

MPS-MOPAC JOINT AUDIT PANEL 28 March 2022

MOPAC Governance Improvement Plan 2021/22

Report by: The Director of Strategy & MPS Oversight

Report Summary

Overall Summary of the Purpose of the Report

This report provides an update on MOPAC's Governance Improvement Plan. The full Governance Improvement Plan (GIP) is included at Appendix A.

The GIP is a live plan bringing together areas identified in the AGS 20/21 and recent DARA reviews, with those actions carried forward from the GIP 2020/21 .

The Panel asked for more detail on MOPAC's strategic approach to Community Engagement and also an update on its revised oversight framework. This is included at sections 2 and 3 of the report.

Key Considerations for the Panel

A re-baselining exercise for the MOPAC Change Programme has been completed and more achievable target dates are reflected within the GIP for key actions.

In the last Quarter, there has been 1 further governance improvement action completed, 4 actions are on hold and 6 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 Feb 2022.

- b. Note the areas which are highlighted where delivery timescales have been pushed back.
- c. Note the next steps and timescales for the Community Engagement Strategic approach and the Oversight Framework work.

1. Supporting Information

- 1.1. Appendix A, the Governance Improvement Plan for 2021/22, collates MOPAC's 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.

2. Oversight Framework

- 2.1. The Panel received an update from MOPAC on how it is developing its Oversight Framework at the last Audit Panel. This set out the four critical workstreams to ensuring an effective oversight framework:
 - 1. Developing the MPS oversight governance arrangement.
 - 2. Developing the data framework.
 - 3. Revising the published information.
 - 4. Developing our financial oversight framework.
- 2.2. Our intention was that MOPAC begin to transition to the new approach post publication of the Police and Crime Plan in March 2022 and this is on track. Internal consultation has taken place and a full proposal is now with the Mayor. Once Mayoral assent has been achieved, we will begin to implement the new structures.
- 2.3. Development of published information is underway with a beta web page for the top-level PCP framework in place. This will be ready to go live on PCP publication date, if the Mayor wishes. Further development on more detailed

supporting frameworks is planned from March to July 2022 with the intention that the majority of this will be ready to go live for the release of Q1 22/23 data.

- 2.4. Development of the financial oversight framework has been delayed due to resource pressures and the focus of the Corporate Services function necessarily being on year end and budget planning. Work will recommence in April 2022 and there is no reason to believe the necessary frameworks will not be in place for the first scheduled meeting at end of Q1.
- 2.5. Milestones (including those completed since the last Audit Panel) are set out below for each work stream.
- 2.6. **Developing the MPS oversight governance arrangement.**
 - End December – DMPC approves outline approach (complete)
 - December/January – Socialisation of proposals with MPS (complete)
 - December/January – SLT consultation (complete)
 - January/February – revisions based on feedback (complete)
 - March – final DMPC and Mayoral sign off
 - March-June– implementation
- 2.7. **Developing the data framework**
 - December – straw man data framework in place for PCP and MPS oversight (complete)
 - January/February – Socialise proposals with SLT and MPS (Complete)
 - February – revisions based on feedback (complete)
 - March – Sign off proposals for high level and MPS data framework
 - April-June – development of MOPAC and partnership data framework (MOPAC framework dependent on 'Impact Narrative' project)
 - April-July – Development of indicators and data presentation (aligned to tech development for published information).
 - August – Go live based on Q1 2022/23 data.
- 2.8. **Revising the published information**
 - December – workshops on structure for website (Complete)
 - January-March – developing the landing page to published with the PCP (complete)
 - February – developing the outline proposal
 - Workshop to develop outline proposal – Wednesday 2 Feb (complete)
 - Develop scope document – 18 February (complete)
 - Change Programme Board sign off – 1 March (complete)
 - March/April – developing the dashboard taxonomy
 - March/April – user testing and socialisation with GLA colleagues
 - April-July – further technical development and testing
 - August – Go live based on Q1 2022/23 data
- 2.9. **Developing our financial oversight framework** (finance team focus on budget may impact these dates)
 - February – summary of existing financial oversight of MPS (complete)

