

**MOPAC**MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## MPS-MOPAC JOINT AUDIT PANEL

### 17 January 2022

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## MOPAC Governance Improvement Plan 2021/22

Report by: The Director of Strategy

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### 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**

Work to re-baseline projects within the MOPAC Change Programme is taking place during Q4. This is to ensure that sufficient resource is prioritised to key work areas and provide a realistic timeframe for delivery. Any impacts on GIP actions of this re-baselining work will be reported to the next panel.

The Panel asked for more detail on MOPAC's Oversight Framework. The paper discusses next steps against the four critical workstreams, and timetable for delivery at section 2 of the paper.

In the last Quarter, there are a further 2 governance improvement actions completed, 4 actions are on hold and 9 actions where target dates have been reviewed to reflect a more realistic timeframe for delivery. MOPAC does not, however, believe there is significant risk to delaying this work.

#### **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.
- c. Note the next steps and timescales for the Oversight Framework work.

## **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. Between the period 01 October and 31 December, a further 2 improvement actions are marked as complete, bringing the total overall to 6. And a further 5 actions are reported as on track. There are currently 9 recommendations where the initial delivery timescale has been revised. Most of the remaining actions will be delivered in the 2021/22 financial year. There are some exceptions where programmes have been put on hold due to resourcing pressures. 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 October there have been two new completed actions. The improvement of governance arrangements, driven through the MOPAC Change Programme, remains a priority. However, some areas have seen resourcing pressures over the last quarter which has led to re-aligned timescales for actions.
- 1.6. Completed actions: -
- MOPAC's People Strategy has focused 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. The remaining elements of the People Strategy will be incorporated into the wider change programme for delivery.
  - The recruitment pipeline is in place to fill the vacant roles in the MOPAC structure. This will provide a more stable structure that is fit for purpose to deliver against the new vision and mission and Mayoral objectives.
- 1.7. 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.
- 1.8. **MOPAC will improve the way it plans, runs and reviews projects with better benefit realisation. It will embed the techniques within the organisation and upskill staff in project management skills (B3).** - Work is progressing to develop a tool to capture and report on benefits, however this has dependencies on other projects within the Change Programme which are in initial stages of development. A training programme is planned for Jan/Feb 2022, alongside role out of PMO ways of working, which aims to improve staff skills of project management and further embed good practice.
- 1.9. **Strategic Approach to Business Planning - The strategic approach to business planning is reviewed in developing the next PCP, adopting a more project/portfolio level approach aligned to agreed objectives and incorporating statutory responsibilities (C1).** In developing the next Police and Crime Plan we will build portfolio planning into the development phase. Now the draft PCP is out for consultation, work has commenced to develop a governance plan and delivery plan against the core objectives set out.
- 1.10. **Develop a fully formed Wellbeing approach and framework which takes into account the current challenges in workplace transformation but also maps out what we want to do as an organisation in the short, medium and longer term (D6)** – The Wellbeing project is progressing well. MOPAC's Health & Wellbeing group is involved in developing interventions and the approach. A Team Charter is in development for teams to agree and discuss how they work and support each other – this is to be rolled out in Jan/Feb 22. A Workplace Transformation Update pack was rolled out in Dec 21 and included all feedback from staff consultation and continuing action on Wellbeing. Wellbeing drop ins hosted by H & W members are in place from January. And the Mental Health

First Aider training will be launched in January 22. Resource pressures within the HR team is a factor in timescales for this action being reassessed.

