

Finance, Change and People Oversight Board

Record of Meeting 24 January 2023

Present

MOPAC

Diana Luchford, Chief Executive

Kenny Bowie, Director of Strategy and MPS Oversight

Amana Humayun, Chief Financial Officer and Director of Corporate Services

Elliott Ball, Head of Corporate Services and Financial Oversight

Judith Mullett, Head of MPS Oversight – Workforce and Professionalism

MPS

Sir Mark Rowley, Commissioner

Clare Davies, Temporary Director of Resources

Michelle Thorp, Director of Transformation and Temporary Director of Strategy and Governance

Ian Percival, Director of Finance

GLA

David Bellamy, Mayor's Chief of Staff

Apologies

Sophie Linden, Deputy Mayor for Policing and Crime

Dame Lynne Owens, Deputy Commissioner

1. Minutes and Actions

- 1.1. The minutes of the Finance, People and Change Oversight Board meeting on 22 September 2022 were noted and approved. The completed actions were noted, along with the fact there were still a number of outstanding requests for information.

2. Finance

- 2.1. Amana Humayun outlined that the areas for discussion, based on the Quarter 2 report and Quarter 3 2022/23 likely outturn (which was being finalised), were

capital underspend, overtime overspend and the latest position on the Police Uplift Programme (PUP).

- 2.2. Ian Percival provided a high level outline of the likely budget position at the end of Quarter 3. It was noted that there was underspending on pay and an overspending on overtime pay as a result of vacancies and surge resourcing in priority areas. The MPS was scrutinising the overtime expenditure. The MPS would set out the reasons for the use of overtime so it was clear what it was being used for.

Action 1: MPS to set out the reasons for the use of overtime so it was clear what it was being used for, and share this with MOPAC by the end of March.

- 2.3. There was a discussion of the difficulties with police officer recruitment and the implications for the MPS. The MPS advised that recruitment to PCSO roles would not face the same difficulties as it was a different market to police officers. Increased PCSO recruitment was commencing that week, with the training being updated and the set-up costs established.

- 2.4. The MPS advised that it was investigating the drivers for officer attrition and that this would be used to inform how they can address it.

Action 2: MPS to share with MOPAC its analysis of officer attrition as soon as this was available.

- 2.5. The Board was advised of the latest estimated shortfall in meeting the PUP target, and the implications for the budget of reduced Home Office funding as a result. There was a discussion of the officer / staff mix in the MPS and the advantages for policing London of increasing the ratio of staff.

- 2.6. The MPS was scrutinising its capital budget in light of there again being an underspend and would be providing MOPAC with a revised forecast.

Action 3: MPS to share with MOPAC its revised capital forecast following completion of scrutinising the capital budget.

- 2.7. The MPS was asked how it planned to track the spend and performance of the additional funding the Mayor was providing. It advised that scrutiny panels were being established to look at quarterly outturns and thematic areas. It was also establishing an efficiency and savings programme.

- 2.8. Regarding funding the cost of the Commissioner's reform programme for 2023/24 and future years, the MPS advised it would provide MOPAC with the detail on this, which it was currently working on.

Action 4: MPS to provide to MOPAC, as soon as available, detail on the cost of its reform plans and how they would be funded in 2023/24 and future years.

- 2.9. It was noted that the Mayor's decision on any additional monies available was not yet known, but that options for what any additional funding from the Mayor could be spent on were needed as soon as possible.

Action 5: MPS and MOPAC to work urgently on options for priorities – particularly linked to Police and Crime Plan objectives - for any additional funding were extra money to be available.

2024/25 Budget Development

- 2.10. There was a discussion on the development of the 2024/25 budget and the need for work to commence on this as soon as possible. The MPS advised it would devise, in consultation with MOPAC, a timetable for developing the 2024/25 budget, including milestones.

Action 6: MPS to devise, ahead of FY 23/24 beginning, and in consultation with MOPAC, a timetable for developing the 2024/25 budget, including milestones.

Command and Control

- 2.11. The delays in the project to replace the Command and Control IT were noted, and the resulting increased costs. Michelle Thorp provided an update on the project, advising that it was now 80% delivered and that there was increasing confidence in completion of the final stage.
- 2.12. MOPAC asked about the assurance MPS was receiving to give it confidence in the revised delivery of the project. MPS advised that they have had external assurance, which they will share with MOPAC. It also acknowledged that more assurance was needed on the new design and delivery.

Action 7: MPS to share with MOPAC the external assurance it received on the Command and Control project.

3. Quarterly Transformation Portfolio Update

- 3.1. The scale of the MPS's Turnaround Plan was noted, and the MPS was asked how projects were prioritised and how demand was understood across the organisation. The Commissioner set out the process for prioritisation and the areas where changes had already been made or were underway.
- 3.2. MOPAC asked whether there was currently sufficient capacity and capability in Transformation to support the level of change required and whether external expertise would need to be brought in to support the MPS. The Commissioner acknowledged that further capacity and capability was needed in Transformation given the increased demands, and said it was his intention to bring in external expertise to support key elements of the programme.
- 3.3. The Commissioner commented on the increased work in the Professional Standards Directorate, the importance of ensuring they had the capacity to deal with this and his plans for addressing that. He noted that this would very

likely require tasking teams from non-DPS areas to help with the historical work (e.g Onyx and the PNC/PND data wash).

- 3.4. The Commissioner advised that the MPS would be sharing with the Home Office analysis it had undertaken on misconduct case outcomes pre and post the implementation of Legally Qualified Chairs running misconduct hearings and that this would be shared with MOPAC.

Action 8: MPS would share with MOPAC the information it is providing to the Home Office on the impact that the move to Legally Qualified Chairs has had on the outcomes of misconduct hearings.

- 3.5. Michelle Thorp advised that programme mandates were being developed for the key areas of the Turnaround Plan, and that they would be shared with MOPAC.

Action 9: MPS to share with MOPAC the programme mandates for the key areas of the Turnaround Plan.

4. CONNECT

- 4.1. The MPS provided an update on the implementation of drop 1 of CONNECT. Michelle Thorpe advised that lessons were being identified that they would use to inform drop 2. She noted that there was a live discussion about whether this would need to be delayed but that no final decisions had been taken at that point.

Action 10: Once complete, MPS to share with MOPAC their initial analysis of whether or not it will be necessary to delay Drop 2