- February – initial consultation with MPS (slipped)
- February – development of proposals (slipped)
- April/May – detailed development

3. Community Engagement strategy

- 3.1. MOPAC's community engagement strategy aims to ensure MOPAC works together with communities to drive effective scrutiny and accountability in policing, so that both MOPAC and MPS decision-making and practice are actively shaped by the lived experience of, and engagement with, London's communities. In essence we are moving from purely engaging with communities to proactively helping them oversee the MPS and using that work to inform our own oversight.
- 3.2. There are three strands to this work (i) the borough-based mechanisms for police-community engagement, police accountability, collaborative problem solving and community involvement in a wide range of community safety matters, currently delivered through Safer Neighbourhood Boards; (ii) local mechanisms for community scrutiny of police powers, including Stop and Search Community Monitoring Groups, who dip sample records and body worn video of encounters, and the statutory Independent Custody Visiting Scheme, which operates across all London custody suites with volunteers providing a snapshot of conditions and a check on whether detainee rights and entitlements are being upheld; and (iii) targeted and/or ad hoc engagement activity focussing in on particular themes/concerns/issues, e.g. COVID-related hate crime, disproportionality in the use of COVID powers and the development of the Mayor's Action Plan for Transparency, Accountability and Trust in Policing (MAP).
- 3.3. These mechanisms have been in place for many years, so a timely review of the community engagement and scrutiny mechanisms is under way, also taking account of direct feedback gathered through the development of the MAP. This work will ensure these mechanisms are most effective, have broad and diverse community membership and contribute to our work to build trust and confidence in policing. The review work will conclude in 2022 so that any recommendations can be taken forward and implemented from 2023 onwards.
- 3.4. As part of the new Police and Crime Plan, we are strengthening our approach to oversight of the MPS. Strengthening our community engagement and scrutiny and ensuring it is informing our oversight work is a key area for development in this mayoral term.

4. Re-baselining of Change Programme

- 4.1 A re-baselining exercise for the Change Programme took place during January 2022 which helped re-focus the programme and return more realistic

timeframes for the remaining deliverables. Since the inception of the Change Programme in November 2020, a total of 36 Deliverables (around 31%) have been completed. The re-baselining exercise has helped to clarify that there are 81 main deliverables that remain and that the Change Programme is not likely to finish until at least December 2022 and some projects, e.g. The Mayors Action Plan (MAP) and Equality, Diversity and Inclusion (EDI) will continue into 2022/23 and beyond.

- 4.2 The exercise also identified a likelihood that Phase 2 and other change projects will enter the Change Programme, which demonstrate the on-going need for the Change Programme Governance, however, some of the structures may need to be reviewed. The review highlighted challenges, in particular in terms of properly resourcing work that is 'on top of the day job' and managing scope and dependencies.
- 4.3 As a result of the re-baselining work, Change Programme Board agreed to prioritise projects that were close to finishing. There was also an agreement to manage risks and dependencies as a priority, as these were identified as holding up progress in some areas. The governance process and PPM approach is working well for the Change Programme. MOPAC is using the knowledge from this model in its development of a governance model for the Police and Crime Plan work.

5. Overview of GIP

- 5.1 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.
- 5.2 Between the period 1 January and 28 February, 1 further improvement action is marked as complete, bringing the total overall to 7. And a further 7 actions are reported as on track. There are currently 6 recommendations where the initial delivery timescale has been revised. Most of the remaining actions will be delivered over the next 2 quarters. There are some exceptions where programmes have been put on hold due to resourcing pressures. These were detailed in the report to the Panel in January.

Key Achievements and areas for improvement

- 5.3 Work continues to progress through improvements in MOPAC's governance and control mechanisms. Since MOPAC last reported to Audit Panel in January there has been one new completed action. 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. A re-baselining

exercise has taken place which provided much needed focus to the remaining deliverables and more achievable timescales.

5.4 Completed actions: -

5.5 **ICV Scheme arrangements (F1)** have been reviewed in the light of COVID-19 recovery to ensure that volunteers are able to speak directly to detainees and safely resuming face-to-face visits. All areas are now receiving visits and to ensure that the scheme is sufficiently supported, MOPAC has secured additional resources.

