



MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME



MPS-MOPAC JOINT AUDIT PANEL

5 July 2021

MOPAC Annual Governance Statement 2020/21 and Improvement Plan Update

Report by: The Director of Strategy, MOPAC

Report Summary

Overall Summary of the Purpose of the Report

This report is presented to Audit Panel to provide an overview of MOPAC's approach to governance going forward, outline the key areas of improvement and the actions in place to address them.

MOPAC Annual Governance Statement 2020/21

The 2020/21 Annual Governance Statement (AGS) at Appendix A, sets out the framework, processes and procedures in place to enable the Mayor's Office for Policing and Crime (MOPAC) to carry out its functions effectively whilst ensuring the organisation continues to achieve value for money.

Governance Improvement Plan 2021/22

The Governance Improvement Plan is a live improvement plan bringing together the improvements identified in the AGS 2020/21 with those carried forward from the previous years' Governance Improvement Plan.

This report provides a year-end review of MOPACs Governance Improvement Plan, showing completed actions and those that will carry forward into the 2021-22 plan. The full Governance Improvement Plan is included at Appendix B.

Key Considerations for the Panel

It is requested that the panel reviews the Annual Governance Statement, Governance Improvement Plan review and notes the progress made.

Within the Governance Improvement Plan, there are 15 work-streams carried forward into the new 2021/22 plan. In the main, these align with MOPAC's Change Programme and MOPAC does not believe there is significant risk in any of these.

Recommendations

The Audit Panel is recommended to:

- a. Note the Annual Governance Statement for 2020/21
- b. Note the improvements being made in MOPAC Governance through the Governance Improvement Plan.

1. Supporting Information

- 1.1. More detail on MOPACs approach to governance is set out in the two Appendices accompanying this report.
- 1.2. MOPAC has used the *CIPFA - Delivering Good Governance in Local Government guidelines* to conduct an assessment of its current position in respect of governance. For reference these are:
 - a) Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
 - b) Ensuring openness and comprehensive stakeholder engagement
 - c) Defining outcomes in terms of sustainable economic, social and environmental benefits
 - d) Determining the interventions necessary to achieve the intended outcomes
 - e) Developing MOPAC's capacity, including the capability of its leadership and of individuals in it
 - f) Managing risks and performance through robust internal control and strong public financial management
 - g) Implementing good practices in transparency, reporting and audit to deliver effective accountability
- 1.3. The results of this have been used to supplement the existing Audit recommendations within our Governance Improvement Plan. This approach has allowed us to identify some new areas of work to drive further improvement. These are summarised below.

Annual Governance Statement

- 1.4. The Annual Governance Statement sets out MOPACs scope of responsibilities, roles, governance provisions and provides an assessment of where MOPAC is placed against the seven principles of the CIPFA framework.
- 1.5. The AGS identifies a number of key areas where MOPAC has improved and where our approach to governance is working well. Among this are:
 - The Police and Crime Plan continues to drive the work of MOPAC, with strong delivery across all programme areas, with additional focus on emergency response to the pandemic and supporting services through this time.

- Evidence-based insight continues to underpin and inform MOPAC policy at every level. An additional weekly crime bulletin was developed to track the impact of the pandemic and lockdowns on crime in London.
 - As the Covid-19 coronavirus pandemic took hold in March 2020, MOPAC responded well to the unprecedented challenges it presented. This includes ongoing oversight of the MPS, supporting commissioned services to remain operational and convening partners and communities to help maintain the trust and confidence of Londoners in the policing response to Covid-19.
 - The Mayor published his Action Plan to improve trust and confidence in the Metropolitan police and to address community concerns about the disproportionality in the use of certain police powers affecting Black Londoners.
 - The VRU has made good progress in driving forward a new public health approach to tackling violence and responded to the pandemic by enabling grassroots organisations to use grants to cover core costs and relaxed requirements around reporting on programme delivery. They also responded quickly to the Home Office request to distribute funding of £568,000 to small charities working with young people in London – resulting in 50 organisations being helped.
 - Responding at pace to emerging safety issues arising from Covid19, MOPAC has invested an additional £1.5m to provide victims of domestic abuse with safe accommodation and support if they need to flee their homes during the coronavirus pandemic. Plus, MOPAC has contributed £500,000 in emergency funding to London's Emergency Coronavirus Response Fund
 - Focus on investment decisions recommended to MOPAC by the MPS, particularly given the significant decisions required in many areas of the MPS transformation programme, such as strengthening local policing, transforming investigations and prosecution, and transforming the MPS estate.
 - MOPAC published both MPS and MOPAC operational and financial performance reports on a quarterly basis, following a challenging process with the GLA.
 - MOPAC has continued to make significant progress in developing the capacity and capability of its leadership and staff through the People Strategy. A new MOPAC Board is in place with four new members in post over the past year. This change in leadership, and the external factors highlighted above has culminated in MOPAC embarking on a Change Programme, setting out a new vision and mission and three objectives for change and three enablers.
- 1.6. In line with our commitment to continually improve we have also identified key areas for improvement. These include;
- Implementation of the LCRB reform work will progress next year to improve stakeholder engagement. A dedicated team will be established to provide the partnership response and administer the structure of meetings and implement the documentation.

