

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

MPS-MOPAC JOINT AUDIT PANEL

29 March 2021

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 A**). Further detail on risk score, direction and key controls is presented in **Appendix B**. 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 may also wish to discuss the critical dependencies. For example, the impact of funding (Risk 1) on most other risks within the matrix and how controls need to adjust depending on the outcome of this.

Interdependencies/Cross Cutting Issues

More detail on specific risk interdependencies are requested by the panel as appropriate. At the January meeting a separate paper was tabled on financial risk. 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.

Changes and movement of risk since last quarter

- 1.2. *Risk 1 - MOPAC fails to secure adequate resources and set a balanced budget for policing in London* – At the current time it is felt that the funding risk is managed well. MOPAC has a balanced budget, published at the end of 2020; and the police funding settlement has been presented by government. This provides MOPAC will certainty over its resources in the medium term. The uncertainty presents from 2022/23 onwards, where the Home Office grant or allocation of police officer uplift are still to be agreed. Currently it is felt the likelihood of this risk can be reduced to Medium, with the impact set as High.
- 1.3. *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.* – the impacts of court delays was set out to the panel in January. This has worsened further, adding to the strain victim support services are under. For this reason, the risk trend is worsening, and the risk scores remain at High impact and High likelihood, with additional control actions in place. This includes the work to identify victims/witnesses already in receipt of commissioned services and what more can be done to put in place better communication to signpost those who are not currently receiving the right support.
- 1.4. *Risk 17 - MOPAC fails to plan for resilient performance in the face of disruption to business continuity* – MOPAC has had a significant test of resilience over the past 12 months due to the national lockdown. This resulted in a shift of business operating model in short time. It is felt that performance levels have been maintained whilst the business has been under significant pressure to deliver more and at quicker pace for victims in London (specifically emergency accommodation for domestic abuse victims). This has demonstrated the effectiveness of the Business Continuity Plan. It is felt that the likelihood measure for this risk should be reduced to Low, whilst the impact remains at Very High.
- 1.5. *Risk 18 - MOPAC's complex income streams are not adequately matched to the requirements of ongoing commissioned services* – Work has been completed between the commissioning team and finance team to ensure good budgetary control for 2020/21 and decisions have been made to set the budget

for 2021/22. Further control actions against the current budget will be established in due course. This has resulted in an improved trend for this risk.

- 1.6. 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.
- 1.5 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 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 A separate paper outlining the work MOPAC and the MPS has done regarding he financial settlement is on the agenda.
- 3.3 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

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
Financial	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
18	MOPAC's complex income streams are not adequately matched to the requirements of ongoing commissioned services	Director of Commissioning and Partnership	

