

MPS-MOPAC JOINT AUDIT PANEL

26 October 2020

MOPAC Commissioning Framework Update

Report by: Director of Commissioning and Partnerships, MOPAC

Report Summary

Overall Summary of the Purpose of the Report

This report updates the panel on ongoing work being carried out by MOPAC to deliver on the recommendations of DARA's audit on its Grants and Commissioning Framework, and of an external review of its grant-award and procurement processes. This follows a previous report given to the panel in January 2020.

Key Considerations for the Panel

MOPAC commissioned an external provider to carry out a review of its grant award and procurement processes in early 2020. The provider presented their recommendations to the MOPAC Board in June 2020. DARA have also, in July, updated the findings of their follow up review of their Risk and Assurance Review of MOPAC's Grants and Commissioning Framework in light of this external review.

This report provides an update on the implementation of the review's recommendations and on wider work being undertaken to strengthen MOPAC's commissioning approach further. The panel is requested to review the report and accompanying Appendix 1 and note the progress made.

Interdependencies/Cross Cutting Issues

Improvement actions in relation to MOPAC's commissioning processes are also included in the Governance Improvement Plan that is submitted to the Audit Panel.

Recommendations

The Audit Panel is recommended to:

- a. note the report and Appendix 1 and the progress made since the last report submitted to the Audit Panel in January 2020; and
- b. note the work which is continuing to further strengthen MOPAC's commissioning processes and approach.

1. Supporting Information

- 1.1. Expenditure related to commissioned services accounts for a significant proportion of Mayor's Office for Policing and Crime's total expenditure, accounting for £62.4m 2020/21, an increase from £53.6m in 2019/20.
- 1.2. MOPAC appointed Capita in January 2020 to conduct a review of grant award and procurement processes across MOPAC, including the VRU. They were also asked to produce a process guide and guidance for staff. They presented their findings to the MOPAC Board in June 2020. They made a number of recommendations across several areas, summarised below:
- Resourcing and operating structure: MOPAC should establish permanent, dedicated procurement resource;
 - Processes & guidance: MOPAC should adopt the proposed process guide and templates and carry out training on the processes to clarify requirements and embed good practice; and
 - Other process improvements: ensure contract and grant registers support procurement planning and are published in a form accessible to other agencies to provide greater visibility of grant activity.
- 1.3. In July 2020, DARA updated their review of their Risk and Assurance Review of MOPAC's Grants and Commissioning Framework (completed in March 2018) to update on further progress made since the original review. This concluded that the control framework remains adequate, and identified a number of further actions, aligned to the findings of the Capita review, that are required to support ongoing development:
- the development and implementation of a training plan to support commissioning activities (see 1.6);
 - the development of standardised documentation (see Appendix 1);
 - the contracts register is updated and reviewed regularly (see 1.5); and
 - implementation of the Capita review recommendations (see Appendix 1).

Key Achievements

- 1.4. The Covid-19 pandemic has delayed commissioning activity planned for 2020/21 and impacted on the budget available for commissioning. A review of the budget was conducted in August and September to identify the savings required for 2021/22. This included a review of all commissioned services to assess their performance, impact and value for money. Recommendations were then made to the DMPC about the continuation or not of services into 2021/22 and the commencement of planned commissioning activity. These are being ratified in formal DMPC Decisions this month.
- 1.5. In line with the recommendation from the Capita review, MOPAC's contract register has been split into two separate registers, one for contracts and one for grants. These have been updated and are in the process of being signed off for publication by the end of October.
- 1.6. A comprehensive skills audit, developed by a staff working group within the Commissioning and Criminal Justice Directorate (CJC), was carried out in

August. This looked at staff training needs across all areas of their roles, including commissioning and contract and grant management. The findings were presented to the CJC management team in September and training priorities have been identified. A training plan is being developed, which will include rolling out training on the procurement and grant award process guide developed by Capita.

- 1.7. A paper on implementing the findings of the Capita review (attached as Appendix 1) was submitted to MOPAC Board in September 2020. This included proposed responses to each of the recommendations in the review and a high-level implementation plan. Implementation activity is ongoing and will be completed by the end of the year.

Further Developments

- 1.8. Three key areas for the next phase of development for CJC have been defined. The identification and definition of these has been led by the new Director of Commissioning and Partnerships in consultation and collaboration with colleagues across MOPAC, the wider GLA family and with external stakeholders. These areas will form part of the wider change programme planned across MOPAC.
- 1.9. Improving our commissioning practice: the focus of this workstream will be ensuring we understand what life is like now, what it might look like in the future and how it might change if we do things differently, for all commissioning. This means better understanding the diverse needs of Londoners; a clear theory of change or logic model for each piece of work, and better use of the diverse voices and expertise of service users to design and evolve services, increase transparency and understanding of where to improve.
- 1.10. Improving our impact narrative: the focus of this workstream will be telling a clear story of the impact our commissioning activity will have, or has had, for Londoners.
- 1.11. Improving the impact of our partnerships: as well as re-focusing our key partnership boards we will become increasingly clear on MOPAC's role and interest in each of our partnerships. Our partnership convening should become further linked to the Police and Crime Plan.

2. Equality and Diversity Impact

There are no equality and diversity implications arising directly from this report. Equality and diversity considerations form part of MOPAC's commissioning processes, including through research and consultation activity to ensure that the diverse needs of service users are understood and that their voices inform the specification for services.

MOPAC has recently appointed a consultant to support ongoing improvements related to diversity and inclusion. This will include making recommendations for how we can strengthen our commissioning processes in this area.

3. Financial Implications

There are no financial implications arising directly from this report. As set out in 1.4 above, a complete review of MOPAC's commissioning budget has been carried out to identify the savings required as a result of the Covid-19 pandemic.

4. Legal Implications

The Police Reform and Social Responsibility Act 2011 provides MOPAC with power and duties beyond policing, including responsibility for the delivery of community safety, reducing crime and consulting victims, alongside an ability to commission crime and disorder grants.

In addition, Section 143 (1) (b) of the Anti-Social Behaviour Crime and Policing Act 2014 provides an express power for MOPAC, as a local policing body, to provide or commission services "intended by the local policing body to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour." Section 143(3) specifically allows MOPAC to make grants in connection with such arrangements and any grant may be made subject to any conditions that MOPAC thinks appropriate. MOPAC assumed devolved responsibility from the Ministry of Justice (MoJ) for commissioning the majority of victims' services in London from 1 October 2014.

5. Risk Implications

The paper sets out the actions identified by DARA required to address risks in relation to MOPAC's Commissioning Framework and shows how these are being addressed.

The management of risks relating to the delivery of MOPAC's commissioned services is embedded into MOPAC's internal governance processes, including through budget meetings, the Victims and Offenders portfolio groups and the monthly Contracts and Commissioning Group.

6. Contact Details

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7. Appendices and Background Papers

Appendix 1: Implementing the Recommendations of the Procurement Review (update to MOPAC Board, 1st September) – official sensitive