

MPS-MOPAC JOINT AUDIT PANEL

29 March 2021

Director of Audit, Risk and Assurance Progress Report

Report by: Director of Audit, Risk and Assurance, HIA for MOPAC and the MPS

Report Summary

This report summarises the work carried out by the Directorate of Audit, Risk and Assurance (DARA) since the Panel last met, which includes internal audit risk and assurance reviews, advisory and systems development work and counter fraud activity. There is also a forward look to planned activity for the coming quarter.

Key Considerations for the Panel

- Nine reviews have been finalised since the Panel last met with a further eight at draft report and 11 in progress.
- Key reviews finalised include; Framework Supporting SIAM2 Development, MPS Cyber Security Framework, Finance Assurance Framework and Overpayments Framework and follow ups of MOPAC Commissioning and Budgetary Control Framework and Framework Supporting Release Under Investigation both with improved assurance rating from limited to adequate.
- Audits at draft report include; Commercial Lifecycle Framework; MOPAC Budgetary Control Framework, Domestic Abuse, Management and Deployment of Resources, Met Detention Delivery Framework and follow up reviews of Territorial Support Group and Disclosure Case File Management.
- Audits underway include; Governance Proof of Concept/Trials, MPS Risk Maturity Framework, Gold Group Governance, On-line Crime Reporting and Data Quality and the follow up review of Police Overtime.
- Key pieces of advisory work carried out include facilitating and advising on the;
 - MOPAC Change Programme
 - Financial Assurance Programme – Financial Assurance Framework
 - Accountability and Decision-Making Framework – Scheme of Delegation
 - First Line Assurance.

Interdependencies/Cross Cutting Issues

DARA review activity informs the MOPAC and Met Governance Improvement Plans being considered at this meeting and provides assurance on key areas of risk identified in the MOPAC and Met risk assessments submitted to the Panel. The Emerging Findings Note for the Commercial Lifecycle Management review is referenced in the Commercial Update to the Panel.

Recommendations

The Audit Panel is recommended to consider the outcome of DARA work undertaken to date and the status of current and planned activity.

1. Supporting Information

Audit Activity Undertaken

- 1.1. The outcomes of the nine reviews finalised since the Panel last met, are summarised in the **Appendix**, which also details counter fraud activity and systems development work undertaken. A further eight reviews are at draft report stage and 11 in progress.
- 1.2. Key reviews finalised include; Framework Supporting SIAM2 Development, MPS Cyber Security Framework, Overpayments and follow up reviews of Occupational Health Arrangements (Optima), Budgetary Control Framework, Framework Supporting Release Under Investigation, MOPAC Grants and Commissioning Framework and Safeguarding Delivery Framework – Missing Local Response Teams (LRTs).
- 1.3. Reviews at draft report include; Commercial Lifecycle Framework (where an emerging findings note was produced to inform the Commercial update to this meeting), MOPAC Budgetary Control Framework, Domestic Abuse, Management and Deployment of Resources, Estates Strategy and Management CRSA and Met Detention Delivery Framework and follow up reviews of Territorial Support Group - Use and Deployment of Resources and Disclosure – Case File Management.
- 1.4. Since the Panel last met significant pieces of advisory work have continued, providing timely risk and control advice to senior management in key areas of the business as processes are developed. This includes;

Financial Assurance Programme – Financial Assurance Framework:

- The framework is conceptually sound and is based on recognised best practice and quarterly progress reports are issued to the Met CFO to facilitate oversight. The design and implementation of the framework does need to be more closely aligned with the strategic intent, and to corporate risks and strategic objectives. Roles and responsibilities need to be more clearly defined and understood, particularly around 1st and 2nd line assurance provision to ensure gaps are identified and duplication avoided. Effective validation and assessment of the sources of assurance will also help to achieve a consistent qualitative judgement to drive improvement and inform organisational learning.

MOPAC Change Programme

- DARA continue to support the MOPAC Change Programme, in particular in reviewing core processes and supporting reviews of commissioning, procurement and contract management practice. This will support areas of activity identified within the audit work programme.

