

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

MPS-MOPAC JOINT AUDIT PANEL 27 July 2020

Alignment of MOPAC and MPS 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 the governance process for strategic risk management of MOPAC and the Met and the process in place for alignment. Oversight of the highest risks at senior level ensures effective controls are in place.

MOPAC's annual review of risk is progressing. Consideration of MOPAC's role with regard to the Met's corporate risks is included within this report.

Interdependencies/Cross Cutting Issues

- This report refers to both the MOPAC and the Met's risk registers presented in separate reports to this meeting at 5a and 5b on the agenda.

Recommendations

The Audit Panel is recommended to:

- a. Review and comment on the process for alignment

1 Alignment of risk

- 1.1 MOPAC and the Met continue to embed improved ways of working to discuss and align risk where it is possible and desirable. The organisations are represented at each other's key Boards (Risk and Assurance Board (Met) and Governance and Risk Working Group (MOPAC)).
- 1.2 MOPAC continues to develop its risk management framework and further detail of its annual review of corporate risks is set out within the separate report at 5a on the agenda. Following risk identification exercises, the focus of MOPAC's corporate risks has steered towards its own internal operations whilst still ensuring the risks around MOPAC's core function of oversight of operational policing are captured. In turn a separate document, set out at **Appendix A**, details where alignment exists and the role that MOPAC plays in contributing to control actions against each of the Met risks.
- 1.3 MOPAC continues to monitor programme level risk at the monthly Police and Crime Plan Delivery Group to ensure appropriate controls are put in place before risks fully materialise. The Deputy Mayor for Policing and Crime reviews both programme level and corporate risks as part of the internal risk management governance in place.
- 1.4 In response to the COVID-19 pandemic and the impact this has had on operations, MOPAC has taken a risk led programme management approach, to understand the impact on its ways of working. This is based on 6 strands, which includes its role in Met oversight. This is set out in more detail in MOPAC's Risk Management update paper on the agenda.
- 1.5 The oversight and commissioning function of MOPAC and the operational function of the Met reflect in the corporate risks it owns. Whilst there will be similarities, it is important to maintain independent risk registers to provide assurance to both the Deputy Mayor and the Commissioner that their respective organisations focus control activity in the right direction. Where alignment exists, each organisation can contribute to the reduction of risk through the control actions put in place.
- 1.6 The work the Met has done to refresh its approach to its own risk register, including the focus on understanding short and long-term risk and risk appetite, has provided greater maturity to its risk management framework. This work provides a clear framework against which alignment of risk can be made and MOPAC can articulate its own role in the controls for each risk. The violent crime risk is an example of where alignment is having a positive impact in the controls, particularly in relation to supporting the development of the Violence Reduction Unit through the Partnership Reference Group and the newly constituted Violence Reduction Board.
- 1.7 Despite the COVID-19 pandemic, the Met undertook its annual refresh of the corporate risk register in April-May and the new register was agreed by Risk and Assurance Board in June. A specific COVID-19 risk is in place but for the foreseeable future all MPS corporate risks will also be seen through a COVID-19 lens as the virus will impact our policing approach in many ways; for instance

the way in which we operate, and our finances. There is likely to be a significant impact on our relationship with the public; an impact on our growth and the work we have done around violence. All these key elements have been captured within the risks.

- 1.8 Within MOPAC, risk receives political oversight through a monthly agenda item with the Deputy Mayor, Chief Executive and Directors. The Deputy Mayor and the Commissioner provide joint senior level focus on key corporate risks where appropriate.
- 1.9 Similarly, within the Met, risk receives oversight through its Risk and Assurance Board. All corporate risks have members of Management Board as the risk owner and Risk and Assurance Board members actively challenge to assure themselves there are sufficient and effective controls in place to reduce the impact or likelihood of the risks.
- 1.10 MOPAC and the Met has good governance in place through established Boards and oversight mechanisms to ensure that efficient and effective control measures are being progressed against corporate risk, and action taken to reduce the impact and likelihood of the risk occurring.

