

MPS-MOPAC JOINT AUDIT PANEL

Monday, 28 November 2022, 14:30

Teams

Membership

Suzanne McCarthy (Chair)
Reshard Auladin
Graeme Gordon
Jon Hayes

Attendees

MOPAC

Sophie Linden, Deputy Mayor for Policing and Crime (tbc)
Diana Luchford, Chief Executive
James Bottomley, Head of Oversight and Performance

MPS

Dame Lynne Owens, Interim Deputy Commissioner
Michelle Thorp, Director of Strategy and Transformation

Audit Representatives

Internal Audit – David Esling and Lindsey Heaphy - Heads of Internal Audit MOPAC and MPS

Business to be considered

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**The next meeting of the Audit Panel is
scheduled to be held on 16 January 2023**

MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

28 November 2022

Met Response to External Recommendations

Report by: Director of Strategy and Transformation

Report Summary

This report sets out the Met progress on the four areas requested by the Panel:

- An **update on the work being undertaken to bring together all report and inspection recommendations** that are outstanding
- The MPS's **response/reaction to Baroness Casey's interim report into misconduct in the MPS** (including standing up a new pro-active Anticorruption and Abuse Command)
- The enhanced **governance arrangements** supporting the delivery of the recommendations, and the Met's wider reform plan, including how activities and plans in response to external reviews are being aligned and managed
- How the MPS will be **assuring** itself that, when actions are completed, the underlining strategic issue have been addressed.

Key Considerations for the Panel

Extensive work has taken place to consolidate recommendations, alongside the Commissioner's strategic priorities for reform into a Met Turnaround Programme. This will ensure that the organisation does not address recommendations in isolation, but rather considers drivers and root causes of scrutiny bodies findings, together with the Commissioner's reforming ambitions for the Met in the round. The Met is using its Enterprise Wide View of Change (EWOC) tool to track and support progress while following robust project and performance management in their implementation.

Interdependencies/Cross Cutting Issues

By aligning activities and plans in response to all external inspections, reports and audits, together with our strategic plans, the Met will ensure that interdependencies are identified and addressed in a systemic way.

Recommendations

The Audit Panel is recommended to:

- a. Review the proposed new Turnaround Programme that has been reshaped to address existing transformation, external bodies' recommendations and the Commissioner's strategic ambitions for reform – noting it is subject to further Board feedback

- b. Review the proposed governance and discuss how the Panel would want to support the Met through implementation.

1. Supporting Information

RESPONDING TO RECOMMENDATIONS

- 1.1. The Metropolitan Police Service has a strong mandate for change to ensure that it delivers the best possible policing for London, driving forward the Met's mission of more trust, less crime, high standards. The leadership team will modernise policing by consent – fixing the Met to be fit to serve. This can only be achieved through an ambitious programme of reform. A considerable effort has gone into formally initiating a full programme of work with new governance and supported by dedicated resources. As part of this, the Met intends to address the recommendations and areas of concern that led to the MPS being moved into the *Engage* phase of monitoring by HMICFRS, and we will tackle Baroness Casey's devastating findings on misconduct with a rigorous programme to ensure delivery. This work is being underpinned by a new strategy that sets out clearly the ten priorities the Met needs to focus on that mandate.
- 1.2. Through October and November, the MPS carried out an assessment of the 152 open recommendations from HMICFRS and DARA, Independent Office for Police Conduct (IOPC) and Prevention of Future Deaths (PFD) reports from Coroners), as well as the advice received from Baroness Casey in the interim report. We are also in the process of consolidating the recommendations from MOPAC: namely the Gangs Matrix, the Harris Review into Preparedness, the Mayor's Action Plan, the Ethics Panel reviews (on Live Facial Recognition and of Special Case Hearings), and a number of new recommendations recently received (notably from HMICFRS' inspection of vetting, misconduct, and misogyny in the police) into a single source repository and management tool.
- 1.3. Our analysis of recommendations has identified a requirement for systemic change, which the MPS is addressing through a new Turnaround Programme (set out in **Appendix 1**), using rigorous programme and project management to enable regular assessment of progress, identification of risks and issues and focused benefits realisation. The proposed portfolio would deliver against 103 of the 152 currently outstanding recommendations, emerging from 48 reports. Of the remaining 49 recommendations, 39 are being delivered through local improvement rather than programmes of work in this portfolio. 10 recommendations have been identified as delivered through policy improvements or other mechanisms, and following review to ensure they have been appropriately implemented, may be recommended for closure.

