

**MOPAC**MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## MPS-MOPAC JOINT AUDIT PANEL

### 4 July 2022

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## MOPAC Draft Annual Governance Statement and Governance Improvement Plan

Report by: The Director of Strategy & MPS Oversight

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### 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.

#### ***Draft MOPAC Annual Governance Statement 2021/22***

The 2021/22 draft 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 2022/23***

The Governance Improvement Plan is a live improvement plan bringing together the improvements identified in the AGS 2021/22 with those carried forward from the Governance Improvement Plan 2021/22 (last year).

This report provides a year-end review on MOPAC's Governance Improvement Plan, showing completed actions and those that will carry forward into the 2022-23 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 14 work-streams carried forward into the new 2022/23 plan. In the main, these align with MOPAC's Change Programme and MOPAC does not, however, believe there is significant risk in any of these.

### **Recommendations**

The Audit Panel is recommended to:

- a. Note the draft Annual Governance Statement for 2021/22
- 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. 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.

### **Draft Annual Governance Statement**

- 1.3 The draft Annual Governance Statement sets out MOPACs scope of responsibilities, roles, governance provisions and finally provides an assessment of where MOPAC is placed against the seven principles of the CIPFA framework.
- 1.4 The AGS identifies key areas where MOPAC has improved and where our approach to governance is working well. Among these are;
  - MOPAC's E&I team published a comprehensive evidence base to reflect the post-COVID world. This provided the context and supported the reasoning for the priorities within the draft plan for consultation
  - The LCRB sub-board governance review was completed in 2021/22, which examined whether the current structure remained fit for purpose in order to maximise future delivery against partnership PCP commitments, wider MOPAC priorities, and future PCP development.
  - MOPAC embedded a systematic programme management, business planning and risk management process for projects. This has supported the MOPAC Change Programme during 2021/22 and will extend to supporting the delivery of the PCP going forward.
  - SLT have continued to develop as a cohesive leadership body throughout the year. This includes regular away days, joint work and learning on organisational resilience, gap analysis and action planning, and a co refresh of MOPAC's vision, mission and delivery mechanisms.
  - A more structured approach to Wellbeing has been established through the co-design work of the H & W group and the new post of Inclusion and Engagement Lead.

- The core processes project of the MOPAC Change Programme has integrated and streamlined the core, cross cutting MOPAC processes to increase efficiency and effectiveness and better support our corporate aims. A review of the Scheme of Delegation and levels of approval will underpin the revised core processes.
- MOPAC maintained and built on diversity and inclusion work over the last year. The initial focus was on the format of the design and delivery of a programme of training and development for SLT and staff by an external D&I expert. This was completed in October 2021 and led to MOPAC appointing a new Inclusion and Engagement Lead to continue to take this work forward. In addition, a set of Inclusive Behaviours were developed through co design workshops involving all staff leading to inclusive objectives in individual performance plans. Inclusive recruiting training for all managers was also rolled out.
- MOPAC has kept in close contact with partners and stakeholders throughout the last year. Work has been prioritised to assist with recovery, change and crisis management. A Partnership group convened to specifically address the rise in teenage homicides. This has proved successful in its collaboration and focus across many stakeholders to work together to find solutions.
- MOPAC prioritised community engagement to improve Londoners' trust and confidence in policing. The Mayor's Action Plan was published in November 2020 with phase one implemented. Phase two activities are well underway with five public review meetings taken place with the most recent on 24 March 2022, focussing on intersectionality.

1.5 In line with our commitment to continually improve we have also identified key areas for improvement. Among these are;

- Embed the recommendations of the LCRB sub-board governance review through stakeholder engagement, to maximise opportunities for collaboration and delivery against partnership PCP outcomes.
- MOPAC will maintain a lesson project lessons learnt log and review its effectiveness to ensure the organisation can continuously improve.
- Work to fully implement MOPACs procurement approach have been hindered by a restructure of the provider. Discussions have started, but agreement of terms of reference are on hold currently. This work will be progressed during 2022/23.
- Implement a new process to have assurance that the MPS takes appropriate action following a complaint review and monitor the implementation of agreed actions.
- Embed a standardised process for measuring success for each policy and commissioned service.
- MOPAC will build a more structured approach towards workforce planning to better understand its growth, opportunities and future workforce design,

working with each directorate to better understand the local needs, and working with MOPAC Board to develop its strategic vision.

