



AUDIT PANEL

Tuesday, 19 December 2017

MOPAC Risk Management Report

Report by: The Director of Strategy

Report Summary

Overall Summary of the Purpose of the Report

This report is presented to Audit Panel to give an overview of the updated headline risks of the Mayor's Office for Police and Crime, along with the process MOPAC is taking to ensure controls are in place to address these.

This document summarises the organisation's headline risks (**appendix 1**). Further detail on key controls for all risks is presented in **appendix 2** as agreed at the September Audit Panel meeting. The senior management team continue to develop the corporate risk register and refine its detail. An annual review of risk will take place with all SMT over the next few months to ensure that MOPAC continues to focus its risk controls in the highest prioritised areas. Further detail regarding MOPAC's strategic diary to 2020 is available at **appendix 3** which shows key delivery points and events.

A separate document outlines the cross reference and interdependencies with the MPS risk register and therefore these are not covered here.

Key Considerations for the Panel

It is requested that the panel reviews the control plan for MOPAC's risks to ensure they are proportionate, whilst being aware of the dynamic approach to the risk register that this improved system offers.

The Panel may also wish to discuss how the risks within this matrix have dependencies and whether these are fully defined. For example, the risk on sufficient funding (Risk 4) has a domino effect on most other risks within the matrix and controls may need to adjust depending on the outcome of this.

Interdependencies/Cross Cutting Issues

This is covered in a separate paper to the panel.

Recommendations

The Audit Panel is recommended to:

- a. Gain assurance that MOPAC risks are well managed and alignment to MPS risks are in progress

1. Supporting Information

- 1.1. The Panel asked for more detail on controls for all of MOPAC's risks, which is set out in appendix 2.
- 1.2. Work continues to refine further the corporate risk register, with SLT regularly reviewing controls to ensure that they are fit for purpose and effective. The Governance and Risk working group provides the oversight mechanism of the register and meets monthly to discuss emerging issues that would affect the reduction of corporate risk. This group provides the checks and balances required to ensure that the controls put in place are working. This is a developing process and movement of risk is slow, however, the championing of risk management by Directors ensures that sufficient pressure is applied to drive this work forward.
- 1.3. In order to maintain the high level focus on risk within the corporate risk register, it has been agreed that three risks would be managed at a Directorate level going forward. Controls are in place and the residual risk has reduced consequently. These relate to governance of MOPAC, complaints reform and the reputation of the Mayor. The escalation route is still available should the risk become of greater impact to the organisation.
- 1.4. Greater alignment with MPS risk management processes has progressed, and MPS risk colleagues now attend the Governance and Risk working group to extend this and help ensure better cross working. Senior managers from each organisation will continue to meet quarterly to progress the work around joint risks.
- 1.5. An annual review of the risk register is due to take place over the coming months, as part of MOPAC's risk management cycle. An update on the outcome of this review will be presented to the Panel in March.

2. Equality and Diversity Impact

- 2.1 MOPAC consider risk on a Directorate and Corporate level, with risk alignment taking place at a forum that is representative of the diversity of MOPAC staff and enables a transparent assessment of risks. Risks and mitigations identified

recognise that equality, diversity, and community engagement should be treated as strategic priorities.

3. Financial Implications

- 3.1 A corporate risk facing both MOPAC and the MPS is of government failing to provide adequate funding for policing in London. Despite the disappointing outcome of the budget, MOPAC is part of the Home Office group to devise the new police funding formula, so will continue to influence through effective funding lobbying and mitigations.
- 3.2 The MOPAC risk management framework will contribute towards the management of MOPAC budgets and ensure that financial pressures are responded to effectively.

4. Legal Implications

- 4.1 There are no direct legal implications arising from this report.

5. Risk Implications

- 5.1 The paper details the risk implications facing MOPAC and any interdependent risks or issues with the MPS.

