



**METROPOLITAN  
POLICE**

**TOTAL POLICING**

**M O P A C**

**MAYOR OF LONDON**  
OFFICE FOR POLICING AND CRIME

## **MPS-MOPAC JOINT AUDIT PANEL**

### **4 October 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 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.

The report also notes that MOPAC is reviewing its corporate risk and will be in a position to present its new risk register and associated control actions at the next 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**

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. MOPAC is shortly to embark on a review of its corporate risk register, through workshops with each Director and their senior leadership teams. A proposal will then be taken to MOPAC Board to agree a new set of corporate risks. MOPAC will be in a position to report the findings to the next Audit Panel meeting.

### Action from last meeting

- 1.3. At the July meeting the Panel asked for *consideration of the risk impact of the report of the Daniel Morgan Independent Panel*. The final report was published in June 2021, with press statements quoting a form of institutional corruption for concealing and denying failings over Morgan's murder.
- 1.4. The Mayor has been clear that action must be taken, and lessons learned as a result of this report. The key themes from the report are a need for greater transparency, the importance of embedding a learning culture and a greater focus on preventing and tackling corruption in all its forms.
- 1.5. Sophie Linden had a briefing from the panel directly to ensure MOPAC was fully sighted on the learning from the report and has written to the Commissioner to set out expectations in terms of oversight. MOPAC raised the aggregate 'learning' risk at the last MOPAC/MPS Oversight Board and has discussed the Panel's report findings with the MPS with the Commissioner and her senior team through bilat meetings. MOPAC is also part of the Met's professional reference group which meets monthly.
- 1.6. The impact on trust and confidence in the Met Police is the key risk of this report. This risk has been heightened by the press statements which focus on the term 'institutional corruption'. The report itself focuses on the Met's defensiveness rather than transparency, which it states is still prevalent today. MOPAC also recognises the cumulative impact of this report, alongside other reports such as those from Op Midland which suggests that the Met is failing to learn lessons when things go wrong. MOPAC has included a control action within Risk 2 in its corporate risk register to provide oversight of the Met's response to the Independent Panel's report and the wider approaches to learning lessons.

### Changes and movement of risk since last quarter

- 1.7. *Risk 6 - MOPAC fails to secure an effective partnership response for community safety and crime in London* – There has been a significant amount of partnership work over the summer on initiatives to reduce violence in London. The plans brought together the police, City Hall, local authorities and criminal justice partners to work more closely than ever before to drive down violence across the city. This partnership approach focused on enforcement to bear

down on offenders, and early intervention to provide positive opportunities and prevent violence from happening in the first place. This work has been done hand in hand with London's diverse communities.

- 1.8. A governance framework was put in place with MOPAC at the forefront of convening partners. Sophie Linden chaired a Summer Violence Task and Finish Group which brought together partners to oversee action to address summer violence. The Deputy Mayor also co-chaired the Reopening the High Street Coordination Group meeting along with the Night Czar. Meetings included updates from the MPS on criminal activity in regard to high street and hospitality, and included problem solving across partners.
- 1.9. Further to this partnership response, a City Hall wide executive meeting was established and will continue to ensure that a coordinated Mayoral response to violence is maintained. The partnership meetings will convene at key points in the year to discuss joint preventative action.
- 1.10. *Risk 11 - MOPAC fails to implement effective strategy, policy and practice for Information Governance in relation to its own delivery* – There is a gap in dedicated resource to take forward work in this policy area which is resulting in slower progress than desired. The current external service provision has been extended whilst a new operating model is being developed. As a consequence of this delay, the impact score has been raised to 'high'.
- 1.11. 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.
- 1.12. 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. MOPAC will continue in its role on the Home Office group to advise on 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.

**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

## 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

