



TOTAL POLICING

MOPAC

MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

# MPS-MOPAC JOINT AUDIT PANEL

## 27 July 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.

A risk refresh exercise has taken place to identify the organisation's headline risks. A focus on four corporate risks provides further detail on risk score and key controls and is presented in **Appendix A**. The corporate risk register is reviewed monthly at the Governance and Risk working group meeting.

A separate document outlines what MOPAC's role is in the control actions for each of the MPS risks, identifying interdependencies where they exist.

##### **Key Considerations for the Panel**

Review the revised set of corporate risks for MOPAC, noting the process of risk identification that was undertaken.

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**

This is covered in a separate paper to the panel.

#### Recommendations

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

## 1. Supporting Information

- 1.1. MOPAC focused its annual risk refresh exercise on identification of the highest risks for the organisation and what element of those risks are within its control to influence.
- 1.2. The process of risk identification combined both a top-down approach – where interviews were conducted with senior management to understand the risks that are of most concern; and a bottom-up approach – where a risk identification workshop was held with staff across the organisation. The workshop looked at key risks to delivery of MOPAC's objectives, controls MOPAC has in place and what actions were required to manage the risk further. Both the bottom up and top down exercises identified a need for greater focus on MOPAC's internal risk.
- 1.3. The output from both exercises have been organised into three categories of risk: - Strategic, Operational or Financial. Development of risk description and detail of each risk has taken place at the monthly Governance and Risk working group, and at the Senior Leadership Team meeting in March. The risk register remains live and work will continue to ensure that the right mitigations are in place to improve the likelihood and impact scores of the most serious risks.
- 1.4. In response to the COVID-19 pandemic and the impact this has had on operations, MOPAC has taken a risk led programme management approach, to understand the impact on its ways of working. Fortnightly internal project board meetings are in place which focus on 6 strands, including MOPAC's role in Met oversight during the pandemic. MOPAC has a specific COVID-19 risk register and has ensured that control actions are in place that describe the work that is being undertaken, or is required, to specifically address its impact.
- 1.5. A key emerging risk for MOPAC, and criminal justice more generally, relates to disproportionality. This was already an area of focus and had been discussed at a recent London Criminal Justice Board. The horrific death of George Floyd and the subsequent protests that have taken place in London have led to increased scrutiny of policing and the CJS. The Mayor responded through a programme of engagement with local communities to listen and understand the deep-rooted equalities issues. He has instructed the creation of an Action Plan that will set the framework for how the MPS can be held to account for its approach to inclusion and equality. More detail of the work on this action plan, and internal work is set out at 1.9 below.
- 1.6. More detail of four risks is set out below.

### **Strategic risk**

- 1.7. ***Risk 1 - MOPAC fails to secure adequate resources and set a balanced budget for policing in London*** – This risk has critical dependencies on other corporate risks for MOPAC. The impact of not having adequate resources on

the Operational risks has led to the score for this risk being *Very High* for impact and *Very High* for likelihood.

- 1.8. The Mayor has reported that the impact of COVID-19 on business rates could lead to a loss of £493m over 2 years. Financial estimates state that MOPAC will have to save £45.5m in 2020-21 and then £63.8m in 2021-22, as its contribution to the total savings required. Work is being expedited to understand the implications and look at a range of options, including the use of reserves, to minimise the impact on frontline services. A plan will be presented in November, setting out how MOPAC will meet these savings. At this point MOPAC will address the subsequent impact on other corporate risks.

### **Operational risk**

- 1.9. **Risk 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-** MOPAC recognises the importance of incorporating E,D&I into all aspects of its work, and there are already pockets of good practice in many areas. We aim to reach a consistently higher standard of achievement across all strands of this work. MOPAC has worked with external facilitators to improve awareness across the organisation, with a 6-month programme for our Extended Leadership Team which culminated in a recent all staff event on this topic. There are several strands of action resulting from this programme which are being taken forward over the next few months, covering both employment issues and service delivery.
- 1.10. The BLM movement has created an intensified focus on the already key issue of diversity and inclusion. The MOPAC diversity and inclusion strategy has now been subject to wider discussion and contribution and will be a more developed and corporately owned piece of work.
- 1.11. The delivery of services is a key part of the Police and Crime Plan, and this risk sets to ensure that MOPAC does not fail to deliver in its commitment to address vulnerable groups of victims and offenders through the services that MOPAC supports and funds. These include:
- Establishing a new Violence Reduction Unit which will take a multi-disciplinary approach in delivering solutions to the causes of violent crime, as well as improved and speedier interventions at a local level;
  - Working with partners to provide London's Sexual Abuse Referral Centres and London's Rape Crisis Centres;
  - Addressing hate crime through specialist and targeted advocacy for high-risk victims of hate crime, specialist case work in some areas of hate crime and provision of the Online Hate Crime Hub;
  - Commissioning new specialist support for victims and survivors of domestic abuse to ensure victims receive tailored support and the pan-London

Reciprocal Housing Agreement that enables victims of domestic abuse and serious violence to move away from the risk of harm;

- Work by the Victim's Commissioner to implement the outcomes of the review of the victim's code of practice and work to improve victim satisfaction;
- Increasing the participation and diversity of community oversight of stop and search; and,
- In addition, the Mayor has made an additional £3.3 million available to the MPS for mental health support across London, developing front-line policing awareness and understanding of mental health; ensuring better first-time responses; and focussing on referrals of individuals to the right services.