Accountability and Decision- Making Framework – Scheme of Delegation

- DARA continue to facilitate and advise MOPAC and Met colleagues on the proposed pilot supporting a potential change in delegation levels from MOPAC to the MPS. This includes reviewing; the role of a Level 2 PIB; the

supporting assurance framework, definition of accountabilities and roles and responsibilities and the monitoring and oversight arrangements being established to support the new decision - making process.

First Line Assurance - Investigations

- DARA are working with the Met to scope the potential for the provision of a level one assurance framework within the primary and secondary investigation area. This is in response to suggestions made by HMICFRS, and DARA, and builds on the Data Quality, Ethics and Assurance work in place within Public Protection. A key aim will be to ensure this work complements existing level two assurance activity and helps to strengthen front line ownership, understanding and delivery of effective assurance over the achievement of investigative objectives.
- DARA provided input to the work currently being undertaken to improve performance around MISSING persons. This includes work to ensure LRTs provide effective support to Duty Officers, ERPTs and MISSING investigation teams. Initial work had identified a number of the ongoing challenges in this area around policy compliance, resilience and work-flow interfaces, and is helping to provide an evidence base for the options being considered going forward.

Analysis of Outstanding Management Actions

- DARA have continued to work in liaison with Strategy and Governance colleagues to analyse the actions that remain outstanding arising from audit review activity. This has resulted in a number of actions being closed and, where required, clarification of the action to ensure that the identified risk is mitigated. Further work is being conducted to help address the underlying control issues leading to the recommended actions.

- 1.5. DARA continue to attend the Forum recently re-established to oversee counter fraud activity in the MPS. Under the MOU with DPS, DARA are continuing a fact-finding review of procurement activity in a specific area of the business. Preparation is also now complete for the 2020/21 National Fraud Initiative exercise currently underway.

Planned Activity for the Next Quarter

- 1.6. DARA intend to finalise those reports at draft and report on those areas in progress. Key work planned includes; MPS Ethical Framework, Governance Review of Met Recovery and Renewal Programme, Project/Programme Management – Governance and MOPAC Oversight of Complaints. Follow up reviews include, Merlin and Transformation Governance – Benefits Realisation.
- 1.7. DARA will continue to support and advise the MOPAC Change Programme and advise on the development of the framework supporting the ED&I Strategy following the completion of the DARA follow up review.

DARA Performance

1.8. A total of 68% of reviews are at report stage and 20% in progress/scoping and time is being spent broadly as planned across the areas of DARA activity. Both DARA and the business continue to adapt well to the challenges presented by the new work environment with the vast majority of work being conducted remotely. DARA are currently on target to deliver the plan to support the Annual Report in June 2021. This will be kept under review and closely monitored as we move into a period of further lockdown, which may present a potential increase in operational pressures.

1.10 Plans to launch a Trainee Audit Scheme will now be progressed following the finalisation of the MOPAC structure and a recruitment campaign commenced to fill the Group Audit Lead and Senior Risk and Assurance Auditor vacancies.

2. Equality and Diversity Impact

The MOPAC and MPS commitment to diversity and inclusion are considered in all activities carried out by DARA. The DARA work plan is designed to provide as wide a range of coverage of MOPAC and the MPS as possible.

3. Financial Implications

There are no direct financial implications arising from the report. There is a risk of loss, fraud, waste and inefficiency if agreed actions arising as a result of audit activity are not implemented effectively. Savings and recoveries made as a result of DARA activity enable funds to be better directed towards core policing.

4. Legal Implications

There are no direct legal implications arising from the report.

5. Risk Implications

There are no direct risk implications arising from the report. Completion of the audit plan enables the Director of Audit, Risk and Assurance to provide assurance on the effectiveness of risk management arrangements.

6. Contact Details

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7. Appendices and Background Papers

Appendix 1 – Summary of DARA Activity – Official Sensitive