

**METROPOLITAN POLICE AUTHORITY
CORPORATE RISK PROFILE**

| Objectives (supporting delivery of MetForward) | Risk Causes | Impact | Risk Rating | Control Measures | MPA Workplan | Residual Risk |
|---|--|--|---|--|-----------------|---|
| Provide clearly defined strategic direction to the MPS in a transparent environment that promotes public accountability | <p>Lack of clarity around aims, objectives and priorities of MPA</p> <p>Lack of clarity and agreement of policing priorities</p> <p>Ineffective leadership</p> <p>Ineffective public committee meeting structure and process</p> <p><u>Risk Owner:</u> MPA Chief Executive</p> | <p>MPA strategic aims and policing priorities not met:</p> <ul style="list-style-type: none"> -ineffective in fighting crime and reducing criminality -failure to provide value for money -lack of confidence in policing <p>Lack of public confidence in the role of the MPA</p> | <p>Impact H</p> <p>Likel'hd M</p> | <ul style="list-style-type: none"> • MPA strategic plan Met Forward supporting the delivery of the London Policing Business Plan • MetForward Programme management and monitoring framework • MPA unit work plans drawn up to deliver MetForward monitored by MPA SMT, Business Management Group (BMG) and SOP Committee • Robust and cohesive leadership by MPA Chair and MPA Chief Executive • Regular and effective meetings between MPA Chair, MPA Chief Executive and the Commissioner and MPS Management Board • Effective committee structure and process that promotes transparency and public accountability • MPA appointment of ACPO rank officers • Promoting and supporting succession planning in the MPS, focusing on identifying effective leaders of the future | MPA SMT | <p>Impact M</p> <p>Likel'hd L</p> |
| To preserve appropriate public accountability and governance in policing | <p>Government Legislation</p> <p>Inadequate segregation of responsibility</p> <p>Ill defined governance structure</p> <p>Inappropriate elected representation</p> <p>Ineffective oversight and</p> | <p>Lack of confidence in policing</p> <p>Lack of focus on public priorities</p> <p>Not meeting public expectations</p> <p>Inefficient use of resources</p> | <p>Impact H</p> <p>Likel'hd H</p> | <ul style="list-style-type: none"> • Engage with and influence consultation on proposed changes in accountability • Clearly defined governance framework with appropriate checks and balances for public accountability • Clearly defined purpose and role of governing body • Appropriate staff and resources to support governance structure | MPA SMT | <p>Impact H</p> <p>Likel'hd H</p> |

**METROPOLITAN POLICE AUTHORITY
CORPORATE RISK PROFILE**

| Objectives (supporting delivery of MetForward) | Risk Causes | Impact | Risk Rating | Control Measures | MPA Workplan | Residual Risk |
|--|--|--|---|--|--|---|
| | <p>management of police finances</p> <p>Conflict in agreement on policing priorities</p> <p><u>Risk Owner</u> MPA Chief Executive</p> | | | | | |
| Identify and reflect local priorities and concerns of all Londoners in plans for service delivery going forward | <p>Ineffective consultation</p> <p>Inadequate consideration of Londoners concerns</p> <p>Ineffective planning process</p> <p><u>Risk Owner:</u> MPA Deputy Chief Executive</p> | <p>Concerns and local priorities of Londoners are not addressed</p> <p>Lack of public confidence in policing</p> <p>Lack of public confidence in the role of the MPA</p> | <p>Impact H</p> <p>Likel'hd M</p> | <ul style="list-style-type: none"> • Priorities reflected in Met Forward • Regular and effective consultation and community engagement with all representative groups – Community Engagement Strategy • Effective partnerships within the community • Use results of consultation effectively to inform policing priorities and plans • Demonstrate/promote in the plan how consultation has influenced priorities and plans • Dedicate sufficient and skilled resources to consultation – Engagement and Partnership Unit • Conduct wider consultation, particularly within business community | <p>Planning & Performance Improvement</p> <p>Equalities & Engagement</p> | <p>Impact M</p> <p>Likel'hd M</p> |
| Principles of equalities and diversity underpin MPA strategic plan, and policing plan objectives and activities. | <p>Ineffective consultation</p> <p>Lack of commitment</p> <p>Lack of awareness and understanding</p> <p>Failure to implement new legislation</p> | <p>Lack of confidence in policing</p> <p>Lack of confidence in the MPA</p> <p>Disproportionality</p> <p>Grievances/ETs</p> <p>Legal action</p> | <p>Impact H</p> <p>Likel'hd M</p> | <ul style="list-style-type: none"> • Embed equalities and diversity within planning and performance framework • Conduct effective equality impact assessments in all areas of MPA business • Training for members and staff • Monitoring and delivery of Generic Equalities Scheme • Effective scrutiny and oversight of MPS | <p>Equalities & Engagement</p> <p>Planning & Performance Improvement</p> | <p>Impact M</p> <p>Likel'hd L</p> |

