MOPAC | MAYOR OF LONDON OFFICE FOR POLICING AND CRIME   METROPOLITAN POLICE

MPS-MOPAC JOINT AUDIT PANEL
28 March 2022

Met Risk Management Report
Report by: Chief of Corporate Services

Non-restricted paper

Report Summary

Overall Summary of the Purpose of the Report
This report provides an overview of the Met's corporate risks and the status of their controls.

In terms of progress against our corporate risks, the respective risk owners and working leads assess six to be 'green' (with one risk also reducing in score) and four risks are assessed to be 'amber' and one 'red'.

Key Considerations for the Panel
Risk and Assurance Board met on 1 March where they noted the progress made against the risks over the last quarter. For those risks reporting limited progress, risk owners provided a response to Risk and Assurance Board as to the reasons why.

In accordance with Risk and Assurance Board direction, members discussed the Legitimacy risk as a substantial agenda item and they considered the significant controls and activity occurring across the Met to increase trust and confidence (incorporated into Appendix B as requested by Audit Panel). The two technology risks (New Systems and Technology) were also a substantial agenda item and the detail of new controls following a review by the new Chief Technology and Digital Officer are included within Appendix B.

In response to the action from the last meeting, detail on the work being done to address teenage homicides is also included in the report and within an appendix.

Interdependencies/Cross Cutting Issues
- The Met's governance improvement plans reported in a separate paper to this meeting include controls for some of our risks.

Recommendations
The Audit Panel is recommended to:
- Note the Met's key risks and the governance that is in place to ensure effective management of them.

1. Corporate risk update

1.1. 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**.

1.2. We have provided information on five of the risks at **Appendix B** including risk appetite and the key controls in progress to improve the position of the risk. It sets out the status of those controls and provides an overall assessment on the progress being made towards achieving the 'target score' with four possible options: On Track; Limited; Slipped and No progress. Detailed templates for all risks can be provided if required.

Risk position update

1.3. Six risks are reporting a 'green' status and on track this quarter including one that has reduced in score. Four risks are reporting an improving trend.

Four risks are rated 'amber' (limited progress) in terms of control progress this quarter:
- long-term risk – People (risk 4);
- long-term risk – Technology (risk 7);
- long-term risk – Crime prevention (risk 8)
- long-term risk – Legitimacy (risk 10)

One risk is rated 'red' (slipped progress) in terms of control progress this quarter:
- short-term risk – New systems (risk 2)

'On track' risks to note are:

1.4. **Standards (risk 3 – short-term):** Considerable work continues at pace to implement and strengthen controls to manage this risk. Following discussion at Risk and Assurance Board on 1 March, the risk will be reframed before the next meeting and ahead of the corporate risk register refresh process. This will include a revised 'target date'.

Since the last report to Audit Panel, a new reporting mechanism called Signa, launched. The Signa recording tool collates information about incidents of sexual harassment to be used to anonymously share experiences. All confidential submissions will be read and reviewed by a 'HeForShe' and Network of Women colleague. Reports will be collated regularly to inform local SLTs and Management Board about patterns of sexual harassment. The aim is to highlight colleagues' personal experiences, so that debate can be encouraged and to foster greater confidence in our ability to challenge sexism at work.

Baroness Casey began her far reaching review of Met culture and standards on 7 February and we have agreed two areas of accelerated focus.

'Limited' risks to note are:

1.5. **People (risk 4 – long-term):** This is the third quarter that limited progress is reported due to application volumes continuing at c.50% of our target requirements to meet the workforce plan. Whilst significant initiatives are now

in place with further measures being implemented which contribute towards mitigating this risk the risk stands until application numbers increase. This risk will be explored in greater detail during the forthcoming refresh process to ascertain whether a distinct recruitment volume risk is needed.

