

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

4 October 2021

MOPAC Governance Improvement Plan 2021/22

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 20/21 and recent DARA reviews, with those actions carried forward from the GIP 2020/21 (last year).

Key Considerations for the Panel

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

There are four work-streams completed in the last quarter, one action closed and five 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 2021/22, 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 2020/21 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 2020/21 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.

Overview

- 1.3. There are 25 work-streams captured in the MOPAC Governance Improvement Plan for 2021/22. These relate to specific recommendations (either new or carried forward from the 2020/21 plan) or areas self-assessed as requiring improvement through the AGS process.
- 1.4. As of 16 September, a total of 4 improvement actions are complete and a further 14 (56%) reported as on track. There are currently 5 recommendations where the initial delivery timescale has been revised. All remaining actions will be delivered in the 2021/22 financial year, with the exception of D5, leadership programme, which is due to be completed in June 22. Further detail is set out in section 1.5.

Key Achievements and areas for improvement

- 1.5. Work continues to progress through improvements in MOPAC's governance and control mechanisms. Since MOPAC last reported to Audit Panel in July there have been four new completed actions. The improvement of governance arrangements, driven through the MOPAC Change Programme, remains a priority with additional resource brought in to drive this work where necessary.
- 1.6. Highlights include: -
- MOPAC has designed and delivered its EDI 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.

- Supporting the strategy, MOPAC has completed its design and delivery of EDI training for all staff.
 - Specific training on counter-fraud has been delivered to all staff.
 - Safeguarding training has been delivered to relevant staff. The EDI consultants worked specifically with MOPAC to design and deliver face-to-face training to teams with the most direct and indirect contact with children, young people and adults at risk, as well as bespoke training for the Designated Safeguarding Leads to top up the NSPCC DSL training.
 - The MOPAC E&I team has generated an evidence base for the next Police and Crime Plan. The draft PCP is due to go for consultation mid Oct 21.
- 1.7. Within the monthly review of the GIP there are 5 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 respond to and implement the recommendations of the LCRB sub-board governance review (B1).** Further discussions to take place about practical arrangement for implementation, and further detail being developed with MPS and London Councils to produce a coherent set of Board ToRs.
- 1.9. **Consider introducing a formal SLA with TfL and MPS shared service functions to help with procurement demand (C2 and C4).** The review of MOPAC's procurement approach concluded in May 2020, and a plan has been developed for the implementation of the findings. Discussions have initiated with TfL regarding entering into a formal SLA for the provision of procurement support, however they are going through a restructure and therefore this work has been put on hold.
- 1.10. **Interdependencies between the Investment Advisory and Monitoring group, the MPS Portfolio Investment Board, MOPAC/MPS Oversight Board and the Mayor's Corporate Investment Board to be defined in the groups Terms of Reference and/or the Ways of Working document and communicated to stakeholders in the decision-making process. (C3).** A high-level plan has been agreed between MOPAC and the Met to improve governance and assurance. DMPC agreement will now be sought for a pilot to start Oct/Nov 21, with implementation to follow.
- 1.11. **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 (F1).** Face-to-face visits have resumed in most areas and support is being provided to encourage those ICVs with specific concerns about returning to custody suites to do so as soon as possible. As part of the Mayor's Action Plan, the framework to enable the introduction of the new custody record review process has been agreed. The 'go live' date has been delayed and the process is currently being trialled in preparation.

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