

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

# MPS-MOPAC JOINT AUDIT PANEL

## 28 March 2022

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### Digital Asset Management Procurement Review Commercial Update

Report by: The Chief of Corporate Services

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#### Report Summary

##### **Overall Summary of the Purpose of the Report**

This report provides an update on Commercial Services' progress delivering recommendations from the DARA audit report, 'Digital Asset Management Procurement Review'. This includes an update on the implementation of the Commercial Blueprint model specifically addressing action 21:

- Roles and responsibilities for Commercial activity – business and Commercial
- Status of the Commercial Function
- Capacity and Capability of Professional Procurement support
- Compliance with approved process
- Appropriate sign off in line with Contract Regs and approved process
- Streamline business processes, maintain appropriate records - supported by effective IT system

#### Recommendations

The Audit Panel is recommended to note the report.

## 1. Supporting Information

- 1.1. In August 2020, recommendations from the DARA audit report, 'Digital Asset Management Procurement Review', were presented to the MPS. This followed concerns about the Box tool and resulted in a report containing 30 recommendations.
- 1.2. This paper outlines progress on the implementation of the Commercial Blueprint model since the audit (action 21).

### ***Status of the Commercial Function***

- 1.3. The delivery of Commercial's strategic priorities and pillar team/individual objectives are monitored and managed consistently and periodically across Commercial Services. Mid-year reviews took place across all teams and were moderated in formal sessions by Commercial Senior Management Team, chaired by the Director of Commercial Services. Planning is underway for end of year performance reviews and objectives for 2022/23.
- 1.4. Through the Commercial Continuous Improvement Assessment Framework (CCIAF), rating organisations "In Development", "Good", "Better" or "Best"; the Cabinet Office have awarded the MPS with an overall maturity rating of "Good". This shows a marked improvement from the "In Development" rating in 2019 and reflects a huge step forward in commercial capability and operating standards. Commercial is on target to achieve a "Better" rating in 2022/23.

### ***Capacity***

- 1.5. A Commercial Services recruitment plan has been developed and implemented. A specialist commercial recruitment agency was appointed in September 2021 for the recruitment of senior commercial posts and recruitment campaign has been initiated. Over the past twelve months, 20 candidates have been offered permanent roles and have either commenced in post, or are going through vetting. The residual vacancy rate is 28%.

### ***Capability***

- 1.6. Government Commercial Function (GCF) Assessment & Development Centre accreditation completion status is at 93% with 1 staff member on maternity leave and the other staff member to complete.
- 1.7. To enhance Commercial Capability across the MPS the Contract Management Foundation Course from the Government Commercial College has been introduced to both Commercial and non-Commercial employees. 123 MPS employees have been accredited with 88 currently working towards accreditation. In addition, The Gap Partnership has also been engaged to develop negotiation skills of Commercial Services employees and to improve the commercial acumen of our senior stakeholders/senior responsible owners (SROs).

## **Commercial Policy & Assurance**

1.8. A Commercial Handbook has been developed and launched and is available to Audit Panel members to review on request. The Handbook is a key policy document written with both Commercial Services and the end-user in mind. It includes:

- Clearly defined roles and responsibilities between the business and Commercial Services for the management and execution of commercial activity
- A guide to the Commercial Business Partnering approach
- Guidance on using Framework Agreements, including a new G-Cloud User Guide
- Appropriate sign off limits in line with MOPAC Scheme of Consent & Delegation and MPS Contract Regulations
- Processes and procedures embedded in the commercial lifecycle management system (Coupa), ensuring streamlined commercial business processes and appropriate record keeping

1.9. The Handbook has adopted a quarterly review cycle and is signed off by the Commercial Design Authority. A log has been created to document and track future handbook additions and feedback has been added as a standing agenda item at the new "Commercial Systems Working Group".

1.10. Following the implementation of Coupa in January 2021, a Risk Assess module has been designed, built, tested and implemented. The module will support the identification, management and reporting of supplier and contract risks. Technical go-live happened in October 2022 and Wave 1 (Commercial training and on-boarding of suppliers with contracts segmented as Strategic and Category 2) is now underway.

1.11. A revised Commercial Governance Model has been implemented and is being successfully embedded. Commercial risks are reviewed at Extended Senior Management Team on a monthly basis. In addition, a Commercial Assurance Framework is being finalised and is due to be signed off by Commercial Design Authority at the end of March 2022. This aims to drive consistency across commercial activity to ensure MPS is working within and being compliant to legislative requirements, commercial policies and best practice governance and controls.

## **2. Equality and Diversity Impact**

No equality and diversity implications are noted.

## **3. Financial Implications**

No financial implications are noted.

## **4. Legal Implications**

No legal implications are noted.

## **5. Risk Implications**

No additional risk implications are noted.

**6. Contact Details**

Report author:

Katherine King, Commercial Director Enablement & Performance

On behalf of Mark Roberts, Director of Commercial Services

**7. Appendices and Background Papers**

None