

**Appendix 1: Recommendations relevant to Corporate Planning Group contained in reviews from the past two years**

<b>Review body</b>	<b>Paper title and publication date</b>	<b>Recommendations identified as the responsibility of CPG to progress and/or into which CPG is expected to have a significant input</b>
HMIC	National Thematic Inspection – Open All Hours – published December 2001 with response in June 2002.	2. The Home Office should work with APA, ACPO and other interested parties to ensure that the Overarching Aims and Objectives, together with Ministerial Priorities, give appropriate emphasis to public reassurance and police visibility. (para. 2.11)  7. Police authorities, forces and partners should develop systems for gathering data at BCU and/or CDRP level, which is comparable with force-wide data, gathered by the BCS for BVPIs 121 (Fear of Crime) and 122 (Feelings of Public Safety). (para. 2.26)  8. Forces should encourage CDRPs to set objectives related to public reassurance within crime and disorder strategies. (para. 2.33)
District Audit	Management of Abstractions – published October 2002	R4. The MPS should be able to demonstrate how this (abstraction) information was incorporated into its strategic and resource planning
District Audit	Best Value Audit Report – BVPP 2002/2003 - published December 2002	2) Ensure that mechanisms are in place to allocate resources to objectives, linking priorities with action plans and targets.  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.  7) 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.
HMIC	Inspection of the MPS 2002/03 - published April 2003	1. HMI recommends the continuing development of strategic planning processes and production of a strategic/corporate plan as soon as possible. (paras. 2.3 - 2.9)
District Audit	Activity Based costing – published April 2003	R11. Formally determine how ABC will be used to support corporate planning and policy setting

Internal	Operational Support Policing Review – published November 2003	To ensure that the most effective and efficient use is made of resources by conducting annual assessments to examine the justification for and the terms of reference of, operational support units against MPS priorities as defined by the NIM framework
Internal	'Right First Time' The MPS Demand Resolution Strategy 2004 to 2007 – published November 2003	Objective 4.2 – Shaping public expectations We will achieve this by: Developing our methods of internal and external consultation Objective 4.4 – Understanding the patterns of demand We will achieve this by: Using the results of demand pattern analysis to inform planning and resource allocation.
MPA	Gun Crime Scrutiny – published February 2004	2. The MPA recommends that the MPS tactical assessment is supplemented by a continuing long term analysis of emerging trends in firearms offences, that this should become a fundamental part of any threat assessment and should be linked to the allocation of resources by December 2004. 4. The MPA recommends that the level of serious firearms offences is considered as a factor in the borough budget setting process and that a process to assess the cost effectiveness of new gun crime operations is developed by December 2004.
MPS Internal Consultancy Group	Corporate Planning Process: The Way Forward – published May 2004	R(1) Work be performed developing a detailed process map of the financial planning process. Further work should then look at the 'people map vs. budget book' or alignment of resources against activities at head count level R(2) Discuss with the Workforce Modernisation Programme Director (Diana Marchant) whether the costed business planning process being developed in DCC2 could assist Bexley BOCU R(3) NIM team link in more closely with the Corporate Planning Group to develop a more closely aligned NIM framed planning process. It is further recommended that in order to align the processes more closely, a short review should be commissioned to identify the potential gaps, issues, conflicts and consensus between the NIM and the current business planning process.

