

M O P A CMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

8 January 2020

Met Audit & Inspection Report

Report by: Director of Strategy & Governance

Non-restricted paper

Report Summary

Overall Summary of the Purpose of the Report

The Home Secretary commissioned HMICFRS to conduct an inspection into the Met's adoption of the recommendations of Sir Richard Henriques and the IOPC Op Kentia report (following Op Midland). Op Larimar has been instituted as the Met's response to all of these recommendations. HMICFRS conducted an inspection between the 4th and 22nd of November and are expected to report to the Home Secretary by the end of January 2020.

The public version of the Force Management Statement was published in October 2019. A draft guidance for next year's Force Management Statement has been shared with forces, but final guidance is still awaited.

We agreed with DARA a process to sign off audit actions that the business believes are complete and address the risks and actions identified in the audits. This quarter there are 43 actions submitted for closure, 27 from audits and 16 from follow-up audits.

Key Considerations for the Panel

The Panel should consider the breadth of current inspection and audit activity taking place by HMICFRS.

Interdependencies/Cross Cutting Issues

By the very nature of the audit and inspection regime, there are considerable cross-cutting elements across the Met.

Recommendation

The Audit Panel is recommended to note the HMICFRS current and forthcoming activity and the progress being made to track and monitor audit actions centrally that meets the agreed threshold.

1 HMICFRS update

1.1 PEEL Inspection

Integrated PEEL Assessment 2 (IPA 2020):

In September we advised you that the HMICFRS board made the decision not to start the next round of PEEL inspections until 2020. PEEL2020 aims to significantly evolve the PEEL inspections towards a more intelligence-led continuous assessment model. It will incorporate learning from the 2018/19 integrated PEEL approach (IPA) evaluation and feedback from interested parties and our staff.

The aims of the new approach are that HMICFRS:

- is able to say something more ‘valuable’ about policing: an improved knowledge of forces, breadth and depth;
- is better able to promote innovation and share good practice;
- is able to take a whole systems approach to understanding and inspecting policing: increased understanding of others’ contribution;
- is better able to drive improvements in the areas of highest risk: able to be more flexible to emerging issues; and
- has more influence, e.g. on legislation, policy and practice and on direct and indirect parties.

Work on developing the continuous assessment model, which will be used for the next round of PEEL inspections, continues including meeting with the integrated PEEL assessments external reference group, to go through the aims and hear its views on the short-list of principles that will underpin the new approach.

HMICFRS has started on the plan for engaging with forces and other interested parties throughout the course of the PEEL2020 development work. The programme is made up of eight workstreams, one of which is a review of how they report PEEL inspection findings. We have completed an online survey to assist HMICFRS understand how people use the information they report from our PEEL inspections, how they access the findings and how HMICFRS could improve the way we report in the future **Force Management Statement (FMS3)**

1.2 Force Management Statements

FMS2: A public version was published on the Met’s website in October 2019 and is accessible on this link:

<https://www.met.police.uk/SysSiteAssets/media/downloads/met/about-us/bg-to-business-plan-fms-may-2019.pdf>

FMS3 – Forces were asked in May 2019 to confirm the natural point in their respective planning cycles that would assist in bringing all the information together in one place. We stated that our preferred point would be December 2020. With a variety of responses received from forces, HMICFRS has decided

to keep the deadline of May. A draft guidance has been issued, but the final version is awaited. We will nevertheless be able to start work this month and a proposed timetable will be circulated to MB members shortly

1.2.1 Thematic inspections

- **Op Larimar (lead DAC Matt Twist):**

The Home Secretary commissioned HMICFRS to conduct an inspection into the Met's adoption of the recommendations of Sir Richard Henriques and the IOPC Op Kentia report (following Op Midland). Op Larimar has been instituted as the Met's response to all of these recommendations. Fieldwork for the inspection started on 4 November for three weeks (concluding 22 November). Whilst the inspection team will report against the specific recommendations their methodology focused on:

- Investigative decision making and standards - (policy and procedures, training and governance and historic child sexual abuse)
- Search warrants - (how we apply for, supervise, record and also what we disclose as part of application)
- Investigative supervision and reviews - (as well as linked to the above, peer reviews, thematic reviews, learning identified and dissemination)
- Provision of information – media statements and information given to victims and suspects as part of these investigations.