1.6. **Technology (risk 7 – long-term):** This was discussed as a substantial agenda item at Risk and Assurance Board on 1 March. The Risk Owner (the recetlly appointed Chief Digital and Technology Officer) has undertaken a review of the risk and assessed current controls for their suitability and effectiveness. Digital Policing will look to maximise what the Met can get from digital and data and where appropriate increase risk appetite to exploit opportunities at a faster pace. This will be in tandem to the development of the digital strategy to ensure a balanced approach. The risk profile (shown in Appendix B) will be reframed as part of the corporate risk register process.

1.7. **Crime Prevention (risk 8 – long-term)**: Limited progress is reported this quarter due to the impact of Covid-19 (notably the Omicron variant) in both restricting and reducing social activity across London. As such, prioritisation of activity was assessed by BCUs, with the result that initiatives based around nighttime economies and / or crowded places were scaled back or postponed.

1.8. **Legitimacy (risk 10 – long term):** Risk and Assurance Board discussed this risk as a substantial agenda item. Although progress has been made across a number of areas, the last quarter has been very challenging and events of recent weeks has impeded better progress. As per Audit Panel request, a more substantial update has been included in Appendix B.

'Slipped' risks to note are:

1.9. **New Systems (risk 2 – short-term):** The New systems risk is reporting 'slipped' progress as the Command & Control Go-Live in July 2022 is no longer achievable and at risk because of the unsuitable provision office space; the Learning Management System Go-Live date is also at risk in light of ongoing and sustained resource challenges. This was discussed as a substantial agenda item at Risk and Assurance Board on 1 March. The newly appointed Chief Digital and Technology Officer confirmed that work is being done through Portfolio Investment Board (PIB) to manage this risk and that progress is being made.

1.10. **Violence risk (risk 1 – short-term):**
At the last meeting, Audit Panel requested an update on the violence risk and in particular teenage homicides. The full violence risk update is provided in **Appendix B**.
Appendix C details the proposals to reduce teenage homicides. MO2 have provided two useful problem profiles. Once on teen homicide and one on teen wider violence and they reflect the same trends. The majority of victims have been excluded from full time education and a significant proportion of offenders are working their way through the criminal justice system on bail or RUI. Two distinct pieces of work seek to address this. The Commander leading the response to violent crime has issued a terms of reference to CPIC

to make recommendations on how to maximise our safer schools officers to focus on children who are excluded.

Work is also being done to better link them in with youth engagement officers youth IOM, YOT officers and youth problem solvers. Similarly, the Commander has commissioned a review in relation to recommendations to how we better enforce bail in and out of the Metropolitan policing district. Thirdly there is Operation Denali which is described within Appendix C.

Corporate risk register

1.11. Over the coming quarter we will begin the annual refresh of the corporate strategic risk register for presentation to Risk and Assurance Board in June.

1.12. We undertake this process to ensure it remains up-to-date and focused on the areas that are of most concern to the Board. We will focus our discussions with Management Board members and a small number of level 2 officers and staff to identify short-term risks but in order to ensure that we are not missing any long-term risks, we will also ask interviewees to consider what could impact the Met over the next 3-5 years.

1.13. The transition work to a new Commissioner, being led by Roisha Hughes, will take in to account the status of our corporate risks. It will also be used to help inform the formation of the new corporate risk register.

2. Equality and Diversity Impact

Individual control owners should 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.

4. Financial Implications

It is anticipated that the costs associated with the areas of work identified in the register will be met from the relevant unit's staff and officer budgets. Any funding required over and above these existing budgets will be subject to the normal MOPAC/Met governance approval and planning processes.

5. Legal Implications

There are no direct legal implications arising from the recommendations contained in this report. Regulation 3 of the Accounts & Audit Regulations 2015 requires both the MOPAC and the Commissioner, as relevant authorities, to ensure that they have a sound system of internal control, which includes effective arrangements for the management of risk.

6. Risk Implications

The corporate risk report assists the Met to manage and track risk to the achievement of organisational objectives focusing particularly on whether controls are fit for purpose and manage risk areas as intended.

