

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

26 October 2020

Met's Governance Improvement Plans

Report by: The Director of Strategy and Governance

Report Summary

Overall Summary of the Purpose of the Report

This report provides an update on the Met's 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 as per the July 2020 paper to Audit Panel.

Key Considerations for the Panel

It is requested that the panel reviews the GIP and notes the progress made. A third of the work-streams have been identified with some element of slippage in terms of delivery dates, but we do not assess there is a significant risk in any of these.

Interdependencies/Cross Cutting Issues

The Governance Improvement Plan sets out the Met's 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 – specifically HMICFRS recommendations, DARA audits, as well as our Risk Management activity.

Recommendations

The Audit Panel is recommended to:

- a. Note the updated Governance Improvement Plan and the progress made at Quarter 2.
- b. Note the areas highlighted amber where delivery timescales have been pushed back – or at risk of doing so next quarter.

1. Supporting Information

The AGS tabled at the previous Audit Panel reflected on governance controls in place taking into account the opinions of the Met's internal auditor (DARA), external auditors and HMICFRS inspection, outstanding actions carried forward from previous year. It is complemented by the Governance Improvement Plan which outlines what, in practice, the Met will do over the coming months to instigate improvements to the areas where higher risks were identified. The Governance Improvement Plan document sets out the identified risks and issues, and the actions proposed to strengthen controls, together with action owners and a proposed completion quarter.

There are 8 high level areas for improvements (which are set out below), 42 work-streams captured in the plan for 2020/21. As at the end of Quarter 2, 27 were complete, part-complete or on track, whilst 15 were either experiencing a slight slippage or were at risk of slippage in the next quarter.

Key findings

Plan 1: Capability, Learning and Development

Work is on track and progressing towards a full business case for the new Target Operating Model – expected to be tabled in Quarter 3 - , having agreed the detailed design in Quarter 2. In the meantime, LinkedIn learning was rolled out across the organisation in Q1, and has provided resilience for individual training and development. Some actions are rated as light amber in assessment of the risk of slippage (given PIB approval aimed is November/December) rather than concerns specific to progress itself.

Plan 2: Public and Local Engagement

Work is continuing apace to implement DARA's recommendations into its audit of the Diversity and Inclusion Strategic framework – as well as the refresh of the Diversity & Inclusion Strategy (2021-2024), a major piece of work that will take place through the autumn. With Op Minorca, and with a new Use of Force Strategic Oversight Group, the Met has made a number of robust structural improvements in the past quarter, which builds on the intensification of community engagement that has taken place during Covid-19. We expect the Mayor's Action Plan to be published shortly.

Plan 3: Assurance controls, Level 2 and 1 assurance

The operating model design has started to be put in place with Organisational Learning and Process Improvement consolidated in one department (CPIC). Level 2 Assurance will be delivered via commissions initiated by either a Head of Profession or Lead Responsible Officer, and a commissioning process will be established by Q4.

Plan 4: Data Management

Whilst good process continues to be made in building capabilities for data governance, analytics, service improvement & data innovation (dashboards, local analysts, FOIA compliance), the changing funding environment means that challenging choices will have to be made to reframe the level of ambition in the area. 50+ posts will no longer be delivered (largely around data

innovation) and other recruitment delayed, which present a risk for the longer term with regards to some of the plan's actions. This remains under live debate.

Plan 5: Partnerships

Work has taken place to establish the right structures and strengthen relationships. A Crime Prevention working group established and meeting quarterly to assess the prevention activities used across all commands, share best practice and develop new tactics. The London Safety Mobilisation Centre (LSMC) established with Blue Light partners. We have also intensified engagement with the Violence Reduction Unit to better map the London wide diversion projects.

Plan 6: Decision making and delegation

Good progress has been made in collaboration with MOPAC and DARA in readiness for a review of the delegation scheme – including preparations for an assurance and decision pilot within the Met (and corresponding establishment of a PIB Level 2 Board). The Recovery and Renewal work instigated a refresh of the Met Direction to ensure our strategy to 2025 (originally published in 2018) remains fit for purpose whilst reflecting progress to date and the new challenges arising from 2020 events.

Plan 7: Compliance

All accepted recommendations from DARA's Security Clearance & Vetting audit have been either implemented or are on track. There has been a slight slippage in the new IT vetting system (by a quarter). However clear progress has been made in reducing outstanding vetting renewals by circa 15k cases from 18,000 to about 3,000.

Plan 8: Organisational learning

The Met's Organisational Learning and Research function was established within CPIC at Quarter 2. The governance framework for Heads of Profession is being strengthened. Work to formalise research processes is progressing on track. Whilst structures are expected to be broadly in place by Quarter 3, the capture of organisational learning, how to socialise learning and how to build corporate memory will continue to be a challenging task.

2. Equality and Diversity Impact

The governance improvement plan contains a number of actions that aim to strengthen our engagement of communities and impact positively on equality and diversity within the Met and externally.

3. Financial Implications

There are no direct financial implications from this report. The costs associated with the areas of work identified in this report will be met from the relevant unit's budgets.

4. Legal Implications

The Mayor's Office for Policing and Crime and the Commissioner of Police of the Metropolis are relevant bodies under Schedule 2 of the Audit Commission Act 1998 for the purpose of the Accounts being subject to audit. Both are under a statutory duty to approve an Annual Governance Statement (AGS), from which this Governance Improvement Plan stems.

5. Risk Implications

The annual governance review identifies significant governance areas for improvement across the Met. These are monitored quarterly and aligned with corporate risk processes.

6. Contact Details

Report author: Pierre Coinde

7. Appendices and Background Papers

Appendix 1 – Met Governance Improvement Plan Quarter 2 update – official sensitive