

# Finance, Change and People Oversight Board

## Record of Meeting 30 June 2023

### Present

#### **MOPAC**

Sophie Linden, Deputy Mayor for Policing and Crime

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, Chief People and Resources Officer

Michelle Thorp, Temporary Chief Strategy and Transformation Officer

Ian Percival, Director of Finance

Martin Tunstall, Chief of Staff

#### **GLA**

David Bellamy, Mayor's Chief of Staff

### **1. Minutes of Meeting 30 March 2023**

1.1. The minutes of the Finance, Change and People Oversight Board on 30 March 2023 were agreed and the update on the actions noted.

### **2. New Met for London Plan**

2.1. There was a discussion of the New Met for London plan, with the Deputy Mayor for Policing and Crime (DMPC) noting that there had been good engagement by the MPS with MOPAC on its development. The Commissioner outlined the plans for launching it in each of the 32 London boroughs.

### **3. Command and Control**

- 3.1. There was a discussion of the issues arising with the planned implementation of the new Command and Control IT. The MPS outlined the changes that had been made to the programme and the discussions that had been held with the suppliers and with Crown Commercial Service.
- 3.2. The DMPC noted that improving Command and Control IT was one of the issues for the MPS to be moved out of the Engage process by the HMICFRS. The MPS needed to ensure that it had contingency plans for if the current solution could not be implemented as expected.

### **4. CONNECT**

- 4.1. The MPS provided an update on 'drop 1' of the implementation of the CONNECT IT programme. They outlined how they had strengthened governance of the programme and implemented additional controls ahead of 'drop 2'.
- 4.2. The MPS advised that they were agreeing with the providers the priority for fixing the issues in 'drop 1'. The MPS would check and advise MOPAC whether the issues encountered by the CPS were due to user error or if a fix was needed (**Action 1**).
- 4.3. There was a discussion of the milestones that needed to be achieved in order for the final 'go live' decision for 'drop 2'. This included all users undertaking face to face training.
- 4.4. The Commissioner advised that they were constantly weighing the risks associated with delaying 'drop 2' and identifying improvements that would be made from learnings from 'drop 1'. It was emphasised that the MPS needed to assume that problems would arise with the implementation of 'drop 2' and to have contingency plans and capacity to fix them quickly.
- 4.5. The MPS would share with MOPAC the principles around the go/no go decision for 'drop 2' and the remediation plan (**Action 2**).

### **5. Q4 2022/23 Finance Report, In-year Management and Budget 2024/25**

- 5.1. Amana Humayun noted the issues that persisted at the end of 2022/23 as they had in previous years – underspends in officer pay, overspends in overtime, significant underspends/slippage in capital spend and lower than budgeted drawdown on reserves. She noted the work that the MPS was doing to address these, including with MOPAC, and asked the Commissioner how he was getting assurance that these issues would not occur in 2023/24.
- 5.2. The Commissioner acknowledged that these were issues that had persisted over a number of years, that they understood the causes and were addressing them. His reform programme was adding extra complexity to budgeting and they were becoming more tactical and strategic with budgeting.

- 5.3. Clare Davies provided an update on the work the MPS was doing to address the budget issues and was confident that improvement would be seen in the Q1 2023/24 outturn. The work included:
- The need for greater scrutiny of capital bids, the capacity to implement capital programmes and understanding optimism bias in the bids.
  - A deep dive on reserves with the MOPAC finance team.
  - Analysing the budget at a granular level to ensure spend was in the right place for the 2024/25 budget.
  - Undertaking an exercise to identify savings.
  - Identifying emerging pressures.
- 5.4. The DMPC noted the MPS's commitment but sought more assurance that this work would result in a different outcome. Clare Davies advised that a lot had changed internally including extra governance, a change to the governance model and the amount of time all leaders were dedicating to budgeting. The recruitment of additional PCSOs was given as an example – they would have an early indication whether the recruitment target would be met and if it looked like it would not be delivered, would develop an alternative proposal for that budget. At the end of Q1 they would make a call on where the workforce would be by year end, and then commit to spend in other areas if required.
- 5.5. The DMPC agreed that the grip on the budget and its governance had improved and asked if the Met were considering including external challenge in those arrangements. Clare Davies advised that this was an option the Met was considering. MPS to advise MOPAC of whether it will be including external challenge in its budget governance arrangements (**Action 3**).
- 5.6. Amana Humayun noted that there were positive measures now in place, including regarding the level of financial literacy at a senior level. She asked if there was a programme of work planned to increase financial awareness and insight at other levels. Clare Davies advised that training for new senior and middle leaders would include finance, contract and commercial awareness.

## 6. Net Zero

- 6.1. The DMPC noted that the MPS had made some good progress with its net zero programme and asked what more it could do. The Commissioner said that the Met would do everything it could to achieve policing outcomes and net zero outcomes. They would be looking at the non-policing budget to see if they could go any faster towards net zero. However, he would not spend policing budgets on net zero if it had no policing impact. He would spend money as 'greenly' as possible without using policing money for the green agenda.
- 6.2. David Bellamy noted the success the Met had in obtaining from the government funding for net zero initiatives but that more investment in net zero was desirable. Clare Davies advised that they would formulate a proposal on drawing down more funding on green initiatives through debt/borrowing.

6.3. There was a discussion of the infrastructure needed in London to support some of the initiatives, for example to enable the fast charging of a fleet of electric police cars. It might be possible to have 3-5 police stations with the required infrastructure – but wider City Hall thinking and expertise would be required to enable this. The DMPC said this was another issue that should be included in the Estate Strategy (**Action 4**).

## 7. MPS Strategic Workforce Planning

7.1. The DMPC thanked the MPS for its paper 'Workforce Stabilisation Update' which provided an update on its work to strengthen workforce planning capability and stabilise resource management.

7.2. It was noted that the absence of strategic workforce planning was an issue raised in the Casey Review report. There was a discussion of the need for upscaling resource in the HR and finance teams, and the continued need regarding recruitment of Police Officers and PCSOs.

7.3. The Commissioner advised that he was developing a range of proposals to address capacity, recruitment and retention, which he would be discussing with the Home Office.

7.4. The DMPC noted that the current number of Police Officers was above the number of a few years back and asked how those additional officers were being deployed. The Commissioner said he would share with MOPAC a paper setting that out (**Action 5**).

7.5. Clare Davies gave an update on the MPS's work regarding the number of officers who were not fully deployable (eg recruits in training, officers on long term sick leave, misconduct restrictions etc). They are developing a resilience margin – setting realistic team sizes and ensuring officers were assigned to the right places, broadly aligned with the New Met for London plan. Decisions would be made on where the vacancies would be held. The DMPC asked for a note on the decisions that were being made on re-balancing resources to the frontline, and where they were holding vacancies (**Action 6**).

7.6. The DMPC also asked the MPS to advise when they expected to be able to deliver on the Mayor's commitment on minimum levels of DWO and PCSOs per ward, following the ward changes (**Action 7**).