

MOPACMAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

MPS-MOPAC JOINT AUDIT PANEL

4 July 2022

Met Risk Management Report

Report by: Acting Chief of Corporate Services

Non-restricted paper

Report Summary

Overall Summary of the Purpose of the Report

This report provides Audit Panel with a synopsis of the annual corporate risk register refresh process, outlines the new register for 2022/23 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 7 June.

The year-end position for the 2021/22 risk register shows none of the short-term risks or long-term risks with short-term target scores as agreed in 2021, have reached their target position.

Key Considerations for the Panel

Risk and Assurance Board agreed many of the themes from the 2021/22 register remain relevant but that the focus of the two technology themed risks should be more explicit given the critical nature of CONNECT and the new Command and Control system.

The refresh process identified four significant new areas - people (meeting this years' growth target); people (competency and capability gap); cyber and the impacts of changes to the criminal justice system. Following discussion and agreement at Risk and Assurance Board, these have been added to the corporate risk register.

Risk and Assurance Board agreed the closure of three risks (violent crime, money and estates) from the corporate risk register as they are considered to have strong governance and oversight from other areas. These risks will continue to be monitored, including at Board level through Performance Board and PIB, and will be escalated back to Risk and Assurance Board if and when necessary.

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.

Corporate risk refresh approach and findings

- 1.1. 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.
- 1.2. 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.
- 1.3. 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.
- 1.4. 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.
- 1.5. 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.
- 1.6. 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)

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

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 (PIB and Corporate Services SLT)
- Estates (PIB, Corporate Services SLT and PMG)

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).

1.7. 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 mid-July. 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.

Risk position update – 4th quarter

- 1.8. Over the last quarter, although four risks are reporting an improving trend, none have improved their risk score. The score for one short-term risk (Standards – risk 3) has worsened; this is due to the risk description being revised before the formal corporate risk register refresh to reflect the current risk. Three long-term risks (Capability – risk 5, Money – risk 6, Legitimacy – risk 10 & Estates – risk 11) reported an ‘on track’ status.
- 1.9. Three risks were rated ‘amber’ (limited progress) in terms of control progress:
- short-term risk – Standards (risk 3)
 - long-term risk – People (risk 4);
 - long-term risk – Technology (risk 7);
- 1.10. This means none of the short-term risks or long-term risks with short-term target scores as agreed in 2021, have reached their target position. The ratings reflect the risk phrasing which might be different to how we rate a general “violence” or Standard” risk at this point of refresh. The table below illustrates the year-end position of these risks

	Risk	Target date	Opening position: likelihood / impact	Q4 position: likelihood / impact	Risk score status	Target position was
1	Violent Crime	Jun 22	M v H	M v H	Static	L v M
2	New Systems	Mar 22	H v M	H v M	Static	M v M
3	Standards	Apr 22	H v H	VH v M	Increased	L v L
6	Money	Oct 22	H v H	VL v H	Reduced	L v L
8	Crime Prevention	Mar 22	M v H	M v H	Static	L v H
9	Public and Local Engagement	Mar 22	M v H	M v H	Static	M v M
10	Legitimacy	Nov 22	VH v VH	VH v VH	Static	M v M

1.11. We have provided information on four risks as reported for the 4th quarter 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.

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

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8. Appendices and Background Papers

Appendix A – Summary of corporate risks post RAB refresh – July 2022

Appendix B - 'Road to target' assessments for example corporate risks – July 2022