		<p>R(4) ownership of the planning process be taken at Management Board level.</p> <p>R(5) an enhanced process of communication be developed between the MPS and the MPA In order to gain a better understanding of aspects of planning it is also recommended that MPA members develop a better understanding of the NIM</p> <p>R(6) Consideration should be made for all operational Business Groups to submit 3-monthly business plans to the Authority</p> <p>R(7) Future work should consider methods of addressing more effective organisation-wide communication</p> <p>R(8) Stage (1): understanding and linking of the business and financial planning process. Consideration should be made to challenging the Budget and MPA timetables to ensure they are coincidental</p> <p>Stage (2) development of the rolling 3-year plan</p>
<p>Audit Commission</p>	<p>Corporate and Financial Planning – Audit 2002/03 - published June 2004</p>	<p>R1 Review the current planning initiatives developing across the Met with the intention to capitalise on the lessons learnt as a way forward.</p> <p>R2 Consider the development of a 'holding plan' which will allow the organisation to continue to develop a new co-operative planning process whilst still responding to policing needs.</p> <p>R3 Develop and introduce an impact assessment tool, making use of risk management techniques which would allow the assessment of all non achievement of any of the organisational priorities.</p> <p>R4 Consider how the Authority can develop processes which provide feedback to consultees regarding the final development of the policing priorities.</p> <p>R5 Provide an inclusive narrative to all priorities which refers to all the issues which are implicitly included in the priority.</p> <p>R6 Through the ongoing changes to the planning process consider how the organisation ensures that the whole organisation is actively engaged.</p> <p>R7 Through the undergoing changes to the planning process consider how the competitive approach to achievement of targets could become more corporate.</p> <p>R8 Consider the development of priorities for excellence, as a means of measuring non-</p>

		operational activity against relevant targets.
MPA Internal Audit Directorate	Corporate Strategy and Planning – published June 2004	<p>6.2. The MPA and MPS clearly define and document roles and responsibilities of all MPA and MPS bodies involved in the corporate planning and monitoring process</p> <p>6.3. The MPS review the timeline in relation to the corporate planning needs of the MPS and Home Office requirements for developing annual and three-year plans</p> <p>6.5. The MPS CPG and the MPA PPRC formally review and approve local business planning arrangements to ensure that they comply with corporate requirements and that agreed priorities do not clash</p> <p>6.6. CPG review the timeline for the development of priorities and objectives and consider bringing forward the consultation period to allow business groups to formulate and agree appropriate, costed and measurable priorities and objectives</p> <p>6.8. The MPS Data quality review clarifies the ownership of data and data systems. MPS allocates responsibility for data collection and quality.</p> <p>6.9. The MPS formulates and agrees strict guidance and timetables for business groups to follow when collecting and recording data at source</p> <p>7.2. The MPS identifies and assigns responsibility for monitoring the implementation of approved policies and plans.</p> <p>All business and support groups confirm to the MPA PPRC in March:</p> <ul style="list-style-type: none"> <li>• That they have sufficient resources and level of expertise to implement approved policies and plans and</li> <li>• How and when they will implement policies and plans</li> </ul> <p>The MPS consider how business and corporate planning can be linked with the implementation of approved corporate policies and objectives.</p> <p>7.3. MPS agree a methodology by which the effectiveness of local plans, objectives and measures in relation to agreed corporate priorities and objectives is confirmed, prior to final approval by the MPA Full authority</p> <p>8.2. The MPS ensures standardisation of the collection and reporting of performance data</p>

		<p>across all business groups</p> <p>8.3. That all business groups report to Corporate Performance Group on actions taken to correct poor performance within 8 weeks of the request</p> <p>9.2. The MPS assesses and evaluates the outcome of the Step Change programme and the TP/Accenture review on business planning and incorporates the findings from this review into a framework for the development of long-term planning</p>
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## Appendix 2: Response to the Audit Commission Corporate and Financial Planning – Audit 2002/03

Recommendation	Responsibility	Agreed	Comments	Date
R1 Review the current planning initiatives developing across the Met with the intention to capitalise on the lessons learnt as a way forward.	CPG	Yes	Being progressed through a review of the 2004/05 planning process undertaken by the MPS's internal consultancy group. A complementary review was held between senior MPA/MPS staff on 31 March.	End May 2004
R2 Consider the development of a "holding plan" which will allow the organisation to continue to develop a new co-operative planning process whilst still responding to policing needs.	MPA	[See timescale comment alongside ]	This recommendation was received too late to inform the 2004/05 planning cycle.	Now N/A
R3 Develop and introduce an impact assessment tool, making use of risk management techniques which would allow the assessment of all non achievement of any of the organisational priorities.	Risk Management Group	Yes	An appropriate impact assessment process will be built into the 2005/06 planning process as part of the continuous improvement of MPS planning and risk management. The process will ensure that all priorities within the 2005/06 Policing and Performance and all potentially new priorities arising during the planning year are impact assessed to enable the resetting of corporate priorities through a process of impact assessment comparison. The process will be fully consistent with the MPS risk management principle of focusing on 'vital fews' to ensure an efficient, value added process.	Impact assessment of corporate priorities to be introduced for 2005/06 (start date November 2004).