- 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.
- Year Two of the EDI strategy focusses on consolidation and impact analysis as well as more developed work on embedding EDI through all our work, concept to delivery through an EDI maturity model. MOPAC will develop a contextual approach to the EQIA process in all areas.
- Conduct an org re-design for the CRT. This will encompass new service standards, review of resources to align with caseload, overtime payments and increase headcount.
- MOPAC to further develop its risk management framework, setting out the processes in place to manage risk at the strategic level, directorate/working level through to project level. The escalation process will be detailed and communicated, to ensure that all staff understand how and when to escalate risk.
- MOPAC will create a clear set of integrated end-to-end (E2E) processes to follow across the organisation.
- Revise the capital strategy, refreshing and updating the capital priorities in line with new PCP.
- VRU to publish a dashboard detailing the impact of all VRU programmes, aligned with violence and safeguarding data.
- MOPAC will review its requirements for information governance, which includes a review of MOPAC's Business Continuity plan, an outline compliance plan against legislation, and reintroduction of annual GDPR training for staff.
- Further work is required to review and improve the community oversight of the MPS.
- MOPAC will strengthen the oversight of ICVs with the introduction of a custody record review pilot scheme and continue.

## **2. Overview of GIP**

- 2.1 Between the period 1 April and 30 June, 3 further improvement actions are marked as complete. There are currently 5 recommendations where the initial delivery timescale has been revised. There are some exceptions where programmes have been put on hold. These were detailed in the report to the Panel in March.
- 2.2 As at the end of this period, 10 (40%) improvement actions were complete and the remaining 11 actions reported as on track but with target dates that fell in 2022/23. These have been carried over into the current GIP.

- 2.3 There are 41 work-streams captured in the MOPAC Governance Improvement Plain for 2022/23, including 26 new improvement actions identified from the AGS process and 4 actions that are currently on hold.

**Key Achievements and areas for improvement**

- 2.4 Work continues to progress through improvements in MOPAC's governance and control mechanisms. Since MOPAC last reported to Audit Panel in March there has been 3 new completed action.
- 2.5 Completed actions: -
- 2.6 **Strategic Approach to Business Planning (C1)** - In developing the Police and Crime Plan we have built portfolio planning into both the development and delivery phases. A governance plan has been developed and each core set of objectives has a corresponding delivery plan. A PPM approach has been adopted to support the programme of work and provide assurance of delivery.
- 2.7 **Review of transparency and implement changes to Specified Information Order (F2)** - An audit of SIO compliance has been completed and Available information according to the Specified Order has been published. MOPAC has accepted the risk of not publishing all of its contract information. This is due to current resourcing within the team and prioritisation of current contracts.
- 2.8 **MOPAC is reviewing its tracking of recommendations from HMICFRS inspections and Super-complaints (F3)** - The existing protocol for HMICFRS inspection updates between the MPS and MOPAC has been extended to include super-complaints. This ensures that progress against recommendations and areas for improvement are shared with MOPAC within 40 days of publication. MOPAC will then formally respond to the inspection reports and ensure continued oversight of key risk areas as necessary. Further work is being done to develop a tracker to capture all recommendations that require change to the MPS to help support MOPAC's oversight strategy. This will be a new improvement action within the GIP 2022/23.
- 2.9 Within the monthly review of the GIP there are 5 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.
- 2.10 **Develop a cohesive leadership team to deliver the objectives set out in the MOPAC change programme (D5)** – Although significant work has already been completed, there is ongoing work reviewing development pathways. The staff survey in June 2022 included a personal engagement report which provides each individual a tool to further describe their career aspirations and steps. In addition, the new People First HR Information System to be launched in the Autumn of 2022 will include talent management functionality for ratings and plans.

- 2.11 **Develop 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 (D6)** - A more structured approach to Wellbeing has been established through the co-design work of the H & W group and the new post of Inclusion and Engagement Lead. The Wellbeing approach will continue to evolve and build and the full staff survey in July 22 will provide further and more detailed insight into wellbeing needs.
- 2.12 **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)** – The need to communicate the benefits of the new PCP and also understand the impact of our work on boroughs is recognised. MOPAC needs to increase its presence in its relationship with London boroughs. Communications resource is now available to dedicate to this improvement area.
- 2.13 **Consider establishing a systemic feedback mechanism for each internal and jointly chaired meeting (Oversight Board, PCPDG, Gov&RiskWG, IAM) (G1)** - This work is included in the 'improve our corporate governance' project within the MOPAC change programme. Work is nearing close but subject to MOPAC Board approval of the proposals and any follow-on activities.
- 2.14 **Implement a risk management approach that links project and programme risk to corporate risks such that they can be managed in a joined-up way (G3)** - The project risk management approach has been implemented and is reported through updates at the Change Programme Board. A review of corporate risk has been done and corporate risk register has been approved. A risk management framework/policy will sit alongside the register. This is subject to final approval at MOPAC Board.

### **3 Equality and Diversity Impact**

The governance improvement plan itself contains a number of actions relating to equality and diversity, not least the focus on our EDI strategy.

### **4 Financial Implications**

There are no direct financial implications from this report.

### **5 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.

### **6 Risk Implications**

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

**7 Contact Details**

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**8 Appendices and Background Papers**

**Appendix A** – [MOPAC Annual Governance Statement 2021/22](#)

**Appendix B** – MOPAC Governance Improvement Plan – Official Sensitive