2
Performance / user satisfaction levels	2	x 2
Views of partners / stakeholders	3	x 1
Scale of resources to deliver / managed by service	4	x 1
Potential for cross-cutting review	5	x 1
New requirement / business area recently reviewed	6	x ½

Step 5: Allocate raw scores to each BVR for each criterion

The sub-group allocated a raw score of 1 to 3 points for each criteria depending on the consensus view of the sub-group (see **Appendix 2**). For example, a BVR agreed to be of 'high strategic importance' to the MPA/MPS would be allocated 3 points but a BVR agreed to be of 'low strategic importance' to the MPA/MPS would only be allocated 1 point.

Step 6: Review the type and order of BVRs in the light of other review programmes

The sub-group agreed that 'equalities and diversity' should be included for joint review in Year 2 (2001/02) but that 'community safety and engagement' should be placed after Year 2 (ie after 2001/02).

Step 7: Review the order of BVRs in the light of real-world knowledge / constraints

The sub-group considered the following issues before agreeing the order of BVR's to be proposed to FPBV Committee:

- Views arising from the findings of District Audit and the Audit Commission (from the reviews of best value performance plans / review programmes);
- The need to consider the emerging programme in the general light of the Public Attitude Survey and specific consultation on the BVR programme;
- The need not to 'overload' any single area of business / the need to strike a balance between BVRs of 'enabling' and 'service delivery' functions / the need for one 'cross-cutting' review per annum;
- The need to co-ordinate and integrate BVRs with the MPS' programme of corporate change (recent, ongoing and intended);
- The need to recognise the organisational learning curve for BVR (eg the need to demonstrate benefits from the process; limitations of resources available for BVR);
- The potential to use the order of BVRs as a marketing tool (eg a statement of what the MPA regards as critical to securing long-term improvement of the MPS).

Step 8: Divide the long-list of BVRs (sorted in priority order) into 'years'

The sub-group sought to maintain a balance in each year of reviews related to 'operational' and 'support' areas of business.

Step 9: Ensure that BVRs to be conducted in specific years are placed accordingly

Training was placed in Year 3 (2002/03). The proposed programme of reviews is shown at **Appendix 3**.

APPENDIX 2

INITIAL RATINGS (weighted scores) SORTED IN PRIORITY ORDER

Criteria	Strategic importance	Current performance	Partners' views	Cross-cutting potential	Scale of resources	New service / recent review	Total
Weighting (multiplier)	x2	x2	x1	x1	x1	x0.5	

REVIEW

Managing information	6	6	3	3	2	1.5	21.5
Managing people	6	6	3	3	2	0.5	20.5
Managing assets	6	6	2	3	3	0.5	20.5
Bringing offenders to justice	6	4	3	3	3	1.5	20.5
Managing finance	6	6	3	2	2	0.5	19.5
Managing demand	6	4	3	3	3	0.5	19.5
Managing operational policing	6	4	3	1	3	1.5	18.5
Community engagement / safety	6	4	2	3	2	1	18
Managing performance	6	6	2	2	1	1	18
National / international functions	2	4	1	3	3	1.5	14.5
Managing communication	2	6	2	2	1	1	14
MPA functions	4	4	2	1	1	0.5	12.5
Improving road safety	2	2	1	3	2	1.5	11.5
Catering	2	2	1	1	n/a	0.5	6.5
Training							(no assessment since automatically in Year 3) N/A

**APPENDIX 3
PROPOSED PROGRAMME OF BVRs (including ongoing)**

Year	FY	Order	Operational BVR	Support BVR	Note
0	1999/00	1	Complaints & discipline		1
1	2000/01	2		Consultation	
		3	Investigating & detecting crime		
		4		Managing information	2
2	2001/02	5		Managing people	3
		6	Bringing offenders to justice		
		7		Equalities & diversity	4
3	2002/03	8		Managing finance	
		9	Managing demand		
		9	Managing operational policing		
		11		Training	5
4	2003/04	12		Managing assets	
		13	Community safety / engagement		6
		14		Managing performance	
		15		MPA functions	
5	2004/05	16	National/international functions		7
		17		Managing communication	
		18	Improving road safety		
		19		Catering	

Notes

1. Pilot best value review reporting to PSPM Committee in January 2001
2. Subject to ongoing scoping work in MPS
3. Subject to ongoing scoping work in MPS
4. Joint review within the GLA-family
5. Agreed 'Year 3' review (ACPO, APA and Home Office)
6. Not seen as desirable / feasible in Year 2
7. Subject to future scoping work and security considerations