R4 Consider how the Authority can develop processes which provide feedback to consultees regarding the final development of the policing priorities.	CPG (consultation team), in conjunction with the MPA	Yes	A feedback process for the consultees on the finalised priorities was built into the 2004/05 consultation exercise. This was a 2-stage process, with on line consultees seeing all other contributions and the final outcome. Once the policing priorities had been finalised, consultees were contacted and offered either an online or hard copy of the final report showing the results of their input. In addition, the new citizen panel process for 2005/06 will include regular feedback through specific newsletters to participants.	Complete
R5 Provide an inclusive narrative to all priorities which refers to all the issues which are implicitly included in the priority.	CPG	Yes	In effect, the Performance Indicators for each objective achieve the desired outcome, by being explicit about exactly which elements of the objective will be measured to demonstrate progress against it. The detail of boundaries around each objective – what is included and what is not - is shown in the control strategies developed for each objective.	Complete
R6 Through the undergoing changes to the planning process consider how the organisation ensures that the whole organisation is actively engaged.	CPG	Yes	During the 2004/05 planning round, CPG actively involved all Business Group planners (Operational + support) at regular meetings to keep them up to date with planning progress (feedback from MPA meetings, development of objectives), etc. The head of Planning and Performance at the MPA attended such planners' meetings. CPG also managed the development of the control strategies, which further encouraged cross business group working. The key individuals within each Business Group who could then 'make planning happen' at a local level within their own BG were hence engaged.	Complete
R7 Through the undergoing changes to the planning process consider how	CPG	Yes	During the 2004/05 planning round, the control strategies developed for each corporate objective helped to reduce competition by being explicit about	Complete

<p>the competitive approach to achievement of targets could be come more corporate.</p>			<p>what each Business Group would contribute to target achievement. The Corporate accountability structure/meeting framework being introduced under NIM will help to focus the organisation as a whole on achievement of corporate targets, by holding each business group to account for delivery against the elements of the control strategy to which they have agreed to contribute.</p>	
<p>R8 Consider the development of priorities for excellence, as a means of measuring non-operational activity against relevant targets.</p>	<p>MPA (if priorities for excellence are included as corporate priorities)  CPG (as part of internal business group plans + control strategies)</p>	<p>Yes</p>	<p>The ethos of this recommendation was built into the 2004/05 planning round. Business group objectives (as included in BG plans) specified what all BGs (including support) would focus on during the coming year. Control strategies (when extended to include activities of non operational business groups) will also help to progress this recommendation, as will co-ordination of the corporate change programme.</p>	<p>MPA – during selection of corporate priorities for 2005/06 (starts September 2004)  CPG – development of control strategies for 2005/06 (starts Nov. 2004)</p>