7. Contact Details

Report author: Tracy Rylance, Strategy & Governance

8.   **Appendices and Background Papers**

Appendix A – Summary of corporate risks and heat maps – March 2022
Appendix B – 'Road to target' assessments for example corporate risks – March 2022 – Official Sensitive
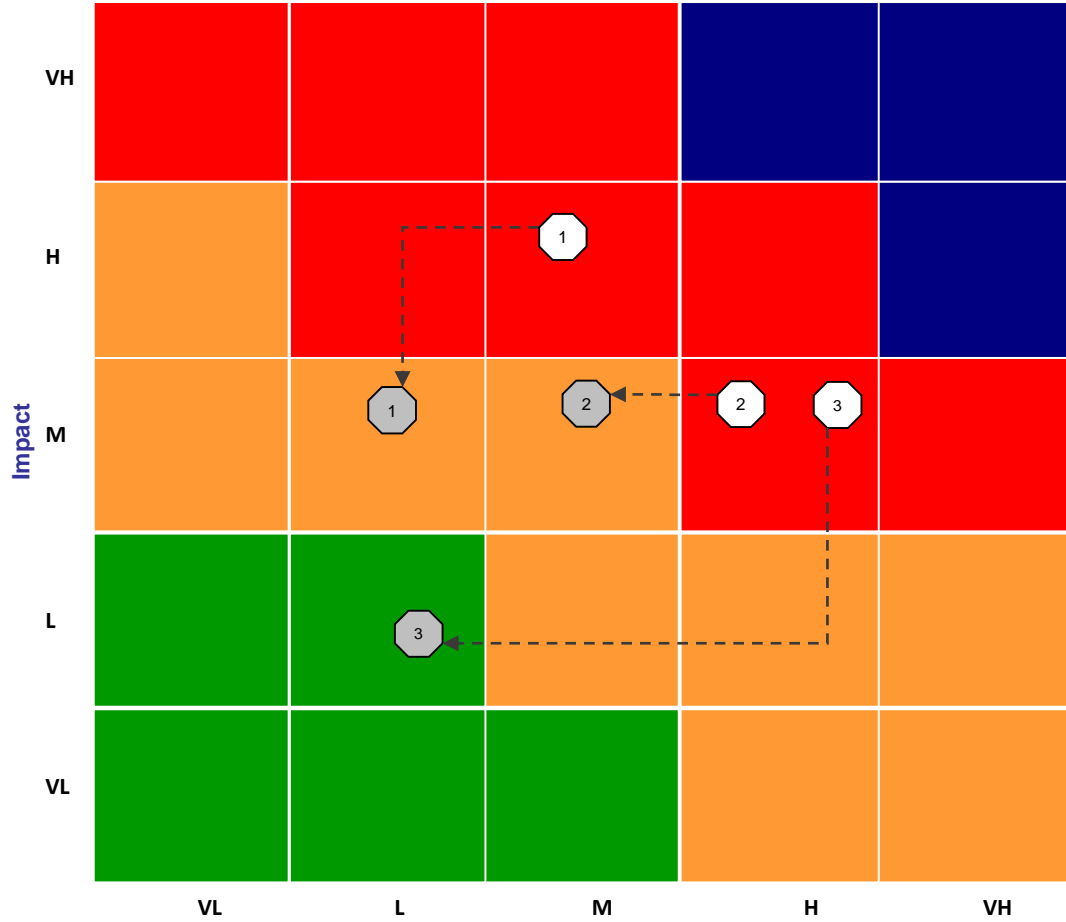**Appendix C** – Actions to Tackle Teenage Homicide – Official Sensitive

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SHORT-TERM

Ref	Risk Trend	Risk Description	Risk Owner	Working Lead(s)	Target position
1 **M v H**	↓	***VIOLENT CRIME*** 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	AC Frontline Policing	Head of Profession – CP, Inclusion & Engagement Cmdr Frontline Policing	**L v M**
2 **H v M**	↑	***NEW SYSTEMS*** Failure to successfully deliver large scale Met and national technology programmes (i.e. CONNECT, Command & Control, LMS, LRM, ESM & ANPR) significantly undermining operational delivery	Deputy Commissioner	Chief Digital and Technology Officer	**M v M**
3 **H v M**	↔	***STANDARDS*** Failure to communicate and uphold clear standards for our workforce undermines public confidence in the Met	AC Professionalism Director Strategy & Governance	DAC Professionalism	**L v L**