6. Contact Details

- 6.1 Report author: Gemma Deadman, Strategy and Corporate Planning manager, Email: gemma.deadman@mopac.london.gov.uk;

7. Appendices and Background Papers

Appendix 1 – MOPAC risk overview

Appendix 2 – MOPAC summary risk position

Appendix 3 – MOPAC strategic diary - Restricted

Appendix 1: MOPAC corporate risk overview

Ref	Risk trend	Risk Description	Risk owner
1	↔	Address vulnerability - Failure to secure the delivery of the Police and Crime Plan commitments to address vulnerability effectively	Sam Cunningham
2	↓	Oversight MPS - Failure to implement effective and efficient processes for governance and oversight across the full scope of PCP delivery	Siobhan Peters / Paul Wylie
3	↔	Transformation delivery - Failure to ensure that MPS transformation delivers through effective oversight, support and challenge	Siobhan Peters
4	↑	Adequate funding - 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	Siobhan Peters
5	↔	Decision making and change - Failure to adapt to emerging policy and operational challenges, and make effective interventions through oversight or convening of partners	Paul Wylie
6	↔	Victims - Failure to ensure that the voices of victims are heard across policing and the criminal justice system.	Sam Cunningham
7	↔	CJ devloution - Failure to provide an effective framework for cooperation across the London criminal justice service or to progress criminal justice devolution and Implementation and agreement (MOU) of equally different services for victims and offenders	Sam Cunningham
8	↔	Capacity and capability - Failure to manage MOPAC's own resources and staff capacity and capability to meet the expectations of Mayor/DMPC and carry out our statutory and delivery functions.	Sam Cunningham/Paul Wylie/Siobhan Peters
9	↔	Commissioning - Failure to effectively commission services	Sam Cunningham
10	↔	Communicate vision - Failure to communicate the vision of the Police and Crime Plan and/or the opportunities and benefits that will come from appropriate service changes	Paul Wylie
11	↔	Planned and unplanned events - Failure to ensure that adequate policing and public safety arrangements are in place for major planned events and for contingencies	Paul Wylie
12	↔	Equalities - Failure to fulfil on MOPAC's duties under the Equalities Act, either as an employer, an oversight body or in our public engagement	Sam Cunningham/Paul Wylie/Siobhan Peters
13	New	GDPR - Failure to fulfil on MOPAC's duties under the new GDPR regulations coming into force 25th May 2018.	Paul Wylie

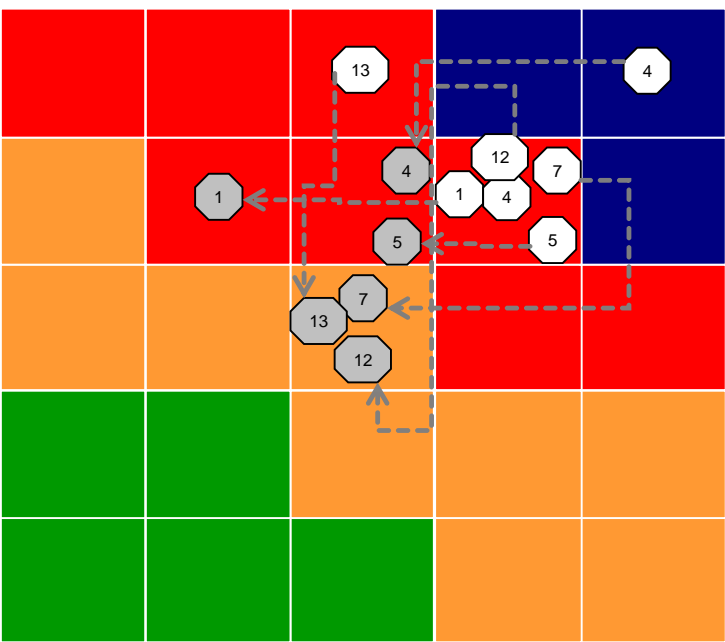
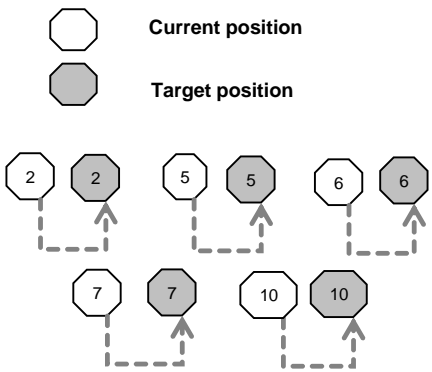


Chart represents highest risks only



Appendix 2: MOPAC summary risk position

Vulnerability

Ineffective use of resources to embed vulnerability in the strategic response to crime reduction

Control actions

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. The Commissioner has met with senior members of staff in both organisations. She is a regular member of the joint Oversight Board meeting to ensure that victim's needs are addressed appropriately whilst delivering the Mayor's commitments.

