

MOPAC MPS Oversight Board

6 January 2022

2021-22 Q2 MPS Oversight

Report by: The Director of Strategy and MPS Oversight and
MOPAC Chief Financial Officer

1. Purpose of this Paper

To consider:

- the MOPAC Quarter 2 2021-22 Performance Update (Annex A); and
- The MPS risk and assurance paper (Annex B) which focusses on the legitimacy risk.

2. Recommendation – that the Oversight Board discuss and note the Q2 Performance Report and Q2 MPS Business Plan Monitoring Report:

3. Section 1 - Performance Monitoring

- 3.1. Quarterly data shows for the USS there was a drop from 71% in Q1 20-21 to the current Q2 21-22 result of 63%. This fall is statistically significant.
- 3.2. We see an association between USS satisfaction and performance metrics including demand, staff abstraction and call answering time for both 999 and 101 within MetCC.
- 3.3. In the twelve months to September 2021, 52% of Londoners indicated that they think the police do a good job in their local area (confidence).
- 3.4. The declines to confidence and trust are visible across all demographic groups.

- 3.5. All acquisitive crime increased in the most recent quarter compared to the previous, particularly for the crime types most correlated with mobility (theft person, theft of MV and robbery).
- 3.6. September 2021 recorded the second highest volume of sexual offences in the last 10 years.

4. Section 2 - Finance Monitoring

Summary

- 4.1. The MPS is currently forecasting a balanced revenue position for 2021/22
 - The forecast predicts that underspends in pay and overtime (£1.8m). This is composed of a £14.4m underspend on pay due to vacancies and secondments. Offset by a £16.2m overspends in overtime.
 - Running Expenses remains broadly in line with budget (£7.7m underspend), with a £12.0m underspend in supplies and services offset partially by overspends in Employee Related Expenditure (£3.6m) and premises costs (£1.1m)
 - The resulting gross expenditure forecast underspend of £7.0m is offset against an under-recovery of Other Income (£2.1m) and Specific Grants (£5.0m) attributable to various externally funded areas (offset by reduced expenditure).
- 4.2. The MPS capital programme provided for £385.1m of expenditure in 2021/22. The forecast capital expenditure outturn for 2021/22 is £271.8m which represents a variance of £113.3m
- 4.3. The capital variance is driven largely by Estates (£60.4m), Digital Policing (£32.8m) and Transformation (£26.0m). Estates variances are primarily due to slippage because of purchase delays.
- 4.4. Estates variances are primarily due to slippage because of purchase delays. The Digital Policing variance is due to an underspend on core IT infrastructure and national Home Office Programmes (expenditure moved to later years) and budgeting adjustments. The Transformation variance is slippage due to revised delivery plans, reprofiling and project pauses.

5. Annexes

Annex A – [Q2 2021-22 Performance Update](#)

Annex B – MPS Risk and Assurance Report - Legitimacy

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Risk and Assurance

Report by: Chief of Corporate Services

1. Purpose of this Paper

The purpose of this paper is to provide Oversight Board with a deeper look at one of the Met's significant corporate risks – Legitimacy, which was discussed in detail at Risk and Assurance Board on 30 November 2021.

2. Recommendations – that the Oversight Board:

a) Note the activity in progress to implement the key controls that are required to manage the risk and enable the target position to be achieved by the agreed date.

3. Risk 10 – Legitimacy

3.1. This risk is a long-term risk with a target date of November 2022. The risk description is "***Legitimacy in the Met is weakened***". At Risk and Assurance Board in September 2021, it was agreed that a bespoke report on our legitimacy risk would be presented at future meetings. It was felt that the complexity and breadth of this risk required a different kind of reporting mechanism from the regular template. This was presented to Risk and Assurance Board on 30 November 2021 for the first time.

3.2. The current risk score is Very High Likelihood v Very High Impact (scoring blue); the target position is Medium Likelihood v Medium Impact (scoring amber).

Progress Update

- 3.3. There has been considerable activity relating to controls to this risk. Equally, there have been a considerable number of challenges to our legitimacy, including but not limited to:
- a) the sentencing of the murderer of Sarah Everard in late September 2021;
 - b) other cases which have seriously called into question the standards and conduct of our officers;
 - c) some debate around our approach to protest,
 - d) the inquest in to the deaths of four men killed by Stephen Port.

Key Controls

- 3.4. There has been very significant activity to consolidate and grow our legitimacy in the past quarter. This includes:

STRIDE

- 3.5. Our STRIDE strategy and action plan were published in late September. These are the product of considerable engagement and work across the Met and with our partners.
- 3.6. The strategy sets out how as an organisation we will ensure that everyone who lives, works and visits London feels and stays safe. It also outlines how our people can flourish to their full potential and how as an ethical and fair organisation we will attract Londoners in all their diversity to work for us.