### Appendix 3: MPS response to 'Corporate Strategy and Planning' from MPA Internal Audit Directorate

Ref.	Recommendation	Risk	Agreed	Management Response	Responsibility	Target Date
6.2	The MPA and MPS clearly define and document the roles and responsibilities of all MPA and MPS bodies involved in the corporate planning and monitoring process.	M	Yes	<p>A set of roles/responsibilities already exists for MPS bodies involved in corporate planning process – this needs to be reviewed in light of changes to DCC(2) structure.</p> <p>The MPA roles (particularly terms of reference of the Planning Panel) will need clarifying</p>	<p>MPS roles – Corporate Planning Group (CPG)</p> <p>MPA roles – Head of planning and performance in MPA</p>	June 2004
6.3	The MPS review the timeline in relation to the corporate planning needs of the MPS and Home Office requirements for developing annual and three- year plans.	M	Yes	This already happens regularly as a matter of course	Head of Corporate Planning	Complete
6.5	The MPS CPG and the MPA PPRC formally review and approve local business planning arrangements to ensure that they comply with corporate requirements and that agreed priorities do not clash.	M	Yes	<p>Local business planning arrangements are already co-ordinated to ensure that they meet corporate requirements, via holding regular (e.g. weekly) business planning meetings attended by planning representatives for all business groups. CPG sets out the requirements to BGs to fulfil the corporate planning needs.</p> <p>Local business planning arrangements are not the remit of the MPA PPRC.</p>	Head of Corporate Planning /PPRC	Complete
6.6	CPG review the timeline for the development of priorities and objectives and consider bringing forward the consultation period to allow business groups to formulate and agree appropriate, costed and measurable priorities and objectives.	M	Yes	<p>The consultation period has been brought forward for 2005/06, following a review of the timeline.</p> <p>Business groups spend time developing priorities and objectives in support of (draft) corporate priorities which are subsequently confirmed - or modified - by the MPA.</p>	Head of Corporate Planning	Complete

6.8	The MPS Data quality review clarifies the ownership of data and data systems.	M	Yes	Ownership of those systems which provide most MPS performance data is being considered in the MPS data quality review.	Carol McDonald	June 2004
	MPS allocates responsibility for data collection and quality.	M	Yes	Data definitions and responsibility for collection were clarified as part of the 2004-5 planning process and through the development of the national policing performance assessment framework.  As above, the data quality review will present a more comprehensive picture of the various aspects of responsibility for quality.	Lawrence Morris	Complete
6.9	The MPS formulates and agrees strict guidance and timetables for business groups to follow when collecting and recording data at source.	M	Yes	Standards for data timeliness are being collected as part of the data quality review; where such standards are not explicit they will be required to be made so.	Carol McDonald	September 2004
7.2	The MPS identifies and assigns responsibility for monitoring the implementation of approved policies and plans.	M	1) Yes	1) This recommendation is being progressed through an accountability framework being set up under NIM. There is a recognised need to put in place effective mechanisms for managing the delivery of control strategies associated with corporate objectives requiring cross business group contribution.	1) DAC Bryan	1) June 2004
	All business and support groups confirm to the MPA PPRC in March;				2) -	
	<ul style="list-style-type: none"> <li>• That they have sufficient resources and level of expertise to implement approved policies and plans and</li> <li>• How and when they will implement polices and plans.</li> </ul>	M	2) No	2) Local business planning arrangements are not the remit of the MPA PPRC. However, the ethos of this recommendation is being progressed through the development of control strategies, which are reviewed by the Management Board lead for each objective. The control strategies (which summarise the contribution that each Business group will make to delivery of the corporate objectives), identify if training is needed in any particular area to help business groups deliver their contribution. It is recognised that the link between control	3) Head of Corporate Planning	2) N/A
	The MPS consider how business and corporate planning can be linked with	M				

	the implementation of approved corporate policies and objectives.	M	3) Yes	strategies and availability of resources needs to be strengthened.  3) Links to existing policies/strategies were considered during control strategy development for the 2004/05 objectives.		3) Complete
7.3	MPS agree a methodology by which the effectiveness of local plans, objectives and measures in relation to agreed corporate priorities and objectives is confirmed, prior to final approval by the MPA Full authority.	M	Yes (but)	Control strategies developed specify what each Business Group will contribute to delivery of the corporate objectives - the system is already in place to review such drafts for their realism and agreement by Management Board. However, it is impractical (and resource inefficient) for this system to be completed before the corporate objectives themselves have been finally agreed by the MPA Full Authority - the MPA tend to want regular changes to the corporate objectives and targets until March.	Head of Corporate Planning	Complete
8.2	The MPS ensures standardisation of the collection and reporting of performance data across all business groups.	M	Yes	Key problem is compliance on data quality. Proposals to strengthen accountability are under consideration in DCC and TP, and should be resolved in the coming months.	Lawrence Morris	By August 2004
8.3	That all business groups report to Corporate Performance Group on actions taken to correct poor performance within 8 weeks of the request.	M	N/A	Reporting of performance data is being addressed through NIM Tactical & Strategic Assessment Meetings. CPG has been replaced by NIM tactical meetings held monthly and performance issues and actions are addressed there.	Lawrence Morris	N/A
9.2	The MPS assesses and evaluates the outcome the of Step Change programme and the TP/Accenture review on business planning and  Incorporate the findings from these reviews into a framework for the development of long-term planning.	M  M	No/yes  Yes	The relevance of the Step Change programme to this recommendation is unclear. The outcomes of the Accenture review on business planning have already been incorporated into the development of long-term planning.  A programme is being scoped to link business and financial planning more closely.	  Head of Corporate Planning/Finance Directorate	N/A  Scoping work completed by July 2004.