2 Equality and Diversity Impact

This report has no direct equality and diversity impacts. All work strands are focussed on ensuring that we think intelligently about our engagement and focus on people who would not ordinarily want to engage with police. These are our harder to reach communities and those where trust in police is most challenged. The expectation is that this will have a positive impact on race and diversity externally with increased confidence in our harder to hear communities. 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 and the Met risk management frameworks will contribute towards the management of MOPAC and the 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 and the 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
Appendix A – Alignment of corporate risk

MPS		current score			MOPAC role					
Risk No.	Theme	Risk Description	Owner	working lead	Likelihood	Impact	Oversee	Convene	Communicate	Deliver
risk 1	Violent Crime	Long-term Our efforts with partners and communities fails to sustainably reduce violence crime	AC Frontline Policing	HOP - CP, Inclusion & Engagement	Very High	Very High	• DMPC chairs violence reduction Board • The VRU is working with the business community to expand London's offer in training, mentoring and work placements for young people building on successful summer programmes in the sport, culture and creative sectors. • The VRU worked with partners to produce a toolkit with information and advice on what to do in the aftermath of a knife crime.	• The VRU has commissioned a second phase of community seed funding for the 2019/20 FY, supporting 41 grass roots organisations. A new grass routes funding opportunity has been profiled into the VRU 2020/21 Budget. • The VRU worked with partners to produce a toolkit with information and advice on what to do in the aftermath of a knife crime.	• The VRU has commissioned a second phase of community seed funding for the 2019/20 FY, supporting 41 grass roots organisations. A new grass routes funding opportunity has been profiled into the VRU 2020/21 Budget. • The VRU has funded an Inclusive Schools Programme, with three components, a whole school approach; nurturing schools to promote inclusion; and the Stepping Stones Programme to support the transition from primary to secondary school. • The VRU has a range of programmes that have been commissioned to ensure safeguarding of students, promotion of inclusion as opposed to exclusion of students and support for the transition from primary to secondary	• The Mayor set up the Violence Reduction Unit (VRU) to bring together specialists from health, police, local government, probation and community organisations to tackle violent crime and the underlying causes of violent crime using borough resources • All local areas have knife crime action plans in place to drive activity using borough resources • The VRU has funded an Inclusive Schools Programme, with three components, a whole school approach; nurturing schools to promote inclusion; and the Stepping Stones Programme to support the transition from primary to secondary school. • The VRU has a range of programmes that have been commissioned to ensure safeguarding of students, promotion of inclusion as opposed to exclusion of students and support for the transition from primary to secondary
risk 2	Wellbeing	Short-term Failure to look after the wellbeing of our staff at a time where usual working practices are challenged (due to COVID-19) leading to a lack of employee confidence, poorer engagement and poor performance	Chief of Corporate Services	Director of HR	High	Medium	• DMPC meets with Staff Associations (Police Federation, MET-TUS & Superintendents) and Staff Support Associations (BPA etc) • DMPC meets with Chief of Corporate Services, who has responsibility for HR and AC Professionalism, who has responsibility for the Staff Survey • MOPAC is represented at the MPS People and Learning board - where issues such as the support available for staff is discussed. • MOPAC CEO attends the MPS Risk and Assurance Board	• MOPAC/Mayor will continue to lobby Government for better funding offer for London		
risk 3	CONNECT	Implementation of CONNECT severely undermines operational performance.	AC Frontline Policing	SRO CONNECT Programme	Medium	High	• IAM receives a monthly report on the Met's Transformation portfolio which provides an update for each of the major transformation programmes, it highlights whether benefits are on track and how the risks associated with business change are being managed. • MOPAC Officers attend some of the key Programme Boards - PEQF, Command and Control and CONNECT.			