Strategic priority	Number of recommendations covered
We will be relentlessly data driven and evidence based in delivery	13
We will raise culture, values and standards	36
We will have the strongest ever neighbourhood policing	4
We will set the frontline up to succeed	5
We will develop high performing leaders at all levels of the organisation	11
We will take a proactive approach to preventing and reducing crime	0
We will provide a compassionate and effective service to victims and other members of the public who use our services	12
We will strengthen our work in Public Protection	18
We will innovate how we work, make the most efficient use of resources and reinvest where it matters most	0
We will build a strong foundation to stabilise and underpin delivery	4
Total	103

Table 1: Number of recommendations covered by each theme

- 1.4. The Turnaround Programme will deliver against 47 of the 51 “Engage” recommendations from the latest HMICFRS PEEL inspection 2021/22 and its inspection of the Metropolitan Police Service’s counter-corruption arrangements and other matters related to the Daniel Morgan Independent Panel. The remaining 4 are being delivered through local improvement rather than programmes of work. These are still being tracked through the same mechanism.
- 1.5. The Programme will also deliver against all of the priorities in the 100-day plan.
- 1.6. The proposed structure of the Portfolio and its position as a portfolio of the priority programmes across the Met were subject to approval by Management Board on the 24 November (See **Appendix 2** for more detail on composition.). Changes have been made to this paper to reflect some comments from that Management Board discussion. The Board agreed much of the detail but further nuances to the composition may be made following this discussion and others that were scheduled with individual Board members.
- 1.7. The composition of this Programme is the product of work carried out to reassess the pre-existing Tier One portfolio of change. This consisted of those programmes considered most important or significant to delivery of the Met’s

strategic objectives, and which reported to the Portfolio Investment Board (PIB) on a monthly basis. As part of this reassessment, seventeen programmes have either been removed from Tier One (with some retained under separate reporting structures) or merged with other activity to better focus delivery on our new strategic priorities. Additional programmes have been escalated into Tier One.

DELIVERING PROGRESS

- 1.8. The integration of recommendations within the Enterprise Wide View of Change (EWOC) will introduce a tracking mechanism that provides an enterprise-wide perspective on the Turnaround Programme of activities, aligned to an emerging new Strategy under the leadership of the Commissioner and his new Board.
- 1.9. **Appendix 3** sets out the format of Engage Portfolio Reports and expands on some of the key progress made recently on what is a substantial transformation programme. These include:
 - Project PEEL inception to boost our understanding and insight of demand and drive an intelligent use of resources
 - A new 180 strong pro-active Anticorruption and Abuse Command
 - Pro-active surges through Project Tenacity to make a significant impact on the number of outstanding suspects and offenders.
 - Increased capacity at MetCC to kick-start a substantial programme of improvements to our victim care.
 - Extensive CONNECT training across the force to ensure that Drop 1 remains on track – and ultimately improve crime recording
- 1.10. In line with Government best practice for successful project initiation, we are developing formal mandates for each of the new programmes sitting under the strategic priority areas, which will be taken to PIB in December for approval before SROs receive their commissioner-signed mandate. All SROs will receive specialist SRO training to ensure they are able to deliver according to the needs of the Programmes.
- 1.11. This will be supplemented by dedicated senior resource to lead, manage, challenge and report on the delivery of turnaround activity, ensure progress is achieved, and importantly, to ensure that expectations of quality and impact from those programmes are being realised.
- 1.12. Across Engage recommendations, and via the support of Turnaround Board and HMICFRS' Policing Performance Oversight Group (PPOG), we are using the welcome assistance from partners to accelerate progress and adopt best practice from others.
- 1.13. As part of the Executive Redesign project, the Met's Assurance capability will also be strengthened to ensure that when actions are completed, the underlining strategic issue have been addressed, and the benefits of transformation delivered.

