

MOPAC MPS Oversight Board

24 June 2022

Risk and Assurance

Report by: A/Chief of Corporate Services

1. Purpose of this Paper

The purpose of this paper is to provide Oversight Board with a synopsis of the annual corporate risk register refresh process, outlining the new register for 2022/23 and the process to ensure progress is made to manage the risks.

2. Recommendations – that the Oversight Board:

- a) Note the process undertaken to inform the refreshed corporate risk register and the outcome of the decisions made at Risk and Assurance Board to ratify the 2022/23 risk register.

3. Corporate risk refresh approach and findings

- 3.1. The corporate risk refresh process took place in April-May 2022. As per previous years, this involved interviewing members of Management Board we were able to meet and a small number of Level 2 leaders. Broadly, the thematic areas are still relevant but some new areas are identified and others have a slight change of focus.
- 3.2. We continue to adopt the principle of both short and long-term risks, as we want to continue to develop a tighter approach to our management of short-term risk to ensure we are implementing effective controls to reduce the risk. For some of our long-term risks, the identification of short-term actions and controls is key to reducing the risk.

- 3.3. Target positions are reflective of a realistic position for each risk to reach within the determined timeframe. The ambition is to ensure that our activity drives the risk down sufficiently that the target positions are achieved. It will then be determined if the risk can be reduced further or if the tolerance level for the risk has been achieved.
- 3.4. The definition of a long-term risk remains the same - those that are of most concern to the delivery of the Met Direction up to 2025 – recognising we may not be able to put in place all necessary controls within the next 12 months. The preventative controls for these risks may require more innovation or investment, and movement towards the target position may be slower.
- 3.5. Risk owners specify their progress against the controls on a quarterly basis. Those that report slipped, limited or no progress over the quarter, are required to provide a response to Risk and Assurance Board as to why.
- 3.6. Risk and Assurance Board discussed and approved the annual refresh at its meeting on 7 June. Four new risks were opened:
 - Cyber;
 - Criminal Justice;
 - People (in relation to meeting growth targets);
 - People (in relation to competency / capability gap)
- 3.7. The focus of two existing risks changed to be more explicit to the risks faced:
 - New systems (specifically related to CONNECT and Command and Control);
 - Technology
- 3.8. Risk and Assurance Board members agreed the removal of three risks from the corporate risk register as they considered them to be controlled risks with sufficient oversight and governance through other routes:
 - Violence (Performance Board, Performance Group, FLEX, Violence Gold Group, Violence Silver Group and Robbery Gold Group);
 - Money (Corporate Services SLT)
 - Estates (Corporate Services SLT and PMG)
- 3.9. These risks will be escalated back to Risk and Assurance Board if necessary. There are now 12 risks (3 short-term and 9 long-term).
- 3.10. In preparation for the appointment of the new Commissioner, at the direction of the Risk and Assurance Board Chair, all Risk Owners are conducting a review of controls and risk scores so that a completely refreshed risk register is available by end of June. As a result, whilst the

summary of the Met's refreshed corporate risk register, which sets out the significant short and long term risks, is attached at **Appendix A**, the scores have not yet been confirmed

4. Equalities and Diversity Issues

All individual risk owners ensure that their work to prevent and mitigate corporate risk has a positive race and diversity impact. Equality impact assessments will be undertaken on significant programmes of work.

