

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

MPS-MOPAC JOINT AUDIT PANEL

8 January 2020

MOPAC Risk Management update

Report by: The Director of Strategy

Report Summary

Overall Summary of the Purpose of the Report

This report provides an overview of risk for the Mayor's Office for Policing and Crime (MOPAC), along with the process to ensure controls are in place to address these.

This document summarises the organisation's headline risks (**Appendix 1**). Further detail on risk score, direction and key controls is presented in **Appendix 2**. The corporate risk register is reviewed monthly at the Governance and Risk working group meeting.

A separate document outlines the maturing risk registers of MOPAC and the Met and the process to identify interdependencies where they exist.

Key Considerations for the Panel

Review the control plan for MOPAC's risks, whilst being aware of the dynamic approach to the risk register that this improved system offers.

The Panel may also wish to discuss the critical dependencies. For example, the impact of funding (Risk 4) on most other risks within the matrix and how controls 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 note MOPAC's risk management approach and agree that MOPAC risks are well managed.

1. Supporting Information

- 1.1. More detail of controls in place for all risks is set out in **Appendix 2**.
- 1.2. MOPAC reviews progress against each risk at the monthly Governance and Risk working group meeting. Controls are assessed to understand whether they remain appropriate to address the risk, and whether any further controls need actioning. The championing of risk management by Directors ensures that sufficient pressure is applied to drive this work forward.
- 1.3. MOPAC is in the process of reviewing its corporate risks, with senior management having taken part in risk identification sessions, and a further workshop planned for the new year to develop risks further. Following the completion of the Met's annual risk review, an assessment of MOPAC's role in the controls of each risk area can be made.
- 1.4. The framework around risk at a programme level continues to develop through the structured governance approach established in MOPAC. Monthly review of work to deliver commitments from the Police and Crime Plan and other Mayoral/MOPAC strategies enables identification of risks to delivery. Where appropriate, these are escalated to a monthly Delivery Group and control measures put in place. Programme risk is overseen by the Deputy Mayor, Chief Executive and Directors on a monthly basis.
- 1.5. In addition to improvements in management of risk at a programme level, MOPAC is working to improve management of shared partnership risks. A process for escalation of partnership risks through local crime reduction sub-groups has been in place for 12 months. This is now being strengthened with the instigation of a formal risk register owned by the delivery management group (sub-board of LCRB) which will ensure that risks are systematically logged and tracked.

Changes and movement of risk since last quarter

- 1.6. Transformation risk – work to deliver the Met's transformation is supported by an effective assurance process to ensure delivery. MOPAC's oversight of this programme of work is underpinned by this process. MOPAC has confidence in the effectiveness of the Met's process for delivery in this area and will continue to review its control measures to ensure they are effective in managing the risk. As a result the impact of this risk has been reduced to Medium.
- 1.7. Risk movement for all other risks has remained static for this quarter. MOPAC accepts that the controls in place are sufficient at this time to manage the corporate risks it faces. Although headline scores have stayed the same, the controls and potential future controls have been discussed and amended throughout.

2. Equality and Diversity Impact

MOPAC consider risk on a Programme 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 that the Government fail to provide adequate funding for policing in London. Through its role on the Home Office group to advise on the new police funding formula MOPAC will continue to influence future discussions. Work continues to identify the demands on the police and drive efficiencies.

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

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

Appendix 2 – MOPAC summary risk position (Official Sensitive)

Appendix 1: MOPAC corporate risk overview

Ref	Risk trend	Risk Description	Risk owner
1	↔	Address vulnerability - Failure to play our part to protect the most vulnerable members of the community and deliver an effective service to those most in need	Director of CJ Policy and Commissioning
2	↔	Oversight MPS - Failure to agree effective and efficient processes for governance across the full scope of PCP delivery	Chief Executive Officer
3	↓	Transformation delivery - Failure to ensure effective oversight, support and challenge to enable MPS transformation	Chief Finance Officer
4	↔	Adequate funding - Failure to attract adequate resources and capital funding for policing taking account of the needs of London	Chief Finance Officer
15	↔	Efficiency - Failure to fulfil our statutory duty to secure the efficiency and effectiveness of the MPS	Chief Finance Officer
5	↔	Decision making and change - Failure to adapt to emerging policy and operational challenges, and make effective interventions through oversight or convening of partners	Director of Strategy
6	↔	Victims - Failure to ensure that the needs of victims are at the heart of everything we do across policing and the criminal justice system.	Director of CJ Policy and Commissioning
7	↔	CJ devolution - Failure to provide an effective framework for cooperation across the London criminal justice service.	Director of CJ Policy and Commissioning
8	↔	Capacity and capability - Insufficient capability and capacity to meet the expectations of Mayor/DMPC and carry out our statutory and delivery functions.	Chief Executive Officer
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	Director of Strategy
12	↔	Equalities - Failure to fulfil on MOPAC's duties to promote diversity, either as an employer, an oversight body or in our public engagement	Director of Strategy
13	↔	Information Management - Failure to ensure MOPAC has a secure and compliant information management system.	Director of Strategy
14	↔	Violence - Failure to mobilise effective partnership response to increase in violent crime which commands community confidence	Director of CJ Policy and Commissioning/Director of VRU

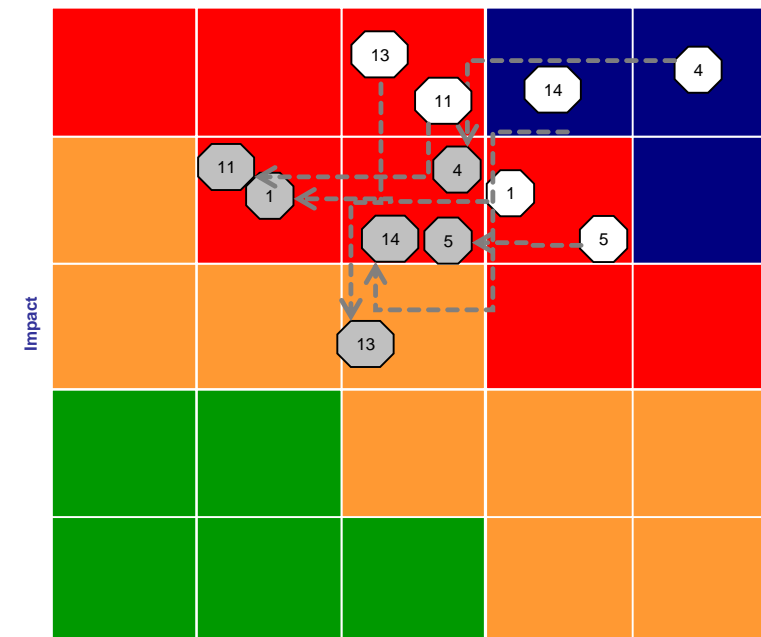


Chart represents highest risks only