**METROPOLITAN POLICE AUTHORITY
CORPORATE RISK PROFILE**

| Objectives (supporting delivery of MetForward) | Risk Causes | Impact | Risk Rating | Control Measures | MPA Workplan | Residual Risk |
|---|--|--|-----------------------------------|--|---|-----------------------------------|
| | <p>Risk Owner: MPA Chief Executive</p> | | | <p>EIAs</p> <ul style="list-style-type: none"> Equalities impact properly evaluated as part of Committee decision making process Appointment of MPA Head of Equalities and Engagement Equalities and Engagement portfolio | | |
| <p>Londoners have confidence in the role of the MPA in effectively scrutinising MPS performance and ensuring an adequate response to areas of concern</p> | <p>Failure to define and agree policing priorities</p> <p>Ineffective MPA oversight and scrutiny of policing performance</p> <p>Ineffective response to areas of concern for Londoners</p> <p>Risk Owner: MPA Deputy Chief Executive</p> | <p>MPA strategic plan and policing priorities not met</p> <p>Lack of public confidence in policing</p> <p>Lack of public confidence in the role of the MPA</p> <p>Damage to the MPA's reputation / credibility</p> | <p>Impact H</p> <p>Likel'hd M</p> | <ul style="list-style-type: none"> Met Forward and policing plan supported by an effective performance management framework Met Forward Programme management and monitoring Effective committee structure and process that promotes transparency and public accountability Appropriate reporting to and scrutiny of performance at public committees Clear direction and appropriate support from the MPA to address areas of poor performance Effective member led scrutiny programme, focusing on key areas for improvement Prompt and appropriate MPA response to concerns raised by the public, inspection and review bodies, independent oversight bodies e.g. Civil Liberties Panel Effective media/public communication – dedicated MPA Communications Team | <p>Planning & Performance Improvement</p> <p>Policing Policy Scrutiny & Oversight</p> | <p>Impact M</p> <p>Likel'hd L</p> |
| <p>Secure and embed organisational learning within the MPS.</p> | <p>Ineffective identification of areas of learning</p> <p>Perceived 'blame culture'</p> | <p>Standards not met and incidents re-occur</p> <p>Complaints from the public</p> <p>Reputational damage</p> | <p>Impact H</p> <p>Likel'hd H</p> | <ul style="list-style-type: none"> Give direction at a senior level that encourages a culture that promotes organisational learning in the MPS Identify and create a common understanding between the MPA and MPS on areas of learning | <p>Planning & Performance Improvement</p> | <p>Impact M</p> <p>Likel'hd M</p> |

**METROPOLITAN POLICE AUTHORITY
CORPORATE RISK PROFILE**

| Objectives (supporting delivery of MetForward) | Risk Causes | Impact | Risk Rating | Control Measures | MPA Workplan | Residual Risk |
|---|---|--|-----------------------------------|--|--|-----------------------------------|
| | <p>Inappropriate response to areas of learning identified</p> <p>Lack of accountability</p> <p><u>Risk Owner:</u> MPA Deputy Chief Executive</p> | <p>Lack of public confidence in policing</p> <p>Lack of public confidence in the role of the MPA</p> | | <ul style="list-style-type: none"> • Agree and define action to be taken to address areas of learning • Representation on MPS Professional Standards Strategic Committee • Effective policy development that takes account of lessons learnt • Proactive MPA oversight of areas identified • Recognise and communicate effectively improvements achieved through committee process | Directorate of Audit, Risk & Assurance | |
| Continue to focus on core business of the Authority in times of significant change and challenge. | <p>Challenge to role and purpose of the MPA</p> <p>Lack of strategic direction and focus on priorities</p> <p>Ineffective leadership</p> <p>Ineffective communication</p> <p><u>Risk Owner:</u> MPA Chief Executive</p> | <p>MPA strategic plan, Met Forward and policing priorities not delivered</p> <p>Lack of confidence in policing</p> <p>Lack of public confidence in the role of the authority</p> | <p>Impact H</p> <p>Likel'hd H</p> | <ul style="list-style-type: none"> • Clear strategy and vision – Met Forward • Robust and cohesive leadership MPA Chair and MPA Chief Executive • Effective and resilient MPA SMT • MPA performance management framework – quarterly strategic reviews • Monthly review of Met Forward Programme by Business Management Group • Embedding cultural change and new ways of working within the MPA – developing new values and behaviours • Implement new structure to support the delivery of corporate priorities • Effective MPA communication strategy, including regular staff meetings and briefings | MPA SMT | <p>Impact M</p> <p>Likel'hd L</p> |
| Develop and maintain effective working relationships with key strategic partners in policing: MPS | <p>Ineffective representation</p> <p>Ineffective lobbying</p> <p>Ineffective communication</p> | <p>MPA strategic plan, Met Forward and policing priorities not delivered</p> <p>Lack of credibility and damage to MPA reputation</p> | <p>Impact M</p> <p>Likel'hd M</p> | <ul style="list-style-type: none"> • Identify all key strategic partners • Develop effective communication strategy and plan for engaging with all key strategic partners for the MPA • Open and effective communication between all parties facilitated by the MPA communication strategy and plan | MPA SMT | <p>Impact M</p> <p>Likel'hd L</p> |

