

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

28 March 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). It provides an update on the corporate risk review and outlines next steps.

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.

Review the update on the corporate risk review. This is included in section 1.3 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. Control actions continue to be progressed but there have been no changes to risk scores to report since those last reported to the Panel in January. Further detail on all risks can be found at Appendix B.

MOPAC review of corporate risk

- 1.3. MOPAC's corporate risk review has progressed over the last quarter, with MOPAC Board and DMPC agreement on 6 key risk themes. These themes were derived through risk identification workshops, and further discussion with MOPAC Board. Risk will be owned at Board level, with detailed updates provided for discussion should an agreed risk tolerance level be met.
- 1.4. Work continues to refine and develop these risks. Risk descriptions will be agreed, and leads will work to define control actions. These will then form the areas for discussion each month at the Governance and Risk Working Group, chaired by Director of Strategy and MPS Oversight.
- 1.5. The six risk themes are set out below.
 - **Resources** – not having the right capacity/skills to meet the level and type of demand placed on the organisation
 - **Relationships** – not having an effective partnership response – whether that is our relationship with the MPS, GLA or external stakeholders.
 - **Culture** – there is a risk that we lose the MOPAC corporate identity - what we stand for as an organisation, lose the morale of the staff.
 - **Impact** – there is a risk that we are unable to demonstrate our impact as the nature of our work makes everything a priority and we become unclear on what 'good' looks like.
 - **Technology oversight** – MOPAC authorises significant amounts of budget to Met Tech but does not have the capability to sufficiently oversee this area of business.
 - **Finance** – there is a risk that the Home Office funding formula review will result in negative outcome for London with a necessary reduction in frontline resource.

- 1.6. While refreshing the corporate risk register, it has become apparent that a process is needed to manage risk below Board level, to ensure that there is the ability to escalate/de-escalate risk as required. Whilst a structured project risk framework is in place through the Change Programme work, MOPAC now plans to formalise how it manages risk at other levels across the organisation. This is something that will be considered when developing the governance structure for the Police and Crime Plan, to ensure that risk to delivery is escalated where appropriate.
- 1.7. We will also ensure that our finalised corporate risk register has strong links to MOPAC's strategic objectives. This will ensure that at all levels, the delivery of the Police and Crime Plan is at the forefront of our work. And associated risks to that delivery are fed into the corporate risk register and actions to control risk prioritised.

2. Updates this Quarter

- 2.1. As a result of the wider changes planned to MOPACs risk approach changes in this quarter are limited. There have been two significant changes to the risk register.
- 2.2. **Risk 1 MOPAC fails to secure adequate resources and set a balanced budget for policing in London** – MOPAC has secured money for MPS to set a balanced budget and as such this risk is deemed to be fully mitigated. This risk has therefore been removed from the corporate risk register and will be monitored through normal finance processes.
- 2.3. **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 has been reduced to medium impact and likelihood and sits at the target level. MOPAC has structures in place to ensure effective oversight around legitimacy although it is too early to make an assessment to the difference to public/community trust.

3. 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.

4. Financial Implications

- 4.1 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.
- 4.2 The MOPAC risk management framework will contribute towards the management of MOPAC budgets and ensure that financial pressures are responded to effectively.

5. Legal Implications

There are no direct legal implications arising from this report.

6. Risk Implications

The paper details the risk implications facing MOPAC and any interdependent risks or issues with the MPS.

7. Contact Details

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8. 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