GOVERNANCE ARRANGEMENTS SUPPORTING THE IMPLEMENTATION OF RECOMMENDATIONS AND THE MET’S WIDER REFORM PLAN

- 1.14. Governance has been designed to reflect the needs and the body of work in the Turnaround Programme.
- 1.15. **Portfolio & Investment Board (PIB)** will be responsible will be responsible for monitoring progress against:
 - (a) Whether we are delivering the changes we need and want;
 - (b) Where further investment or activity is required to meet the change mandate; and
 - (c) Where work is no longer aligned to our priorities and can stop.
- 1.16. It will be supported by the **Transformation Group**, a new board (draft terms of reference are attached at **Appendix 4**), which will be responsible for:
 - (a) Monitoring the health of the programmes in the portfolio;
 - (b) Advising PIB on actions to take to deliver against our priorities; and
 - (c) Assuring delivery of the benefits of our programmes.
- 1.17. PIB sits underneath, and reports to Management Board which will oversee organisational progress and strategic direction. Oversight Board, chaired by the Deputy Mayor for Policing and Crime, will provide the external scrutiny function. The diagram below sets out governance of this portfolio:

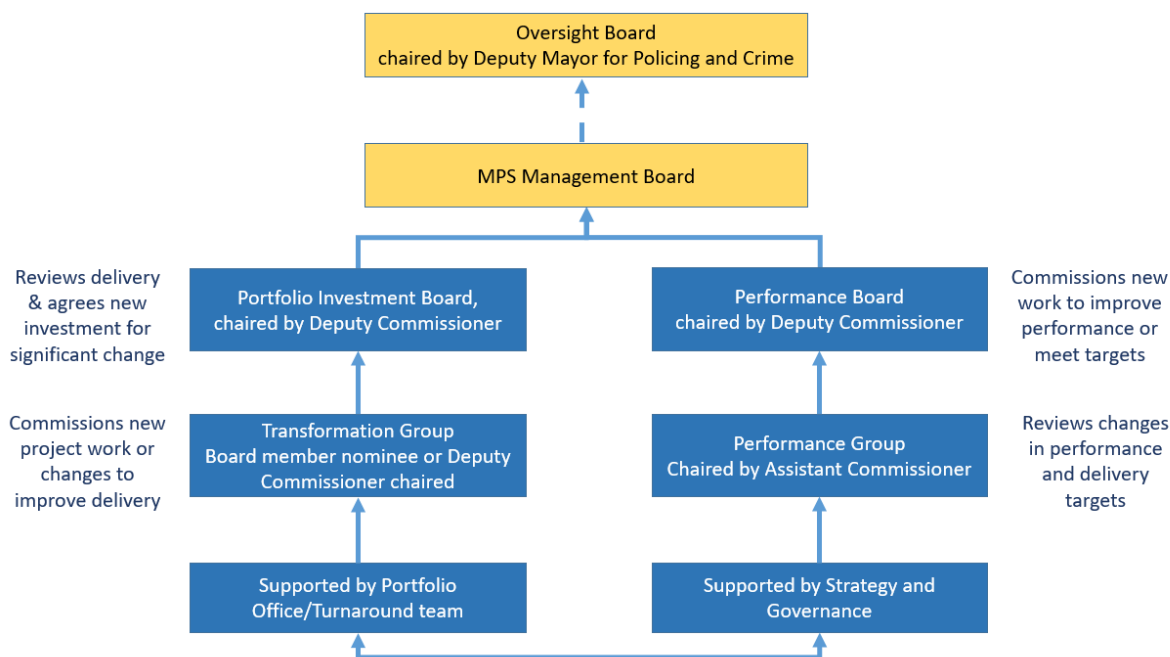


Diagram 1: Governance of Tier One Turnaround Programme

- 1.18. We recognise that the stock of open recommendations will fluctuate: since the last iteration, a number of them have been formally closed, following implementation, whilst new recommendations have been received. We receive about 70 HMICFRS and 200 DARA recommendations annually. The Transformation Group will help business units to develop potential responses

to new recommendations, providing advice to PIB on which are achievable and the method by which they may be achieved (formal programme or local delivery). PIB will be responsible for approving the on-boarding of each new recommendation and response. Transformation Group will then monitor and assure delivery of the subsequent work.

