

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

18 January 2021

Met's Governance Improvement Plans: Quarter 3 Update

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 2019/20 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 quarter of the work-streams have been identified with some element of slippage in terms of delivery dates (down from a third in Q2), 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 3.
- b. Note the areas highlighted amber where delivery timescales have been pushed back – or at risk of doing so next quarter.

1. Supporting Information

- 1.1. 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.
- 1.2. 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 3, 31 were complete, part-complete or on track, whilst 11 were either experiencing a slight slippage (down from 15).
- 1.3. Preparation has started to develop the next Annual Governance Statement, with a survey on Statement of Internal Control, sent late December to 100 Senior Leaders across the organisation. The statement is designed to assure the Board, Audit Panel and our auditors that we have robust controls in place, and to flag where – at Command level - we think some improvements are needed. The questionnaire is aligned to the CIPFA Governance Model. In addition the questionnaire also includes a section for Senior Leaders to assess Risk Maturity in their area. As at 7 January, 41 Leaders had already completed their response. Where relevant, we will be driving greater integration between the GIP, risk work, HMICFRS and DARA, and the AGS process helps us doing so.

Key findings

Plan 1: Capability, Learning and Development

- 1.4. Work is on track and the final full business case for the new Target Operating (covering a corporate Learning Management System. curriculum modernisation & redesign of L&D) was approved at PIB and IAM in December. The project will move into implementation phase with contracting is expected to take place in January. All Learning and Development teams are now in place and will provide enhanced support for new joiners through probationer journeys across all recruit pathways. PEQF is fully on track: 204 recruits confirmed to join the Met on 25 January 2021 under the new, externally accredited, Police Constable Degree Apprenticeship (PCDA) and Degree Holders Entry Programme (DHEP) for Detectives.

Plan 2: Public and Local Engagement

- 1.5. Work on the Inclusion and Diversity Strategy is progressing with an initial draft shared internally – development will continue through Q4. Following publication of the Mayor's Action Plan in Q3, the MPS established the Deputy Commissioner's Delivery Group in December 2020, a team dedicated to the co-ordination of the pre-existing MPS engagement activities complemented with

the new Action Plan initiatives. A comprehensive action plan with timelines and governance has been established.

Plan 3: Assurance controls, Level 2 and 1 assurance

- 1.6. The governance of all policies has been reviewed and presented to the Heads of Profession (HoP) meeting in December 2020. The policy structure will largely align to the HoP structure. A new corporate repository for Policy on the MPS intranet is in development. With a standard layout, this will show alignment to national guidance & where, how and why we might deviate. This repository will include a page designed to support & guide frontline officers & supervisors, supporting a strengthening of Level 1 Assurance.

Plan 4: Data Management

- 1.7. The Met website now features monthly reporting on FOIA & DPA compliance. Performance has stabilised. A process to publish more dashboards on repeat subjects of interest is in place.
- 1.8. The Information Asset Ownership Framework has been approved in principle, and the Information Asset Register is expected to be complete in January.
- 1.9. The Data Quality Implementation Plan is being finalised, managed via sub-group DQ: progress is slower than anticipated due to resource pressures within Data Office – as funding position remains challenging. Links have been established on BCUs (with local performance analyst supports).

Plan 5: Partnerships

- 1.10. The Safety Mobilisation Centre (SMC) vision paper was agreed in October 2020 with Blue Light being renamed Blue Light & Safety Partnership to better reflect the input of local health authorities, Local Authorities and other government bodies. The Positive Activity Initiative (PAI) was piloted in two areas of low confidence and high violence in Q2 and Q3 2020 and an evaluation is taking place in Q4, before wider roll-out.

Plan 6: Decision making and delegation

- 1.11. Preparations for an assurance and decision pilot within the Met (and corresponding establishment of a PIB Level 2 Board) have progressed well and all the main blocks have been developed, with support from MOPAC and DARA. The Met Direction refresh has been finalised and is expected to be published in Q4. We are now working on a Blueprint 2029 document, building from the Futures trends work – looking at the capabilities that the Met will need to develop in the coming years to best serve the changing needs and expectations of citizens, partners and other stakeholders.

Plan 7: Compliance

- 1.12. Ten of the recommendations from DARA's Security Clearance & Vetting follow up audit of the total 13 recommendations have been fully completed. 3 are part completed. Good progress was made on vetting renewals: 16,620 have been completed, and of the remaining 1,481 cases, 274 are currently being processed, the others with applicants to complete. The new Vetting IT system

is in the last phase of the test schedule with the supplier – with implementation expected in Q4.

Plan 8: Organisational learning

1.13. The Met's Organisational Learning and Research function within CPIC (established in Q2) is developing, including operational implementation, capability and resource build. The Research environment is becoming more defined, and we have consistent processes for dealing with external researchers. The OL functions continues to support Heads of Profession with taskable capacity and capability, research/evaluation, policy and process improvement.

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 3 update - Official Sensitive