SHORT-TERM

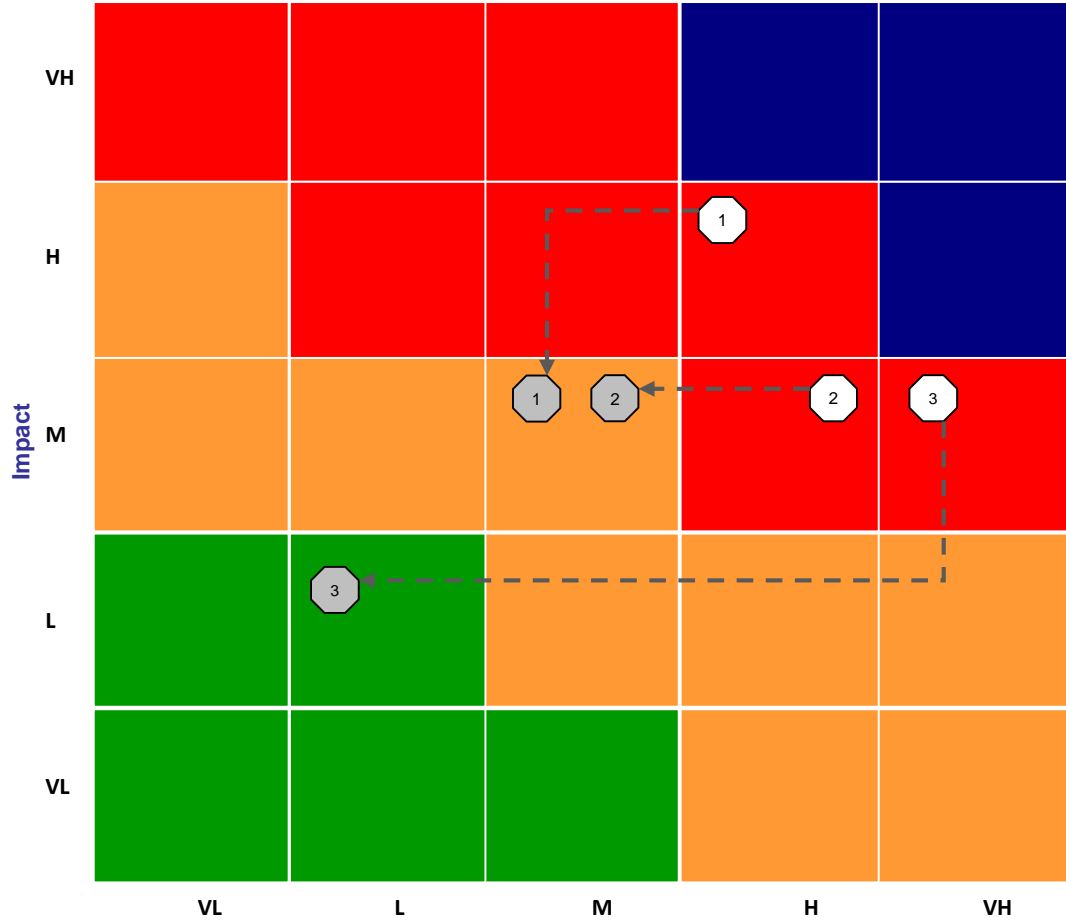
Ref	Risk Trend	Risk Description	Risk Owner	Working Lead(s)	Target position
1 H v H	NEW	PEOPLE (Growth) Failure to meet FY 2022/23 growth target	Interim Director of Resources	T / HR Director	M v M
2 H v M	NEW	IT ENABLED BUSINESS CHANGE Failure to successfully deliver CONNECT and Command & Control significantly undermining operational delivery	Chief Digital and Technology Officer	DAC Transformation	M v M
3 VH v M	↔	STANDARDS Public confidence in policing in London is further undermined by the reality and perception of professional standards in the Met	AC Professionalism	DAC Professionalism	L v L

