

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

29 March 2021

MOPAC Governance Improvement Plan 2020/21

Report by: The Director of Strategy

Report Summary

Overall Summary of the Purpose of the Report

This report provides an update on MOPACs Governance Improvement Plan. The full Governance Improvement Plan (GIP) is included at Appendix A.

The GIP is a live improvement plan bringing together the areas identified in the AGS 19/20 and recent DARA reviews, with those actions carried forward from the GIP 2019/20 (last year).

Key Considerations for the Panel

The implications of the latest national lockdown on staff availability have been felt over the last quarter. MOPAC worked through a prioritisation exercise with the Deputy Mayor. This has resulted in some consequential slippages to GIP timescales as set out in the report below.

It is requested that the panel reviews the GIP and notes the progress made.

There are eight work-streams where delivery dates have been reviewed to reflect a more realistic timeframe for delivery. MOPAC does not, however, believe there is significant risk.

Interdependencies/Cross Cutting Issues

The Governance Improvement Plan sets out MOPACs plans to improve governance and controls across our full range of activity. As such it is entirely cross-cutting and has significant interdependencies with other Audit Panel agenda items.

Recommendations

The Audit Panel is recommended to:

- a. Note the Governance Improvement Plan and the progress made to the end of Q3.
- b. Note the areas which are highlighted where delivery timescales have been pushed back.

1. Supporting Information

- 1.1. Appendix A, the Governance Improvement Plan for 2020/21, collates MOPACs areas for improvement and sets out their source, the specific recommendation they relate to, actions taken or proposed, action owners and a proposed completion date. The areas for improvement identified have been compiled from:
- Outstanding actions from the Governance Improvement Plan 2019/20 which are carried forward into this year's plan.
 - Areas identified in the Annual Governance Statement (AGS) in sections marked "What could be improved".
 - The DARA Internal Audit Annual Report 2019/20 and subsequent inspection reports - to date, no further improvement actions have been added.
- 1.2. This is a live document, refreshed monthly for internal review purposes, allowing leads to set realistic timescales for improvement actions and to capture in year DARA recommendations. A comprehensive annual refresh is undertaken to include AGS outputs. Panel are presented with the GIP 2020/21 for the third time for consideration.

Overview

- 1.3. There are 28 work-streams captured in the MOPAC Governance Improvement Plan for 2020/21. These relate to specific recommendations (either new or carried forward from the 2019/20 plan) or areas self-assessed as requiring improvement through the AGS process.
- 1.4. As of 16 March, a total of 9 improvement actions are complete and a further 10 (36%) reported as on track. There are currently 9 recommendations where the initial delivery timescale has been revised. All remaining actions will be delivered in the 2021/22 financial year. Further detail is set out in section 1.5.

Key Achievements and areas for improvement

- 1.5. Work continues to progress through improvements in MOPAC's governance and control mechanisms. Since MOPAC last reported to Audit Panel in January there have been no further completed actions but focus to deliver change and improve governance arrangements through the MOPAC Change Programme is being prioritised with additional resource brought in to drive this work.
- 1.6. Highlights include: -
- Resource has been added to the programme management office of the Change Programme. This will provide greater structure to the governance through better reporting methods, whilst also providing the much-needed resource to prioritised projects to move them forward.
 - Work has progressed to develop MOPAC's oversight governance and its internal corporate governance. These two projects have been combined under the same banner and a mapping exercise is underway.

- MOPAC is progressing the project to embed a portfolio, programme and project management approach into MOPAC. From engagement with key stakeholders to refine the scope, the project is now working to simplify reporting structures; create an effective reporting mechanism; provide the right tools and metrics to enable realisation of benefits; and implement a risk management approach that links projects and programmes to corporate risks.
 - User workshops are being developed to help progress the work on MOPAC's core process. These are specifically looking at our finance operating model, how we manage decisions and submissions, and the processes around PSOP – the system for financial transactions.
 - The project to professionalise procurement is also progressing well. TORs have been updated for contracts, contracts and grants register has been updated and user guides developed. User training is being run over March and April.
- 1.7. Within the monthly review of the GIP there are 9 areas where MOPAC has pushed back delivery dates for recommendations. The reason for the slippage is understood and the risks managed. This is summarised below.
- 1.8. **MOPAC's E&I team to provide an alternative, refreshed, evidence base to reflect the post-Covid world. (B2).** E&I are generating an evidence base for the next Police and Crime Plan. A draft will be documented by April 2021 with updated evidence base incorporating cv19. This has been delayed due to staff abstractions.
- 1.9. **Consider introducing a formal SLA with TfL and MPS shared service functions to help with procurement demand (C2 and C5).** The review of MOPAC's procurement approach concluded in May 2020, and a plan has been developed for the implementation of the findings. It is now clearer that the implementation will be complete by the end of the year and this will determine the next steps with regards to progressing a potential SLA with TfL. Timelines are now aligned with Change Programme projects, which have been re-sequenced based on resource availability and priority.
- 1.10. **Interdependencies between the Investment Advisory and Monitoring group, the MPS Portfolio Investment Board, MOPAC/MPS Oversight Board and the Mayor's Corporate Investment Board to be defined in the groups Terms of Reference and/or the Ways of Working document and communicated to stakeholders in the decision-making process. (C3).** A high-level plan has been agreed between MOPAC and the Met to improve governance and assurance. DMPC agreement will now be sought for a pilot to be run post-election.
- 1.11. **Prioritise community engagement to improve Londoners' trust and confidence in policing - this includes the production of an Action Plan in 2020/21 to address issues of disproportionality and improve trust and confidence within Black communities. (E1).** Work on the action plan

continues, with a delay to the phase one implementation due to staff absences as a result of the national lockdown.

- 1.12. **Improve and fully embed communication practices to partners and stakeholders across the organisation and ensure they are regularly and fully briefed on the outcomes and benefits of MOPAC's work. (E2).** MOPAC has been keeping in close contact with partners and stakeholders throughout the last year. Work has been prioritised to assist with recovery, change and crisis management - which has meant that improving communication practices through a formal newsletter is yet to be finalised. This will be developed during the pre-election period with a view to embedding post Mayoral elections.
- 1.13. **Review ICV Scheme arrangements in the light of COVID-19 recovery to ensure that volunteers are able to speak directly to detainees and with a view to safely resuming face-to-face visits as soon as possible (F3).** A process is in place to conduct initial risk assessments of volunteers, with full assessments of those with Covid age 70+ to be completed by April 2021.
- 1.14. **Salary and expenses information: Expenses incurred by the DMPC are published on the MOPAC website on a quarterly basis (F6).** The process is in place and expenses published for previous years. Awaiting finalised data for the last FY before publication.
- 1.15. **Introduce tighter controls around staff expenses (G4).** The process for determining budget savings across MOPAC and the MPS has been prioritised, meaning this has been delayed. An updated expenses policy is in draft with the intention for the new CFO to provide views before implementation.
- 2. Equality and Diversity Impact**

The governance improvement plan itself contains a number of actions relating to equality and diversity.
- 3. Financial Implications**

There are no direct financial implications from this report.
- 4. Legal Implications**

Under the Local Government Act 1999, MOPAC has a statutory duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. In discharging this overall responsibility, MOPAC is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the exercise of its functions, including a sound system of internal control and management of risk.
- 5. Risk Implications**

The paper identifies the key risk areas in the GIP and shows how these are being managed.

6. Contact Details

Report author: Gemma Deadman, Corporate Development Manager

7. Appendices and Background Papers

Appendix A – MOPAC Governance Improvement Plan – Official Sensitive