

**M O P A C**MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

17 January 2022

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.

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 asked MOPAC to provide an update on the review of MOPAC's corporate risks and further detail on the impact of rebuilding trust and confidence. This is included in section 1.3 and 1.10 of the report.

Interdependencies/Cross Cutting Issues

In general, the Panel is content that MOPAC and the MPS has good governance in place to manage interdependent risks.

Recommendations

The Audit Panel is recommended to note MOPAC's risk management approach.

1. Supporting Information

- 1.1. MOPAC reviews progress against each risk at the monthly Governance and Risk working group meeting and provides internal challenge to ensure the risk remain correct. 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.
- 1.2. Further detail is provided below of changes and risk movement in the last quarter.

Impact of rebuilding Trust and Confidence

- 1.3. MOPAC reported to the October Panel the key risk of the report of the Daniel Morgan independent panel as the impact of trust and confidence. The Panel has requested more information about how MOPAC plans to rebuild trust and confidence in the MPS.
- 1.4. Trust and confidence are vital for effective policing. Trust will influence the likelihood that the public engage with the police and how they perceive the actions of officers in those interactions. It will also impact on perceptions of legitimacy, and in turn how likely people are to comply with, support and engage with police officers.
- 1.5. The link between trust and legitimacy, and the impact on engagement and compliance mean that there are genuine operational implications of not getting it right. It is for this reason that increasing trust and confidence is one of four core priorities in the Police and Crime Plan, which is currently out for public consultation.
- 1.6. The evidence tells us that trust and confidence are declining and have been for a number of years. There is a temptation to focus on recent high-profile events but given the long-term nature of the trends it is clear that these events, while important, are not the sole drivers of current position. Analysis has identified some key drivers that can help focus MOPAC's work and oversight. These are perceptions of police effectiveness, police engagement, treatment and transparency and accountability.
- 1.7. Work has been progressing through the MOPAC Change Programme, to develop a clearer oversight framework for MOPAC. Within this we are specifically addressing our response to Trust and Confidence.
- 1.8. MOPAC is delivering and overseeing a lot of work in this area, however, acknowledges that a more strategic approach is needed. Currently, the response to Trust and confidence spans different policy areas within MOPAC without a single point of ownership. The new governance model would take a matrix approach, with Strategy Directorate taking the lead. A working group will manage the broad programme of work, enabling a more coherent understanding of our response to each policy area and providing the ability to

view and manage emerging issues through the lens of a longer-term strategic approach.

- 1.9. This work will include the Mayor's Action Plan for improving trust and confidence, whilst also having an overview of the Met's response to child protection, the treatment of victims, partners intelligence, the effectiveness of communications and importantly the professionalism of the MPS.

MOPAC review of corporate risk

- 1.10. Corporate risk is monitored and managed through MOPAC's Governance and Risk Working Group and an update presented to the external Audit Panel on a quarterly basis. MOPAC's corporate risk register was last refreshed in 2019. Since that time MOPAC has managed the significant impact of the pandemic and its organisational restructure by setting up the MOPAC Recovery Board to deal with the immediate risks to the business, and more recently, the MOPAC Change Board, to manage the core control measures in place to enable change. It was recommended that MOPAC review its corporate risks to ensure that they reflect the vision MOPAC set out in its Change Programme and the new Police and Crime Plan objectives.
- 1.11. Risk identification workshops have taken place with each Director and their senior leadership teams between September and December 2021. Challenges with availability in diaries led to this process being extended longer than initially expected.
- 1.12. Work has progressed to bring all the findings together with the aim to take a proposal to MOPAC Board in January 2022. Board will be asked to discuss the findings and work to agree a new set of 'Board owned' corporate risks. Following these discussions, it is hoped that MOPAC will be in a position to set out the findings to the next Audit Panel meeting.

