

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME**METROPOLITAN
POLICE****TOTAL POLICING**

AUDIT PANEL

Tuesday, 19 December 2017

MOPAC Governance Improvement Plan

Report by: The Chief Financial Officer, MOPAC

Report Summary

Overall Summary of the Purpose of the Report

This report outlines the progress MOPAC has made since the last meeting of the Audit Panel. The Panel will note that this includes a complete refresh of our approach and a new format for identifying and tracking actions at a more granular level than was possible in the previous papers.

Key Considerations for the Panel

The Audit panel to note the improvements made since the last report.

Interdependencies/Cross Cutting Issues

This governance improvement plan is aligned with the Risk management report and there are interdependencies between the increasingly aligned Met and MOPAC risk registers.

In addition, this report picks up relevant issues highlighted in the Met's governance improvement plan.

Recommendations

The Audit Panel is recommended to note the governance improvement highlighted within the report to be implemented.

1. Supporting Information

- 1.1. The MOPAC governance improvement plan is attached at Appendix 1.
- 1.2. At its September meeting the Audit Panel requested that the December report:
 - Provide more detail for items 1-5 in Appendix A; similar to the detail provided for items 6-12. MOPAC is to also populate Appendix B with more detail.
 - Report on MOPAC's financial oversight model
- 1.3. As explained at the time, there was a difference in stages of maturity of the action plans for the different items highlighted above. The Governance and Risk Working Group in MOPAC has carried out a full refresh of our approach to governance improvement, and developed a framework which aligns to our model of MOPAC's roles in delivering its own programmes, oversight of the MPS, and convening partners across the criminal justice system to deliver the outcomes of the Police and Crime Plan.
- 1.4. The new framework has allowed us to provide more detail on all aspects of the improvement areas highlighted in the September audit panel papers, and you will see that they are cross-referenced to that plan to provide an effective trail showing that none of those areas have been removed in the process. The plan now incorporates the actions on financial oversight improvement that were highlighted in the June audit panel paper, in order to provide a single document to track all of our improvement actions. This process has also helped us identify thematic areas where we have not had formal recommendations in the past, but where we will want to do further work in developing the plan for 2018-19.
- 1.5. We are looking forward to a workshop with Grant Thornton on 16 January, in which we will explore whether there is more that we can learn from recent CIPFA guidance and best practice nationally for governance statements by Police and Crime Commissioners, in time for the development of the 2018-19 plan.

Key Areas are Summarised Below:

- 1.6. Our work on core internal processes has shown good progress on embedding our business planning approach, aligning our risk approach and risk register with MPS, improving stakeholder management, business continuity planning and formalising systems for tracking internal audit recommendations. We have made slower progress on some HR issues including refreshing the code of conduct and other policy updates, given the extensive work that has gone on to progress restructuring of our strategy and integrated offender management teams. We have increased the pace and resources given to our work on data protection, in the light of the deadline for compliance with General Data Protection Regulations in May 2018.

- 1.7. In our delivery areas, we have made some progress in addressing the recommendations on commissioning and contracting which were outlined to the panel in a presentation in June 2017. Significant development has taken place in launching our new co-commissioning model for the London Crime Prevention Fund. Progress on some other improvements in this area has been slower than we would like, but the appointment of permanent staff to key roles will allow us to accelerate in the New Year, and the restructuring will bring about further changes over the next 6-9 months.
- 1.8. In oversight, our focus has been on creating new processes for quarterly oversight, supported by an entirely new performance pack covering crime trends, victim satisfaction, complaints, workforce data, and finances, and on formalising and embedding our approach to oversight of major procurements and investment decisions. Again, we have made very significant progress in these areas, and have clearly identified plans in areas where further work is required. There are dependencies here with the MPS own work on internal governance, and the relevant MOPAC and MPS teams are holding regular joint meetings to inform these processes. We have a new strand of work on our oversight of complaints, reflecting forthcoming changes to our statutory role.
- 1.9. We are in the early stages of articulating the governance improvements that are relevant to our convening role, in response to recommendations made by Grant Thornton in their annual audit letter. We have made good progress on identifying metrics for reporting and the focus of our work now is in developing clear delivery plans for the London Crime Reduction Board and each of its sub-boards.

2. Equality and Diversity Impact

MOPAC is committed to ensuring access for all. The public are able to access information held by MOPAC under the terms of the Freedom of Information Act 2000 and the Data Protection Act 1998.

3. Financial Implications

Failure to implement the governance improvements highlighted may have control implications, although these would be highlighted by any subsequent audit work. Efficient and effective governance arrangements are necessary in ensuring robust financial management.

4. Legal Implications

Failure to adhere to statutory and legal obligations and the commitments set out in the Police and Crime Plan could lead to challenge, or reputational damage.

5. Contact Details

Report author: Siobhan Peters, Chief Finance Officer, MOPAC
Email: Siobhan.peters@mopac.london.gov.uk

6. Appendices and Background Papers

Appendix 1 – Governance Improvement Plan (Restricted)