The Inspection Officers are now reviewing the evidence gathered and the Op Larimar team are continuing to share information and documentation with HMICFRS when it is determined.

To supplement the inspection fieldwork, HMICFRS devised a survey that ran 21 November - 8 December. It was open to all officers and relevant police staff but with a determined focus on those in Safeguarding, Neighbourhood teams, Proactive CID teams, VCTF and Specialist Crime. HMICFRS has provided assurance that the results will be used for triangulation only, and not be considered conclusive. We advised HMICFRS that given the plethora of surveys our people were getting we did not expect the return rate to be high.

We anticipate we will receive a copy of the report to check for factual accuracy in mid-January as HMICFRS are expected to report to the Home Secretary by the end of January 2020.

- **Roads Transport Policing Inspection (lead DAC Laurence Taylor):**

The Secretary of State for Transport commissioned HMICFRS to inspect the capability and capacity of forces to provide road policing. The Met was selected as one of the five forces to be inspected and it took place between the 26 and 28 November 2019. The inspection sought to examine the consequences of austerity on roads policing. The main areas they will look at were:

- changes in enforcement of the fatal 4 (speed, drink/drug driving, use of mobile phones and no seat belt);
- death and serious injury collisions and;
- staffing levels in Road Policing and tasking.

It is anticipated that HMICFRS will provide the Department for Transport and the Secretary of State with an interim report in mid-January 2020 with the final report published by the end of March 2020.

- **Integrated Offender Management (lead AC Simmons):**

The Met was one of seven forces selected for a joint inspection of Integrated Offender Management, led by Her Majesty's Inspectorate of Probation (HMIP) involving HMICFRS. The inspection took place in early December and limited to one local authority, Waltham Forest. The hot de-brief highlighted a number of strengths including partnership working, information sharing and leadership but also some improvement areas which included caseload levels per officer, training and the absence of an IOM operation manual.

- **Counter terrorism – CT5 (lead AC Basu):**

This national thematic inspection took place in the Met over 3 days in September. The methodology of the inspection is to determine “how effective the police firearms response is to terrorism” and fieldwork continues for the first forces until mid-December. The national interviews will take place in January and it is expected the report will be produced by June 2020. Whilst broadly the outcomes from the inspection were extremely positive, particularly in the key areas of governance, planning, training, delivery and learning, there are some areas such as asset tracking, image transfer and the use of decision logs that would benefit from renewed focus. In terms of learning, HMICFRS commented that there are strong mechanisms in place to de-brief and share lessons; the Met is used as a benchmark for other forces.

- **National child protection inspection (lead AC Simmons):**

The next round of the National Child Protection Inspection programme will take place in the first quarter of 2020. Case audits will take place between 3 - 21 February 2020 and fieldwork 16 March - 3 April 2020. A pre-meet between AC Simmons, Head of Profession Safeguarding and HMI Wendy Williams took place on 14 November and early logistical preparations are taking place.

1.3 **HMICFRS Monitoring Portal (formerly Recommendations Register)**

We are now regularly updating HMICFRS's monitoring portal with our progress information against each of the recommendations. It is not possible for us to close the recommendations; only our Force Liaison Leads has the ability to do this. Over this quarter they have closed ten NCPI recommendations as there were duplicate entries on the portal. Unfortunately HMICFRS have not yet reviewed all those recommendations we have asked to be closed therefore the figures below

are not a true reflection of what we consider to be open. We hope this will be rectified by HMICFRS before the time of the next report.

The Monitoring Portal currently shows 87 open recommendations

Inspection theme	Total
Vulnerability (including 11 specifically related to the NCPI programme)	47
PEEL	16
Stop & Search	1
Information management	1
Undercover Policing	17
Fraud	2
Police Integrity & Corruption	3

The Areas for Improvement (AFIs) from the most recent PEEL inspection and the thematic around Cyber are now on the monitoring portal at this stage however, no others are included.

The Monitoring Portal currently shows 20 open AFIs.

Inspection theme	Total
PEEL	19
Cyber	1

HMICFRS are continuing to back record convert and we anticipate that more will come on line over the coming months.

