

# MOPAC MPS Oversight Board

## 25 June 2021

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### **Risk and Assurance**

Report by: Chief of Corporate Services

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#### **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, outline the new register for 2021/22 and the process to ensure progress is made to manage the risks.

Risk and Assurance Board discussed and approved the outcome of the annual refresh at its meeting on 1 June.

#### **2. Recommendations** – that the Oversight Board:

- a) Note the changes to the Met's corporate risk register for 2021/22 approved by Risk and Assurance Board on 1 June.

#### **3. Information for Consideration**

- 3.1. The Met's corporate risk refresh process took place in April and May 2021. As per previous years, this involved interviewing all the members of Management Board we were able to meet and a number of Level 2 leaders. Due to the ongoing Covid-19 pandemic our approach was 'light-touch' but as last year, this did not impact the quality of the information obtained. Broadly, the thematic areas are still relevant with one new significant area 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 will be 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 against four possible statuses:
  - On track
  - Limited
  - Slipped
  - No progress

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 and Risk and Assurance Board will explore deeper the issues preventing progress and/or may ask for a deep dive into the risk.

- 3.6. Risk and Assurance Board discussed and approved the annual refresh at its meeting on 1 June. Following the refresh, one new risk was opened in relation to standards in a broad sense; the CONNECT risk was closed but replaced by a broader risk related to the delivery of multiple large scale Met and national technology programmes. One risk was remitted to Health, Safety and Wellbeing Board and one short-term risk (Public and Local engagement) was closed but subsumed into the long-term risk. The focus of the engagement risk relates to our diversity and inclusion initiatives, communication and engagement activities not having a positive impact in raising confidence amongst Black communities and other groups where a confidence gap exists. There are now 11 risks (3 short-term and 8 long-term). A summary of the Met's refreshed corporate risk register, which sets out the significant short and long term risks, is attached at **Appendix A**.
- 3.7. Ahead of the September Risk and Assurance Board all risk owners are undertaking a comprehensive review of the controls required to manage their respective risks including the risk scores and target score.

#### **4. Equalities and Diversity Issues**

- 4.1. Individual risk and control owner 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.
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## SHORT-TERM

Ref	Risk Trend	Risk Description	Risk Owner	Working Lead(s)	Target position
1		<p><b><i>VIOLENT CRIME</i></b></p> <p>Our operational efforts and the work to mobilise partners do not translate into decreases in violent crime leading to more victims and impacting on confidence in the Met to keep London safe</p>	AC Frontline Policing	<p>Head of Profession – CP, Inclusion &amp; Engagement</p> <p>Cmdr Frontline Policing</p>	
2		<p><b><i>NEW SYSTEMS</i></b></p> <p>Failure to successfully deliver large scale Met and national technology programmes (i.e. CONNECT, Command &amp; Control, LMS, LRM, ESM &amp; ANPR) significantly undermining operational delivery</p>	Deputy Commissioner	Chief Digital and Technology Officer	
3		<p><b><i>STANDARDS</i></b></p> <p>Failure to communicate and uphold clear standards for our workforce undermines public confidence in the Met</p>	Deputy Commissioner	AC Professionalism	

# Appendix A - Corporate risk register July 2021

## LONG-TERM

Ref	Risk Trend	Risk Description	Risk Owner	Working Lead(s)	Target position
4		<b>PEOPLE</b> 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	
5		<b>CAPABILITY</b> Failure to ensure our workforce is appropriately skilled to deliver effectively in a changing environment	AC Professionalism	Director Learning	
6		<b>MONEY</b> Failure to demonstrate and articulate the Met's efficiency, VfM and financial agility leading to low confidence from our funding partners and potential loss of funding	Chief of Corporate Services	Director of Finance Director of Strategy and Governance	
7		<b>TECHNOLOGY</b> Conservative approach to implementing technology and use and access to data impedes delivery – reduces ability to capture benefits, in particular qualitative benefits, of maximising value from data & technology	Chief Digital and Technology Officer	Digital Policing Directors Director Strategy & Governance Transformation Director Director of Commercial Services Heads of Profession	
8		<b>CRIME PREVENTION</b> Insufficient and ineffective crime prevention fails to prevent victimisation and undermines community confidence in policing	AC Professionalism	Head of Profession – CP, Inclusion & Engagement	
9		<b>PUBLIC &amp; LOCAL ENGAGEMENT</b> 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	
10		<b>LEGITIMACY</b> Legitimacy in the Met is weakened	Deputy Commissioner	TBC	
11		<b>ESTATES</b> Failure to adapt sufficiently to new ways of using our buildings results in higher estate costs than affordable; and / or budgetary caps on estates spending resulting in estates provision that impedes our operational delivery	SRO Estates Programme	Director of Property Services	