

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

## MPS-MOPAC JOINT AUDIT PANEL

### 8 January 2020

## MOPAC Governance Improvement Plan 2019/20

Report by: The Director of Strategy

### Report Summary

#### **Overall Summary of the Purpose of the Report**

This report provides an update on MOPACs Governance Improvement Plan. 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 AGS 18/19 and recent DARA reviews, with those actions carried forward from the GIP 2018/19 (last year).

#### **Key Considerations for the Panel**

It is requested that the panel reviews the GIP and notes the progress made.

At this point in the financial year, there are several work-streams where delivery dates have been reviewed to reflect a more realistic timeframe for delivery. MOPAC does not, however, believe there is significant risk.

This update includes 10 improvement actions from the DARA transparency review that were not previously included.

#### **Interdependencies/Cross Cutting Issues**

The Governance Improvement Plan sets out MOPACs 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.

### Recommendations

The Audit Panel is recommended to:

- a. Note the Governance Improvement Plan and the progress made to the end of Q3.
- b. Note the areas which are highlighted where delivery timescales have been pushed back.

## 1. Supporting Information

- 1.1. Appendix A, the Governance Improvement Plan for 2019/20, 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 2018/19 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 2018/19 and subsequent inspection reports.
- 1.2. 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. Panel are presented with the GIP 2019/20 for the second time for consideration.

### **Overview**

- 1.3. There are 53 work-streams captured in the MOPAC Governance Improvement Plan for 2019/20. These relate to specific recommendations (either new or carried forward from the 2018/19 plan) or areas self-assessed as requiring improvement through the AGS process.
- 1.4. As at 10 December, 23 (43%) of these are complete and a further 12 (23%) reported as on track. There are currently 18 recommendation where the initial delivery timescale has been revised. 14 actions are anticipated to be delivered within this financial year. Further detail is set out in section 1.6.

### **Key Achievements**

- 1.5. Work continues to progress improvements in MOPAC's governance and control mechanisms. In this 2019/20 GIP, and since the last update to Audit Panel in September, a further 11 areas of improvement have been completed. Notable successes include:
- The management of the Independent Custody Visiting (ICV) scheme has been refined, and there is a renewed focus and commitment to the purpose of the scheme (A4), and the ICV annual report has been published, which will increase transparency and help reassure communities about the delivery of MPS custody services (A5)
  - Our commitment to improve the quality and timeliness of briefings has been supported by training delivered at team and all-staff awaydays, and the improvements are reflected in recent performance statistics (B6)
  - Our work to improve the effectiveness of investment decision-making between MPS and MOPAC is an area for continuous improvement.

Decisions are now submitted and processed in a timely manner. The working group has met and is considering next steps. (D1). Close this action and take forward DARA decision management actions D9 and D10.

- A new contract has been awarded for resources to support GDPR (E1)
- In line with GDPR guidance, MOPAC has reviewed processing of data and completed an asset register which will be maintained (F3)
- Output of monitoring activity on FOI/Correspondence and MQs is regularly reported to SLT to ensure compliance is maintained, resources are managed and responses are published in a timely manner (G9), (G15), (G16), (G17)
- Our commitments to publish salary and expenses information of our staff has been completed (G13)

### **Areas of Improvement**

- 1.6. Within the monthly review of the GIP there are 18 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.
- 1.7. **Create and roll out anti-fraud training for MOPAC staff (A3).** An initial awareness briefing has been delivered. Further work is required to ensure the training is MOPAC focussed. This will be rolled out from the MOPAC All Staff Meeting in February 2020 onwards.
- 1.8. **Develop a broader active citizenship and engagement strategy (B1).** The MPS is progressing the outline business case through their internal governance. The governance has improved and a tool specific to engagement is in progress. The revised deadline of Mar20 allows for a business case to be considered and approved through internal governance meetings.
- 1.9. **Three improvement actions relate to the Community Monitoring Group reform: -**
  - 1.9.1. **B2 to increase transparency, integration with MOPAC governance, and to diversify the involvement and engagement of the public -** The move of deadline date is to allow for an external provider to be commissioned to develop training and support ongoing engagement activity. Proposals for reform will be developed and announced in 2020.
  - 1.9.2. **B5 to diversify community engagement mechanisms, focussing on delivery of active citizenship agenda -** This work involves a series of events to deliver this improvement area as well as strategically diversify the communities which usually engage with community led policing initiatives.
  - 1.9.3. **B7 to further diversify the involvement and engagement of the public, particularly focussing on those who are most affected by the use of Stop and Search (S&S) powers –** dates are brought in line for all reform actions. Work in this area has progressed through the

development of a S&S youth reference group and a youth conference held in November.