2 DARA update

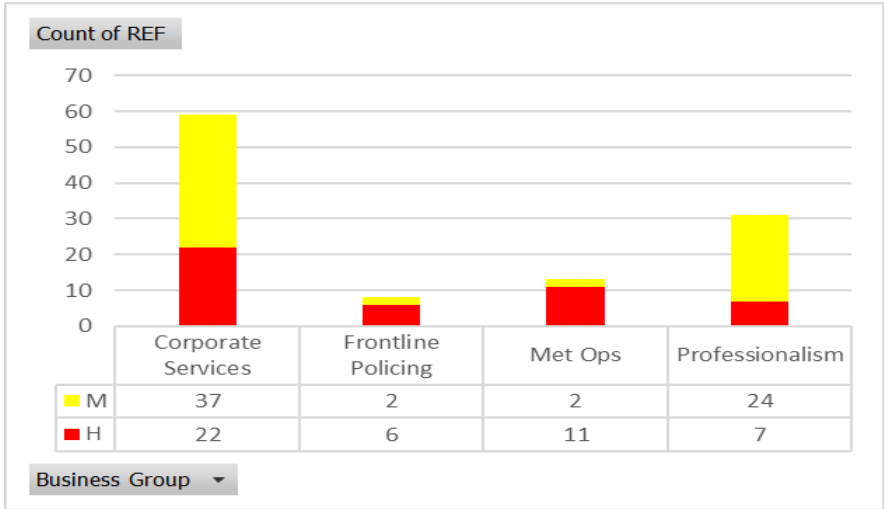
- 2.1 Corporate Services monitor progress on all high-risk actions from DARA's audits, as well as the medium-risk actions of any audit receiving a "limited" grading. Responsibility for monitoring implementation of the lower risk actions sits with leaders locally.

In November we approached all Met leads on the implementation of open DARA recommendations for updates on progress. Of 154 recommendations, we received updates on 109. 43 were acted upon and implemented, which we are now proposing to close subject to the Board's agreement. We have also passed on the updates to DARA so it can raise any objections.

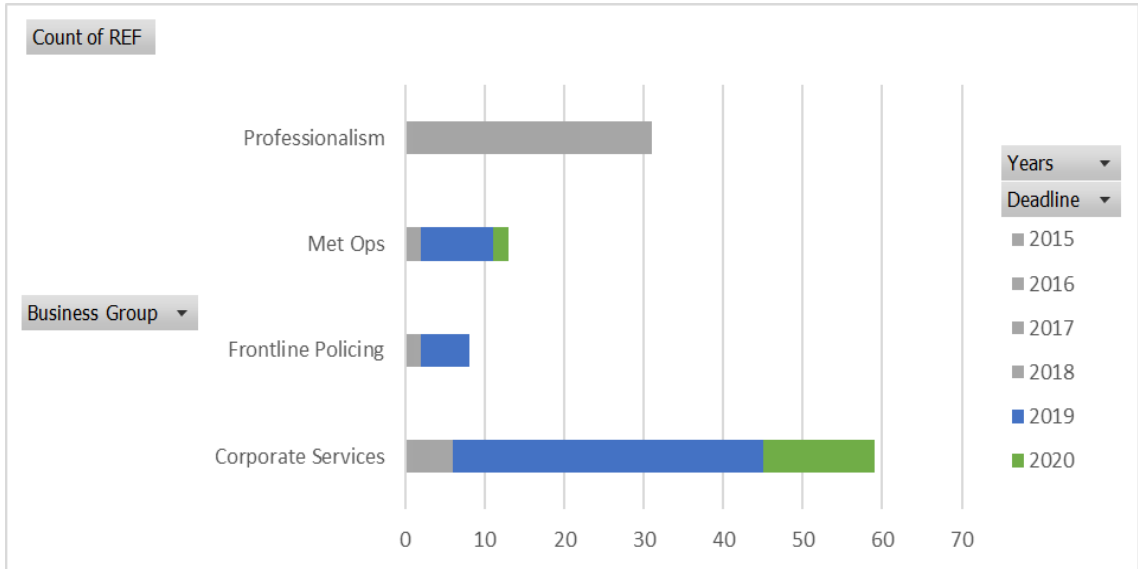
We have not received responses on 45 recommendations. These sit in Corporate Services (19) and Professionalism (15) Business Groups. This is being raised so that the Risk and Assurance Board representative from each of these areas can help facilitate timely updates.

