

Managing risk in a complex environment

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**METROPOLITAN
POLICE**

TOTAL POLICING

NEW
SCOTLAND
YARD

About London and the Met

London is the biggest city in the UK, and by most measures, the EU:

- 8.6m population
- Rapidly changing – 2011 census vs 2021 projections
- 36% BME and growing – most diverse part of UK
- 300+ languages spoken

The Met is the biggest police service in the UK (and city-based) in the EU:

- 30,000 officers
- 40,000+ employees overall
- £3.2 billion budget
- Second biggest employer in London

The Met in context

Managing the 'demand v resources' equation on policing London is increasingly challenging

Demand rises

- Crime – increased volume, complexity and levels of violence
- Non-crime demand – calls for service, demographics, public sector stretch
- CT tempo – whole systems response
- 'Volume seriousness' – serious youth violence, protest/disorder, Grenfell Tower

Resource challenge

- Savings – to date and projected
- Impact on staff numbers – overall and re-distribution
- The detective challenge

Major change

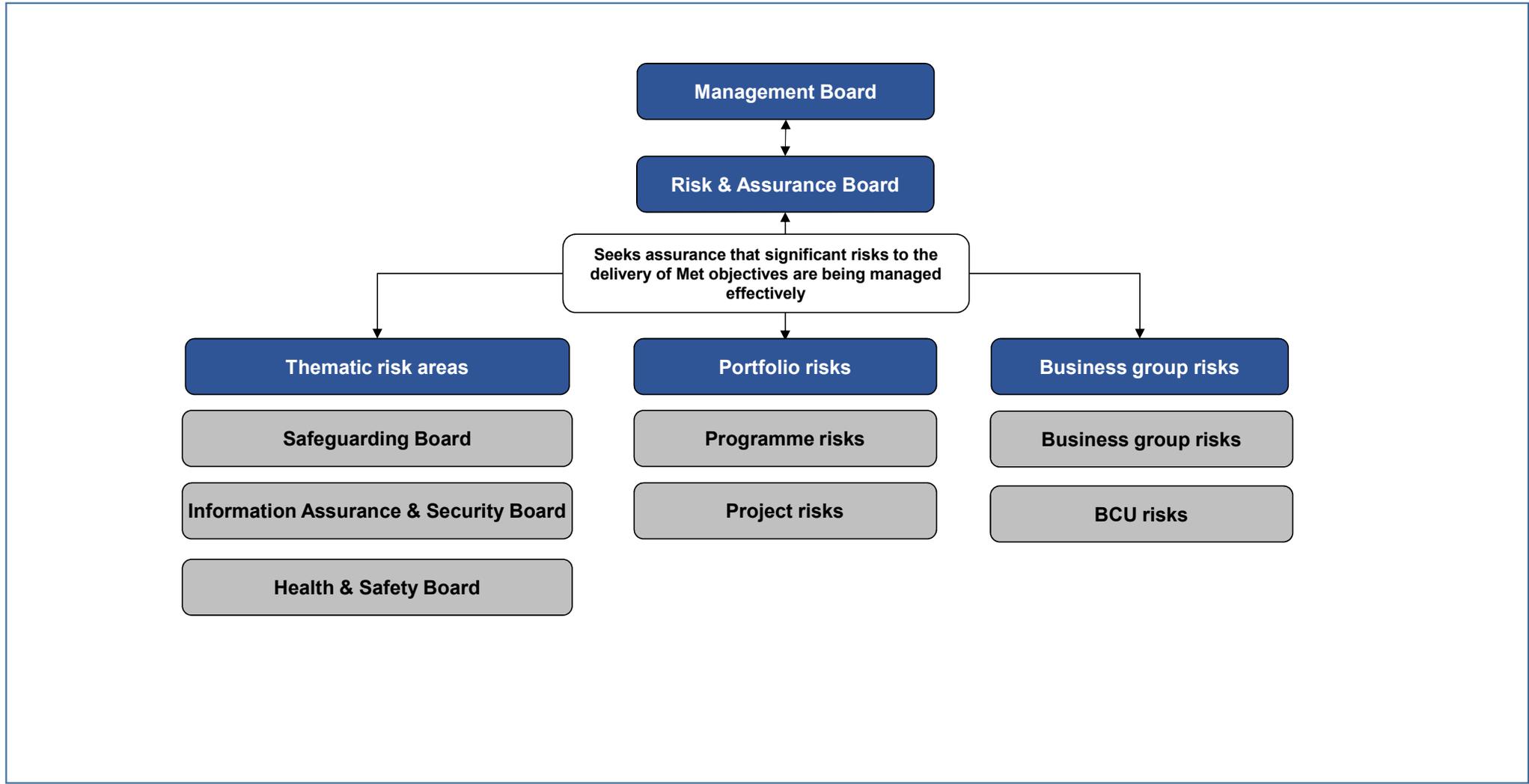
- An opportunity and a challenge – scale of the programme, insight, backdrop of BAU