risk 4	BREXIT	Short-term New post-BREXIT arrangements for cross-boarder cooperation are inadequate to manage the risk posed by dangerous offenders in London (Brexit)	Deputy Commissioner	DAC Operations	Low	High	• Mayor and DMPC meet regularly with the Commissioner and her senior team to discuss key strategic issues/risks	• Collaboration with partners on response to public order/riot/ripcution through the Mayor's advisory group (Commissioners - Met and LFB, Head of Resilience and strategic coordination etc)	• Use of the Mayoral and GLA role as the face for London	
risk 5	Governance and Assurance	Short-term Failure to enable BAU and drive change and innovation in an agile way with proportionate controls which provide MB with the assurance they need on the effective use of public money	Chief of Corporate Services	Director of Strategy and Governance	Medium	High	• Investment Advisory Monitoring (IAM) monthly process in place to oversee MPS' financial investments and management of assets, and scrutinise every decision as per the scheme of delegation. • DARA Audit Plan provides further assurance through a comprehensive plan to audit MPS processes and change.			
risk 6	Organisational agility	Short-term Failure to be organisationally agile	Deputy Commissioner	DAC Professionalism / Director of Strategy & Governance	High	Medium	• Mayor and DMPC regular bilateral meetings with the Commissioner and Deputy Commissioner to discuss the strategic and operational challenges facing the Met Police.	• use of LCB sub-groups to identify trends		
risk 7	Money	Short-term High risk of overspend as a result of currently unfunded COVID-19 costs, risks of lost income; and other in-year pressures, with inadequate mitigations to cover all risks, could require disruptive action to control spending in the latter half of the year which impacts adversely on performance.	Chief of Corporate Services	Head of Finance	Low	Medium	• Investment Advisory Monitoring (IAM) monthly process in place to oversee MPS' financial investments and management of assets • The DMPC will approve all significant MPS policies and strategies and take decisions in accordance with the Scheme of Delegation and Consent, and Financial Regulations. • MOPAC-MPS Oversight Board receives quarterly performance monitoring reports to monitor progress against the Met Business Plan and Police & Crime Plan.			
risk 8	Money	Long-term Highly unprecedented financial outlook undermines ability to plan effectively; coupled with an inadequate efficiency strategy at present, risks undermining operational performance and sub-optimal decision making	Chief of Corporate Services	Head of Finance/ Director of Strategy and Governance			• The Mayor has established a reserve of £118.6m to ensure the 1,000 additional police officers he funded remained affordable • Based on the current 'reasonable worst-case' estimate MOPAC/MPS will have to save £45.5m in 2020-21 and then £63.8m in 2021-22	• Continue to lobby Government for better funding offer for London • Mayor pledged to do everything possible to protect frontline emergency services as he set out how the Greater London Authority Group (GLA) would look to make savings of up to £500m		
risk 9	Public & Local Engagement	Short Failure to engage effectively to address appropriate priorities and manage community expectations taking into account COVID-19 impacts and policing related issues of concern connected with BLM which will have a negative impact on public confidence and policing legitimacy and undermine our ambition to reduce the confidence gap between London's communities.	AC Professionalism & Engagement	HOP - CP, Inclusion & Engagement	High	High	• MOPAC-MPS Oversight Board discusses priorities • DMPC regular meetings with MPS Senior Leadership Team • DMPC meets with IAGs	• Mayor convened community response events following recent disproportionality issues raised	• Use of the Mayoral and GLA role as the face for London	• Public Attitude & Victim Satisfaction Surveys • Stop/Search CMN/CMGs, SNBs & Youth Reference Group • VRU Partnership & Youth Reference Groups • Mayor's Action Plan - in response to disproportionality concerns
