

MPS-MOPAC JOINT AUDIT PANEL 29 March 2021

MOPAC Commissioning Framework Update

Report by: Director of Commissioning and Partnerships, MOPAC

Report Summary

Overall Summary of the Purpose of the Report

This report updates the panel on ongoing work being carried out by MOPAC to deliver on the recommendations of DARA's audit on its Grants and Commissioning Framework, and of an external review of its grant-award and procurement processes. This follows a previous report given to the panel in October 2020.

Key Considerations for the Panel

The work being undertaken to implement the recommendations of the external review of MOPAC's grant award and procurement processes, conducted in 2020, and wider work to strengthen MOPAC's commissioning approach further have now been incorporated into the MOPAC Change Programme.

This report provides an update on the progress of this work. The panel is requested to review the report and note the progress made.

Interdependencies/Cross Cutting Issues

Improvement actions in relation to MOPAC's commissioning processes are also included in the Governance Improvement Plan that is submitted to the Audit Panel.

Recommendations

The Audit Panel is recommended to:

- a. note the report and the progress made since the last report submitted to the Audit Panel in October 2020; and
- b. note the work which is continuing to further strengthen MOPAC's commissioning processes and approach.

1. Supporting Information

- 1.1. Expenditure related to commissioned services accounts for a significant proportion of Mayor's Office for Policing and Crime's total expenditure, accounting for £62.6m 2020/21, an increase from £53.6m in 2019/20.
- 1.2. The 2020 review of grant award and procurement processes across MOPAC, including the VRU, contained a number of recommendations across several areas, summarised below:
 - 1.2.1. Resourcing and operating structure: MOPAC should establish permanent, dedicated procurement resource;
 - 1.2.2. Processes & guidance: MOPAC should adopt the proposed process guide and templates and carry out training on the processes to clarify requirements and embed good practice; and
 - 1.2.3. Other process improvements: ensure contract and grant registers support procurement planning and are published in a form accessible to other agencies to provide greater visibility of grant activity.
- 1.3. Three key areas for the next phase of development for the Directorate of Commissioning and Partnerships (C&P), previously Commissioning and Criminal Justice, were identified by the new Director of Commissioning and Partnerships, in consultation and collaboration with colleagues across MOPAC, the wider GLA family and with external stakeholders. These cover three areas:
 - 1.3.1. Improving our commissioning practice: ensuring we understand the diverse needs of Londoners; have a clear theory of change or logic model for each piece of work, and are making better use of the diverse voices and expertise of service users to design and evolve services, increase transparency and understanding of where to improve.
 - 1.3.2. Improving our impact narrative: ensuring we are telling a clear story of the impact our commissioning activity will have or has had.
 - 1.3.3. Improving the impact of our partnerships: ensuring our key partnership boards are focused and well linked to the Police and Crime Plan and that we are clear on MOPAC's role and interest in each of our partnerships.
- 1.4. The implementation of the review recommendations, agreed with MOPAC Board in September 2020, and the work to progress the other development areas identified, are now being taken forward as part of the wider MOPAC Change Programme.

Key Achievements

- 1.5. Implementing the recommendations of the procurement review: a grant-award and procurement process guide and guidance for staff, produced as part of the review, have been piloted with colleagues and finalised following their feedback; the contracts and grants registers were published in Q3, and proposals for permanent procurement resource approved.
- 1.6. Improving our commissioning practice: an external provider has been appointed to deliver a comprehensive development programme to support MOPAC in the future of a new commissioning framework. The programme will be made up of

five learning cycles and work is ongoing to co-design the content with a reference group made up of staff from across Commissioning and Partnerships.

- 1.7. Improving our impact narrative: work has commenced on the development of a new approach to the collection of core data from MOPAC's commissioned services, to support the production of public dashboards demonstrating their reach and impact. This will be rolled out in Q1 of 2021/22.
- 1.8. Improving the impact of our partnerships: proposals for the reform of MOPAC's partnership boards were presented to the London Crime Reduction Board in January 2021 and stakeholder engagement activity is ongoing to agree the Terms of Reference for the boards within the new structure.
- 1.9. A review of C&P internal governance arrangements was completed in Q3. Following this, the terms of reference for the Contracts and Commissioning Group, now the Contracts and Grants Oversight Group, have been updated to ensure it supports the delivery of the recommendations from the external procurement review. A new quarterly Commissioning Delivery Group (CDG) and Commissioning and Policy Development Group (CPDG) are being established to replace the previous Victims and Offenders Groups. The CDG will be focused on programme delivery and associated risks and issues, while the CPDG will provide a forum to discuss policy developments and to seek steer and advice that inform future commissioning activity. This revised structure will ensure that any interdependencies across the victims and offenders portfolios and any cross-cutting themes are easily identified and appropriately captured. This new structure will be in place from Q1 2021/22.

Further Developments

- 1.10. Implementing the recommendations of the procurement review: the process guide and accompanying guidance for staff are being formally launched in April 2021 through a series of training and briefing sessions. This forms part of the training plan for C&P developed in response to the skills audit carried out across the directorate in August 2020.
- 1.11. Improving our commissioning practice: the development programme (see 1.6) will be launched in Q1 2021/22 and delivered through the remainder of Q1 and Q2. This also forms part of the training plan for C&P developed in response to the skills audit carried out in August 2020.
- 1.12. Improving our impact narrative: following the introduction of a new approach to the collection of core data from all MOPAC's commissioned services (see 1.7), work will commence in Q1 on the development of a series of dashboards which will be published, alongside the MOPAC Quarterly Report, in August 2021.
- 1.13. Improving the impact of our partnerships: further stakeholder engagement activity to finalise the proposed future London governance and partnership board structure will be completed in Q1 2021/22 ahead of its introduction in Q2 following the Mayoral election.

2. Equality and Diversity Impact

There are no equality and diversity implications arising directly from this report. Equality and diversity considerations form part of MOPAC's commissioning processes, including through research and consultation activity to ensure that the diverse needs of service users are understood and that their voices inform the specification for services.

MOPAC has appointed a consultant to support ongoing improvements related to diversity and inclusion. This will include making recommendations for how we can strengthen our commissioning processes in this area, which will be taken forward within the 'Improving our Commissioning Practice' workstream.

3. Financial Implications

There are no financial implications arising directly from this report.

4. Legal Implications

The Police Reform and Social Responsibility Act 2011 provides MOPAC with power and duties beyond policing, including responsibility for the delivery of community safety, reducing crime and consulting victims, alongside an ability to commission crime and disorder grants.

In addition, Section 143 (1) (b) of the Anti-Social Behaviour Crime and Policing Act 2014 provides an express power for MOPAC, as a local policing body, to provide or commission services "intended by the local policing body to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour." Section 143(3) specifically allows MOPAC to make grants in connection with such arrangements and any grant may be made subject to any conditions that MOPAC thinks appropriate. MOPAC assumed devolved responsibility from the Ministry of Justice (MoJ) for commissioning the majority of victims' services in London from 1 October 2014.

5. Risk Implications

The management of risks relating to the delivery of MOPAC's commissioned services is embedded into MOPAC's internal governance processes, including through budget meetings, the CDG, CPDG and the monthly Contracts and Grants Oversight Group.

6. Contact Details

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7. Appendices and Background Papers

None