Oversight of the MPS

Failure to implement effective and efficient processes for governance and oversight across the full scope of PCP delivery

Control actions

DMPC & Commissioner - regular bi-lateral meetings/Public meetings Crime and Justice Matters.

Strategic planning of key oversight mechanisms – the new structured Oversight Board meetings allow for better oversight of the MPS and both the Mayor and DMPC meet regularly with the Commissioner to discuss key priority issues.

Clearer, consistent and agreed metrics (between MOPAC and MPS) for use in performance and budget management oversight - agreed through quarterly reporting process.

MPS and MOPAC joint away day scheduled for 10 January 2018.

Transformation Delivery

Failure to ensure that MPS transformation delivers through effective oversight, support and challenge

Control actions

Refreshed oversight model – linked to oversight of MPS above, this includes MOPAC SPOCs for One Met Model streams.

CFO/Director of Strategy attendance at Portfolio & Investment Board, and DMPC bilats with MPS

- Workforce
- Finance
- Digital Policing
- Prof Standards
- Territorial Policing
- Serious Crime & Operations

Adequate Funding

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

Control actions

NPCC/APCC funding process – MOPAC is fully involved in this funding process and has made the case for sufficient police funding for London. Discussions will continue with the Home Office and Policing Minister to ensure London's case is heard. It is also important that MOPAC is part of the team to develop the new police funding formula with the Home Office.

GLA budget and performance committee – MOPAC is required to report to the GLA committee on MOPAC/MPS policing budget including the level of Precept set for 2018/19.

HMIC PEEL efficiency review – this external review helps to highlight the way the MPS uses its resources and provides standards for efficient and effective use of resources. From September, MOPAC will be introducing service area reviews to its IAB process, providing a more detailed level of oversight.

Appendix 2: MOPAC summary risk position

Decision Making and Change

Failure to adapt to emerging policy and operational challenges, and make effective interventions through oversight or convening of partners

Control actions

Right strategies – In developing the right strategies it ensures that focus is in the right places for London to be a safer place. MOPAC has strategies on Knife Crime, Public Access and VAWG soon to be consulted on.

PCP delivery group – as part of the refreshed MOPAC governance process, the PCP DG has a monthly item to forecast and identify issues, based on evidence and insight.

Changing political landscape – Britain's exit from the European Union poses many issues for the police. The MPS has expressed its case for regaining its links to the many existing law enforcement policies/routes to information and MOPAC continues to review the case for change. MOPAC will work closely with the GLA's BREXIT committee to put forward the Policing perspective.

Victims

Failure to ensure that the voices of victims are heard across policing and the criminal justice system.

Control actions

Victims Commissioner in place - The new Commissioner took up post in June 2017. The Commissioner has met with senior members of staff in both organisations. She is a regular members of the joint Oversight Board meeting to ensure that victim's needs are addressed appropriately whilst delivering the Mayor's commitments.

The Victims' Summit 2017 – 'putting victims at the heart of criminal justice' took place on 21 November 2017 and shined a light on the victims journey illustrated through personal victim testimony

Track my crime – is working to improve the experiences of victims of crime and is looking specifically at Track My Crime. The Victims Commissioner is following the development of this work and is doing some exploratory work in other PCC areas as to the impact of the introduction of online crime tracking facilities. However, the delivery of Track my Crime in London is part of the Public Access Programme and is dependent on the implementation of Met Integrated Policing Solution (MIPS).

CJ Devolution

Failure to provide an effective framework for cooperation across the London criminal justice service or to progress criminal justice devolution and implementation and agreement (MOU) of equally different services for victims and offenders

Control actions

Work plan with MOJ – Following the General Election and correspondence between the Mayor and the Secretary of State for Justice, discussions have reconvened with London Councils and the Ministry of Justice and we have agreed a broad programme of engagement to support its development.

