Summary of DARA Activity 2nd Quarter 2011/12

Risk and Assurance Audits

Audit Title	Report Dates	Overall Opinion	Areas of Effective Control	Controls for Improvement	Agreed Actions
Police Staff Discipline Framework	Draft: Aug 2011 Final: Aug 2011	Control framework is adequate and controls are generally operating effectively.	• Clearly defined and approved policies and procedures. • Cases considered for gross misconduct are effectively controlled and panels are appropriately chaired and supported. • The outcomes of disciplinary actions are promptly and accurately conveyed. • Analysis of disciplinary data is produced, circulated and used to identify patterns, trends and areas of risk and concern.	• Recording and monitoring of lower level misconduct to identify potential trends. • The devolved part of the process is not always undertaken locally in line with the published procedures. • Develop strategy for ongoing training for managers. • Central log of disciplinary actions is not always completed.	Management actions agreed for the four medium risks identified. Target date of December 2011 for implementation.
Management of Resources for Special Events (provision of equipment)	Draft: July 2011 Final: Aug 2011	Control framework is adequate but some improvement is required.	• Risk management process for the provision of operational support. • Tests on the effectiveness of business continuity plans regularly undertaken. • Support for events is appropriately planned. • Quarterly report to management on both planned and completed events. • Effective management and monitoring of the budget. • Contracts let in line with MPA contract regulations and legislation.	• Policies and procedures supporting the provision of equipment at special events. • Clearly defined accountabilities for planning and provision of support. • Sign off of final, agreed requirements/specification for the provision of equipment. • Post event reviews. • Controls and accurate records of costs.	Management actions agreed for the seven medium risks identified of which one had been implemented. The remainder have a target date of February 2012 for implementation.
Olympics and Paralympics – budgetary control framework	Draft: Aug 2011 Final: Sept 2011	Adequate control framework in place although control could be enhanced in some areas.	• Budget roles and responsibilities clearly defined. • Effective budget determination and planning. • Budget allocation is appropriate and effectively monitored and managed. • Complete, accurate and timely management information is produced, monitored and acted on.	• Provision of budget management training to all budget holders. • Failure to identify current financial risks on the risk register. • Mechanism to ensure compliance with the grant terms and conditions imposed by the Home Office governing Olympic and Paralympic spend.	Management actions agreed for one high and four medium risks identified of which two are implemented. The remainder have a target date of September 2011 for implementation.

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Audit Title	Report Dates	Overall Opinion	Areas of Effective Control	Controls for Improvement	Agreed Actions
Management of Special Events (Catering)	Draft: Aug 2011 Final: Sept 2011	Adequate control framework in place although controls to mitigate key risks could be improved in some areas.	• Risk management framework supported by a business continuity plan. • Roles and responsibilities are clearly documented. • Initial authorisation of expenditure for operational feeding. • Provision of management information on service provided and costs of service provision.	• Evaluation of operational feeding to determine most efficient and effective means of catering provision. • Ineffective specification of catering service requirements. • Unclear/inappropriate budgetary control framework for catering for special events.	Management actions agreed for the six medium risks identified. Target date of December 2011 for implementation.
Information Sharing Governance Framework	Draft: Aug 2011 Final: Sept 2011	Control framework adequate but a number of controls to mitigate key risks are not operating effectively.	• Framework and standard operating procedures for the management of information sharing. • Roles and responsibilities for information sharing clearly defined and communicated. • ISAs quality assured by the ISSU. • Central registry of all ISAs made available to all MPS staff. • Information sharing practitioner training.	• Recording of B/OCU information sharing leads and information managers. • Lack of B/OCU staff trained in information sharing. • Reconciliation of central ISA registry to local records. • Management oversight, quality assurance and review of ISAs.	Management actions agreed for the five medium risks identified of which one had been completed. The remainder have a target date of September 2011 for completion.
Management of Outsourced ICT Contracts	Draft: July 2011 Final: Sept 2011	Control framework needs improvement in some areas.	• Up to date MPS ICT Strategy aligned to MPS corporate objectives and priorities. • Framework to monitor the savings benefits of Gen2+. • Governance framework to scrutinise and review contract performance, issues and risks identified by Capgemini. • Oversight and review of the outsourced contracts. • Effective framework for payments to Capgemini in accordance with contract terms and conditions. • Management information on the delivery of the contract against specification and	• Up to date ICT outsourcing strategy aligned to the approved ICT strategy and MPS priorities and objectives. • MPS do not hold their own risk register for ICT contracts and the risks associated with outsourcing are not properly escalated through the organisation. • Documented guidelines or procedures governing the management of the ICT contracts. • Benchmarking and quality assurance checks.	Management actions agreed for the nine medium risks identified of which three had been implemented. The remainder have a target date of October 2011 for implementation.