Changes and movement of risk since last quarter

- 1.13. *Risk 2 - MOPAC fails to secure the effectiveness and efficiency of the MPS, through ineffective use of its oversight* – The progress made in this area through the Change Programme project to improve oversight has meant that the likelihood of this risk occurring has been reduced to MEDIUM. Work continues to embed the new approach, but MOPAC has confidence that the improvements to its oversight model will allow for strategic oversight and a more coherent understanding of our response to policy areas.
- 1.14. *Risk 4 - MOPAC fails to effectively discharge its statutory responsibilities to provide, or arrange the provision of, services to help victims and witnesses of crime* – MOPAC has secured additional funding in this area and there are Victim Services in place. For this reason, it is felt that the likelihood of this risk occurring can be reduced to LOW.

- 1.15. *Risk 6 - MOPAC fails to secure an effective partnership response for community safety and crime in London* – There has been a significant amount of partnership work over the last 6 months on initiatives to reduce violence in London. The plans brought together the police, City Hall, local authorities and criminal justice partners to work more closely than ever before to drive down violence across the city. This partnership approach focused on enforcement to bear down on offenders, and early intervention to provide positive opportunities and prevent violence from happening in the first place. This work has been done hand in hand with London’s diverse communities. The risk has been assessed and the target score has been brought down to LOW likelihood and MEDIUM impact as a result of the improved partnership working. There is more work to do to embed the new Partnership team in MOPAC, but the foundations are there with improved relationships to take this work forward.
- 1.16. 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.
- 1.17. More detail on some key risks where controls have progressed can be seen in Appendix B.

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. MOPAC will continue to work with the MPS to consider the best lobbying position regarding the new police funding formula and 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 A – MOPAC corporate risk overview

Appendix B – MOPAC summary risk position – Official Sensitive

Appendix A: MOPAC corporate risk overview

MOPAC Corporate Risks

Risk Theme		Risk Description	Risk Owner
Strategic	1	MOPAC fails to secure adequate resources and set a balanced budget for policing in London	CFO
	2	MOPAC fails to secure the effectiveness and efficiency of the MPS, through ineffective use of its oversight	CEO
	3	MOPAC fails to hold the Commissioner to account for the legitimacy of the MPS, in relation to equalities, community engagement, custody and other areas defined in statute	Director of Strategy
	4	MOPAC fails to effectively discharge its statutory responsibilities to provide, or arrange the provision of, services to help victims and witnesses of crime.	Head of Policy & Commissioning - victims
	6	MOPAC fails to secure an effective partnership response for community safety and crime in London	Director of Commissioning and Partnership
	7	MOPAC fails to secure improvements in the criminal justice service for London owing to insufficient levers or not being able to secure necessary cooperation from central	Head of Policy & Commissioning - offenders
	8	MOPAC fails to influence London-wide and national delivery within policing and crime through its pilot programmes and published research	Director of Strategy
	Operational	9	MOPAC fails to deliver its commitments to the Mayor's Equality, Diversity and Inclusion strategy, in its delivery of services or as an employer
10		MOPAC's reputation is negatively impacted by the failure of a commissioned service	Director of Commissioning and Partnership
11		MOPAC fails to implement effective strategy, policy and practice for Information Governance in relation to its own delivery	Director of Strategy
12		MOPAC fails to implement effective policy and practice in relation to safeguarding vulnerable individuals as an employer or in the delivery of its events and commissioned services	CEO
13		MOPAC lacks the capacity and capability to deliver its responsibilities	CEO
14		MOPAC lacks a programme and project management approach able to shape and track the delivery of outcomes and outputs and escalate programme risk	Director of Strategy
15		MOPAC lacks adequate physical infrastructure, technology support or access to shared services to provide an effective platform for delivery	Director of Strategy
16		MOPAC fails to deliver a safe and healthy working environment for its staff and/or fails to provide adequate support for wellbeing	CEO
17		MOPAC fails to plan for resilient performance in the face of disruption to business continuity	Director of Strategy

