

MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME



**METROPOLITAN
POLICE**

TOTAL POLICING

AUDIT PANEL

Friday, 22 September 2017

Alignment of MOPAC and Met Risks

Report by: MOPAC Chief Executive Officer & Met Director of Strategy & Governance

Report Summary

Overall Summary of the Purpose of the Report

This report sets out a new report for aligned Met and MOPAC risks. We will consider over the next quarter whether there is value to developing joint risks and further develop the controls around these.

Key Considerations for the Panel

To consider evolving reporting on joint Met/MOPAC risks and gain assurance that MOPAC and the Met are progressing work to develop processes for the alignment of risk and the reporting of these.

Interdependencies/Cross Cutting Issues

- This report refers to both the Met and MOPACs' risk registers presented in separate reports to this meeting.

Recommendations

The Audit Panel is recommended to:

- a. Review and comment appendix A, particularly whether it contains information to provide assurance that key areas are being effectively managed.

1. Supporting Information

- 1.1 At the June meeting of Audit Panel the Met and MOPAC submitted their first joint risk report covering those risks which align to prevent both organisations from delivering key objectives within the Police and Crime Plan. The Panel requested future quarterly reports.
- 1.2 Processes for the alignment of Met and MOPAC risks continue to be developed through joint working between Met and MOPAC risk officers.
- 1.3 This quarter we have focussed on identifying joint controls for four risks. These are: Funding; Governance; Safeguarding; and Insight.
- 1.4 We have developed a report at **appendix A** which sets out the Met's and MOPAC's risk for each area and key controls. We will continue to develop this approach over the next quarter by considering whether there is value to a joint risks register and will further develop the controls around these.
- 1.5 Audit Panel are invited to comment on the risk report at **appendix A** and to consider whether it contains information to provide assurance that these key areas are being effectively managed.

2 Equality and Diversity Impact

This report has no direct equality and diversity impacts. Actions to control risks will be subject to the relevant Met and/or MOPAC processes to assess equality and diversity impacts.

3 Financial Implications

The MOPAC/Met risk management frameworks will contribute towards the management of MOPAC/Met budgets and ensure that financial pressures are responded to effectively. Any funding required over and above these existing budgets will be subject to the normal MOPAC/Met governance approval and planning processes.

4 Legal Implications

There are no direct legal implications arising from this report.

5 Risk Implications

Risk reporting assists MOPAC and the Met to manage and track risk to the achievement of the Police and Crime Plan focusing particularly on whether controls are fit for purpose and manage risk areas as intended.

6 Contact Details

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7 Appendices and Background Papers

Appendix A – Met/MOPAC joint risk overview



Current risk description	Organisation	Risk owner
Failure to play our part to protect the most vulnerable members of the community and deliver an effective service to those most in need	Met	ACTP
Ineffective use of resources to embed vulnerability in the strategic response to crime reduction	MOPAC	Director of IOM

Joint Controls

- **Police and Crime Plan:** There is a clear message within the Police and Crime Plan which addresses vulnerability of both people and places. This will assist to shift culture away from a volume crime focus in both organisations.
- **London Child Protection Policing Improvement Oversight Group:** Chaired by the Deputy Mayor this group provides external oversight of the Met's response to HMICFRS's National Child Protection Inspection.
- **Child Safeguarding Gold Group:** Provides oversight within the Met of our response to HMICFRS's National Child Protection Inspection. MOPAC are represented at this meeting.
- **Victims' Commissioner:** The new Commissioner took up post in June 2017. A discussion regarding the role of the new Commissioner has taken place at the DMPC/Commissioner management teams' seminar in July and the Commissioner is meeting with senior members of staff in both organisations.

Potential Controls

- A joint workshop to be agreed between the Met and MOPAC to gain a common understanding of vulnerability and safeguarding and to better define the responsibilities the Met, MOPAC and partners have in this regard.

Current risk description	Organisation	Risk owner
Failure to ensure effective governance of the Met that results in a lack of accountability, robust and effective assurance and empowerment of leaders	Met	Deputy Commissioner
Failure to agree effective and efficient processes for governance across the full scope of PCP delivery	MOPAC	Chief Finance Officer

Joint Controls

- **Oversight Board:** The MOPAC-MPS Oversight Board has been established to enable the Deputy Mayor for Policing and Crime (DMPC) to effectively exercise the role and duties of the Police and Crime Commissioner of the Metropolis, as delegated by the Mayor of London.
- **Quarterly reporting:** We are working jointly to develop improved and standardised quarterly reporting which includes key measures that highlight our progress to deliver objectives within the Police and Crime Plan. When complete this report will be made publicly available.
- **Investment Advisory Board:** The Investment Advisory Board meets monthly to ensure the MOPAC estates strategy is fit to meet the objectives outlined in the Police and Crime Plan and the operational requirements of the Commissioner. It also ensures that MPS investment decisions deliver the police and crime plan and are founded on a sound business case, contributing to the budget targets set by the DMPC for the MPS.

Potential Controls

- **Scheme of Delegation:** The scheme of delegation from MOPAC to the Met to be reviewed

Current risk description	Organisation	Risk owner
Failure to align our overall medium term resources to support the Police and Crime Plan and MPS strategic objectives	Met	Director of Finance and Commercial
Failure to attract adequate resources for policing taking account of the needs of London, or to fulfil our statutory duty to secure the efficiency and effectiveness of the MPS	MOPAC	Chief Finance Officer

Joint Controls

- **Lobbying:** MOPAC and the MPS will continue to lobby on police funding, though we will need and want to take different approaches to this. MOPAC/MPS is already on funding formula groups - awaiting HO decision on way forward.
- Membership of an NPCC/APCC group developing an evidence base of funding discussions with Government which is due to report in September.
- **Quarterly budget monitoring**
- **Service Area Reviews:** MOPAC to introduce a mechanism for reviewing Met service areas at Investment Advisory Board. The first service area review (Digital Policing Solutions) was presented at September IAB. IAB Forward Look schedules monthly service area reporting on significant contracts.

Current risk description	Organisation	Risk owner
Failure to invest in developing our insight capability resulting in missed opportunities to deliver effective information for decision making	Met	Deputy Commissioner
Failure to adapt to emerging policy and operational challenges, and make effective interventions through oversight or convening of partners	MOPAC	Director of Strategy

Joint Controls

- **Insight services:** In 2014 the Met's research team moved to MOPAC where a joint service is provided: greater liaison is required in respect of this service to ensure that we are achieving the best insight on which to direct activity to deliver the Police and Crime Plan.