Summary of DARA Activity 2nd Quarter 2011/12

Audit Title	Report Dates	Overall Opinion	Areas of Effective Control	Controls for Improvement	Agreed Actions
			performance measures.	• Assurance that value for money is achieved and standards met. • Ineffective performance monitoring at business group level. • Testing customer satisfaction at business group level. • Checking performance data provided by Capgemini against key performance measures. • Framework for managing and approving variations and overspends.	
Met Intelligence Bureau OCU	Draft: Aug 2011 Final: Sept 2011	Control Framework adequate but controls to mitigate key risks need to be improved in some areas.	• Local risk and control management framework is well established at management level. • An effective budgetary control framework is embedded in the OCU and driven by SMT. • Control framework for police overtime and police expenses. • Managing risks around partnerships and income generating activities. • Controls over local purchases and the banking of income.	• Management of assets and inventories. • Risk awareness amongst staff. • Documentation and consideration of business risks. • Training on the management of devolved budgets. • Introduction of an authorised signatory list. • Process for receipt of goods and services from suppliers. • Lack of funding to develop and make provision for disaster recovery.	Management actions agreed for the seventeen medium risks identified of which one has been completed. The remainder have a target date of November 2011 for implementation.
SO1 Protection OCU	Draft: June 2011 Final: Sept 2011	Control framework adequate but a number of key controls are not operating effectively.	Restricted Report	Restricted Report	Management actions agreed for the eighteen medium risks identified of which four had been completed. The remainder have a target date of April

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Audit Title	Report Dates	Overall Opinion	Areas of Effective Control	Controls for Improvement	Agreed Actions
					2012 for implementation.
Review of Borough Support Functions	Draft: Aug 2011 Final: Sept 2011	Control framework for managing key business risks needs to improve.	• Corporate policies and procedures. • Review of roster and shift patterns.	• Approved and integrated risk management framework. • Compliance with policies and procedures. • Efficient and effective use of resources. • Adopting consistent approach to budget management across BOCUs. • Clearly definition of roles and responsibilities. • Appropriate rosters that match resources to demand. • Monitoring of officers' working excessive hours. • Effective systems for recording and monitoring partnership activity.	Management actions agreed for ten of the medium risks identified of which two had been implemented. The remainder have a target date of January 2012 for implementation.
Central Communications Command	Draft: June 2011 Final: Sept 2011	Control framework adequate but controls to mitigate key risks are not operating consistently across the command.	• Budgets set, monitored and reported to Business Group and Corporate Finance. • Local purchasing. • Monitoring police officer overtime and local overtime protocol. • Reconciliation of police staff overtime and premium payments.	• Development of an integrated risk management framework across the OCU. • Cleary defined identification, assessment, recording and monitoring of risks. • Appropriate rosters to match resources to demand. • Recording and reconciling assets held to source records. • Managing reputational and health and safety risks associated with high levels of overtime.	Management actions agreed for ten of the medium risks identified. Target date of March 2012 for implementation.

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Follow up Audits

Audit Title	Report Dates	Overall Opinion	Areas of Improved Control	Continuing Areas for Improvement	Agreed Actions Progress
Management of Anti Social Behaviour Orders (ASBOs)	Draft: July 2011 Final: Aug 2011	Control framework has improved.	• Steering Board oversees corporate guidance compliance, including case management and the recording and reporting of ASBOs. • Guidance on the Management of ASBOs circulated to BOCUs in December 2010.	• Consistent monitoring and enforcement of ASBO breaches. • GLA records to be reviewed and date set to trigger a review. • Common ID review mechanism to reconcile the PNC record to the GLA record.	Of the 14 agreed recommendations, 12 had been fully implemented, one partially, and one remained outstanding. One further medium risk recommendation was made. The outstanding recommendations to be implemented by April 2012.
Resourcing and Management of Specials	Draft: June 2011 Final: Aug 2011	Control framework has improved but further improvement is required in some areas before all the business objectives can be met.	• Management Board approved target for Metropolitan Special Constabulary (MSC) officers in post. • Regular updates on progress are provided to both Management Board and the MPA. • Dedicated team monitors and reviews the effectiveness of the recruitment process and attrition rate. • Preliminary evaluation of the special leaver notification scheme.	• Linking MSC hours and expense claims to Met duties. • Certificate of achievement and confirmation of performance to employers of ESP MSC officers. • Performance appraisal arrangements for MSC officers.	Of the 14 accepted recommendations, nine had been fully implemented and five partly. The outstanding recommendations to be implemented by April 2012.
SCD6 Economic and Specialist Crime OCU	Draft: June 2011 Final: July 2011	Control framework has improved and generally operating effectively,	• Risk register is up to date. • Budgetary control has improved with the division of duties. • Establishment of a quality assurance programme. • Introduction of the SCD asset and	• Authorising lists for local purchases and police overtime. • Handling and approving the duty states for police overtime. • Completion of manual duty states. • Storage and handling of criminal	Of the 19 accepted recommendations, seven had been implemented, six partly, one had been superseded by