– Official Sensitive

SHORT-TERM

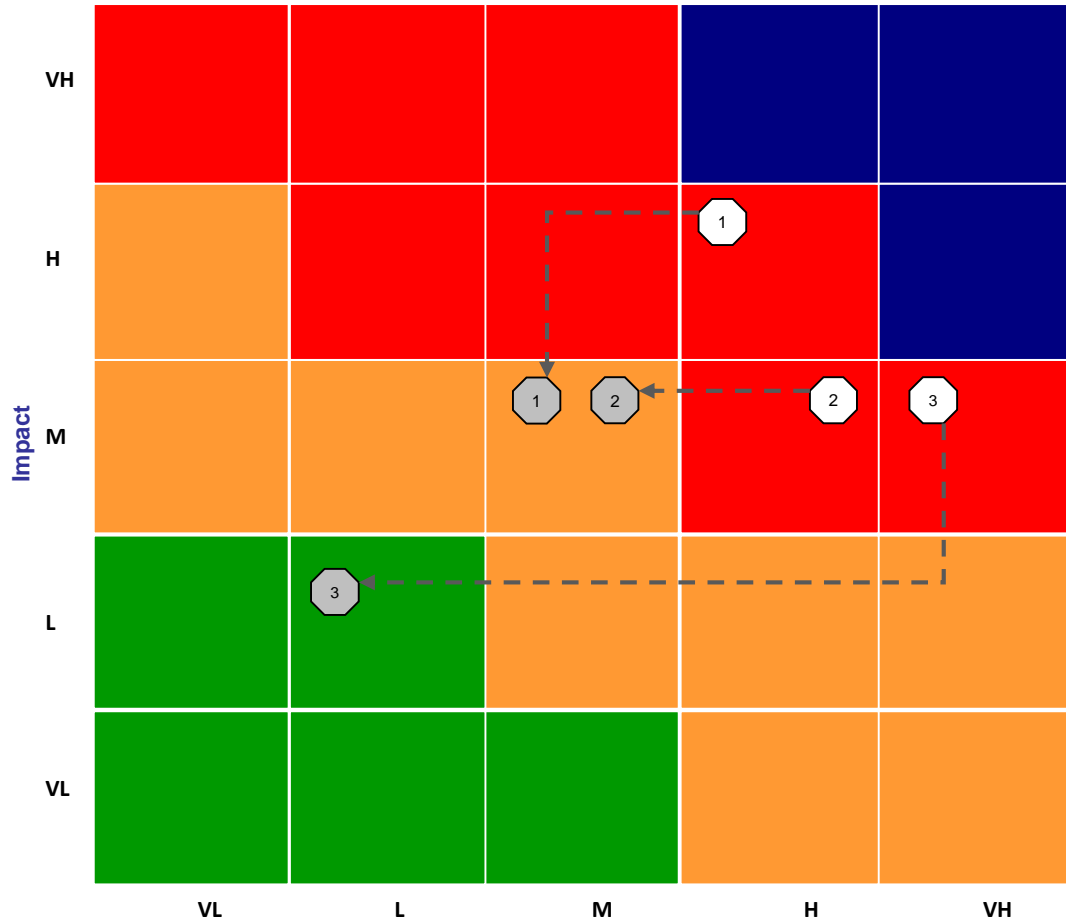
Ref	Risk Trend	Risk Description	Risk Owner	Working Lead(s)	Target position
1 H v H	NEW	PEOPLE (Growth) Failure to meet FY 2022/23 growth target	Interim Director of Resources	T / HR Director	M v M
2 H v M	NEW	IT ENABLED BUSINESS CHANGE Failure to successfully deliver CONNECT and Command & Control significantly 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

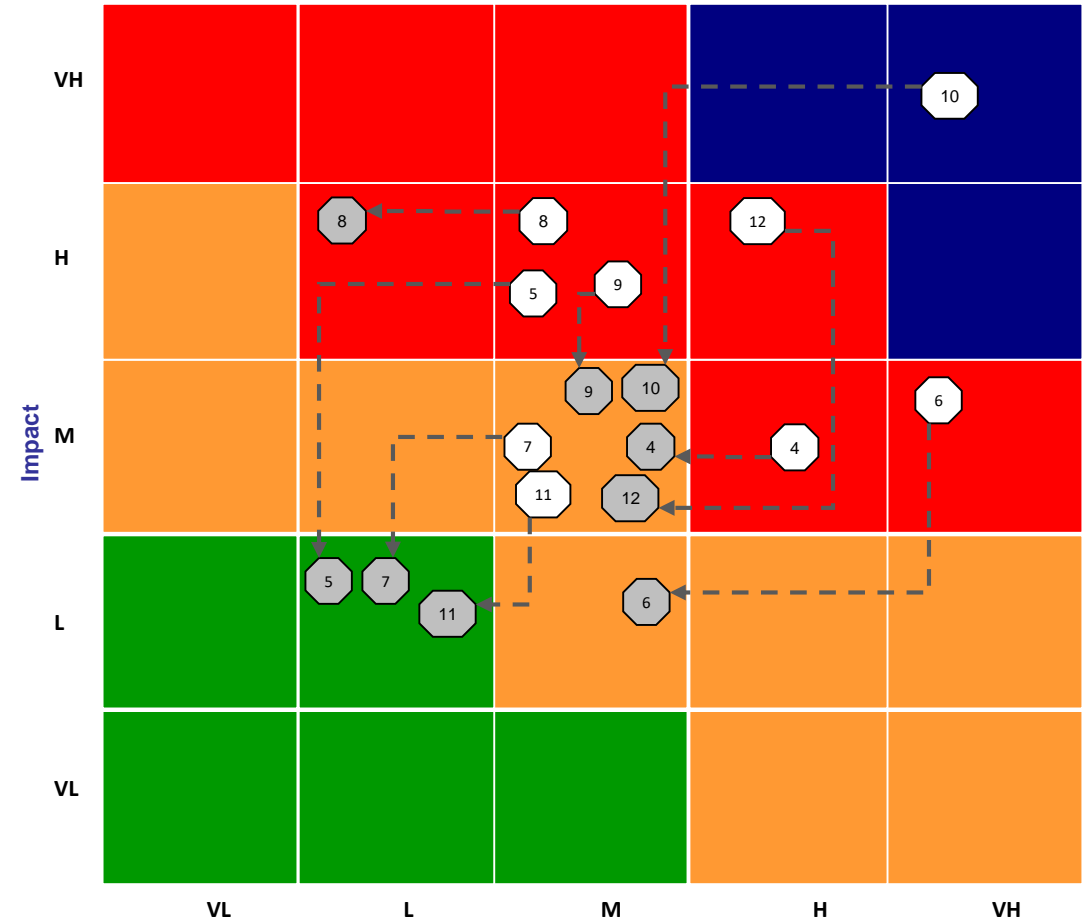
Risk Trend key - Improved (↓), Worsened (↑) or is Unchanged (↔)

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