

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIMEMETROPOLITAN
POLICE

TOTAL POLICING

AUDIT PANEL

Friday, 22 September 2017

MOPAC Risk Management Report

Report by: Chief Executive Officer

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 mitigations are in place to address these.

This document summarises the organisation's headline risks (**appendix 1**). Further detail on key controls is presented in **appendix 2** as agreed at the June Audit Panel meeting. The senior management team continue to develop the corporate risk register and refine its detail. This is an ongoing process and is a core part of the SMT meetings going forward.

Work continues to embed the new governance model in MOPAC, explained more in 1.3 below and a visual representation is presented in **appendix 3**. The corporate risk register aligns itself with this model, ensuring linkage to governance and risk mitigation opportunities.

Through the refinement of the corporate risk register, the senior management team has continued to ensure it brings a more dynamic approach to risk management, ensuring continuity through to next transition, and offer focused and actionable mitigations.

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 mitigation plan for MOPAC's highest risk to ensure they are proportionate, whilst being aware of the dynamic approach to 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 3) has a domino effect on most other risks within the matrix and mitigations may need to adjust depending on the outcome of this.

The Panel may also wish to discuss and further understand the dynamic approach, most overtly shown currently via Risk 4 on making the right interventions around operational challenges as a constant, with knife crime being the dynamic risk within that constant at the current point.

Interdependencies/Cross Cutting Issues

This is covered in a separate paper.

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 In the previous Audit Panel paper on MOPAC risk management it described the continuing process taken by the senior management team to refresh the organisational risks in line with the newly published Police and Crime Plan. The Panel asked for more detail on mitigations and consequences of the risks.
- 1.2 During the summer, further refinement has taken place to the risk register to ensure that the risks are more clearly defined and control actions are in place to work to reduce the impact and likelihood of the risk. The corporate risk register is a standing item on the SMT meeting agenda, where detailed discussions are had around appropriate controls and actions to take forward. This provides the Chief Executive Officer with assurance that the organisation has sufficient grip of key issues.
- 1.3 Work has continued to embed the new governance model in MOPAC. This helps describe the way MOPAC discharges the duties of the Mayor; via oversight of the MPS, the convening power of the Mayoralty via London Crime Reduction Board and direct delivery via Chief Executive led business plan and commissioning. During senior management team workshops to refine the corporate risks register, it has helped to think about risk via these powers and identify if there are opportunities to use powers in a different way to mitigate a risk.
- 1.4 MOPAC and the MPS continue to meet regularly to discuss risk and where alignment and collective controls can be put in place. Work to bring closer alignment of risk management methods also continues, through closer work between officers and sharing of best practice techniques to risk management. It was agreed that there are more areas of alignment with the current refresh of MOPAC's risk register and a productive discussions have taken place. The risk to effectively address vulnerability was identified as a high risk to both MOPAC and the MPS. It was agreed that a collective mitigation for this was for a joint workshop to take place with DMPC and Commissioner and key senior officers to gain a common understanding of vulnerability and safeguarding and defining the responsibilities the MPS and partners have.

2 Equality and Diversity Impact

MOPAC consider risk on a Unit and Strategic 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

A corporate risk facing both MOPAC and the MPS is of government failing to provide adequate funding for policing in London. MOPAC can influence through effective funding lobbying and mitigations.

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

There are no direct legal implications arising from this report.

5 Risk Implications

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

6 Contact Details

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

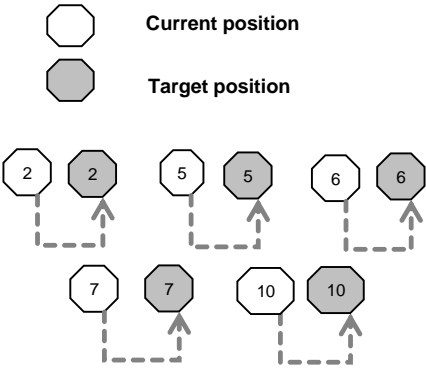
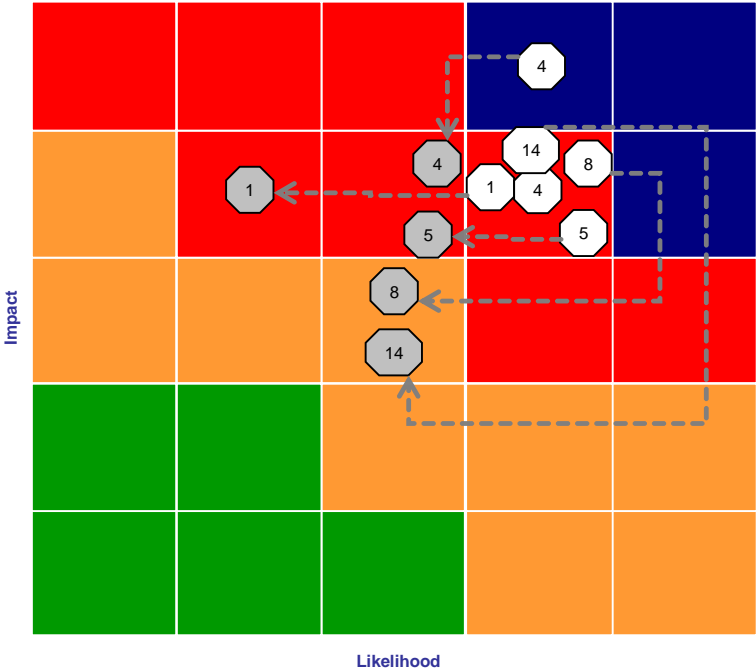
Appendix 2 – MOPAC summary risk position

Appendix 3 – MOPAC Internal Governance (Restricted)

Appendix 4 – MOPAC Risk Register (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
2a	↕	Oversight MPS - Failure to implement effective and efficient processes for governance and oversight across the full scope of PCP delivery	Siobhan Peters / Paul Wylie
2b	↕	Oversight MOPAC - Failure to implement effective and efficient processes for governance and oversight across the full scope of PCP delivery	Siobhan Peters / Paul Wylie
3New		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	↔	Complaints - Failure to ensure there is a police complaints reviews (appeals) process which is efficient, accessible to the public and fit for purpose or to provide channels for complaints against the police. Failure to ensure there is an effective oversight mechanism to oversee complaints handling by the MPS	Siobhan Peters
8	↔	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
9	↔	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
10	↔	Commissioning - Failure to effectively commission services	Sam Cunningham
11	↕	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
12	↔	Reputation of Mayor - Failure to respond to criticism of Mayor, DPMC and MOPAC's role in delivering the vision of a safer city for all Londoners	Paul Wylie
13	↕	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
14	↕	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



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. A discussion about 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.

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. As part of the GLA Budget Submission and consultation process MOPAC will engage with business sector as necessary (Dec 17).

HMIC 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.

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, Hate Crime, VAWG and is currently consulting on Public Access.

Press function – There is a dedicated policing press function at City Hall and Mayoral Team and MOPAC maintains a grip when issues appear.

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.

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 are being set up to cover the priority areas that we want focussed on within the MOU

Potential control

Business case to Mayor's Office r.e: additional financial support from GLA for implementation

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 – Natasha Plummer 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'.