

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

## MPS-MOPAC JOINT AUDIT PANEL

### 3 October 2022

## MOPAC Governance Improvement Plan

Report by: The Director of Strategy & MPS Oversight

### Report Summary

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

This report is presented to Audit Panel to provide an overview of MOPAC's approach to governance going forward, outline the key areas of improvement and the actions in place to address them.

#### ***Governance Improvement Plan 2022/23***

The Governance Improvement Plan is a live improvement plan bringing together the improvements identified in the AGS 2021/22 with those carried forward from the Governance Improvement Plan 2021/22 (last year).

This report provides a Q2 review on MOPACs Governance Improvement Plan, showing completed actions and progress updates on those still live. The full Governance Improvement Plan is included at Appendix B.

### Recommendations

The Audit Panel is recommended to:

- b. Note the improvements being made in MOPAC Governance through the Governance Improvement Plan.

## **1. Supporting Information**

- 1.1 More detail on MOPACs approach to governance is set out in the two Appendices accompanying this report.
- 1.2 MOPAC has used the *CIPFA - Delivering Good Governance in Local Government guidelines* to conduct an assessment of its current position in respect of governance. The results of this have been used to supplement the existing Audit recommendations within our Governance Improvement Plan.

This approach has allowed us to identify some new areas of work to drive further improvement. These are summarised below.

## **2. Overview of GIP**

- 2.1 Between the period 1 July and 30 September, 7 actions have been marked as complete and 25 actions reported as on track with target dates that fall in 2022/23. There are currently 3 recommendations where the initial delivery timescale has been revised and 4 are on hold.
- 2.2 There are 39 work-streams captured in the MOPAC Governance Improvement Plan for 2022/23.

### **Key Achievements and areas for improvement**

- 2.3 Work continues to progress through improvements in MOPAC's governance and control mechanisms. Since MOPAC last reported to Audit Panel in July there has been 7 new completed action.
- 2.4 Completed actions: -
- 2.5 **LCRB sub-board governance review (B1)** – The first London Crime Reduction Board was launched with the ToR and work plan approved at this first meeting. MOPAC are working with partners to refine outcomes. The next two London Criminal Justice Board meetings are scheduled for Sept and December and will embed the new outcome-focused delivery model. A further action looks to embed this work further.
- 2.6 **Develop a strategic learning and development plan (D1)** – closed this action as a new action from the AGS picks this work up (D5).
- 2.7 **Develop a cohesive leadership team to deliver the objectives of the Change Programme (D2)** - SLT have continued to develop as a cohesive leadership body throughout the year. This includes regular away days, joint work and learning on organisational resilience, gap analysis and action planning, and a co refresh of MOPAC's vision, mission and delivery mechanisms. This work has extended to include a line managers forum, which is established and meeting in November for an away day to cement learning and further develop leadership skills. This project in the Change Programme has been completed and has met its objectives.
- 2.8 **Develop a fully formed wellbeing approach (D3)** – A reset of the wellbeing offering is now in place including additional interventions such as vicarious trauma. The project is therefore closed, however further to staff survey analysis and the refresh of the People Strategy this workstream will be reviewed and built upon during 2023.
- 2.9 **Develop a systemic feedback mechanism to improve oversight (G1)** - Strategy Dir has set up a feedback mechanism from all strategic oversight

meetings, to ensure that actions are followed up. A central email is being set up for flow of information to oversight conversations. This information is fed into an internal governance meeting, Oversight Analysis meeting, to inform decisions on oversight topics.

- 2.10 **Zero-based budgeting exercise (G9)** - This exercise has been completed, and the outcome reported to MOPAC Board the beginning of September. Work to produce the 2023/24 draft budget is ongoing. A final draft is due to be presented to MOPAC Board 15 November.
- 2.11 **Aligning budget to PCP objectives (G10)** –The Finance team worked with Strategy and Commissioning & Partnerships directorates to align all the commissioned services and procured work to the PCP for the current financial year.

Actions where timescales have slipped

- 2.12 **Reviewing the way MOPAC plans, runs and reviews projects (B2)** - Work has developed in this area through the Portfolio Board and the newly established PCP Programme Board and how MOPAC programme manages the work. A further re-prioritisation exercise is taking place, which will refine focus on the key projects. Further work needed to embed PM in the organisation and upskill staff.
- 2.13 **MOPAC to articulate and publish its oversight model over MPS financial and operational performance (C4)** - There is work to do to ensure that there is MPS involvement in the development of the financial oversight framework
- 2.14 **Implement a risk management approach that links project and programme risk to corporate risks (G2)** - A risk management framework/policy will sit alongside the corporate risk register. This will be reviewed at Gov and Risk Working Group in Oct and will be subject to final approval at MOPAC Board.

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

The governance improvement plan itself contains a number of actions relating to equality and diversity, not least the focus on our EDI strategy.

### **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**

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**8 Appendices and Background Papers**

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