Recommendations by business area

From all DARA reports received to date, there are now 111 outstanding actions, pertaining to 28 audits. Of these, 65 are Medium-risk in “limited assurance” reports and 46 High-risk. By business group, the distribution is as follows:



77 of the 111 open actions are overdue. These mainly sit in within Professionalism. A large number relates to the *External Training and Development – Implementation of Framework for Use of External Providers* and *Value for Money* audit. However, work is progressing within this area with eight actions being completed and closure requested.



Business Group Risks – by year of due completion

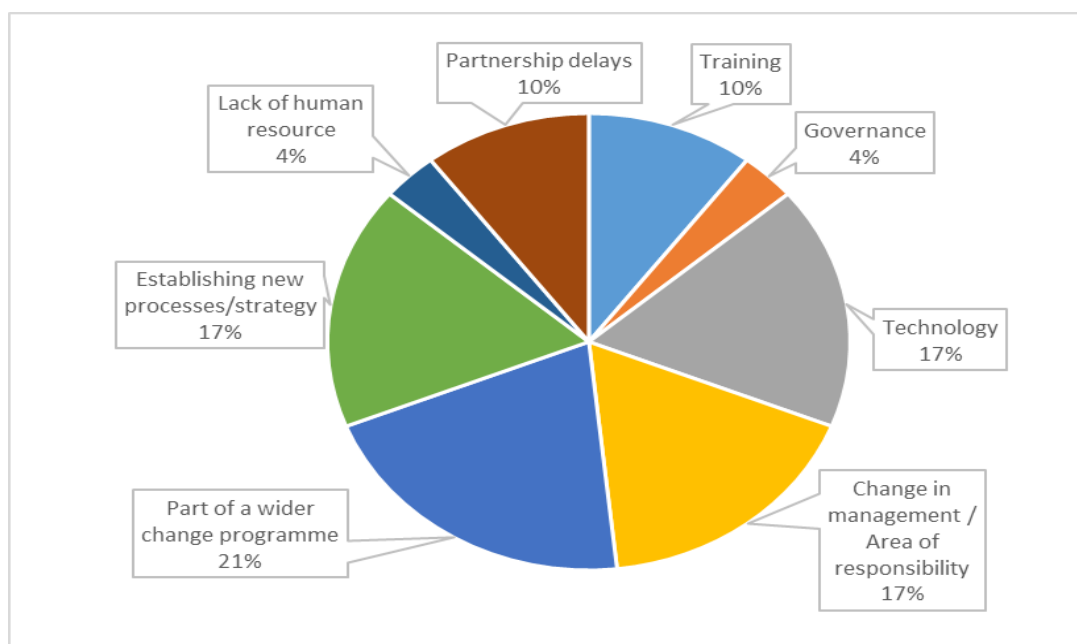
Corporate Services have significantly reduced their outstanding historical actions, however a substantial forward pipeline has already built up due to the considerable amount of actions coming from recent audits such as the *Counter Fraud Review* and the two *Key Financial Systems* audits.

Significant progress has been made since the last reporting quarter with 19 of the 24 from the Met Operations *Business Continuity and Return to Normality Arrangements* audit actions being completed and closure requested, leaving five outstanding.

Following the meeting, we will send a list of overdue actions will to each Business Group board lead to ensure they are content with the Met’s current position and progress on their area, and to allow them to pursue further progress for lagging or non-updated actions.

It is worth noting that whilst the deadlines for actions would have originally been agreed by Met business leads with DARA at the time of the audits, it is possible that Met leads are optimistic in scheduling their proposed changes. Where we now confident of a new implementation date (leads have proposed new dates for 38 actions, where activity has been agreed to address the outstanding risks) it may be useful to review some of the deadlines in conjunction with DARA.

In the quarterly update, we asked leads to tell us why they had experienced delays in implementations. Of 29 responses, the key obstacles were defined as below:



Forthcoming actions

Thirty four actions need to be implemented within the next 12 months. Of these, 18 have a December 2019 deadline. All actions due in December are reported as being on track for delivery. Nine of these are from the *Key Financial systems – Expenses* audit (Limited).

Key Audit Themes

We are now tracking the key themes coming out of the audits. Across all live recommendations, a thematic analysis draws out the following recurring themes in terms of risks identified by DARA.

