

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

18 January 2021

MOPAC Governance Improvement Plan 2020/21

Report by: The Director of Strategy, MOPAC

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

The announcement on 4 January 2021 of a further national lockdown will impact on staff availability due to childcare responsibilities. MOPAC is in the process of identifying any consequential slippages to GIP timescales.

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

There are nine 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 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 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 - to date, no further improvement actions have been added.
- 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 third time for consideration.

Overview

- 1.3. There are 28 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 1 fewer work-stream than presented in October. This is as a result of E5 being consolidated into E1 - *Prioritise community engagement to improve Londoners' trust and confidence in policing - this includes the production of an Action Plan in 2020/21 to address issues of disproportionality and improve trust and confidence within Black communities*. These 2 workstreams were interlinked and keeping them separate was not providing any more depth to the conversation.
- 1.5. As of 30 December, a total of 9 improvement actions are complete and a further 8 (29%) reported as on track. There are currently 11 recommendations where the initial delivery timescale has been revised. 22 actions are anticipated to be delivered within this financial year. Further detail is set out in section 1.6.
- 1.6. At the October meeting, the panel asked for MOPAC to include in its report to the January 2021 meeting the outcome of the Decision-Making pilot and potential revision of the scheme of delegation. Joint monthly meetings have been in place between MPS and MOPAC to pilot the new arrangements. A high-level plan has been agreed between MOPAC and the Met to improve governance and assurance. Initial work included a review of the Scheme of Delegation and Consent, Financial Regulations and Contracts Regulations

conducted with CIPFA. Further work is planned to streamline the paperwork to support decisions with improved assurance.

Key Achievements

- 1.7. 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 October, a further 8 area of improvement has been completed.
- Mechanisms to capture good practice and learning opportunities from the development of business cases are in place with guidance placed on the MPS intranet alongside corporate templates (C4).
 - The Young People's Action Group is now fully operational with 10 young people recruited and employed. Work is currently virtual, and they are now supporting a range of VRU programmes. All 32 boroughs have been provided with a funding opportunity for development of a local Parenting Network. Grant agreements have been signed (E3).
 - The VRU has developed a digital platform through which its community of key local stakeholders can interact. This toolkit and networking platform was launched in December and has become a hub for networking, collaboration and a repository for shared learning, including from the local action plans (E4).
 - MOPAC has continued to focus on the development of the Community Monitoring Groups whilst focussing on the delivery of the active citizenship agenda. A series of events were held around stop and search, hate crime and with Independent Custody Visitors with the objectives of increasing awareness of engagement and oversight mechanisms as well as strategically diversify the communities which usually engage with community- led policing initiatives or are likely to be directly impacted by MPS operational procedures. E1 will provide further actions in this area (E6).
 - MOPAC has published a contracts and grants register and will be refreshed on a quarterly basis. Further improvements being discussed to align and publish on the GLA portal (F1).
 - MOPAC has also worked towards increasing published information on the performance of commissioned services through its quarterly report. This is now in place (F2).
 - A framework for oversight of complaints is in place, with regular meetings between DMPC and AC Professionalism and an oversight pack developed and discussed. Complaints has been given greater prominence in the Mayor's Action Plan, with opportunities to develop scrutiny at a local level (F4).

- Final confirmation has been received that MOPAC information on the Mayor's Land and Asset Portfolio is published and arrangements are in place to ensure this is kept up to date - <https://maps.london.gov.uk/public-land> (F5).

Areas of Improvement

- 1.8. Within the monthly review of the GIP there are 9 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.
- 1.9. **MOPAC will maintain and build on diversity and inclusion work. For the next 6 months, this will be in the format of the design and delivery of a programme of training and development for SLT and staff by an external D&I expert (A1).** D&I Consultant have delivered awareness sessions and focus groups before Christmas, along with additional sessions taking place from January 2021 onwards. A further programme of work in Phase 3 will take place between January - April 2021.
- 1.10. **MOPAC will continue to roll out counter-fraud training to all MOPAC staff, and safeguarding training to all those dealing with children or adults at risk (A2).** MOPAC is assured that all teams have been trained on counter-fraud, with a refresh training session planned every 2 years. Current safeguarding completion rate for e-learning 60% (December 2020) – comms was circulated to all staff before Christmas to increase compliance rates by the end of March 2021.
- 1.11. **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).** A new deal for Young People Strand delivery plan is due to be signed off shortly, hence the push back to Jan21 delivery date. All VRU commissioned services have been provided with flexibility around service delivery due to the COVID-19 pandemic. Many have responded positively to this by building in virtual service provision to support young people and where possible combined virtual and face-to-face services. Regular external stakeholder engagement is taking place to help inform and develop the strategy.
- 1.12. **Review the strategic approach to business planning (C1).** This action will be re-profiled as part of the MOPAC Change Programme. A project to develop our portfolio management approach is in progress, which involves establishing a programme management office to support business planning across the organisation. Processes are in place for the planning of the next PCP which includes collaboration with teams in the GLA to ensure the plan is truly reflective of the Mayor's work in policing and crime.
- 1.13. **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.

- 1.14. **VRU to develop ways to evaluate its work programme in its entirety (C6).** Two evaluation contracts have been awarded one to evaluate VRU projects the other to evaluate VRU Processes. Inception meetings have been held with both and tabletop research has begun. Both will report by 31/3/21.
- 1.15. **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.
- 1.16. **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 Feb 2021.
- 1.17. **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.
- 1.18. **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 and reported on in the new year.
- 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

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7. Appendices and Background Papers

Appendix A – MOPAC Governance Improvement Plan – Official Sensitive