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Audit Title	Report Dates	Overall Opinion	Areas of Improved Control	Continuing Areas for Improvement	Agreed Actions Progress
		but some key business areas require management attention.	inventory spreadsheet. • Improved control over the identification and recording of inventory items. • Provision of management information.	exhibits.	corporate changes and five remain outstanding. The outstanding recommendations to be implemented by December 2011.
SCD10 Criminal Justice Protection Unit	Draft: Aug 2011 Final: Aug 2011	Control framework adequate and controls generally operating effectively.	Restricted Report	Restricted Report	All five agreed recommendations had been implemented. One further recommendation made.
Police Specialised Training – Leadership Academy	Draft: Aug 2011 Final: Sept 2011	Control framework has improved.	• Clear lines of responsibility in the revised management structure. • Revised job descriptions to reflect changes to training arrangements. • New model for training focussing on individual learning needs will be delivered through five regional learning centres. • Greater emphasis on a robust performance and improvement regime.	• Revision of the Leadership Academy Strategy as part of the Development Training Programme and a supporting implementation plan to be developed. • Integration of Leadership Academy, Talent Management and Promoting Difference strategies.	Of the 18 accepted recommendations, eight had been fully implemented, one partly, one no longer applicable and eight remain outstanding. The outstanding recommendations to be implemented by December 2011.

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Counter Fraud Work	DARA Activity
Fraud Prevention	Work continues with MPS colleagues on the actions in the Implementation Plan to the Anti Fraud Strategy approved by the Committee in December 2010 and the subject of a progress report in July 2011.
	We are working with Audit Commission and MPS colleagues to arrange the delivery of a further programme of ten 'Raising Fraud Awareness' events in January to March 2012. This will result in over 1,000 MPS staff having attended such an event.
Investigations	We have opened 39 investigations so far this year, this is in line with the number of cases in earlier years. Currently we have 47 live investigations into potential fraud, abuse and/or non-compliance with regulations/legislation. In particular; • We are supporting an investigation by the MoD Police into a pension matter. Overall the sum involved is in the region of £500k from a number of public and private sector pension payers. An individual has now been charged with defrauding the MPA of £126k. • We are examining two business interest matters involving present and former officers undertaking work for the MPS. • In conjunction with the Authority's lawyers we are working on civil proceedings to recover £176k lost to the MPA by over claims of linguistic fees by an MPS interpreter.
National Fraud Initiative (NFI)	We continue to resolve data matches resulting from the 2010 NFI exercise. To date the only issue of significance identified concerns ill-health and injury benefit pensions, of which 3960 are in payment and of these the NFI highlighted 1165. There are 156 cases remaining to be reviewed (25 of the pensioners are now deceased). This is the first year in which the NFI has tested this aspect. Fifty five pension overpayments totalling £536,393 have been identified as well as 86 underpayments totalling £879,505. The MPS pension administrators have reviewed their systems to introduce an age related check point at the age of 60 to minimise the risk of a recurrence – many of the errors are historic and pre-date the current contractor.
Analysis of Key Financial Systems	We continue to develop our analytical analysis of key financial systems. This included proactive research on Olympics expenditure, government procurement card, comparison of address details between staff and vendors, business interests and a specific area of fuel card use. The work is used to inform audits, investigations and provide assurance on transactions. The comparison of address details produced the two investigations referred to in the investigation section of this table.
External Relations	We continue to work with partners in London Boroughs and NHS Trusts as a member of the Steering Group of the London Public Sector Counter Fraud Partnership and chair the Partnership's Fraud Prevention Group. We are networking with other public bodies in London to keep abreast of changes and develop opportunities for sharing good practice and trend intelligence through the London Fraud Forum. We are also contributing to the development of the national fraud risk analysis being developed by the national Fraud Authority.