

MPS-MOPAC JOINT AUDIT PANEL 29 March 2021

Met's Governance Improvement Plans end-of-year update + AGS 20/21 development update

Report by: The Director of Strategy and Governance

Report Summary

Overall Summary of the Purpose of the Report

This report provides an update on the Met's governance improvement plans. 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 Annual Governance Statement (AGS) 2019/20 (July 2020 paper to Audit Panel).

In addition, this report provides an update towards the development of the next Annual Governance Statement. The unaudited (draft) AGS needs to be prepared for publication 24 May, it will be tabled at the next Audit Panel (5th July) and its final version published 27th July.

Key Considerations for the Panel

It is requested that the panel reviews the GIP and notes the progress made. 11% of the work-streams showed some element of slippage in terms of delivery dates (down from 25% in Q3), but we do not assess there is a significant risk in any of these.

Interdependencies/Cross Cutting Issues

The Governance Improvement Plan sets out the Met's 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 – specifically HMICFRS recommendations, DARA audits, as well as our Risk Management activity. Indeed the paper highlights the early findings in terms of these strands – as they will feed into the next AGS.

Recommendations

The Audit Panel is recommended to:

- a. Note the updated Governance Improvement Plan and the progress made at year-end.
- b. Provide any feedback with regards to salient points arising from the AGS development work.

1. Governance Improvement Plans update

- 1.1 The AGS tabled at the July 2020 Audit Panel reflected on governance controls in place taking into account the opinions of the Met's internal auditor (DARA), external auditors and HMICFRS inspection, outstanding actions carried forward from previous year. It was complemented by governance improvement plans outlining what, in practice, the Met would do over the coming months to instigate improvements to the areas where higher risks were identified. The GIP document sets out the identified risks and issues, and the actions proposed to strengthen controls, together with action owners and a proposed completion quarter.
- 1.2 There are 8 high level areas for improvements (which are set out below), 42 work-streams captured in the plan for 2020/21. As at the end of Quarter 4, 37 were complete, part-complete or on track (in the vase of ongoing actions), whilst 5 were either experiencing a slight slippage (down from 11).
- 1.3 Preparation have started to develop the next Annual Governance Statement, with a survey on Statement of Internal Control, sent late December to 100 Senior Leaders across the organisation. The statement is designed to assure the Board, Audit Panel and our auditors that we have robust controls in place, and to flag where – at Command level - we think some improvements are needed. The questionnaire also covered a risk maturity self-assessment for Senior Leaders.
- 1.4 ***GIP key progress***

Plan 1: Capability, Learning and Development

All actions are on track or complete. The full business case for the new Learning Operating Model was approved at PIB and IAM in December. Programme 8 is now driving the work to implement. Target implementation date for the Learning Management System is November 2021. The new PEQF recruit training courses went live in January 2021. These courses are based on the National Police Curriculum. Over January and February circa 400 recruits have joined the Met under the new, externally accredited, Police Constable Degree Apprenticeship (PCDA) and Degree Holders Entry Programme (DHEP) for Detectives.

Plan 2: Public and Local Engagement

Work on the Inclusion and Diversity Strategy continued with two iterations produced and a far reaching consultation process undertaken. Stemming from the work of the 'Use of Force Strategic Oversight Group', 'Police Encounter' scrutiny groups will be rolled out across London from April 2021.

The Crime Prevention and Confidence Board, Delivery group and working groups across the organisation are now all established, and have been working to implement, amongst other things, Positive Activity Initiatives (PAI) in two key challenged areas of London. The evaluation in Q4 showed a reduction in violence, disorder and calls to the area, and an increase in confidence as measured through a local pulse survey, arising from the PAI.

Plan 3: Assurance controls, Level 2 and 1 assurance

This areas has been strengthened at both Level 2 and Level 1, through work taking place in building up CPIC capacity, increasing Level 1 supervision capability, and reviewing policies. There will be a consistent alignment between our policy statement & SOPs. Following its tabling at Q3, the new standard layout of policy has shown alignment to national guidance and clarity where, how & why we might deviate. As a test case, the Child Abuse policy was reviewed, shortened and aligned in a manner that flows clearly from definitions, through roles and responsibilities for frontline officers & secondary investigators. A programme has been set out to review all Public Protection policy by the autumn, with each policy area being turned around in 7 weeks including consultation. A similar programme will be taken forward with the Head of Investigation, taking the work into business as usual now the structures have been strengthened. With a standard layout, this will show alignment to national guidance & where, how and why we might deviate. This repository will include a page designed to support & guide frontline officers & supervisors, supporting a strengthening of Level 1 Assurance.

