

Appendix 1

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.	Publicity in relation to the move to Service Improvement Reviews (SIRs) has emphasised the importance of the principles and their applicability to any management review activity. SIRs are now part of the Internal Consultancy Group (ICG) programme of work rather than being dealt with by a separate unit. Input on best value principles continue 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 MPS Project Management Manual has been updated by ICG to include guidance on incorporating the principles into general management reviews and project work.	Actions complete – continuous improvement ongoing.
2) Ensure that mechanisms are in place to allocate resources to objectives, linking priorities with action plans and targets.	<p>The MPS has developed 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 has adopted 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 enable us to review the allocation of resources as they link with priorities and objectives and their delivery strategies and targets.</p>	Complete
3) Ensure that implementation of the staff appraisal process consistently supports performance management arrangements, including assurance of compliance with corporate	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	March 2004

<p>objectives and requirements.</p>	<p>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>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. This is based on Management Board agreed NIM processes, together with revised decision making, meetings and structures to ensure that tactical and strategic reviews will take place at all levels in the MPS.</p>	<p>Complete</p>
<p>5) 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 delivered as part of the NIM strategic assessments undertaken every six months. Amongst many other issues, these will capture and assess recommendations from Best Value reviews, inspections etc. and feed into tasking and coordination decision making.</p>	<p>Complete</p>
<p>6) Continue to improve BVPI reporting and efforts to strengthen the procedures and practices of the BVPI system</p>	<p>MPS have undertaken the following actions:</p> <ul style="list-style-type: none"> ○ MPA and MPS have agreed a report document for BVPI performance reporting (www.mpa.gov.uk/issues/bvpi/default.htm) ○ Same document to go on MPS FOIA site on 6/02/04 ○ MPS and MPA now both have named BVPI/Audit specialists (A. McBeath & Jane Owen) ○ MPS and MPA to meet (6/02/04) to review 2002-03 audit process. ○ MPS have started to review collectability of all BVPIs 	<p>Complete</p>