Poor corporate oversight, monitoring or reporting (12%)
 Poor documentation or ineffective processes and governance (10%)
 Lack of ownership or unclear responsibilities (9%)
 Vulnerability or resilience risk of system / process / service (9%)
 Silo-ed approach and lack of alignment/ coordination (8%)
 Non-compliance (8%)
 Poor systems or inefficient service (8%)
 Lack of resources (7%)
 Lack of information (6%)
 Objectives, strategy or priorities not well defined (5%)
 Lack of, or inadequate training (5%)
 Standards not met (3%)
 Out-of-date (not updated) plans, guidance or processes (3%)
 Value for money (2%)
 Lack of evaluation (1%)
 Inconsistent approach (1%)
 Lack of incentive / or deterrent to support behaviour (1%)

New Audits since September

Since September we have received the findings from Key Financial Systems – Expenses audit (limited) and follow up reports from:

- Met Special Constabulary Management and Deployment (Adequate)
- Met Knife Crime Strategy Delivery (Adequate)
- Met CC Demand Management (Adequate)
- PSOP Access Controls (Limited)

The PSOP Access Controls audit was received after the reporting quarter deadline so has not been included within the analysis in this paper. However, it was discussed as part of the Risk and Assurance Board agenda

Actions for closure

This quarter there have been 43 actions submitted for closure, 27 from audits and 16 from follow up audits.

We have consulted with DARA on how best to formally sign off audit actions that the business believes are complete and address the risks and actions identified in the audits. For those areas which are due a follow-up audit, we will not request further updates from leads and DARA will review them at the time of the follow-up audit.

Annex 1 contains the 16 actions that were identified by a follow-up audit and not be subject to further DARA audit for the Board's review and agreement that these actions can be formally closed.

3 Equality and Diversity Impact

This paper outlines audit and inspection activities across the Met and findings. Any significant programmes of work undertaken to implement recommendations will be subject to equality impact assessment.

4 Financial Implications

There are no direct financial implications arising from this report. Any additional financial implications from the findings of audits and inspections will be subject to normal investment processes.

5 Legal Implications

There are no direct legal implications arising from this report.

6 Risk Implications

Inspections can highlight significant corporate risks. These are analysed by the Planning and Risk Team and included in the Met's risk management framework where applicable. This paper has no direct health and safety implications.

7 Contact Details

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Appendix 1 - DARA Update – Actions for Closure