MET RESPONSE TO BARONESS CASEY'S INTERIM REPORT

- 1.19. The Met published Baroness Casey's interim report on misconduct in October. This follows an agreement with Baroness Casey earlier in the year that she would initially focus on the Met's misconduct system. This forms one part of the broader scope of Baroness Casey's Independent Report of the Met's Culture and Professional Standards. The Interim Report made eight main findings and provided advice (not recommendations) on what action the Met should take in response.
- 1.20. The findings cover a range of areas including timeliness of investigations, the Met's approach to repeat offenders, support for Professional Standards Units, the threshold of gross misconduct, disproportionality in the misconduct system and the use of regulation 13. Baroness Casey also made a number of broader comments including the need for urgent and effective improvement rather than incremental reform. Baroness Casey also highlighted that while there was an urgent need to make improvements within DPS she cautioned us that improvements in this area alone would not address her concerns pointing to a whole Met response rather than just one led from DPS.
- 1.21. On the day of publication, the Met published its initial response in the form of a [letter from the Commissioner to Baroness Casey](#). The Commissioner agreed that we would take this advice while also setting out some immediate steps including the creation of our new Anti-Corruption and Abuse Command (a 180-strong team, dedicated to protecting the Met's integrity will proactively hunt down corrupt officers using a wide range of tactics, and treating abuse and discrimination with the same seriousness as corrupt relationships with organised crime), the establishment of a new Met Leadership Academy and the clearer setting of expectations, alongside a review of the resilience and effectiveness of our recruitment, vetting, initial training, and performance management of new police officer recruits. These all form part of the new programme for Turnaround.
- 1.22. The advice received from Baroness Casey in the interim report has been integrated into the Consolidated Recommendations and Turnaround Programme. This includes the finalisation of a significant programme to shape our future direction and internal cultural aspirations. This follows our phase one - culture programme that completed in September 2022.

2. Equality and Diversity Impact

A substantial element of the new proposed Portfolio will help deliver positive impact across a number of Equality and Diversity areas, in particular programmes that sit under "We will root out corruption and act with integrity, upholding robust ethics, conduct and standards", "We will take better care of

victims & our customers” and “We will do more to protect the vulnerable”, as well as transformation to improve police’s use of powers, such as Stop and Search. All work will be subject to equality impact assessments and follow accessibility principles.

3. Financial Implications

There are no financial implications stemming from this report, however the mandates for each of the new programmes sitting under the strategic priority areas will set out the proposed funding, and will each be subject to the usual MPS and MOPAC approval processes.

4. Legal Implications

There are no legal implications arising from this report.

5. Risk Implications

The consolidation of all external recommendations, from HMICRS, IOPC, DARA, MOPAC and others, their implementation as part of wider programmes that aim to tackle the root causes, as well as the strengthening of governance overseeing implementation, will support the MPS in addressing corporate risks and the risks identified by individual recommendations.

6. Contact Details

Report author: Michelle Thorp, Director of Strategy and Transformation

7. Appendices and Background Papers

Appendices are official sensitive:

Appendix 1: Proposed New Tier One Turnaround Programme

Appendix 2: Met’s Ten Transformation Priorities

Appendix 3: Recommendations Portfolio Report

Appendix 4: Transformation Group Terms of Reference

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

28 November 2022

MOPAC's Oversight Framework

Report by: The Director of Strategy

Report Summary

Overall Summary of the Purpose of the Report

The Audit Panel noted at the October meeting the period of transition for the MPS and MOPAC and requested a dedicated meeting to better understand how the changes were being governed at a strategic level.

