

Witness Name: **Julie Norgrove**

Statement no: **First**

Exhibit: **JN3**

Date: 29 February 2012

**THE LEVESON INQUIRY**

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Exhibit JN3 to the  
Witness Statement of **Julie Norgrove**

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# MPA Directorate of Audit, Risk and Assurance Proposed Plan 2011/12

Appendix

## Driving the Met Forward – focused on fighting crime

- ✚ Fighting crime and reduce criminality
- ✚ Increasing confidence in policing
- ✚ Protecting the most vulnerable from harm
- ✚ Giving better value for money
- ✚ Delivering a safe, secure and resilient Olympic and Paralympic Games in 2012

### Met Forward strands:

- A. **Met Streets** – To deliver order, control and safety in the public realm 
- B. **Met Transition** – To prepare the way for London's Police and Crime Commissioner
- C. **Met Specialist** – To drive performance and trust in our specialist crime fighting units 
- D. **Met Partners** – To assemble the coalition to fight crime 
- E. **Met Connect** – Having a better conversation with those we protect 
- F. **Met People** - Valuing our officers and staff 
- G. **Met Olympics and Paralympics Games in 2012** - preparing for our biggest challenge 
- H. **Met Support** – To improve the infrastructure that supports crime fighting 
- I. **Met Standards** – To identify and reward performance and efficiency 

### Policing Plan Strategic Priorities 2011-14

- ✚ **Public Safety** - reducing crime and anti-social behaviour, saving life, tackling violence and delivering security on our streets
- ✚ **Public confidence and satisfaction in policing** - providing a visible and accessible policing presence
- ✚ **Deliver value for money improving service delivery**, maintaining operational capability and making the most productive use of assets
- ✚ **Deliver a safe, secure and resilient Olympic and Paralympic Games**







**MPA Directorate of Audit, Risk and Assurance  
Proposed Plan 2011/12**

<b>Business Group</b>	<b>Risk and Assurance Audits</b>	<b>Interim Assurance Audits (follow up activity)</b>	<b>Project /Risk and Control Advice</b>	
<b>Central Operations</b>	Dangerous Dogs – Funding and Management	Olympics and Paralympics - Budgetary Control Framework	CO Improvement Plan <sup>2</sup>	<b>2012</b>
	CO5 Firearms Command OCU	Major Incident Response		
	Olympics – Procurement Activity <sup>1</sup>	Asset Management – Use and Control of Assets across CO		
<b>Deputy Commissioner's Portfolio</b>	Equalities and Diversity Risk Management <sup>1</sup> Framework		Organisational Learning <sup>1</sup>	
	Change Management Control Framework <sup>1</sup>		Professional Standards Strategic Framework	
	Service Improvement Programme Governance and Delivery <sup>1</sup>		Ethical Framework	
<b>Directorate of Information</b>	Secure Intelligence Systems <sup>1</sup>	Enterprise Content Management	MetSec Project Board	
	People Services – IT Infrastructure	Security of Information	Improving Policing Information (IPI) <sup>2</sup>	
	Identity and Access Management Control Framework	CRIS Resilience	Shared Services <sup>2</sup>	<b>2012</b>
	Radio Communications – Procurement and Service Delivery	Command and Control Resilience	Secure Infrastructure Programme	
		Information Sharing Governance Framework	Electronic Data Records Management (EDRM)	
		Management IS/IT Outsourced Contracts	MetTime <sup>1</sup> – Overtime/Duties Management System	
			Mobile Data Working	
			Olympics ICT	
			ICT Innovation	

<sup>1</sup> Review/ Project covers more than one business group

<sup>2</sup> Part of the MPS Service Improvement Plan








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<b>Business Group</b>	<b>Risk and Assurance Audits</b>	<b>Interim Assurance Audits (follow up activity)</b>	<b>Project /Risk and Control Advice</b>			
<b>Directorate of Resources</b>	<b>Procurement Services</b>	Procurement of Major Contracts	Procurement Framework	Local Procurement Governance Framework – DRM2		
		Contract Management Framework	Use and Control of Temporary Staff <sup>1</sup> Use and Control of Consultants <sup>1</sup>	Contract Compliance - DRM2		
	<b>Finance Services</b>	Material Systems – review of key financial systems	Imprest Account Control	Covert Accounting System <sup>1</sup>		
		Creditors Payments System	Use and Control of Corporate Charge Cards <sup>1</sup>	Asset Management Tracking – DRM2 <sup>1</sup>		
		Amendments to Pay Standing Data		SAP Development <sup>1</sup> – DRM2		
				Development of Finance Systems (FPIG)		
				Finance Modernisation Programme phase 2: -central purchasing -finance & resources reorganisation -expenses processing - budgetary control framework		
			Assurance Framework			
	<b>Strategy, Planning and Performance</b>	Performance Management Framework	Risk Maturity Framework and Assessment		Corporate Risk Management	
		Policy Development, Implementation and Review	Partnerships Funding and Control		Corporate Governance Framework	
		Benefits Realisation	Project Funding and Control			
	<b>Property Services</b>	Covert and Discreet Property Rentals	Management of Special Events	Corporate Real Estate <sup>2</sup>		
			Construction Works Procurement Framework	Next Generation Property Services Outsourcing <sup>2</sup>		
	<b>Human Resources</b>	<b>Core HR</b>	Performance Appraisal Framework – Police Officer	Use and Control of Temporary Staff <sup>1</sup> Use and Control of Consultants <sup>1</sup>	Management and Control of Business Interests	 
			Support Inside the UK, including secondments	Police Staff/Officer Discipline Framework	Training Development Programme <sup>2</sup>	
Gifts and Hospitality			Police Operational Training	Organisational Learning <sup>1</sup>		