Publication Title	FY	Audit Rating	Audit/Follow Up	Business Area	Identified Risk	Risk	Audit/Follow Up actions	Action Contact	Deadline	Status	Progress Update
Basic Command Unit (BCU) Child Safeguarding Information Sharing Framework	18/19	Adequate	Follow Up	Frontline	Child safeguarding services are not available outside working hours leading to a risk of service gaps in decision making out of normal officer hours. This could potentially put children's immediate wellbeing and safety at risk	H	MASH resourcing issues are being considered as part of the OMM. A wider evaluation of resources against need is being undertaken as part of the BCU Pathfinder evaluation process. The brigading of activities is likely to reduce resources overall whilst at the same increase consistency and resilience within teams. We will however, liaise with the OMM team to ensure that there is a clearly articulated skills profile developed for the MASH teams as part of the resourcing evaluation	Sue Williams	Sep-19	Delivered	MASH teams work in close collaboration with the Local Authority children's safeguarding services and the movement of referral desks into the MASH environment has further aided this close engagement. The MASH guidance is in the process of being updated and will include a reviewed referrals section to share good practice and enhance consistency. While the MASH mirrors the local authority teams in it not being standard practice to work outside of standard operating hours, any immediate concerns are raised out of hours by the duty officer in liaison with the emergency duty social worker, with escalation procedures in place should this be required. BWT for MASHs reviewed. The demand analysis conducted in 2012 to resource MASHs to their current levels. At this time only children were dealt with & Merlin PACs completed. With the introduction of Merlin ACNs in 2014, MASHs now deal with adult notifications too. In the last 3 years the volume has risen by 22%. This has meant that MASH resourcing levels cannot be lowered. It has not been possible to brigade resources as MASH teams sit within each of the local authority environments with the key partners. A comprehensive skills profile is contained within the MASH resource guide.
Basic Command Unit (BCU) Child Safeguarding Information Sharing Framework	18/19	Adequate	Follow Up	Frontline	Failure to: Maintain up to date information sharing agreements and prevent disclosure of sensitive and confidential information. Could result in: Inappropriate sharing of child safeguarding information. The failure to keep children safe Non-compliance with data protection legislation, policies and procedures	H	We will undertake an immediate review of the Business Group Information Sharing protocols and platforms	Sue Williams	Sep-19	Delivered	The update provided in April 2018 that inspection of MERLIN records are now part of an agreed assurance process for child protection improvements, reviewing qualitative and quantitative data via the Dedicated Inspection Team and with oversight via the Child Protection & Vulnerability Delivery Boards (CP&VDB), including engagement of BCU Senior Leadership Teams to address any inadequacies identified has been in place for the last quarter, with consistent positive responses from local SLTs. Data quality concerns are unlikely to be completely addressed until MERLIN transfers to CONNECT, but oversight is now possible through the DIT audits described above. November 2018 Update at Q1 2019/20: MASH (Children at Risk) DSAs templates have been updated to account new arrangements for Op Encompass have been sent out to all MASH leads for multi-agency sign-off. Once confirmation is received for all 32 boroughs an application will be made to close this action. Update Q2 2019/20: Work continues with London Councils to implement a finalised DSA across all 32 boroughs. As above, an application will be made to close this action once final confirmation has been received. The ISSU completed a revised Adults at Risk DSA following GDPR and the Data Protection Act 2018. This has now been circulated by London Councils to all local authorities as well as within all MASHs - Proposal to close action.
Basic Command Unit (BCU) Child Safeguarding Information Sharing Framework	18/19	Adequate	Follow Up	Frontline	Incomplete information could delay the investigative process, information sharing and child protective measures and adversely impact partnership arrangements, putting children at risk of significant harm	H	Workshops are being introduced to promote the use of dashboards and to encourage their use and application. This is being taken forward by the Information & Insight Team	Sue Williams	Sep-19	Delivered	DA dashboard has been completed and workshops for practitioners, Safeguarding SLT and BCU Commanders all provided by Information & Insight team. A new safeguarding dashboard has been developed
Basic Command Unit (BCU) Child Safeguarding Information Sharing Framework	18/19	Adequate	Follow Up	Frontline	Ineffective use of the dashboards risks missing opportunities to identify performance issues in relation to child safeguarding information sharing arrangements	H	Workshops are being introduced to promote the use of dashboards and to encourage their use and application. This is being taken forward by the Information & Insight Team	Sue Williams	Sep-19	Delivered	DA dashboard has been completed and workshops for practitioners, Safeguarding SLT and BCU Commanders all provided by Information & Insight team. A new safeguarding dashboard has been developed

