

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

MPS-MOPAC JOINT AUDIT PANEL

26 October 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.

At the July meeting, the Panel requested further detail on those risks where controls aim to have the most impact on risk score. This detail is set out within the paper.

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

This is covered within the controls set out in Appendix 2.

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. 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. The Panel asked for more focus on those risks where controls impact on risk score most significantly. This is set out below.

Oversight risk

- 1.3. ***Risk 2 - MOPAC fails to secure the effectiveness and efficiency of the MPS, through ineffective use of its oversight***– As a risk to one of our statutory functions this cuts to the core of MOPAC’s purpose. Governance mechanisms are in place to ensure effective and efficient oversight of decisions, with a joint working group looking at revisions to financial regulations and scheme of delegation in place. The Deputy Mayor for Policing and Crime chairs a monthly Investment Advisory Meeting ahead of approving all significant MPS and MOPAC policies and strategies and many of the large financial decisions for both organisations.
- 1.4. MOPAC internal governance has been improved through its Oversight Analysis monthly meetings. This allows heads of service to better inform oversight topics. This is supported by the quarterly performance report, which has also undergone revisions to ensure it remains fit for purpose and includes all relevant information.
- 1.5. Further work is in place to develop an oversight strategy for MOPAC, focusing on oversight priorities, the information required to monitor them, and the most appropriate governance structure. This work is in the early stages and will form part of the wider MOPAC Change Programme aim of strengthening oversight of the MPS.
- 1.6. The controls in place aim to reduce the current risk score from High to Medium impact and from High to Medium likelihood. We will continue to monitor this risk and controls and show any changes to the current score accordingly.

Legitimacy risk

- 1.7. ***Risk 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*** – This risk covers all areas of statutory responsibility and ensures focus in holding the MPS to account is maintained. MOPAC recognises the importance of Equality, Diversity & Inclusion and significant time and effort has been put into developing the Mayor’s Action Plan on trust confidence and transparency related to race disproportionality in stop and search, use of force, complaints, and equality.

- 1.8. MOPAC's Engagement Team work with community scrutiny groups, supporting our volunteers and ensuring their important work is maintained. In order to bring all of the scrutiny together, work has been undertaken to ensure insight is gathered and used to inform oversight discussions.
- 1.9. MOPAC Officers attend the Met's equality board (STRIDE) and use the information from these to inform oversight discussions between the Deputy Mayor and senior MPS officers. Work is underway to establish aspirations for the recruitment, promotion and retention of Black officers. Discussions are ongoing about including this within the Action Plan.
- 1.10. The impact of COVID-19 on the ability of volunteers to continue to conduct custody visits has meant that new ways of working had to be established. An adapted approach to custody visiting aligned to HO, NPM and ICVA guidance has been implemented. New ways of working have been devised with support from ICVs and the MPS. This includes use of remote tools to conduct virtual visits, which have been tested at Bethnal Green and in TACT suites. MOPAC is at the forefront of this (alongside GMP) nationally. These new ways of working now need to be embedded.
- 1.11. Once fully embedded, the controls in place aim to reduce the current risk score from HIGH to MEDIUM impact and from HIGH to MEDIUM likelihood. We will continue to monitor this risk and show any changes to the current score accordingly.

Changes and movement of risk since last quarter

- 1.2 **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.**
- 1.21 In the last report, we talked about the impact the BLM movement had created on the already key issue of diversity and inclusion. The focus in this area has further intensified, impacting the risk trend. As a positive consequence, 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.
- 1.22 There has been more engagement with staff on both the Mayor's Action Plan and MOPAC's Diversity and Inclusion Strategy. External consultants have now been procured to help MOPAC embed the key aims of the strategy within the organisation.
- 1.23 Although the risk trend worsened over the last quarter, the remedial action taken through greater investment and more engagement is felt to be sufficient to have no long-term impact on the overall risk score. We will continue to monitor each risk through the monthly Governance and Risk working group.

1.24 **Risk 18 - MOPAC's complex income streams are not adequately matched to the requirements of ongoing commissioned services**

1.25 Work has progressed in this area with completion of a number of control actions. Forward planning for re-commissioning is in place, providing assurance that funding for services will be maintained until the next police and crime plan. Internal budget processes have been improved to ensure that MOPAC is able to track core and non-core budget, and the approach to London Crime Prevention Fund until March '22 has been agreed as part of budget review work and agreeing commissioning plan for next 18 months.

1.26 Further work is required to progress discussions with the Ministry of Justice regarding multi-year funding arrangements, however this is subject to a devolution agreement being agreed in the future.

1.27 As such, it is felt that the likelihood of this risk should be reduce to MEDIUM, with the impact remaining at HIGH.

1.28 **Risk 19 - MOPAC fails to plan for counter party failure within its treasury management function**

1.29 This risk has been removed from MOPAC's corporate risk register and will now be managed at a directorate level. A regular annual review is in place of the Treasury Management strategy and Group Investment Syndicate (GIS) strategy to ensure it is appropriate and in line with risk appetite. Performance of GIS and identify indicators that could suggest risk of counter party failure are reviewed on a quarterly basis.

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

Report author:

Gemma Deadman email: Gemma.Deadman@mopac.london.gov.uk

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	Risk Lead
Strategic	MOPAC fails to secure adequate resources and set a balanced budget for policing in London	Interim CFO	Jim Hoyland
	MOPAC fails to secure the effectiveness and efficiency of the MPS, through ineffective use of its oversight	CEO	Jo Moore Paul Wylie
	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	Judith Mullett Natasha Plummer
	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	Brendan Charnock
	MOPAC fails to secure an effective partnership response for community safety and crime in London	Director of Commissioning and Partnership	James Bottomley Tom Burnham
	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	Ruth Bloomfield
	MOPAC fails to influence London-wide and national delivery within policing and crime through its pilot programmes and published research	Director of Strategy	Paul Dawson
	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	Director of Strategy
MOPAC's reputation is negatively impacted by the failure of a commissioned service		Director of Commissioning and Partnership	Louise Capel-Cure/Tom Burnham
MOPAC fails to implement effective strategy, policy and practice for Information Governance in relation to its own delivery		Director of Strategy	James Bottomley
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	Kate Bonham Tom Burnham
MOPAC lacks the capacity and capability to deliver its responsibilities		CEO	Kate Bonham
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	James Bottomley
MOPAC lacks adequate physical infrastructure, technology support or access to shared services to provide an effective platform for delivery		Director of Strategy	James Bottomley
MOPAC fails to deliver a safe and healthy working environment for its staff and/or fails to provide adequate support for wellbeing		CEO	Kate Bonham
Financial	MOPAC fails to plan for resilient performance in the face of disruption to business continuity	Director of Strategy	James Bottomley
	MOPAC's complex income streams are not adequately matched to the requirements of ongoing commissioned services	Director of Commissioning and Partnership	Louise Capel-Cure/Tom Burnham Jim Hoyland

