

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

AUDIT PANEL

Friday, 30 June 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.

MOPAC has been through a year of intensive change and transition, with a new mayoralty, senior management team and the creation of London's second Police and Crime Plan. This has created an opportunity for the organisation to review its risk identification and mitigation.

This document summarises the organisation's headline risks. The senior management team has identified key mitigations and further detail can be presented to the panel in September.

It also allows an opportunity to respond to the request of Audit Panel to better define interdependencies with the risk register of the Metropolitan Police Service and other partners.

At the end of the last calendar year, work was carried out in MOPAC to better articulate the ways in which the powers of the Mayor are translated and delegated through to delivery (1.4 below). The corporate risk matrix aligns itself with this model, ensuring linkage to governance and risk mitigation opportunities.

This corporate risk register brings a more dynamic approach to risk management, ensures continuity through to next transition, and offers 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 process for identifying risks are accurate and that mitigations 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.

Further work will be carried out on this over the next quarter and presented to the panel in September.

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 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 process taken to refresh the organisational risks in line with the newly published Police and Crime Plan.
- 1.2 Further refinement has taken place to the risk register to ensure that the risks are more clearly defined and mitigations are in place to work to reduce the impact and likelihood of the risk (Appendix 1). Discussions continue to take place with directors and senior leaders in MOPAC to assure the Chief Executive Officer that sufficient grip of key issues is in place.
- 1.3 Corporate risks for MOPAC in the previous mayoralty were focused on the risk of not achieving key priorities/targets from the then police and crime plan. The high strategic level of these risks did not permit dynamic risk movement, despite a number of mitigations in place, and there was little alignment with the more operationally focused risk of the MPS. When defining the current set of corporate risks this was taken into account and a more dynamic element has been adopted. For example, the current risk to the organisation of *failure to adapt to emerging police and operational challenges, and make effective interventions* is specifically focused on the issue of knife crime. Current crime trends, public and community attention and potential reputational damage to the Mayor and MPS are all contributory factors. In developing the Knife Crime Strategy, published on 27th June, the current problem facing London is identified and the strategy proposes areas where MOPAC can make a difference. Mitigations put in place aim to lower the risk, which in turn will lower the position on the risk register and allow for a more fluid approach to risk management.
- 1.4 MOPAC discharges the duties of the Mayor in three ways; 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. 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.
- 1.5 MOPAC and the MPS continue to meet regularly to discuss risk and where alignment and collective controls can be put in place. 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

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7 Appendices and Background Papers

Appendix 1 – MOPAC risk overview (Restricted)