

APPENDIX 2

Efficiency and Effectiveness Review Programme

Relationship of E&E and Best Value Review Programmes

Note of clarification by Accenture

The proposed programme of efficiency and effectiveness (E&E) reviews will complement rather than duplicate the established programme of Best Value (BV) reviews. Both programmes address the need for continuous improvement in MPS operations (and, therefore, both should be under the overview of the MPA). But an E&E project will tend to take as given the existence and operating model of the function under review, whereas a Best Value project will involve a more fundamental assessment of the function: whether it needs to be carried out at all – and, if it does, whether it should be carried out in anything resembling the current approach. This distinction is reflected in the design of projects: E&E projects will be more tightly focused on the detail of an aspect of MPS operations, whereas BV projects will involve an overview of a broader component of the organization.

Given these differences, it makes sense for E&E projects to precede BV reviews – both to identify and implement the smaller scale improvement opportunities that arise from better conduct of ‘business as usual’, and to allow E&E projects to complete the basic research and data-gathering work that is needed for any effective fundamental review.

It will be important for the three key stakeholders – the MPS, the MPA and the Mayor – to monitor the implementation of these review programmes closely, to ensure that duplication between E&E and BV projects is avoided in practice as well as in theory and to modify programmes should early reviews reveal the need for more fundamental change to existing MPS operations.