

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

# MPS-MOPAC JOINT AUDIT PANEL

## 3 October 2022

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### MOPAC Risk Management update

Report by: The Director of Strategy

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#### **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. MOPAC's new Corporate Risk Register is supported by detailed control action plan, setting out the activity in place to manage the risk with timeframes and progress reports. Detail on all risks can be found at Appendix B.

### **MOPAC review of corporate risk**

- 1.2. Since last reported to Panel in July 2022, MOPAC has finalised risk descriptions and control actions, taking consideration to ensure that timescales are appropriate.
- 1.3. MOPAC reviewed progress against each risk at the monthly Governance and Risk working group in September. The new controls were assessed, and each risk was reviewed to understand where progress has been made or areas where additional focus was required. MOPAC Board will be receiving a report on its Corporate Risk in October.
- 1.4. MOPAC's overall assessment is that the Corporate Risks are at a steady state, with control actions, in the main, in progress and on track to deliver as expected. Resources is the main concern and is detailed below. Discussions will continue at a strategic level to ensure that over the next 3 months MOPAC is delivering as expected and working to reduce the risk across the 5 key areas as set out with the CRR.

### ***Risk 1 - MOPAC does not have the right capabilities and capacity to achieve MOPAC's mission including delivery against statutory function***

- 1.5. MOPAC is addressing a number of resourcing pinch points across the organisation, which are having a cumulative effect. Discussions have been had at Board level in order to develop and enact a coordinated approach to resourcing and re-prioritisation of work. A specific focused meeting will discuss these plans and make decisions accordingly. This risk remains 'high' impact, 'medium' likelihood but the trend has worsened due to these areas of pressure identified.
- 1.6. Further development of the new governance framework to manage the delivery of work associated with the new Police and Crime Plan has been made over the last quarter. MOPAC has held its first 2 meetings and provided the oversight and challenge needed to ensure that its work is aligned to the strategic aims of the PCP, and risk are managed accordingly. It was through these meetings that elements of resourcing pressure have been identified and escalated to the CRR, to ensure that the organisation is viewing this in its totality.

**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**

Report author: Gemma Deadman

**7. Appendices and Background Papers**

**Appendix A** – MOPAC corporate risk overview

**Appendix B** – MOPAC summary risk position – Official Sensitive

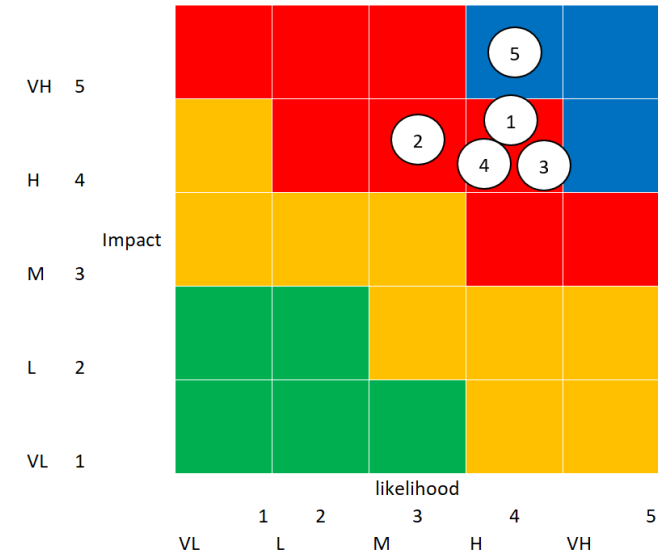
# Appendix A: MOPAC corporate risk overview

## MOPAC Corporate Risks

Risk 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