Appendix 1 - DARA Update – Actions for Closure

Crime Prevention Implementation Framework	16/17	Adequate	Follow Up	Frontline	Strategy. Although implementation of the 2013-16 Crime Prevention Strategy is monitored internally by the MPS through the C&P implementation plans, the 'wills' or actions contained within the strategy are not formally monitored for implementation by the MPS or MOPAC. Crime prevention activity forms part of the MOPAC Business Crime Strategy in addition to the MPS strategy. There is a risk that it may not be clear which strategy takes priority and thus the allocation of resources. The pending introduction of a new Met Model – Prevention First – will alleviate this issue but MPS considers Prevention First to be an organisational change strategy 'to place crime prevention activity at the centre of what we do' rather than a strategy? This responsibility rests with MOPAC post Apr 16.	H	TP C&S will work with MPS and MOPAC colleagues to fully implement and maintain the new MPS Crime Prevention Strategy in line with the MOPAC Police and Crime Plan 2017-21. TP C&S has been suffering from structural and resourcing challenges, which has been a barrier to progress in some areas. The DARA follow up identified that a proposal to re-structure the command was first submitted to TP COG in October 2016 but as yet remains unresolved. The lack of an effective resource to set the strategic direction for crime prevention, implement an effective governance regime and monitor progress against key action plans is a risk to improving or maintaining crime prevention delivery in the MPS moving forward.	Mark McEwan	Aug-17	Delivered	TP C & S has been replaced by CPIC who currently have a dedicated team to deliver against crime prevention. CPIC are currently reviewing their resources and structure. There is now a head of profession (Crime Prevention, Inclusion & Engagement - CPIE), which leads on crime prevention for the MPS. A new MPS Crime Prevention Strategy has been written and awaits sign off at COG. This has been supported by a crime prevention delivery plan, providing clear direction on governance, measures and monitoring processes. The Crime Prevention Board & Crime Prevention Delivery Group will manage risk and drive Crime Prevention activities.
External Training and Development – Implementation of Framework for Use of External Providers and Value for Money	17/18	Limited	Follow Up	Professionalism	An absence of an effective and robust performance management led by the business may lead to ineffective training provision and the waste of resources.	M	Performance measures will be established, implemented and monitored to assess the effectiveness of service delivery	David Maguire	Oct-17	Delivered	A performance report has been developed between Strategic Learning, PP and Commercial which captures a range of data to evaluate the effectiveness of the service provision. With the devolvement of external training budgets to business group level, it is now the responsibility of business groups to keep records of approval decision-making process.
External Training and Development – Implementation of Framework for Use of External Providers and Value for Money	17/18	Limited	Follow Up	Professionalism	Contractual arrangements are circumvented and value for money is not achieved.	M	Data will be maintained and monitored to determine the extent of non-compliance and to inform appropriate management action which will be taken.	David Maguire	Oct-17	Delivered	Premier Partnership, Strategic Learning and Commercial are reviewing the data on compliance with the ESPO contract governing the managed service provision of training to the Met. This exercise is a work in progress and once completed will enable the possible escalation to senior management of serial offenders.
External Training and Development – Implementation of Framework for Use of External Providers and Value for Money	17/18	Limited	Follow Up	Professionalism	Ineffective budget monitoring may lead to inappropriate/unauthorised expenditure	M	Budget responsibilities will be clearly defined and enforced	David Maguire	Oct-17	Delivered	A decision was taken at Met HQ COG that the corporate external training budget was to be allocated to business groups to administer. Work is ongoing with business groups to manage new arrangements in a way that allows scrutiny of external training budget spend and decision-making. 2019/20 Q3: The devolvement by Finance of external training budgets to business groups along with the issuing of Criteria for the use of the External Training Budget funds by Strategic Learning and the responsibility of business groups to keep records of approval decision-making processes.
External Training and Development – Implementation of Framework for Use of External Providers and Value for Money	17/18	Limited	Follow Up	Professionalism	Ineffective contract management means that assurance cannot be given that the service is being delivered as specified to cost and quality	M	Effective contract management arrangements will be developed and implemented	David Maguire	Oct-17	Delivered	An Intelligent Client Unit has recently been established within Strategic Learning to manage arrangements such as contract management, and regular meetings are now being held between Strategic Learning, Commercial Services and Premier Partnership to discuss the issues around contract management, with an audit trail of actions and outcomes from the meetings now being kept. This will assist in evaluating the effectiveness of delivery. 2019/20 Q3: Work undertaken by Strategic Learning & Commercial Services on the development of a monthly reporting pack to be produced by Premier Partnership and a regular scheduled meeting is now in place
External Training and Development – Implementation of Framework for Use of External Providers and Value for Money	17/18	Limited	Follow Up	Professionalism	Inefficient ordering and payment processes may lead to contractual obligations not being met and the framework being circumvented.	M	The revised "how2buy" guide is issued	David Maguire	Oct-17	Delivered	The ordering and buying process via I-buy has been communicated to the Business Groups as part of the workshops that have been carried out by Strategic Learning and Premier Partnership. The revised "how2buy" guide is currently being reviewed by the newly appointed SPOC for external training within Commercial Services.