A number of thematic meetings with MoJ have been set up to cover the priority areas that we want focussed on within the MOU

Capacity and Capability

Failure to manage MOPAC's own resources and staff capacity and capability to meet the expectations of Mayor/DMPC and carry out our statutory and delivery functions

Control actions

Review of current resources – SMT review led to a business case for change to the structure of MOPAC in order to ensure resources in the right place to deliver DMPC priorities. Implementation to start January 2018.

SMT reviewing of priorities – monthly prioritisation of programmes of work with clear expectations from Chief Executive of short term focus.

Statutory and non-statutory strategies - Good examples of cross organisational delivery of strategies, with good models to follow in future – PCP, knife crime strategy, Public Access and Engagement, VAWG.

Potential control

New offer on Skills, Leadership and Talent;
Regular review of priorities at CE/Directors and SLT

Appendix 2: MOPAC summary risk position

Commissioning

Failure to effectively commission services.

Control actions

Relationship with Local Authorities (LA) - Police and Crime Plan priorities and performance framework /data accessible to LA. SPOC relationships to each LA to understand commissioning/resourcing decisions

Relationship building - Consultation with LA Chief Execs and Leaders on all major changes following publication of PCP

Jointly LA/MOPAC chaired co-commissioning working group established with ToR to oversee all joint programmes of work

MoJ/MOPAC devolution working group in place and Mayoral asks agreed through the London Crime Prevention Board

VCS providers - Formal structures in place for on-going consultation with VCS providers in place – alongside testing new alliance based commissioning approaches to bring provider input to the fore

Communicate Vision

Failure to communicate the vision of the Police and Crime Plan and/or the opportunities and benefits that will come from appropriate service changes.

Control actions

Policing and Press Catch up - regular coordination with GLA Press office and Mayoral Directors to plan and prepare for proactive communications

Strategic Diary - new product which maps out key delivery dates for PCP commitments and possible press hooks. Regularly discussed at DMPC/Directors, SLT and PCP Delivery Group

Regular liaison with the Met police - and use of their Business plan for joint communication opportunities.

Potential control

Stakeholder management workshop – initial work to understand attendees and process underway. The first workshop will examine the most important, overall stakeholders that will contribute to the MOPAC objective for the 'Mayor to have been seen and felt to do a good job on policing/crime'. The first workshop will commence in early 2018, led by the Head of External Relations.

Planned and unplanned events

Failure to ensure that adequate policing and public safety arrangements are in place for major planned events and for contingencies

Control actions

Notting Hill Carnival – The Strategic Partnership Group is in place to plan for next Carnival

Safety - Implementing recommendations from the Harris Preparedness Review and David Anderson QC review.

London CONTEST board is joining up partners

Potential control

Learn lessons of Notting Hill Carnival 2017 through Partners Group continuation.

Planning for Notting Hill Carnival 2018.- in place

Clear and transparent response to Harris review.

Identification of similar events in the future through greater engagement with MPS and GLA

Equalities

Failure to fulfil on MOPAC's duties under the Equalities Act, either as an employer, an oversight body or in our public engagement

Control actions

Analysis - Integrated Impact Assessment process in place for major strategies. All DMPC financial decisions are assessed against their impact on equalities before finalised.

Dedicated lead – Head of Community Engagement is MOPAC's senior officer leading on equalities and reviewing MOPAC's internal response.

Focus – Equalities is a core function of the new training and skills strategy to be developed by staff under the banner of 'MOPAC as Great Place to Work'.

Appendix 2: MOPAC summary risk position

GDPR

Failure to fulfil on MOPAC's duties under the new GDPR regulations coming into force 25th May 2018.

Control actions

Oversight- Governance & Risk Working Group owning the oversight of compliance. Discussion held at G&RWG 23/11 setting out MOPAC's responsibilities

Resource - Project manager to be in place early 2018. Full action plan established to work towards compliance before implementation date.

Potential control

Extraordinary Oversight Board on Information Governance to be held February 2018 with a specific focus on MPS GDPR compliance.