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<b>Logistical Services</b>	People Services - Attendance Management	Police Overtime <sup>1</sup>	Early Severance Framework		
	Framework for the Deployment and Payment of Linguists	Income Generation and Sponsorship	Transport Supplies and Services incl. Vehicle Hire <sup>2</sup>		
	Transport Services Procurement Activity	Catering for Special Events	Language Programme <sup>2</sup>		
	Fuel Cards Management and Control	Procurement and Contract Management – Uniform Services	Asset Management Tracking – DRM2 <sup>1</sup>		
	Transport and Travel Arrangements	Interview Media, Retention, Storage and Disposal <sup>1</sup>			
<b>Metropolitan Police Authority</b>	Met Standards Framework	MPA Finance and Business Support	MPA Risk Management Framework		
		Community Engagement Funding and Control	MPA Anti-Corruption Review		
			MPA Shared Services		
			MOPC Governance Framework		
<b>Specialist Crime</b>	Proceeds of Crime Act and Seizure of Assets	Management of Covert Assets	Covert Control Environment	  	
	SCD 9 – Human Exploitation and Organised Crime OCU	Imaging Services	Covert Accounting System <sup>1</sup>		
		Covert Communications	Forensic Case Management System <sup>2</sup>		
		Use of Specialist Units and Equipment	SCD Realignment <sup>2</sup>		
		SCD7/8 Serious and Organised Crime OCU			
		Police Staff/Officer Support Outside UK			
		Met Intelligence Bureau OCU			
	Witness Protection Funding and Control				

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Business Group	Risk and Assurance Audits	Interim Assurance Audits (follow up activity)	Project /Risk and Control Advice	
Specialist Operations	SO20 – Counter Terrorism Protective Security Command	Procurement and Use of Covert Assets	SO 17 Palace of Westminster – Deployment of Resources	
	ACPO TAM Governance Framework	SO1 Protection OCU	CTELO Governance Framework	
	Secure Intelligence Systems <sup>1</sup>		Governance Framework – National Responsibilities	
Territorial Policing	BOCU Risk and Assurance Reviews Covering 5 BOCUs and 2 Finance Clusters	BOCU Reviews 2011/12 (Bromley, Merton, Barnet, Harrow and Hounslow)	MetTime <sup>1</sup> – Overtime/Duties Management System	
	Operation Blunt 2 – Use and Control of Resources	Use and Deployment of Volunteers	Crime Related Property System	
		Integrated Prosecution Teams	TP Development <sup>2</sup> : -criminal justice processes -crime recording & investigation bureau -detention Command -total resource centres	 

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**MPA Directorate of Audit, Risk and Assurance  
Audit Plan 2011/12**

<b>Counter Fraud Programme</b>		
<b>Fraud Prevention and Data Analysis</b>	▪ Review and publish fraud risk analysis	
	▪ Continue to implement fraud prevention strategy and implementation plan	
	▪ Identify fraud prevention and risk and control training needs	
	▪ Deliver fraud prevention and risk and control awareness training programme in liaison with MPS and develop next steps	
	▪ Develop and deliver a proactive financial system analysis programme to include high risk/sensitive areas of the business	
<b>Fraud Investigation</b>	▪ Report outcomes of financial data analysis to MPS senior management and Corporate Governance Committee	
	▪ Conduct investigations into potential fraud and/or irregularities and report outcomes to MPS senior management and Corporate Governance Committee	
	▪ Develop further the systems supporting the reporting of potential fraud and/or irregularities	
<b>National Fraud Initiative</b>	▪ Analyse underlying risks associated with the occurrence of fraud and feed into fraud prevention and risk review activity	
	▪ Conduct assessment against CIPFA standards for counter fraud activity in liaison with the MPS	
	▪ Resolve outstanding data matches from the NFI 2010 and complete Audit Commission website data entries ▪ Investigate and resolve data matches from the 2010 exercises ▪ Report outcome from NFI 2010 to the Audit Commission via their website	
		
<b>External Liaison</b>		
<b>Forums and Advisory Bodies</b>	<ul style="list-style-type: none"> <li>• London Public Sector Counter Fraud Partnership (LPSCFP)</li> <li>• LPSCFP Fraud Prevention working Group</li> <li>• CIPFA Fraud Benchmarking pilot for Counter Fraud Activity</li> <li>• London Fraud Forum</li> </ul>	
	<ul style="list-style-type: none"> <li>• Chartered Institute of Internal Auditors – working groups</li> <li>• Police Audit Group – driving standards in auditing in the policing environment</li> <li>• London Audit Group – sharing best practice and developing standards</li> <li>• London Audit Group Procurement</li> <li>• Government IP Audit Group</li> <li>• CIPFA Advisory Groups</li> </ul>	
		