

MPS/MPA Response to HMI Best Value Inspection Reports

This note outlines the MPS and MPA response to recommendations made in two recent HMI Best Value Inspection reports covering the Bringing Offenders to Justice and Managing Demand best value reviews.

Bringing Offenders to Justice

HMI Recommendation	MPS response	MPA Response
<p>Recommendation 1 Her Majesty's Inspector recommends that BVRs are supported by clear aims which remain constant and define activity during reviews.</p>	<p>Since the Bringing Offenders to Justice (BOTJ) review was undertaken the MPS has improved its processes for identifying and scoping reviews as part of the transition to Service Improvement Reviews. These changes have addressed this recommendation. Review topics are now chosen based on acknowledged problems rather than investigations across broad subject areas as was the case with this review. More thorough scoping activity is undertaken at the outset of the review to ensure that the review is focused on areas where improvements are required. Project Initiation Documents are developed which describe the objectives of the review and the activities that are due to be undertaken.</p>	<p>All reviews now contain a list of objectives within the Project Initiation Document (PID) which remains constant throughout the life of the review. The lead role MPS Internal Consultancy Group now play in the project management of reviews has ensured that objectives are agreed and adhered to throughout projects. An increased professionalism around the process of reviews is now evident. The BOTJ review was unusual in experiencing problems with staff change and conflicting projects halfway through its life – the new management arrangements in place are designed to ensure that this situation cannot occur again. This recommendation is considered complete.</p>
<p>Recommendation 2. Her Majesty's Inspector recommends that international benchmarking is conducted in future BVRs where the scale of operation or function makes domestic comparison difficult.</p>	<p>International benchmarking will be considered in all future reviews and comparative work undertaken where that would be appropriate and add value to the review process.</p>	<p>International comparisons have been undertaken in subsequent reviews such as the Operational Support Policing Service Improvement Review where this has been judged of benefit. International</p>

		comparisons will continue to be completed where services and processes in other countries are sufficiently similar. This recommendation is considered complete.
<p>Recommendation 3. Her Majesty's Inspector recommends that implementation plans are produced which delineate how recommendations from the improvement plan will be progressed and subsequently enable effective monitoring.</p>	<p>It is acknowledged that efforts to mainstream the implementation of review recommendations within the MPS have sometimes made it more difficult to differentiate between activity undertaken to deliver recommendations and other ongoing improvement work. However, the need to improve implementation plans is recognised. Internal Consultancy Group (ICG) will offer additional support to managers responsible for implementing review recommendations to develop plans that can be more effectively monitored. Wider issues relating implementation of reviews will be covered as part of the work proposed in Recommendation 2 from the Managing Demand inspection.</p>	<p>The MPA's improvement plan template used for every review sets out actions to achieve each recommendation with timescales and performance measures, along with the associated costs and benefits. The implementation plan template which is used to report progress to MPA committees every six months requires implementation managers to quantify which actions have been completed or are outstanding as well as the actual costs incurred and benefits delivered. The lack of formal implementation plans for the BOTJ review – unique amongst BVRs – reflects a decision by the MPA to have progress reported in the Criminal Justice Update to PPRC. However, the MPA acknowledges the need to look again at all implementation arrangements. Although this recommendation is considered complete related work will be outlined in the response to Recommendation 2 from the Managing Demand inspection.</p>
<p>Recommendation 4 Her Majesty's Inspector recommends that the police authority regularly monitors the</p>	<p>Not applicable, MPA issue.</p>	<p>The MPA can document progress monitoring of review recommendations by</p>

progress of implementation and fully documents this.		committees at six monthly intervals for all other reviews. HMIC's recommendation reflects the MPA decision to mainstream monitoring of BOTJ recommendations into wider criminal justice improvements. This recommendation is considered complete.
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Managing Demand

HMI Recommendation	MPS response	MPA Response
<p>Recommendation 1 Her Majesty's Inspector recommends that all future BVRs contain clear, challenging and SMART aims, supported by clearly defined activities.</p>	<p>This recommendation repeats Recommendation 1 of the BOTJ inspection. Please see the MPS response to BOTJ Recommendation 1 for further details.</p>	<p>Please see the MPA response to BOTJ Recommendation 1 for further details. This recommendation is considered complete.</p>
<p>Recommendation 2 Her Majesty's Inspector recommends that the current arrangements for implementation of approved BVR recommendations are fully reviewed.</p>	<p>The inspection report identified a number of factors that are impacting on the implementation of BVR recommendations. These relate to both arrangements within the MPS and also the MPA. Revised arrangements need to take account of a number of ongoing pieces of work within the MPS such as the development of a more strategic approach to MPS inspection activity and also work to coordinate better corporate change activity within the MPS. It is acknowledged that the MPA is planning to review how it discharges its best value responsibilities. It is proposed that a combined MPA/MPS review of implementation arrangements be undertaken that reports back to PPRC before the end of this financial year that considers the implementation issues raised in these and other inspection reports.</p>	<p>The MPA has put systems in place to ensure that reviews have clear objectives, compare internationally where relevant and report on implementation to an agreed template at regular intervals. However, the progress that has been made on implementing reviews has been slower than expected in many cases. The Audit Commission have indicated they will begin an audit of best value implementation in the autumn. The MPA should carry out a review of the implementation of improvement projects in conjunction with the MPS to identify how the existing processes can be improved.</p>