5.6 Within the monthly review of the GIP there are 6 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.

5.7 **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).** – MOPAC has certainly improved how it plans, runs and reviews projects through the work of the Change Programme. Work continues to further improve in this area. A re-baselining exercise took place during January 2022, which has re-focused all projects within the programme and ensured that achievable target dates set for remaining deliverables. A training programme is still planned, alongside the roll out of PMO ways of working, which aims to improve staff skills of project management and further embed good practice. A benefits re-baselining exercise is taking place during March which aims to focus project leads on realising the benefits of their work and identifying lessons learned.

5.8 **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).** Plans are in development to set out a governance plan and delivery plan against the core objectives set out. A set of workshops have been held to establish the policy work under each PCP workstream. Named leads will host regular meetings to monitor progress and understand risk to delivery. The complexity of this design work has meant this action has slipped, however, MOPAC will ensure that resource is dedicated to this over the next quarter to ensure the framework is finalised.

5.9 **MOPAC will work to develop an explanation of how we hold the MPS to account and extend this to finance. MOPAC to articulate and publish its oversight model over MPS financial and operational performance. (C5)** - This is linked to the 'Agree our oversight framework' project in the MOPAC Change Programme. There has been progress over the last quarter and the finance proposals have been developed. There is work to do to ensure that there is MPS involvement in the development of the financial oversight framework. This work has been re-baselined with a more realistic timeframe now in place.

- 5.10 **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 remains due to re-prioritisation of work in contracts management team which has impacted on this project completion. Additional resource has been sourced and it is hoped this work will start to progress over the coming months.
- 5.11 **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. Further work to develop a new process of follow up oversight to assure DMPC that recommendations is being developed.
- 5.12 **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/Q1, where we will ensure to join up the two approaches further.

6 Equality and Diversity Impact

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

7 Financial Implications

There are no direct financial implications from this report.

8 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.

9 Risk Implications

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

10 Contact Details

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11 Appendices and Background Papers

Appendix A – MOPAC Governance Improvement Plan – Official Sensitive

Appendix B – PCP Framework Online Version

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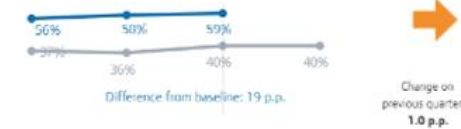
MOPAC is overseeing the delivery of the Mayor’s Police and Crime Plan by tracking a core set of measures of policing and crime activity. These measures reflect the Mayor’s priorities and the activity and input of all criminal justice partners. MOPAC’s outcomes framework presents a balanced view across the priorities set out in this Plan.

Londoners are safer - Crime prevalence

New metric on crime prevalence to be added.

Our Vision:
London is a Safe City for All

Londoners feel safer - Worry about crime



Victims are better supported
(click here for full dashboard)

Overall victim satisfaction with the MPS

Change on previous quarter: **0.0 p.p.** →



Overall victim and witness satisfaction criminal justice wide

New CJS survey will capture both victim and witness satisfaction levels across the entire Criminal Justice system.

Violence is prevented and reduced
(click here for full dashboard)

Violence with injury offences

Change on previous month: **-0.7%** →



Homicide cumulative total

Change on previous month: **-3** →

There has been 1 teenage homicide so far this year (2022), compared to 4 during 2021.



Trust and Confidence increases
(click here for full dashboard)

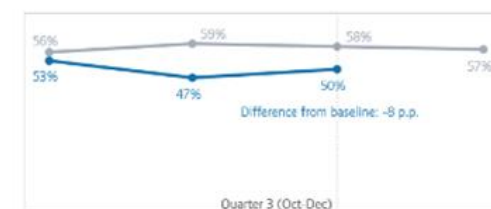
Trust in police

Change on previous quarter: **0.0 p.p.** →



Confidence in police (Good job local)

Change on previous quarter: **3.0 p.p.** →



Protecting people from exploitation and harm

We will take a qualitative approach to assessing impact in relation to protection of vulnerable children and adults. No quantitative measures are proposed