**METROPOLITAN POLICE AUTHORITY
CORPORATE RISK PROFILE**

| Objectives (supporting delivery of MetForward) | Risk Causes | Impact | Risk Rating | Control Measures | MPA Workplan | Residual Risk |
|---|--|--|----------------------------------|--|--|----------------------------------|
| Home Office GLA family Local authorities APA LCJB NPIA | Lack of clarity around respective roles and responsibilities <u>Risk Owner:</u> MPA Chief Executive | Duplication of work/inefficient use of resources | | <ul style="list-style-type: none"> Establish protocols governing the exchange of data / statistics between the MPA and key strategic partners Appropriate and effective MPA representation at meetings with key strategic partners providing influential input and giving effective feedback Effective lobbying, demonstrate publicly the need for and benefits of the MPA | | |
| Effective management of the budget, responding appropriately to the economic climate and budget pressures maximising the resources available to policing | Failure to secure adequate level of funding Not aligning the budget to meet agreed priorities Not identifying and/or realising budget efficiencies and savings Ineffective scrutiny and monitoring of the budget <u>Risk Owner:</u> MPA Treasurer | MPA strategic plan and policing priorities not met Poor value for money Inefficient/waste use of resources Reputational damage to the MPA and MPS | Impact H Likel'hd H | <ul style="list-style-type: none"> Aligning strategic and financial planning effectively Realistic and accurate MPA budget submission Identify deliverable savings and monitoring impact on the budget Identifying opportunities for additional funding and effective lobbying for resources Economic and efficient use of resources particularly in key areas such as estates, procurement, IS/IT capital programme – Met Support Influential MPA input to and scrutiny of the productivity agenda and Service Improvement Programme Effective MPA scrutiny of the budget – Treasurer, Finance and Resources Committee, Resources and Productivity Sub Committee Effective budgetary control framework Effective budget contingency planning – adequate reserve provision Internal review activity reports on opportunities for better value for money and increased efficiencies | Treasury Planning & Performance Improvement Directorate of Audit, Risk & Assurance | Impact M Likel'hd M |