The MPS has been asked to update on the work to bring together all the recommendations outstanding in the Met (HMICFRS, DARA etc) and the governance surrounding those; and on the governance arrangements supporting the Met's wider reform plan, including how activities and plans in response to external reviews, including the Casey Review, are being aligned and managed.

Key Considerations for the Panel

The paper sets out the 'as is' position of MOPAC's oversight activity. Given the transition period and the key reforms required, we are reviewing the whole structure to ensure it is the best fit for overseeing the important reforms the new Commissioner wants to put in place and supports the Engage work as effectively as possible.

Recommendations

The Audit Panel is recommended to:

- a. Note the oversight activity in place to support the MPS reforms and that this is being reviewed.

1. MOPAC Oversight of the MPS

- 1.1. This report sets out how MOPAC oversees the MPS now, but this framework is under review to ensure it is optimal for the new Commissioner, his top team, and his plans for reform. MOPAC last presented its oversight framework of the MPS to the Audit Panel in June 2022. This model supports the delivery of the Police and Crime Plan and enables effective scrutiny of police operations to discharge our wider statutory duties.
- 1.2. The oversight framework sits within a revamped governance framework. The creation of two oversight boards, one focussing on performance and risk and the other on organisational management provides more space for discussion of organisational issues, risk, change management and assurance. The last oversight board meeting held in October focused on Victims – an area of high importance to the Mayor and MOPAC, and one where reforms are needed to better improve the response that victims receive from the MPS. We write to the MPS following each oversight board, requesting action be taken, and publish this on our website.
- 1.3. The Mayor and Deputy Mayor continue to meet with the MPS Commissioner at monthly bilateral meetings throughout the year, supplemented with deep dive meetings which allow oversight of critical longer-term issues. The Deputy Mayor also meets with the Commissioner, Deputy Commissioner, and members of the management board on a 1:1 basis.
- 1.4. The ENGAGE process of enhanced scrutiny by HMICFRS has its own governance in place. MOPAC supports the MPS in this process and attends the Police Performance Oversight Group meetings, alongside the Commissioner and Deputy (the Mayor also attended the September meeting). We welcome the process and the potential for support from other agencies to help reform and improve the MPS.
- 1.5. The areas that HMICFRS identified are not new to MOPAC and we have been pushing for improvements in the areas identified for some time and are pleased that there will now be extra impetus for change, and support in place to help.
- 1.6. In response to the reforms identified and the Commissioner's 100-day plan, each of the oversight meetings between MOPAC and the MPS is thematically planned, to ensure that our oversight is focussed on those areas that will have the greatest impact.
- 1.7. MOPAC has supported the MPS to consolidate recommendations from external reviews. The MPS is in the process of analysing these both thematically and to identify root cause. MOPAC will use this work to inform its oversight and ensure when meeting with management board at the MPS that these areas of concern are continually scrutinised, and the appropriate change is embedded.
- 1.8. MOPAC holds a monthly oversight analysis meeting internally to plan future oversight and track actions from previous meetings to ensure progress is continually being made.

1.9. A recent addition to our internal governance is a fortnightly oversight coordination meeting specifically highlighting issues raised in the HMICFRS Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection. This ensures focus on reform and progress against these key recommendations is priority.

2. Equality and Diversity Impact

MOPAC's oversight framework is in place to support the delivery of the Police and Crime Plan. This PCP aims to make a real difference to Londoners and specifically to reduce inequalities that exist within communities. The Plan sets out commitments expressly intended to further social integration and community involvement in policing and safety, and also sets out how we will challenge threats to integration. Our oversight framework ensures that these EDI impacts are delivered and felt by Londoners.

3. Financial Implications

There are no direct financial implications from this report.

4. Legal Implications

There are no direct legal implications from this report

5. Risk Implications

The MPS will be reviewing its corporate risk register in 2023 in line with the Commissioner's forthcoming strategy. MOPAC sits on the MPS Risk and Assurance Board and provides a critical point of view.

6. Contact Details

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