

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

4 July 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 agreed set of corporate risks and control actions.

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 new corporate risk register and the risk management framework that supports it.

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. This is the first presentation of MOPAC's new Corporate Risk Register. Future updates will include progress against control actions and changes to risk scores where appropriate. Detail on all risks can be found at Appendix B.

MOPAC review of corporate risk

- 1.2. Since last reported to Panel in March 2022, MOPAC's corporate risk review has been completed. Risk descriptions and controls were agreed at MOPAC Board in June and presented to the DMPC. It was decided that the resources risk and technology risk themes were both concerned with lack of capabilities so have been combined. MOPAC therefore presents its 5 corporate risks to the Panel.
- 1.3. Assessments were made against the criteria for risk impact and likelihood to derive the inherent risk score. Then a further assessment, based on those controls that are already in place, led to the residual risk score. This will change once further controls are in place and progress will be indicated by the trend score moving up or down. MOPAC Board are yet to agree its tolerance level for each risk, but this will form part of the first review of corporate risk over the coming quarter.
- 1.4. The five risks are set out below.
1. **Resources** - MOPAC does not have the right capabilities and capacity to achieve MOPAC's mission including delivery against statutory function
 2. **Partnerships** - MOPAC does not have the right partnership structures and relationships to: work effectively with partners and influence and frame the actions of others to deliver the Mayor's ambitions and the Police and Crime Plan
 3. **Culture** - Due to hybrid working and diminished space MOPAC loses its corporate identity which impacts on staff engagement and inclusion, shared purpose and effective understanding and working, leading to dissatisfaction and reduced delivery.
 4. **Impact** - MOPAC is unable to demonstrate impact as work is not prioritised in line with a set of defined outcomes supported by data/evidence. Impacted by the lack of understanding /visibility of the role of MOPAC/VRU.
 5. **Finance** - Failure to deliver the Medium-Term Financial Strategy and service delivery within the funding available.
- 1.5. 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 the Chief Executive and Directors ensures that sufficient pressure is applied to drive this work forward.

- 1.6. A new governance framework has been put in place to manage the delivery of work associated with the new Police and Crime Plan. This includes a structured project risk framework which will enable management of risk at this level and escalation to the Corporate Risk Register should it be required. The Director of Strategy and MPS Oversight chairs both the PCP Programme Board, at which PCP risks will be discussed, and the Governance and Risk Working Group, so is best placed to facilitate the escalation of risk where appropriate.
- 1.7. We have also ensured that our finalised corporate risk register has 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. Equality and Diversity Impact

- 2.1 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 controls identified recognise that equality, diversity, and community engagement should be treated as strategic priorities.

3. Financial Implications

- 3.1 To supplement informal lobbying, both the Commissioner of the Metropolis and the Deputy Mayor will write to Home Secretary and/or Policing Minister to highlight issues specific to the Metropolitan Police Service. 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

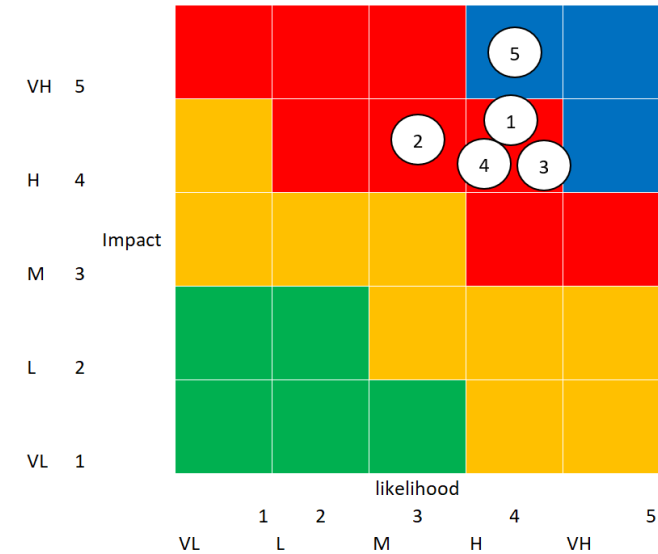
Appendix A: MOPAC corporate risk overview

MOPAC Corporate Risks

Risk Description	Risk Owner
1 MOPAC does not have the right capabilities and capacity to achieve MOPAC's mission including delivery against statutory function	Chief Executive
2 MOPAC does not have the right partnership structures and relationships to work effectively with partners and influence and frame the actions of others to deliver the Mayor's ambitions and the Police and Crime Plan	Dir of Commissioning & Partnerships
3 Due to hybrid working and diminished space MOPAC loses its corporate identity which impacts on staff engagement and inclusion, shared purpose and effective understanding and working, leading to dissatisfaction and reduced delivery.	Head of HR & OD
4 MOPAC is unable to demonstrate impact as work is not prioritised in line with a set of defined outcomes supported by data/evidence. Impacted by the lack of understanding/visibility of the role of MOPAC/VRU.	Dir of Strategy & MPS Oversight
5 Failure to deliver the Medium Term Financial Strategy and service delivery within the funding available.	Chief Finance Officer

Inherent risk

Risk score map



Residual risk

Risk score map