risk 10	Public & Local Engagement	Long-term Failure to engage effectively to address appropriate priorities and manage community expectations will have negative impact on public confidence and policing legitimacy	AC Professionalism & Engagement	HOP - CP, Inclusion & Engagement	Very High	High	• MOPAC-MPS Oversight Board discusses priorities	• Mayor convened community response events following recent disproportionality issues raised	• Use of the Mayoral and GLA role as the face for London	• Mayor's Action Plan - in response to disproportionality concerns • MOPAC £1m fund for Safer Neighbourhood Boards • MOPAC funding OWL community engagement tool for Neighbourhood Watch
risk 11	People	Long-term Failure to attract, recruit and retain a diverse and representative workforce and support their progression within the organisation	Chief of Corporate Services	Director of HR	Medium	Very High	• DMPC regular meetings with Chief of Corporate Services to discuss recruitment. • Head of WIDPS is represented on the MPS People and Learning Board which covers recruitment. • MOPAC Head of WIDPS is represented on the MPS Growth Programme Board, which covers recruitment and the impact of growth.			
risk 12	Capability	Short-term Failure to ensure our workforce is appropriately skilled to deliver effectively in a changing environment (PEQF)	AC Professionalism	Director Learning	High	High	• MOPAC officer represented on PEQF project board • DMPC regular meetings with MPS Senior Leadership Team - oversight of workforce issues. • DMPC regular meetings with Chief of Corporate Services and AC Professionalism.			
risk 13	Covid-19	Met Service delivery falls as a result of sustained disruption caused by Covid-19	AC Mark Simmons Management Board Lead	DAC Operations	Low	High	• DMPC regular meetings with MPS Senior Leadership Team	• Collaboration with partners on response - Mayoral advisory group (Commissioners - Met and LFB, Head of Resilience and strategic coordination etc)	• Mayoral and GLA role as face for London	
risk 14	Technology	Long-term Conservative approach to implementing technology impedes delivery - reduces ability to capture benefits, in particular qualitative benefits, of technology	Chief Information Officer	Digital Policing Directors Director Strategy & Governance Transformation Director Director of Commercial Services Heads of Profession	High	Medium	• DMPC regular meetings with MPS Senior Leadership Team • Investment Advisory Monitoring (IAM) quarterly process in place to oversee MPS' financial investments and management of assets - Scrutiny of Digital Technology Business cases			
risk 15	Crime prevention	Long-term Insufficient and ineffective crime prevention fails to prevent victimisation and undermines community confidence in policing	AC Professionalism	Head of Profession - CP, Inclusion and Engagement	High	High	• In partnership with local MPS leaders and the elected local council, each borough has agreed a set of priorities which focus crime prevention work in the local area. • London's Victims Commissioner enables victims to access a timely, effective, transparent and inclusive justice journey, whether they choose to report the offence all the way through to post sentence			• The London Crime Prevention Fund (LCPF) was established in 2013, bringing together a number of funding streams that existed before MOPAC was set up. Crime priorities are tackled via direct borough funding for prevention initiatives. • The Mayor's CVE programme has three core objectives: working to strengthen London's minority and marginalised communities, to safeguard the vulnerable to stop the spread of extremist ideologies. Programme of work is in place. • Safer Neighbourhood Boards (SNBs) are an established borough level mechanism for delivering local police accountability and engagement and support local problem-solving projects that address local concerns.
risk 16	Legitimacy	Long-term Legitimacy in the Met is weakened because we fail to strike the right balance of ethical and effective policing in light of new and emerging tools and tactics	Deputy Commissioner	Head of Intelligence & Covert Policing/ Cmdr Met Operations	High	Medium	• MOPAC and MPS Oversight Board provides an annual review of Use of Force/Intrusive tactics (2 Mar 20, 20 Mar 19, 5 Feb 18)	• The Mayor set up the 'London Policing Ethics Panel' (LPEP) to provide ethical advice on policing issues that may impact on public confidence • Recent advice around use of LFR	• MOPAC led S&S know your rights dissemination	• Public Attitude & Victim Satisfaction Surveys
risk 17	Estates	Failure to adapt sufficiently to new ways of using our buildings results in higher estate costs than affordable; and / or budgetary caps on estates spending resulting in estates provision that doesn't align sufficiently to operational requirements	Chief of Corporate Services	Director of Property Services	Very High	Very High				