

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME**METROPOLITAN
POLICE****TOTAL POLICING**

AUDIT PANEL

Friday, 30 June 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 takes account of the comments from Audit Panel in March requesting a paper outlining how risks and importantly risk controls are aligned between MOPAC and the Met. This report sets out early discussions that have picked out key areas of alignment between Met and MOPAC risks and begun to consider how joint control plans can be taken forward. Further work is required to refine our approach but early discussions have been positive and further details of processes and action plans will be tabled at future Audit Panel meetings.

Key Considerations for the Panel

To gain assurance that MOPAC and the Met are progressing work to develop processes for the alignment of risk and to ensure that where appropriate risks to the delivery of the Police and Crime Plan are being addressed through joint action plans.

Interdependencies/Cross Cutting Issues

- This report refers to both the Met and MOPACs' revised risk registers presented in separate reports to this meeting.
- Reference is also made to governance improvement areas discussed in the Met and MOPACs' Annual Governance Statement reports.

Recommendations

The Audit Panel is recommended to:

- a. Review and comment on progress work to align controls for MOPAC and Met risks.

1. Supporting Information

- 1.1 Both MOPAC and the Met have recently refreshed their respective corporate risk registers. This process is conducted annually and this year takes account of the changed objectives within the Police and Crime Plan and Met Business Plan. We are now developing a process to identify alignment between Met and MOPAC risks and where appropriate joint controls to ensure that risks are effectively managed. This paper highlights early thoughts on key areas of alignment likely to require joint controls.
- 1.2 The MOPAC risk register (Appendix 1) focuses on the top risks based around its oversight function, ability to convene and delivery.
- 1.3 The Met risk register (Appendix 2) focusses on those risks that will prevent the Met from achieving its objectives as set out in the Met Business Plan 2017/18.
- 1.4 MOPAC and the Met continue to meet regularly to discuss corporate risk and issues. A useful discussion took place in May where MOPAC's refreshed risk register was reviewed alongside Met corporate risks and where alignment was identified; a number of controls were discussed that could have positive impact.
- 1.5 There is clear alignment in a number of areas which reflect both the ability to operate effectively and also the clear strategic focus of the Police and Crime Plan and how both organisations can work better to deliver this. Three key examples are set out below.
- 1.6 **Funding** was identified as a key issue where both organisations have an interest, as this would have a major impact on the Met's ability to operate effectively. MOPAC and the MPS will continue to lobby on police funding, though we will need and want to take different approaches to this. We will also need to ensure that this is aligned with Met objectives and priorities so that messages to Government are effective and joined up. The Met will continue to consider and make best use of other available funding streams when applicable.
- 1.7 **Safeguarding and vulnerability:** MOPAC's risk to effectively address vulnerability was identified as equally significant to both MOPAC and the Met. There is an organisational culture shift required to move away from a volume crime focus. There is a clear message within the Police and Crime Plan which addresses vulnerability of both people and places. It was agreed that a collective control for this was to arrange a joint workshop to take place 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.
- 1.8 **Governance and oversight:** A key risk is MOPAC's ability to drive effective oversight through good governance and communication with the Met. Disproportionate focus on one area could impact on the allocation of resources and focus at the expense of other areas. For example the HMIC highlighted that a disproportionate focus on the previous "MOPAC 7"

indicators led to a focus on volume crime at the expense of safeguarding activity. We continue to work together to ensure that MOPAC's governance of the Met is efficient and effective and will develop governance improvement plans for 2017/18 as part of our AGS processes.

- 1.9 Work will be progressed to develop controls around key risks and provide the Panel with further analysis at a future meeting.

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 organisational objectives 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 1 – MOPAC risk overview (Restricted)

Appendix 2 – Met risk overview (Restricted)