Appendix 1 - DARA Update – Actions for Closure

External Training and Development – Implementation of Framework for Use of External Providers and Value for Money	17/18	Limited	Follow Up	Professionalism	Value for money cannot be demonstrated and/or is not achieved from the external training provider arrangements	H	Intelligent Client Contract Managers to address key users not following the agreed process. This will be facilitated as part of an action plan for communication.	David Maguire	Oct-17	Delivered	Capturing of data on business groups and/or individuals who do not observe the VFM processes in supplier selection. The amounts of money that would have been saved if VFM processes had been observed in supplier selection part of monthly reporting pack produced by Premier Partnership Requirement for rationale to be supplied by business groups and/or individuals for not observing VFM processes in supplier selection
External Training and Development – Implementation of Framework for Use of External Providers and Value for Money	17/18	Limited	Follow Up	Professionalism	Without clear, appropriate and concise management information and review the effectiveness of the MTS framework cannot be assessed and value for money guaranteed.	M	Management Information requirements, data and reporting will be defined, provided on a regular basis by the service provider and reviewed and acted on by the MPS.	David Maguire	Oct-17	Delivered	A performance report is being developed by Strategic learning, PP and Commercial which will capture a range of data to evaluate the effectiveness of the service provision but some providers are reluctant to engage with the activity that has been proposed resulting to the deadline being extended.
External Training and Development – Implementation of Framework for Use of External Providers and Value for Money	17/18	Limited	Follow Up	Professionalism	Lack of clearly defined procedures supporting the commissioning and management of external training delivery leading to value for money opportunities not being maximised	H	The "how2buy" guide and the digital link will be made available on the intranet for business groups to access and will include roles and responsibilities	David Maguire	Oct-17	Delivered	Existing policies and procedures supporting the commissioning and management of external training delivery have been updated. Work is ongoing to reflect the decision by Met HQ COG to devolve external training budgets to business group level. External training is now approved at business group level although it too early at this stage to assess the impact of the change and the impact this has on the commissioning and management of external training delivery.
Review of Custody Healthcare Practitioners - Use and Deployment	17/18	Adequate	Follow Up	Met Ops	Inefficient, ineffective use and deployment of FME resources leading to unnecessary costs. Incomplete record keeping relating to FME invoices which may result in fraudulent payments.	H	Further FME declaration on payment claim forms is implemented and claims are countersigned by an authorised Met Officer	Ivan Balhatchet	Jan-19	Delivered	Payments policies and procedures remain unchanged. However, the new FME contracts require that the FME is physically present and commences duty at one of the non-CNP suites within their area. New FME contracts will require that the FME commences duty at one of the non-CNP suites within their area. This is a departure from the previous policy where they were not required to be on site for the whole of their shift. Payment will, therefore only be made for the period when FMEs are actually on duty. The FME declaration on the payment claim forms is being completed by the business finance manager. The Exelicare trial at Islington was completed in July 2018. Performance management reports were produced by the system, reviewed and accepted as appropriate. Feedback from CNPs has been positive and enhancements have been made where appropriate. Its rollout is however being held back due to the recent dispute between NELCSU and its third-party partner. This should be resolved following the introduction of a new bidder to provide the service.
Risk and Assurance follow up review of Cyber Security	17/18	Adequate	Follow Up	Digital Policing	The lack of a formal patch management framework that can be consistently applied to all MPS systems increases the risk that systems will not be patched in a timely manner leaving the systems at an unnecessary risk of being exploited.	H	Compliance on the completion and updating of the Information Asset Register will be monitored and reported to IASB	Subz Jagpal	Jun-18	Delivered	Everything formally within the Hosting Tower (DXC) is subject to a formal agreement and processes on patching • For other systems patching can be made available, but it is normally based on a request from the service owner. For non-DP managed assets we are not in a position to oblige that systems are patched or even maintained • For other systems, patching is consciously not done, where the service owner prioritises service stability over having systems constantly updated • And for yet more systems, we know that patching is a problem (in some cases system are no longer being maintained by their provider), so we are actively working plans to replace those systems 15-2-2019: Following successful completion of a continuous improvement process we are now confident with the accuracy of the CMDB data relating to Hosting Service assets and are performing regular electronic verification. On this basis this action can be closed and handed back to BAU Service Management Team
Transformation Governance	18/19	Adequate	Follow Up	Transformation	Ineffective execution, monitoring and oversight of change management plans during transition to business as usual state may result in unsustainable change and risks the achievement of programme benefits	H	The approach to baseline business preparedness for three programmes will be completed and reported to PMG The assurance process for business change will be further developed and implemented across the portfolio	Jayne Tothill	Sep-19	Delivered	All programmes with the exception of P15 Heathrow Expansion (did not exist at the time of this review) have baselined their business preparedness RAG rating that are submitted on the programme dashboards. They have done this using a set of defined criteria for performing the assessment