Plan 4: Data Management

The Information Asset Ownership Framework is developing (with 2 workshops held), and the SCIRG (Crime data integrity group) has been re-established under Commander Jon Savell. A proposal is in place to join local and central reporting on Data Quality and Ethics. FOIA & DPA performance has improved through the year. Some of the resource pressures within the Data Office have however been addressed which will allow to strengthen the position further next year. Given the central role of data management and data quality to the Met's capability (as set out in the corporate risk register), it is anticipated this is an area that will be carried forward into next year's governance improvement plans.

Plan 5: Partnerships

The London Safety Centre (formerly Safety Mobilisation Centre) vision paper were agreed. Activities are now being rolled out to identify cross service crime prevention and safeguarding education opportunities. Following a successful application for VCTF funding, five youth clubs have had remedial work completed. Other blue light collaborative work includes first aid training to support the Westminster Nights initiative – with volunteers providing pastoral care to assist potentially vulnerable people to get home after a night out in London. The MPS performance requirements for Schools Watch are being progressed – with all schools across London contacted prior to the Lockdown lift, and support for Schools Watch offered.

Plan 6: Decision making and delegation

The Met has developed a strengthened assurance and approvals process that is easier to follow, streamlined but proportionate. Pilot specifications have been developed and the Met is proceeding on these lines. Management Board have a high level of confidence in the assurance being carried out at Director Level under delegated authority. A joint working group with Finance leads from MOPAC and MPS is in place – working towards a new scheme of delegation

as soon as possible, noting that the Mayoral election is likely to affect timing for MOPAC.

Plan 7: Compliance

Good progress was made on vetting though the year, with only 430 remain outstanding (from an initial 17,000) which are now subject to management interventions. The new IT system has a vetting portal. Vetting sponsors have been trained in its use. Testing of the new system identified some issues. User testing resumes again in April with roll out planned early summer 2021 (a bit later than planned). Going forward, Met Intelligence will be seeking to develop a Code of Practice to cover the use of new technologies, robotics and biometrics. Work is underway in two areas at very early / proof of concept stages: robotics and predictive analysis for burglary.

Plan 8: Organisational learning

OL implementation remains focused on four areas: embedding the OL framework; systemising information; Learning from high harm/risk and promoting culture. Implementation of Organisational Learning hubs is underway (including Firearms, Public Order, RASP), three pilot BCUs (SW, AS and from March 2021 AW), and with Heads of Profession and specialist leads (to Q3 2021).

2. AGS development and early findings from Statement of Internal Control.

Statement of internal control

- 2.1 The Met Statement of Internal Control survey was distributed to 100 senior leaders across all Directorates in the organisation. The response was 69%, a 7% increase on the 2019/20 survey. The survey was structured across the seven CIPFA Governance Principles.
- 2.2 The survey findings have been analysed and have found that 79% of our leaders are confident that the Met, within their area of control, is fully compliant within the headlined governance principles. There have been a number of areas where respondents identified improvements over the past 12 months including:
- The rollout of Police Apprentice recruitment, with the first intake of PEQF apprentice Constables starting in January 2021;
 - Leaders have observed their staff working professionally and ethically to a high standard, though the pandemic
 - There is effective engagement and communication with stakeholders;
 - That in most cases, they note clear communication within the Met, with strong governance arrangements.
- 2.3 The two areas where higher numbers identify the need for further action are broadly around:
- Data: quality; access to data; data analysis; relevant and timely data (but with respondents noting good progress in the FLEX and local information packs provided to BCUs).

- Capabilities and capacity (Staff development; skills & training opportunities – including leadership skills, police staff Recruitment and length of on-boarding both external and through posting panel)

3. Equality and Diversity Impact

The governance improvement plan contains a number of actions that aim to strengthen our engagement of communities and impact positively on equality and diversity within the Met and externally.

4. Financial Implications

There are no direct financial implications from this report. The costs associated with the areas of work identified in this report will be met from the relevant unit's budgets.

5. Legal Implications

The Mayor's Office for Policing and Crime and the Commissioner of Police of the Metropolis are relevant bodies under Schedule 2 of the Audit Commission Act 1998 for the purpose of the Accounts being subject to audit. Both are under a statutory duty to approve an Annual Governance Statement (AGS), from which this Governance Improvement Plan stems.

6. Risk Implications

The annual governance review identifies significant governance areas for improvement across the Met. These are monitored quarterly and aligned with corporate risk processes.

7. Contact Details

Report authors: Planning and Risk Management team: Pierre Coinde; Aash Vadher and Stephen Greenfield (Statement of Internal Control)

8. Appendices and Background Papers

Appendix 1 – Met Governance Improvement Plan end-of-year update – Official Sensitive