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

LONG-TERM

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 VH	↔	**CAPABILITY** Failure to ensure our workforce is appropriately skilled to deliver effectively in a changing environment	AC Professionalism	Director Learning	**L v L**
6 VL v H	↓	**MONEY** 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	**L v L**
7 M v M	↔	**TECHNOLOGY** 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	**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 weakened*	Deputy Commissioner	Director of Strategy and Governance	**M v M**
11 M v H	↓	**ESTATES** 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	**L v M**

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

Appendix A - Corporate risk register March 2022

SHORT-TERM HEAT MAP

LONG-TERM HEAT MAP
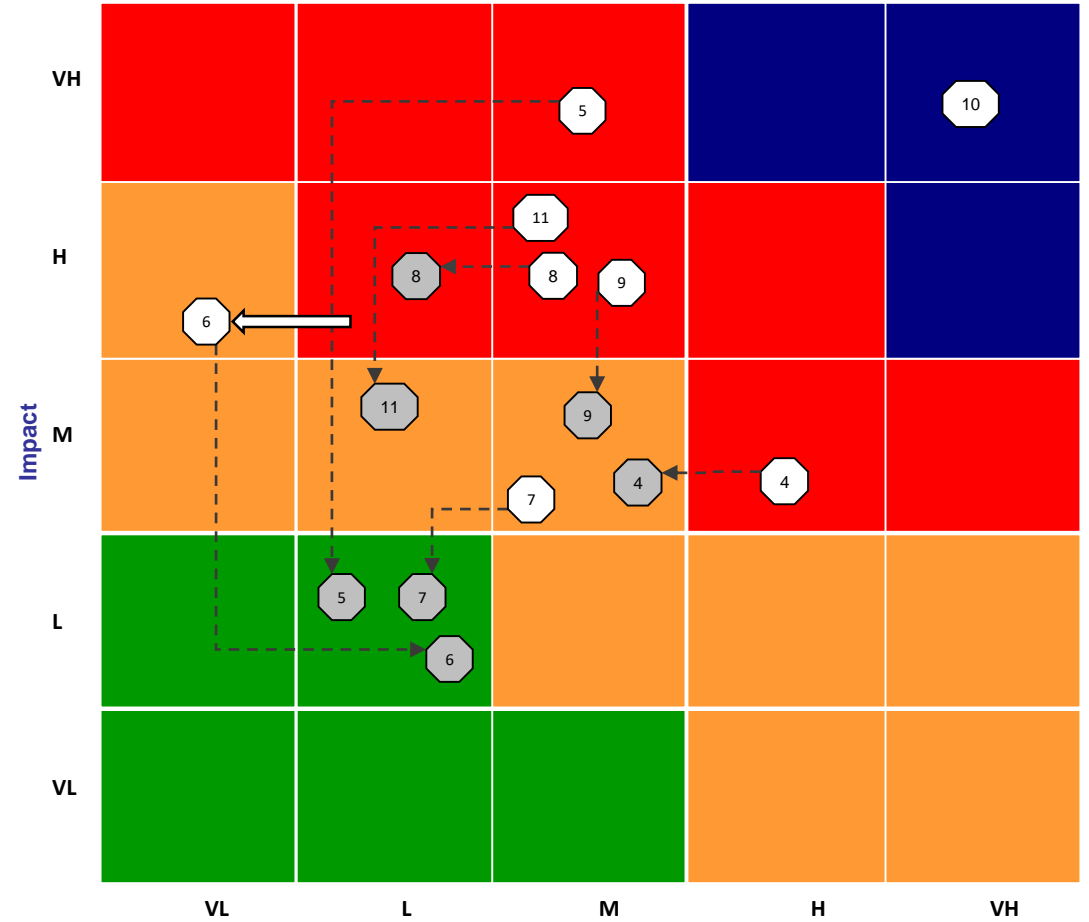
Alignment with Met Direction pillars

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