- Integrate and streamline portfolio, programme and project management processes to increase efficiency and effectiveness and better support MOPAC's corporate aims with the ability to better capture benefit realisation.
- Integrate and streamline the core, cross cutting MOPAC processes to increase efficiency and effectiveness and better support our corporate aims.
- In a similar way to the work we have done on improving our performance oversight, MOPAC will work to develop an explanation of how we hold the MPS to account, including on finance. MOPAC to articulate and publish its oversight model over MPS financial and operational performance.
- Over the coming 12 months, MOPAC will work to embed the new structure and ensure that vacant roles are filled to provide a more stable structure that is fit for purpose to deliver against the new vision and mission and Mayoral objectives.
- MOPAC will develop a strategic Learning and Development Plan for MOPAC and VRU in order to ensure our workforce have the capabilities, skills and competencies to deliver against our vision and mission.
- MOPAC will develop a cohesive leadership team to deliver the objectives set out in the MOPAC change programme and engage and lead the workforce to meet the vision and mission of MOPAC identifying talent and pathways to ensure effective succession.
- A focus on developing a fully formed Wellbeing approach and framework which takes into account the current challenges in workplace transformation but also maps out what we want to do as an organisation in the short, medium and longer term.
- Deliver and embed MOPAC's 5-year strategy and action plan for diversity and inclusion.
- Review of transparency, including implementing changes to Specified Information Order
- MOPAC will review the tracking of recommendations from HMICFRS inspections and Super-complaints and develop a new process to ensure effective oversight of recommendations and change embedded within the MPS.
- Continue to prioritise community engagement to improve Londoners' trust and confidence in policing. Phase 2 implementation of the Mayor's Action Plan.

Governance Improvement Plan

- 1.7. Appendix B, the Governance Improvement Plan for 2021/22, 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 2020/21 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 2020/21 and subsequent inspection reports.
- 1.8. 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. This is presented for the panel’s consideration.

Overview

- 1.9. As at the end of 2020/21, 18 (43%) improvement actions were complete and the remaining 16 actions reported as on track but with target dates that fell in 2021/22. These have been carried over into the current GIP.
- 1.10. There are 26 work-streams captured in the MOPAC Governance Improvement Plain for 2021/22, including 10 new improvement actions identified from the AGS process.

Key Achievements

- 1.11. Since last reporting to Audit Panel in March, work continued to progress improvements in MOPAC’s governance and control mechanisms. Since the last update, 2 further areas of improvement have been completed. All completed improvement actions can be seen in Appendix B. Some highlights are included below:
- (B3) New Deal for Young People Strand delivery plan is in place, supporting vulnerable young people who might now be more likely to become involved in violence and/or be exploited post-lockdown.
 - (C6) VRU has developed ways to evaluate its work programme in its entirety, with two evaluation contracts awarded one to evaluate VRU projects the other to evaluate VRU Processes.

2. Equality and Diversity Impact

Governance processes embed consultation in MOPACs approach and recognise that equality, diversity, and community engagement should be treated as strategic priorities

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 Governance Improvement Plan and shows how these are being managed.

6. Contact Details

Report author: Gemma Deadman, Governance, Risk and PMO Manager
Email: gemma.deadman@mopac.london.gov.uk;

7. Appendices and Background Papers

Appendix A – MOPAC Annual Governance Statement 2020/21 [available here](#).

Appendix B – MOPAC Governance Improvement Plan – Official Sensitive