	RECOMMENDATION	DESCRIPTION	ACTION	PROGRESS TO DATE	DEADLINE
1.	The MPS IT Strategy should be updated	The MPS IT Strategy should be updated to reflect changes in the business environment within which the MPS now operates. The updated strategy should be accessible by a non-technical audience (in particular police officers, police staff and external stakeholders such as the MPA).	MPS to produce a revised ICT strategy, taking on board relevant recommendations from NPIA review.	Completed This work was already in hand when the review was undertaken. The revised ICT Strategy was presented to MPS Management Board on 28 July 2010 and Finance and Resources Committee on 23 September 2010.	30 September 2010

	RECOMMENDATION	DESCRIPTION	ACTION	PROGRESS TO DATE	DEADLINE
2.	The revised IT Strategy should be business-led	The revised IT Strategy should be 'business-led' to ensure it is clearly linked to the MPS business objectives, and the project lifecycle should be reviewed to assess whether or not individual projects need to be shorter and more focused. In addition, the success of the Relationship Managers should be assessed regularly to ensure they are meeting their fundamental objective of more effectively linking the DoI to the business and encouraging less of a silo. This review could form part of a regular update on effectiveness to the MPA.	New ICT Strategy to be a concise document and include details of the future direction of MPS management of processes, information and technology. Products outside the ICT Strategy, but related to it, such as DoI's contribution to the annual Policing London Plan, the Capital Plan and Medium Term Financial Plan and supporting business cases, will inform future MPS investment decisions and link business value to the objectives of the Policing London Plan.	Completed Account Plans have been developed in order to establish two-way links between the aims of MPS Business Groups and DoI delivery.	30 September 2010

	RECOMMENDATION	DESCRIPTION	ACTION	PROGRESS TO DATE	DEADLINE
3.	Improved oversight arrangements should be implemented	The refreshed IT Strategy should be submitted to the MPA for sign-off. The MPA should review the DoI's strategy implementation every six months to assess delivery against the plan, increasing visibility, understanding and accountability.	MPA IT panel to be established to enable oversight of key IT issues including implementation of ICT strategy	IT panel established and draft terms of reference agreed (see appendix 2). Currently in process of agreeing dates for inaugural meeting.	31 July 2010
4.	Capital investment proposals should be clearly mapped to the MPS priorities as outlined in the IS/IT strategy and resulting delivery plans	It should be apparent to both technical and non-technical audiences how the capital investment plans link to the wider strategy. This should help them understand what the impact will be on the organisation if current proposals are not fully delivered. A ranking and prioritisation of proposals according to those which are business critical would also help	The MTFP and Capital Programme provide the link between objectives and investment. It is not intended to also include these in the ICT strategy document, both to avoid duplication and also to preserve the stability of the strategy document.	Completed. MTFP and capital programme for 2011/14 developed for discussion and approval by Authority.	30 September 2010

	RECOMMENDATION	DESCRIPTION	ACTION	PROGRESS TO DATE	DEADLINE
5.	The MPS must ensure that the Olympic-related IS/IT requirements identified are comprehensive and meet their overall operational requirements	The MPS DoI can only deliver against the Olympic requirements that the business itself sets. The DoI has established a 'fit for purpose' delivery plan for the Olympic IS/IT requirements. It is recommended that the MPS Olympics Command ensures that, with only two years until 2012, it has now captured all of its IS/IT requirements for the Games.	All IS/IT requirements for the Games already captured within MPS. Request to be made to Chair of Olympics and Paralympics Sub Committee that Sub Committee is responsible for oversight of Olympic related IS IT issues, including recommendations 5 and 6 of the NPIA review.	Completed Initial discussion had, follow up discussion needed to take this forward.	January 2011
6.	The MPS should identify if there is any need to plan now to meet the ongoing revenue costs of Olympics related infrastructure post-2012:	The MPS should identify as early as possible the infrastructure that they will wish to retain, and put in place a plan to meet any potential ongoing revenue costs of these items.	No action currently required as expectation is there will be no residual Olympic infrastructure. Olympics and Paralympics Sub Committee to be asked to maintain oversight.	Completed Initial discussion had, follow up discussion needed to take this forward	January 2011

	RECOMMENDATION	DESCRIPTION	ACTION	PROGRESS TO DATE	DEADLINE
7.	The DoI should explicitly identify how cost savings will be delivered in a single document structure	The MPS IS/IT Strategy should be supported with a single document which explicitly references the cuts in funding over the next few years and the areas that will be affected. How and when cuts are to be made should be made clear, and planned work to streamline business processes and therefore reduce costs should be explicitly identified.	The 2011/14 budget and business plan and supporting documentation will provide details of cost savings and their impact.

Savings proposals and their impact will also be considered as part of the budget scrutiny process for 2011/14 | MPS currently in the process of developing budget and business plan for 2011/14

Completed.

MPS submissions made to Budget Scrutiny process by Deputy Mayor for Policing. | 31 March 2011

August 2010 |
| 8. | All outsourcing arrangements should be reviewed in detail and modified as required, to ensure they are fit for purpose both now and in the future. | The MPS is an ever-evolving service, meaning that the ICT underlining police operations cannot afford to be static. It must evolve with the service, so flexibility should be built into contractual arrangements to ensure that these can be adapted as required, without additional cost. The MPS DoI Team currently have this under review. | Current MPS ICT outsourcing arrangements have just been subject to review and approval by the MPA

The MPA need to ensure they retain oversight of outsourcing arrangements going forward | Completed

Ongoing | N/A |

	RECOMMENDATION	DESCRIPTION	ACTION	PROGRESS TO DATE	DEADLINE
9.	A review of all proposed capital projects should be undertaken to identify potential savings.	All in flight projects should be reviewed to see if any savings can be made. Any new projects should be reviewed at the business case stage to determine they represent only 'that which is absolutely necessary'.	This work is in hand as part of the development of the capital programme for future years The MPA will scrutinise proposals as part of the budget scrutiny process	Completed. MTFP and capital programme for 2011/14 developed for discussion and approval by Authority. Completed – scrutiny undertaken as part of budget scrutiny process during October/November 2010.	30 September 2010 August 2010

		RECOMMENDATION	DESCRIPTION	ACTION	PROGRESS TO DATE	DEADLINE
10.		Once projects are complete and handed over to 'business as usual', all systems should have a Strategic Business Owner (SBO).	Benefits realisation must be prioritised within all projects in order to ensure that the IS/IT provided delivers the capabilities required to support operational policing.	The DoI proposes to work with Business Groups to identify Strategic Business Owners (SBOs) for every MPS system.	Completed. List of system owners maintained in DoI	31 July 2010
		After the SRO moves on, when projects are complete, the strategic business owner should ensure the continued expectation and business realisation of the system.	Considering the increasing financial constraints, monitoring benefits realisation also helps ensure that benefits are tangible in terms of realised cost savings. The DoI should take a retrospective view and consider existing IT systems implemented within the last 24 months in order to identify whether or not maximum benefit was delivered. As already being tested, each information system should have a designated strategic business owner who is the MPS business lead for that system.	MPA to develop process to enable six monthly benefits review.	MPA action.	