LONG-TERM

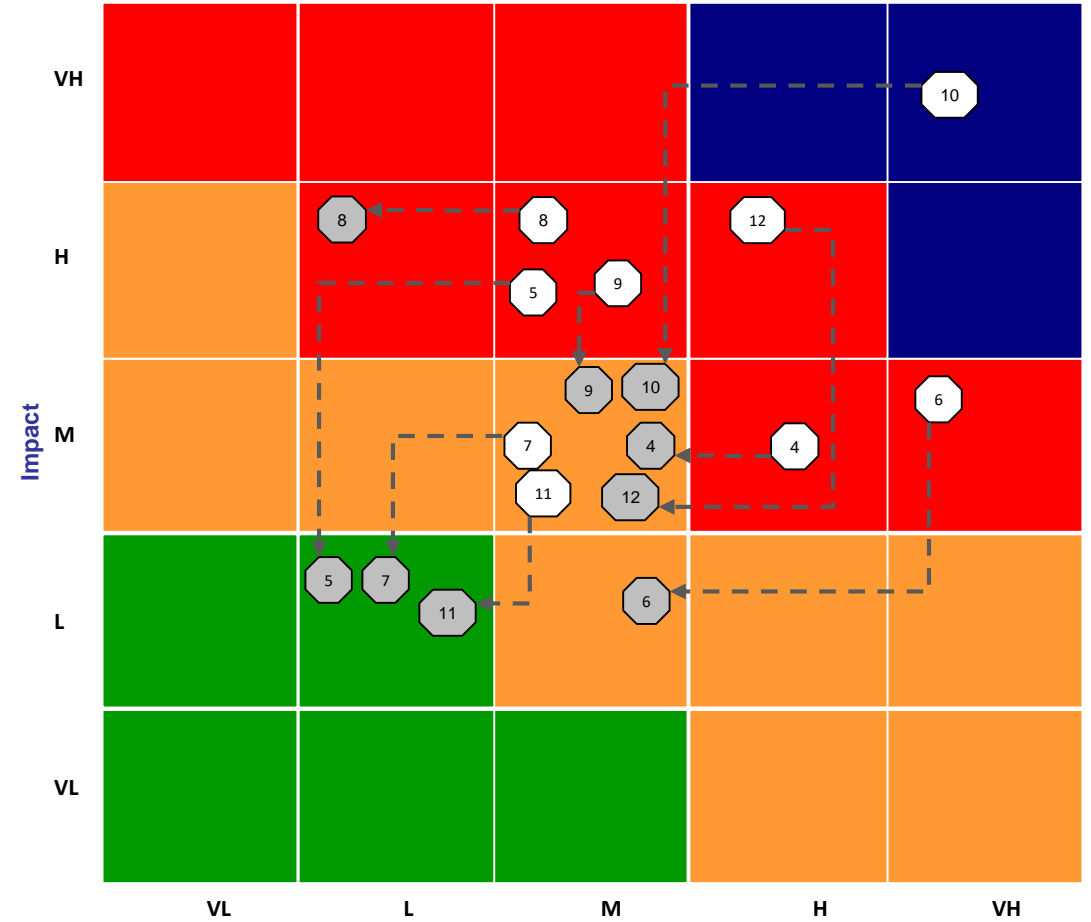
Risk Trend key - Improved (↓), Worsened (↑) or is Unchanged (↔)

Ref	Risk Trend	Risk Description	Risk Owner	Working Lead(s)	Target position
4 H v M	↔	PEOPLE Failure to attract, recruit and retain a diverse and representative workforce and support their progression within the organisation	Chief of Corporate Services	Director of HR	M v M
5 M v H	↓	CAPABILITY Failure to ensure our workforce is appropriately skilled to deliver effectively in a changing environment	AC Professionalism	Director Learning	L v L
6 VH v M	NEW	PEOPLE (Competency / Capability gap) The level of inexperience or lack of confidence alongside stretched or the lack of supervision leads to service failures	AC Frontline Policing	Commander Local Policing Head of HR Service Delivery	M v L
7 M v M	NEW	TECHNOLOGY Lack of a clear roadmap and sufficient capabilities at all levels means we don't fully exploit digital and data	Chief Digital and Technology Officer	Digital Policing Directors Director Strategy & Governance Transformation Director Director of Commercial Services Heads of Profession	L v L
8 M v H	↓	CRIME PREVENTION Insufficient and ineffective crime prevention fails to prevent victimisation and undermines community confidence in policing	AC Professionalism	Head of Profession – CP, Inclusion & Engagement	L v H
9 M v H	↑	PUBLIC & LOCAL ENGAGEMENT Our diversity and inclusion initiatives, communication and engagement activities do not have the positive impact sought in raising confidence amongst Black communities and other groups where a confidence gap exists	AC Professionalism	Head of Profession – CP, Inclusion & Engagement	M v M
10 VH v VH	↓	LEGITIMACY Legitimacy in the Met is undermined by a range of internal and external factors	Commissioner	AC Professionalism	M v M
11 M v M	NEW	CYBER A lack of appropriate security controls could lead to a compromise in any of if not all CIA (confidentiality, integrity, accessibility). This 'troika' would cause catastrophic damage to the MPS.	Chief Digital and Technology Officer	Head of Security Delivery & Secure Architecture	L v L
12 H v H	NEW	CRIMINAL JUSTICE Inability to influence external issues related to Criminal Justice system leading to sub-optimal performance	AC Met Ops	Cmdr Criminal Justice	M v M

SHORT-TERM HEAT MAP



LONG-TERM HEAT MAP



Alignment with Met Direction pillars

Focusing on what matters most to Londoners			8	
Mobilising partners and the public				
Achieving the best outcomes in pursuit of justice and in the support of victims			12	
Seize the opportunities of data and digital tech to become a world leader in policing		7	2, 11	
Care for each other, work as a team and be an attractive place to work			1	
Learn from experience, from others and constantly strive to improve			5, 6	
Be recognised as a responsible, exemplary and ethical organisation			3, 4, 9	10