- 1.11. **Improve and fully embed communication practices to partners and stakeholders across the organisation and ensure they are regularly and fully briefed on the outcomes and benefits of MOPAC's work (E2)** - MOPAC has engaged with stakeholders throughout the PCP consultation period and has heard that more consistent 2-way communication is needed. MOPAC is working on improving communication practices with partners and community groups. We recognise that we need to communicate the benefits of the new PCP and also understand the impact of our work on boroughs. MOPAC needs to increase its presence in its relationship with London boroughs.
- 1.12. **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)**. Plans are in place to return to face-to-face ICV Panel meetings from January 2022 (kept under review in light of COVID). The new custody record review process has been tested and 3 Independent Custody Visitors have now been trained and will be inducted throughout December with the first formal review taking place in January 2022. This has been deferred from December 2021 to January 2022 due to MPS staff sickness, which means the redacted custody records have not been supplied in good time to facilitate the first formal review in December 2021. Additional temporary capacity has been secured to ensure the ICV Scheme is effectively supported.
- 1.13. **Review transparency and implement changes to Specified Information Order as part of PCC Review to ensure MOPAC has compliant transparency process. Establish review mechanism and track through GRWG (F2)** - Initial audit of SIO compliance is complete and regular monitoring of SIO compliance takes place with risks escalated to Governance and Risk working group as necessary. Delay in full compliance against the SIO due to re-prioritisation of work in contracts management team which has impacted on this project completion.
- 1.14. **MOPAC is reviewing its tracking of recommendations from HMICFRS inspections and Super-complaints. A new process will be developed to ensure that we continue oversight of recommendations to ensure change is embedded within the MPS (F3)** - The existing protocol for HMICFRS inspection updates between the MPS and MOPAC has been extended to include super-complaints. This ensures that progress against recommendations and areas for improvement are shared with MOPAC within 40 days of publication. MOPAC will then formally respond to the inspection reports and ensure continued oversight of key risk areas as necessary through the new oversight framework. Final element of action is to brief DMPC on the updated protocol.
- 1.15. **Consider establishing a systemic feedback mechanism for each internal and jointly chaired meeting (Oversight Board, PCPDG, Governance & Risk Working Group, IAM) (G1)** - This work is included in the governance project

within the MOPAC change programme. Scoping work will take place in line with the timetable for improvements to oversight governance.

- 1.16. **Through the Embed PPM project - implement a risk management approach that links project and programme risk to corporate risks such that they can be managed in a joined-up way (G3)** - Work is progressing in this area well. The project risk management approach has been implemented and is reported through updates at the Change Programme Board. A review of corporate risk is due in Q4, where we will ensure to join up the two approaches further.

There are 4 actions that are currently on hold due to resourcing pressures.

- 1.17. **On Hold - 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.
- 1.18. **On Hold - 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.
- 1.19. **On Hold - Develop a strategic Learning and Development Plan for MOPAC and VRU in order to ensure our workforce have the capabilities, skills and competencies to deliver against our vision and mission. Improve performance management, professionalise MOPAC managers and ensure there is an effective ongoing management of the people implications of COVID-19 (D4)** - Project paused until April 22 due to capacity. The project requires a full review and should start with the type of learning culture MOPAC is trying to achieve in the new operating context of hybrid working and changing HR delivery.

## 2. Oversight Framework

- 2.1. The Panel received a briefing from MOPAC on how it is developing its Oversight Framework.
- 2.2. The four critical workstreams to ensuring an effective oversight framework were discussed. These are: -
1. Developing the MPS oversight governance arrangement.
  2. Developing the data framework.

3. Revising the published information.
4. Developing our financial oversight framework.

This work will be developed over the course of the next four months with the intention that MOPAC can begin to transition to the new approach post publication of the Police and Crime Plan in March 2022. Internal consultation has taken place, but work will be needed to develop proposals with the MPS. Next steps are set out below for each work stream.

### 2.3 **Developing the MPS oversight governance arrangement.**

- End December – DMPC approves broad approach
- December/January – Socialisation of proposals with MPS
- December/January – SLT consultation
- January/February – revisions based on feedback
- March – Final Model sign off

### 2.4 **Developing the data framework**

- December – straw man MPS data framework is in place. Internal workshops to test and develop data requirements against PCP priority areas.
- January/February – Socialisation of proposals with MPS and MOPAC staff
- March – Sign off of proposals for data framework
- April-July – Development of indicators and data presentation.
- August – Go live based on Q1 2022/23 data.

### 2.5 **Revising the published information**

- December – workshops on structure for website
- January – agreed taxonomy for data in place
- January-March – testing and technical development
- March – use consultation
- April-July – further technical development
- August – Publication of new approach

### 2.6 **Developing our financial oversight framework** (finance team focus on budget may impact these dates)

- December – summary of existing financial oversight of MPS
- December – initial consultation with MPS
- January – development of proposals (internal)
- March/April – detailed development

## 3. **Equality and Diversity Impact**

The governance improvement plan itself contains a number of actions relating to equality and diversity.

## 4. **Financial Implications**

There are no direct financial implications from this report.

**5. 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.

**6. Risk Implications**

The paper identifies the key risk areas in the GIP and shows how these are being managed.

**7. Contact Details**

Report author: Gemma Deadman, Governance, Risk and PMO Manager  
Email: [gemma.deadman@mopac.london.gov.uk](mailto:gemma.deadman@mopac.london.gov.uk);

**8. Appendices and Background Papers**

**Appendix A** – MOPAC Governance Improvement Plan – Official Sensitive