- 1.12. This is an important corporate risk and the significant focus by the organisation has led to the score for this risk being *Medium* likelihood and *High* for impact.
- 1.13. **Risk 17 - MOPAC fails to plan for resilient performance in the face of disruption to business continuity** – Given the challenges we are facing from the COVID-19 pandemic it is only right that MOPAC renews its focus on business continuity and provides the organisation with the right support and messaging. Significant work has taken place to embed a culture of Smarter Working, better utilising technology and more agile working practices mean that staff are not confined to working from a single desk in a single location. The culture encourages flexible working.
- 1.14. The impact of COVID-19 can be seen within control actions across relevant corporate risks. For instance, MOPAC's risk around lack of capacity and capability to delivery its responsibilities shows within its control actions the impact of COVID -19 and how work has been adapted to learn lessons from the direction from government to work from home and the organisation's SMART working.
- 1.15. MOPAC has provided greater governance over the past 16 weeks by establishing a new risk-led recovery programme, reviewing risk and performance on a fortnightly basis. The programme looks at 6 strands of business, which includes MOPAC's oversight of the MPS during lockdown and now within the recovery phase as restrictions are easing. The programme holds its own risk register which is reviewed alongside progress for each of the work areas.
- 1.16. The risk of failing to plan for resilient performance in the face of disruption of any kind would lead to a *Very High* impact score. However, MOPAC is in a strong position given the work already taken place that the likelihood of this risk occurring is *Medium*.

## **Financial**

- 1.17. ***Risk 18 - MOPAC's complex income streams are not adequately matched to the requirements of ongoing commissioned services*** – The challenges MOPAC faces include timescales of funding streams and getting the money to services quick enough; sustainability of services when funding streams are for a short period of time; this links to the challenge of embedding change when the funding finishes.
- 1.18. The Mayor's £15 million boost to tackle Violence Against Women and Girls served a number of purposes. MOPAC was able to provide an uplift in funding to bolster services already in place where existing funding was reducing; it allowed for embedding transformation fund into sustainable funding; new services were funded; and funding was provided to support grass roots services who don't have access to funding streams such as this.
- 1.19. The complexity of this risk has led to a risk score of *High* for impact and *High* for likelihood.
- 1.20. MOPAC will continue to refine its new corporate risks and use its Governance and Risk Working Group to monitor control actions put in place.

## **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 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   | MOPAC fails to secure adequate resources and set a balanced budget for policing in London  | Interim CFO   |
|   | MOPAC fails to secure the effectiveness and efficiency of the MPS, through ineffective use of its oversight  | CEO   |
|   | 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  |
|   | 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  |
|   | MOPAC fails to secure an effective partnership response for community safety and crime in London   | Director of Commissioning and Partnership   |
|   | 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  |
|   | MOPAC fails to influence London-wide and national delivery within policing and crime through its pilot programmes and published research                                   | Director of Strategy  |
|   | Operational  | MOPAC fails to deliver its commitments to the Mayor's Equality, Diversity and Inclusion strategy, in its delivery of services or as an employer |
| MOPAC's reputation is negatively impacted by the failure of a commissioned service  |  | Director of Commissioning and Partnership   |
| MOPAC fails to implement effective strategy, policy and practice for Information Governance in relation to its own delivery   |  | Director of Strategy  |
| 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   |
| MOPAC lacks the capacity and capability to deliver its responsibilities   |  | CEO   |
| 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  |
| MOPAC lacks adequate physical infrastructure, technology support or access to shared services to provide an effective platform for delivery   |  | Director of Strategy  |
| MOPAC fails to deliver a safe and healthy working environment for its staff and/or fails to provide adequate support for wellbeing  |  | CEO   |
| MOPAC fails to plan for resilient performance in the face of disruption to business continuity  | Director of Strategy   |   |
| Financial   | MOPAC's complex income streams are not adequately matched to the requirements of ongoing commissioned services   | Director of Commissioning and Partnership   |
|   | MOPAC fails to plan for counter party failure within its treasury management for the MPS   | Interim CFO   |

