

MPS-MOPAC JOINT AUDIT PANEL

3 October 2022

MOPAC Commissioning Framework Update

Report by: Director of Commissioning and Partnerships, MOPAC

Report Summary

Overall Summary of the Purpose of the Report

This report updates the panel on ongoing work being carried out by MOPAC to improve commissioning practice, following completion of the delivery on the recommendations of DARA's audit on its Grants and Commissioning Framework. This follows the previous report given to the panel in October 2021.

Key Considerations for the Panel

This report follows the paper submitted to the Audit Panel in September 2021 noting the completion of the implementation of each of the recommendations of the external review of MOPAC's grant award and procurement processes, conducted in 2019 and updated in June 2021.

This report provides an update on the progress made in further work to improve Commissioning practice at MOPAC. The panel is requested to review the report and note the progress made.

Interdependencies/Cross Cutting Issues

Improvement actions in relation to MOPAC's commissioning processes are also included in the Governance Improvement Plan that is submitted to the Audit Panel.

Recommendations

The Audit Panel is recommended to:

- a. note the report and the further progress made since the last report submitted to the Audit Panel in October 2021.

1. Supporting Information

- 1.1. Expenditure related to commissioned services accounts for a significant and increasing proportion of Mayor's Office for Policing and Crime's total expenditure, and has grown in recent years to £59.9m in 2021/22.
- 1.2. DARA carried out a follow up review of MOPAC's grants and commissioning framework in June 2021. This followed the original review which was carried out in June 2019.
- 1.3. Further to implementation of the recommendations of the DARA report the Director of Commissioning and Partnerships sponsored the Improving our Commissioning Practice project during 2021. This report updates on delivery and benefits of this project.
- 1.4. A project closure report is appended to this report.

Key Achievements

- 1.5 The Improving our Commissioning Practice project sought to define and shape MOPAC's approach to commissioning and provide training and a framework for commissioners across MOPAC, primarily but not exclusively within the Commissioning and Partnerships directorate, to commission effectively for Londoners. It covered the commissioning cycle (planning, securing services and monitoring and evaluation) and focused in on key aspects of that process, which will include needs analysis, options appraisal, specification development and contract management.
- 1.6 The Project has helped to increase the knowledge, skills and confidence of MOPAC Commissioners and has directly contributed to MOPAC's key policy vehicle, the Mayor's Police and Crime Plan (PCP) through the development of a new Commissioning Framework to set the direction for commissioned services within the PCP.
- 1.7 The Training Programme co-designed with commissioners as part of the project was based on sector-leading expertise provided by the Public Service Transformation Academy (PST) with each participant receiving 35 hours of training and 10 hours of coaching. The results of the project are already evident and ways of working are changing. For example, in contract management, Commissioners are starting to change the focus away from targets more towards evidence of what works. Vanguard projects include the new Single Front Door with an alliance-based commissioning approach and the Sexual Violence Programme being used as an example of how MOPAC can commission future services.
- 1.8 The July MOPAC staff survey included a specific qualitative question on the project, with **86%** of respondents from the Commissioning and Partnerships directorate reporting they could feel the impact of the programme.

2. Equality and Diversity Impact

Equality and diversity considerations form part of MOPAC's commissioning processes, including through research and consultation activity to ensure that the diverse needs of service users are understood and that their voices inform the specification for services. A key part of the training programme was focussed on providing more considered approaches to diversity and inclusion considerations in how we commission services to tackle disproportionate outcomes.

3. Financial Implications

There are no financial implications arising directly from this report.

4. Legal Implications

The Police Reform and Social Responsibility Act 2011 provides MOPAC with power and duties beyond policing, including responsibility for the delivery of community safety, reducing crime and consulting victims, alongside an ability to commission crime and disorder grants.

In addition, Section 143 (1) (b) of the Anti-Social Behaviour Crime and Policing Act 2014 provides an express power for MOPAC, as a local policing body, to provide or commission services "intended by the local policing body to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour." Section 143(3) specifically allows MOPAC to make grants in connection with such arrangements and any grant may be made subject to any conditions that MOPAC thinks appropriate. MOPAC assumed devolved responsibility from the Ministry of Justice (MoJ) for commissioning the majority of victims' services in London from 1 October 2014.

5. Risk Implications

The management of risks relating to the delivery of MOPAC's commissioned services is embedded into MOPAC's internal governance processes, including through budget meetings, the Commissioning Delivery Group and the monthly Procurement, Contracts and Grants Oversight Board.

6. Contact Details

Report author: Tom Burnham, Head of Policy and Commissioning
Contact: tom.burnham@mopac.london.gov.uk

7. Appendices and Background Papers

Project closure report. – official sensitive