- 1.10. **Working with VRU to differentiate VRU work with core MOPAC work in their forthcoming workplan (C3).** As the available funding emerges for 2020/21 and beyond, MOPAC and VRU will work together to align objectives within the context of the current and evolving police and crime plan.
- 1.11. **MOPAC to build on the progress made in building capacity and capability to commission and monitor delivered services and prioritise reporting transparently the performance of these services against priority outcomes (D2).** This work is presented at Agenda Item XXX. Work has progressed in this area and a draft report circulated for discussion at the end of Q2. Further work is required to finalise the report for publication as part of the Q3 finance and performance report.
- 1.12. **Review the strategic approach to business planning whilst developing the next PCP (D4).** Planning for the next PCP is underway, with monthly meetings taking place. This includes preparation for a MOPAC business plan. Consultancy support is being procured to develop our portfolio management approach, which will link in with this action.
- 1.13. **Lessons learned from managing the current PCP commitments are captured and used to inform the development of the next PCP and supporting business planning and performance framework (D5).** As above, consultancy support is being procured to review our current project and programme management systems. Lessons learned will be incorporated into a wider proposal for PCP development presented to GLA colleagues in December and January.
- 1.14. **Publish information on victims' commissioning to include contract outcomes (D7).** Linked to D2 above, this is being looked at as part of the reporting included in the MOPAC quarterly performance reports.
- 1.15. **Ensure information on MOPAC contracts is published in line with the Elected Local Policing Bodies order 2011 on a quarterly basis (G10).** Linked to D2 above, this information is being looked at as part of the reporting included in the MOPAC quarterly performance reports.
- 1.16. **Work with teams to introduce more detailed risk registers by directorate (F6).** The process for risk registers is being reconsidered. Directorate level may not be the most appropriate way to structure. Linked to D5 above, this will be considered as part of the consultancy work to review our project and programme management approach.
- 1.17. **Consider establishing a systemic feedback mechanism for each internal and jointly chaired meeting (F8).** This has been considered within the MOPAC review, with input from MOPAC's SLT.

- 1.18. **Introduce tighter controls around staff expenses (F9).** A draft expenses policy has been put to the monthly internal budget meeting for discussion.
- 1.19. **Conduct a review and complete the of the delivery arrangements to ensure we are providing the most effective service to the ICV scheme (G1 & G3).** A decision has been signed but we are still awaiting procurement.
- 1.20. **Develop a framework for effective complaints oversight (G2).** The Home Office have delayed reforms until February 2020. The work to implement this is progressing well, and was presented to the Audit Panel in November 2019.
- 1.21. **Grant information to be published on the MOPAC website and updated monthly (G11).** A proposed approach to publishing contracts and grants information was provided to the contracts and commissioning group in December. See Agenda Item on MOPAC's Commissioning Framework. Some further work required before publication.

## 2. **Summer Review**

- 2.1 **At the September meeting the Panel asked for an update on MOPAC's recent review.** The summer review, as discussed at the last meeting, gave us helpful insights and recommendations for MOPAC's work and its relationships with other parts of the GLA family. We are making progress on a range of key issues, many of which are reported elsewhere in this paper – for example, actions that have driven improvements in our performance on briefings and Mayor's questions. We have engaged our SLT more widely in looking at how we create a cohesive leadership team, and in a specific programme focused on diversity and inclusion. We also have two key pieces of work scheduled to start in January, looking at our approaches to project management and the support available for procurement.

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

The governance improvement plan itself contains a number of actions relating to equality and diversity.

## 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 Governance Improvement Plan – Official Sensitive