

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

26 October 2020

MOPAC Governance Improvement Plan 2021/21

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 19/20 and recent DARA reviews, with those actions carried forward from the GIP 2019/20 (last year).

Key Considerations for the Panel

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

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.

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 Q2.
- 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 2020/21, 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 2019/20 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 2019/20 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 2020/21 for the second time for consideration.

Overview

- 1.3. There are 29 work-streams captured in the MOPAC Governance Improvement Plan for 2020/21. These relate to specific recommendations (either new or carried forward from the 2019/20 plan) or areas self-assessed as requiring improvement through the AGS process.
- 1.4. This is 2 fewer work-streams than presented in July. This is as a result of E6, E7 and E8 being consolidated into one workstream – continue development of the Community Monitoring Groups (E6). All three workstreams were interlinked and keeping them separate was not providing any more depth to the conversation.
- 1.5. As at 30 September, 1 improvement action is complete and a further 11 (38%) reported as on track. There are currently 17 recommendations where the initial delivery timescale has been revised. 24 actions are anticipated to be delivered within this financial year. Further detail is set out in section 1.6.

Key Achievements

- 1.6. Work continues to progress improvements in MOPAC's governance and control mechanisms. In this 2020/21 GIP, and since the last update to Audit Panel in July, 1 area of improvement has been completed.
- G2 – the data sharing agreement between the MOPAC and MPS, which sets out the policy and practice surrounding data sharing between the two organisations, has been agreed and signed.

Areas of Improvement

- 1.7. Within the monthly review of the GIP there are 17 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.
- 1.8. **MOPAC will maintain and build on diversity and inclusion work, through training and leadership (A1).** Initially the tender process caused some delay; however this is now complete for D&I consultancy support for MOPAC and VRU, with a formal decision tabled at MOPAC Board w/c 28th September and inception meeting on 12 October. Wider delivery against the D&I plan continues.
- 1.9. **VRU to develop a strategy for supporting vulnerable young people who might now be more likely to become involved in violence and/or be exploited post-lockdown (B3).** Regular external stakeholder engagement is taking place to help inform and develop the strategy. In addition to this, Lib Peck is co-chairing the young people's strand of the social recovery block within the London Recovery Taskforce work and to that end is convening an internal group across City Hall that pulls together the different strands of work around young people.
- 1.10. **Review the strategic approach to business planning (C1).** Processes are in place for the planning of the next PCP which includes preparation for a MOPAC business plan. Consultancy support has been procured to develop our portfolio management approach. A project on interim and future PCP is a key work strand of the new MOPAC Recovery Programme. An options paper is being developed for political steer. Timing will be finalised subject to that steer.
- 1.11. **Consider introducing a formal SLA with TfL and MPS shared service functions to help with procurement demand (C2 and C5).** The review of MOPAC's procurement approach concluded in May, and a plan has been developed for the implementation of the findings. It is now clearer that the implementation will be complete by the end of the year and this will determine the next steps with regards to progressing a potential SLA with TfL.
- 1.12. **Refresh MOPAC People Strategy (including Estates and IT) to focus on supporting staff capacity and capability over the next 12 months in light of COVID-19, City Hall relocation consultation and GLA group budget guidance (D1).** The People Strategy will be incorporated into the wider MOPAC change programme. This has focussed on supporting staff capacity and capability over the next 12 months through actions such as widening our L&D offer to support remote working and wellbeing initiatives.
- 1.13. **MOPAC will refresh and publish its Diversity and Inclusion strategy, taking into account issues raised by the Black Lives Matter (BLM) movement, how that relates to the work of both the MPS and MOPAC and how it impacts the black community and black colleagues (D2).** The D&I strategy had a soft launch at the MOPAC virtual away day in August 2020. The delay relates to procuring consultancy to support further delivery and confirming

timescales. We are expecting the work with the consultants to be coming to an end in April 2021.

- 1.14. **VRU to develop a digital platform through which its community of key local stakeholders can interact. This will become a hub for networking, collaboration and a repository for shared learning, including from the local action plans (E4).** Development of the digital platform is progressing. A working group of London Heads of Community Safety are providing input.
- 1.15. **Develop a broader active citizenship and engagement strategy (E5).** The governance has improved and a tool specific to engagement is in progress. The MPS is progressing with a pilot to establish the evidence base for full implementation of a digital engagement tool. In the interim, MOPAC has funded Online Watch Link for 12 months. MOPAC is also involved in a broader City Hall engagement workplan and group. The aim of this is to produce a City Hall-wide Engagement Strategy.
- 1.16. **Continue development of the Community Monitoring Groups, with a focus on delivery of the active citizenship agenda, to increase transparency, integration with MOPAC governance, and further diversify the involvement and engagement of the public in these mechanisms, particularly focussing on those who are most affected by the use of the S&S powers (E6).** The external research has been completed. The reform work will now be aligned to delivery of the Mayor's action plan for improving trust and confidence.
- 1.17. **Building on the publication of the contracts register, MOPAC will work to publish a quarterly update and to provide a solution on the requirements on publication of all contracts (F1).** The publication of the Contract /Grant Register has been pushed back to October 2020 by the Contracts and Commissioning Board.
- 1.18. **MOPAC will also work towards increasing published information on the performance of commissioned services (F2).** Feedback from Q1 report is being incorporated into the next iteration. This will include performance of commissioned services.
- 1.19. **Review ICV Scheme arrangements in the light of COVID-19 recovery to ensure that volunteers are able to speak directly to detainees and with a view to safely resuming face-to-face visits as soon as possible (F3).** A process is in place to conduct initial risk assessments of volunteers, with full assessments of those with Covid age 70+ to be completed by Dec2020.
- 1.20. **Develop a framework for effective complaints oversight - Given the forthcoming new statutory responsibility to specifically have oversight of public complaints (F4).** Delays have been due to an IT upgrade of Centurion. Joint work is progressing to enable MOPAC to be able to produce reports from Centurion. DMPC regularly discusses complaints with the AC Professionalism.

- 1.21. **Financial reporting: MOPAC liaise with the MPS to ensure the information on the Mayor's Land and Asset Portfolio website relating to MOPAC assets and land is updated and reviewed to ensure it remains up to date (F5).** This is near complete. Awaiting final publication by the GLA.
- 1.22. **Salary and expenses information: Expenses incurred by the DMPC are published on the MOPAC website on a quarterly basis (F6).** The process is in place and expenses published for previous years. Awaiting finalised data for the last FY before publication.
- 1.23. **Introduce tighter controls around staff expenses (G4).** The process for determining budget savings across MOPAC and the MPS has been prioritised, meaning this has been delayed. This process will be reviewed following the submission of the draft budget in November.

2. **Equality and Diversity Impact**
The governance improvement plan itself contains a number of actions relating to equality and diversity.

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 GIP and shows how these are being managed.

6. **Contact Details**
Report author: Gemma Deadman, Corporate Development Manager
Email: gemma.deadman@mopac.london.gov.uk;

7. **Appendices and Background Papers**
Appendix A – MOPAC Governance Improvement Plan – Official Sensitive