REBUILDING TRUST

- 3.7. Our Rebuilding Trust plan was published in October 2021 and outlines the Met's immediate priorities to raise standards and improve our culture. The plan is focused on how we best restore the trust of the public in the Met and our people, with a focus on three primary objectives: Raising standards; Improving our culture and Doing our job well.
- 3.8. In the plan we have committed to 12 immediate priorities, including:
- a) Completing an urgent review of all current investigations into allegations of sexual misconduct and domestic abuse against our officers and staff
 - b) Boosting the number of investigators in our professional standards department to strengthen our capability and prevent people abusing their positions of trust
 - c) A root and branch review of the Parliamentary and Diplomatic Protection Command
- 3.9. In addition, we have nominated a dedicated Chief Officer lead to this work (Commander Rachel Williams) and a Management Board Rebuilding Trust which has undertaken significant work in this past three months.

- 3.10. There has been a cascade on three key expectations on standards (appropriate boundaries, use of social media and actively intervening) across the Met.
- 3.11. We have also announced an independent and external review to be led by Baroness Casey of Blackstock in to our culture and standards. This will begin early in January 2022 (more on this below).

VIOLENCE AGAINST WOMEN AND GIRLS

- 3.12. In early November we published our Violence Against Women and Girls Action Plan - this plan brings together much of the work across the Met and sets out what more we will be doing. We are currently engaging further on the plan with a view to a final plan by Spring 2022.
- 3.13. The plan brings together our key priorities under four main headings: Protecting women and girls in public spaces, at home and online; Working with our partners and with women to improve prevention and victim care; Bringing offenders to justice and improving criminal justice outcomes for victims; and Improving Met culture and professional standards.
- 3.14. Over the last quarter, a number of operational strands, including Autumn Nights, Operation Vigilant and Ask for Angela, have been publicised to build confidence.

DEPUTY COMMISSIONER'S DELIVERY GROUP

- 3.15. The Deputy Commissioner's Delivery Group was set up in Autumn 2020 to both support black officers within the organisation and improve relations between the Met and London's black communities. The team leads work across four key strands of work, which will help deliver the Met's STRIDE priorities. This work includes improving the sense of inclusion, support and opportunity for black officers and staff; identifying and challenging any barriers within recruitment and promotion processes; further improving trust and confidence for policing encounters, including those involving the use of force; and engaging with key community members and stakeholders on these crucial issues.
- 3.16. Progress this quarter has continued at pace across the 23 actions for the Met in the Mayor's Action plan, including the recent publication of our handcuffing policy.

DETECTIONS

- 3.17. AC Nick Ephgrave has over the last quarter, been leading a pan-Met effort to considerably increase our detection rates, particularly around key crime types. This will continue to be a major priority for at least the next two

years and we have an agreed assessment of the challenge and also action to be taken.

DELIVERY

- 3.18. Tying all this together, we have remained focus on the delivery of Met Direction and the Performance Framework with our key metrics. These have been reviewed by our Management Board and we have an agreed way forward to develop the annual refresh of the Performance Framework for April 2022

ENGAGEMENT AND COMMUNICATION

- 3.19. Across the Met, there has been a concerted effort to maximise our engagement and communication with the communities we serve and with key stakeholders. This will continue in to the next quarter

NEXT QUARTER – **Controls and possible challenges**

- 3.20. In addition to existing challenges, which fall broadly into two big areas – respect and competence – there have been additional challenges to our legitimacy from the outcome of the Inquest into the deaths of the men killed by Stephen Port (Op Lilford). We also know of a number of professional standards cases which will be challenging. Operationally we are dealing with high demand and, for instance with CT, a higher level of threat. Dame Elish Angilioni’s Inquiry is also expected to begin imminently; we welcome this inquiry though it may add to questions around our legitimacy.
- 3.21. Currently the principal plans for controls in relating to the risk are:
- Continued focus on **doing our job well**, including increasing our detection rates;
 - The publication in December of an update on our Rebuilding trust priorities along with a small number of additional priorities which we believe will make a significant impact;
 - Enabling **Baroness Casey** to begin her review in January 2022 at pace and will wide-ranging access and very full engagement;
 - The publication of our response to the **Daniel Morgan independent panel**;
 - A full response to the Inquest in to the deaths of the four men murdered by Stephen Port, demonstrating our regret and the learning and improvement since 2014/5.
 - Continued drive in our **delivery of the STRIDE action plan and through the Deputy Commissioner’s Delivery Group**;
 - Significant continued **engagement and communication**, about our activities, delivery and commitment to building a better Met;
 - Work led by the Director of Communication to **build our openness, transparency and accountability**.

- A more **strategic approach to our communications** and our strategic narrative, being led by our Director of Communication.
 - Continuing very significant work being led by the Director of Training to build our **training approach**. This is an important part of work to improve overall levels of competence, and in turn strengthen our legitimacy
- 3.22. We continue to work with MOPAC to deliver greater granularity through the Public Attitudes Survey and other channels to deliver richer insight for our actions.
- 3.23. All this work will continue to be monitored through Management Board and against our delivery plans.

4. Equalities and Diversity Issues

All individual risk owners ensure that their work to prevent and mitigate corporate risk has a positive race and diversity impact. Equality impact assessments will be undertaken on significant programmes of work.

5. Financial Implications

There are no direct financial implications arising from this report. Any additional financial implications will be subject to normal investment processes.

6. Legal Implications

There are no direct legal implications arising from this report.

7. Contact Details

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