**METROPOLITAN POLICE AUTHORITY
CORPORATE RISK PROFILE**

| Objectives (supporting delivery of MetForward) | Risk Causes | Impact | Risk Rating | Control Measures | MPA Workplan | Residual Risk |
|---|---|---|-----------------------------------|--|---|-----------------------------------|
| Effective management of risk within the MPA and the MPS | <p>Ineffective MPA oversight and review of risk management and the internal control framework within the MPS</p> <p>Lack of strategic direction on risk management</p> <p>Inadequate policy and procedures supporting the embedding of risk management</p> <p>Inadequate internal control framework</p> <p><u>Risk Owner:</u> MPA Director of Audit, Risk and Assurance</p> | <p>MPA strategic plan and policing priorities not met</p> <p>Ineffective decision making</p> <p>Inefficient use of resources</p> <p>Potential key risks not identified and subsequently materialise</p> <p>Damage to reputation and credibility</p> <p>Possibility of legal action against MPA/MPS</p> <p>Loss of resources</p> | <p>Impact H</p> <p>Likel'hd H</p> | <ul style="list-style-type: none"> Effective MPA Corporate Governance Committee responsible for the oversight of risk management. Effective Internal Audit Service Effective MPA Corporate Governance Framework Clearly defined MPA and MPS risk management strategies supported by effective risk management process MPA SMT, BMG and MPS Management Board buy-in to risk management approach Embedding risk management in MPA/MPS corporate planning and performance management framework Early identification and escalation of emerging risks through MPA SMT and BMG BMG review and monitoring of action taken to mitigate and manage corporate and emerging risks. Training for staff/members | <p>Directorate of Audit, Risk & Assurance</p> <p>Planning & Performance Improvement</p> | <p>Impact M</p> <p>Likel'hd M</p> |
| National role in policing delivered effectively and to the benefit of Londoners (CT, Olympics /Paralympics) | <p>Lack of clarity and definition of national responsibilities</p> <p>Ineffective governance</p> <p>Ineffective management of relationships</p> <p>Inadequate resources</p> <p>Inadequate oversight</p> | <p>Inability to deliver operational policing requirements effectively</p> <p>Adverse effect on policing role/priorities in London</p> <p>Loss of prestige, lack of future ability to influence Damage to reputation</p> <p>Negative impact of Olympics legacy</p> | <p>Impact H</p> <p>Likel'hd H</p> | <ul style="list-style-type: none"> Working with the MPS and Home Office to clearly define national role and responsibilities Clearly define strategy and objectives for national role and responsibilities Develop a defined and effective governance framework for national responsibilities Secure adequate resources to fulfil national role and responsibilities Effective performance management framework governing national role in policing | <p>Policing Policy Scrutiny & Oversight</p> <p>Directorate of Audit, Risk & Assurance</p> | <p>Impact M</p> <p>Likel'hd M</p> |

**METROPOLITAN POLICE AUTHORITY
CORPORATE RISK PROFILE**

| Objectives (supporting delivery of MetForward) | Risk Causes | Impact | Risk Rating | Control Measures | MPA Workplan | Residual Risk |
|---|--|---|----------------------------------|---|-----------------|----------------------------------|
| | <u>Risk Owner:</u> MPA Deputy Chief Executive | | | <ul style="list-style-type: none"> • Effective MPA oversight – CT and Olympics sub committees • Effective community engagement and consultation with Londoners | | |
| Effective development and use of MPA expertise, skills, resources and work plans to support delivery of the MPA strategic plan MetForward | Lack of clarity around role and purpose of the MPA Ineffective performance monitoring framework Inadequately skilled members and workforce Low morale Inappropriate staff structure Inadequate resources <u>Risk Owner:</u> MPA Chief Executive | Failure to deliver strategy and meet performance targets Disproportionate number of staff grievances and ETs Damage to reputation and credibility Workforce not adapting to future needs | Impact M Likel'hd M | <ul style="list-style-type: none"> • Clearly defined recruitment and retention policy – aiming for a highly skilled and diverse workforce whilst recognising the limited career progression opportunities in the policy area of the business • Favourable employment terms and conditions • Dynamic training and development strategy for staff and members involving a leadership and development programme • Clearly defined HR strategy and policies supported by effective processes that are consistently applied • Clearly defined objectives and work plans designed to meet strategic aims of MetForward • Met Forward Programme management framework • Effective performance management framework • Clearly defined personal objectives linked to unit and corporate objectives • Effective performance appraisal system for members and staff • MPA internal communication strategy • Effective staff representation and consultation • Effective handling of staff grievances • Clearly defined and tested business | MPA SMT | Impact M Likel'hd L |

**METROPOLITAN POLICE AUTHORITY
CORPORATE RISK PROFILE**

| Objectives (supporting delivery of MetForward) | Risk Causes | Impact | Risk Rating | Control Measures | MPA Workplan | Residual Risk |
|---|--|---|----------------------------------|---|-----------------|----------------------------------|
| | | | | continuity plan • Effective health and safety policies and procedures | | |
| High profile MPA initiatives are delivered in line with requirements and expectations | Inadequate skills and/or resources Ineffective oversight and management Ill defined objectives Unrealistic expectations Ineffective communication <u>Risk Owner:</u> MPA Chief Executive | Lack of confidence in policing Reputational damage to the MPA Lack of credibility Inefficient use of resources | Impact M Likel'hd M | • Clearly defined objectives and deliverables • Appropriately skilled officer support • Dedicating adequate resources to initiative • Setting a reasonable and achievable timescale • Effective management and oversight • Effective media/public communication strategy • Publicly reporting progress and output of high profile reviews | MPA SMT | Impact M Likel'hd M |