## **List of abbreviations contained in tables above**

HMIC Her Majesty's Inspectorate of Constabularies

BCU Borough Command Units

APA Association of Police Authorities

ACPO Association of Chief Police Officers

BVPI's Best Value Performance Indicators

OCU Operational Command Unit

ABC Activity Based Costing

NIM National Intelligence Module

CDRP Crime and Disorder Partnership

TP Territorial Policing

CPG Corporate Planning Group

DCC Deputy Commissioner's Command

## **Appendix 4: Proposed approach to link financial planning cycle with business planning**

### Business planning

1. Draw up the business planning process as a series of decisions, identifying:
  - ◆ Information needed to make such decisions
  - ◆ Where the decision is made
  - ◆ Dates for delivery of business planning products, particularly those imposed by external constraints e.g. publication of the annual policing and performance plan.
  - ◆ Who is responsible for product delivery
2. Highlight on process:
  - ◆ Points where financial information is needed to inform the decisions made
  - ◆ Points where externally provided information is needed to inform the decisions (e.g. content of National Policing Plan)
  - ◆ Points where the 'outputs' (i.e. decisions made) will inform the financial planning cycle.

### Financial planning

3. Draw up the financial planning cycle as a series of decisions, identifying:
  - ◆ Information needed to make such decisions (e.g. content of mayor's budgetary guidance, etc)

- ◆ Dates for delivery of financial planning products imposed by external constraints. These products include (for example) Medium Term Financial Plan, Capital program to Mayor.
4. Highlight on process:
- ◆ Points where business planning information is needed to inform the decisions made
  - ◆ Points where externally provided information is needed to inform the decisions (e.g. Home Office grant available, etc)
  - ◆ Points where the 'outputs' (i.e. decisions made) will inform the business planning cycle.

#### Bringing the two cycles together

5. Compare 2. and 4. to identify areas of incompatibility and their underlying causes.
6. Take view on whether or not the external constraints imposed are truly immovable (e.g. possible to persuade the Home Office to release NPP in the Spring?). If thought appropriate, liaise with external agencies to provide the necessary information at a time that will work for us.
7. Optimise 'best fit' of timescales between the two cycles, recognising that life will never be perfect. [An ideal product will be one single planning process, whereby all the business/financial information needed to make the necessary decisions in both aspects of the process is available at the correct time].
8. For the new 'best fit' cycle, identify the consequences for production of other products that inform decisions taken (e.g. timescales for production of Corporate Strategic Assessment, results of consultation, etc).
9. Liaise with the relevant Business groups to explain why it (may) be necessary for them to alter the production dates of their products under the new 'best fit' regime.
10. If necessary, modify MPA Committee timetable to enable members to make decisions concerning the financial and/or business planning cycle at a different time under the new 'best fit' regime.
11. Carry out a communication exercise to explain to MPS staff, MPA members and partners why business/financial planning activities may be happening at a different time in the future.

Note: This process should be undertaken at 3 different levels:

- ◆ Corporate (business + financial planning)
- ◆ Business Group (business + financial planning)
- ◆ (B)OCU (business + financial planning)