The risk management process

Risk: The effect of
uncertainty on
objectives
(ISO 31000)

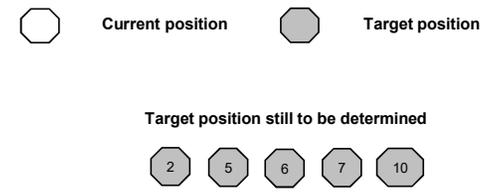
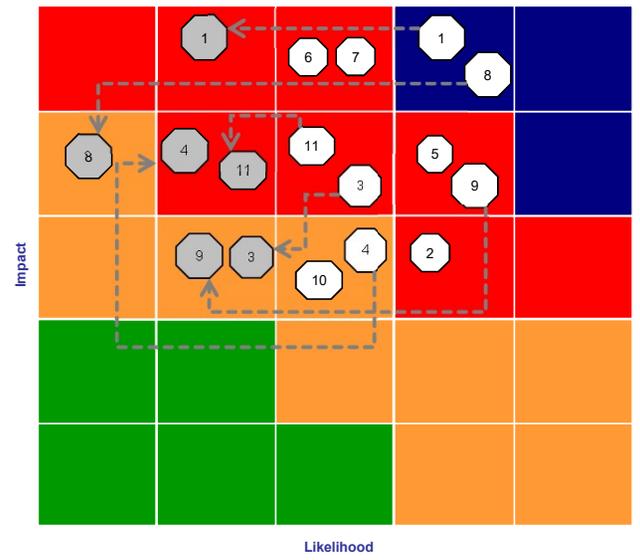


Risk management framework



Corporate risk register

Ref	Risk Trend	Risk Description	Risk Owner	Working Lead(s)
1	↓	Failure to play our part to protect the most vulnerable members of the community and deliver an effective service to those most in need	AC TP	Cdr Safeguarding
2	↔	Failure to ensure effective governance of the Met that results in a lack of accountability, robust and effective assurance and empowerment of leaders	Deputy Commissioner	Director of Strategy and Governance
3	↔	Failure to align our overall medium term resources to support the Police and Crime Plan and MPS strategic objectives	Director of Finance and Commercial	Head of Finance
4	↓	Failure to understand existing and new demand and meet and plan for the challenges in an effective, innovative and agile way	Director of Strategy and Governance	DAC Transformation
5	↔	Insufficient capability to deliver a quality service	Director of People and Change	Head of Training
6	↔	Failure to engender strong leadership behaviours resulting in a low engagement score, a lack of empowerment, wellbeing and morale risks	Deputy Commissioner	Heads of Business Groups
7	↔	Failure to understand, plan for and manage the cumulative impacts of and the behavioural change required to implement the scale of change needed to make the One Met Model (OMM) a success	Director of People and Change	DAC Transformation
8	↔	Failure to design and deliver appropriate, business-led technology solutions that effectively support changing business operations and enable business transformation towards the One Met Model (OMM)	Chief Information Officer	Transformation Director
9	↑	Poor information management and security leading to a lack of knowledge of what information we have and where it is stored, resulting in our information not being trusted, accessible, useable or legally compliant	AC Professionalism	Head of Information Law and Security
10	↔	Failure to invest in developing our insight capability resulting in missed opportunities to deliver effective information for decision making	Deputy Commissioner	Director of Strategy and Governance
11	NEW	Failure to demonstrate fair treatment and respond effectively to criticism resulting in a loss of confidence in our legitimacy and ability to keep London safe with key stakeholders including communities, our partners and our staff	Deputy Commissioner	Director of Strategy and Governance / Director of Media and Comms



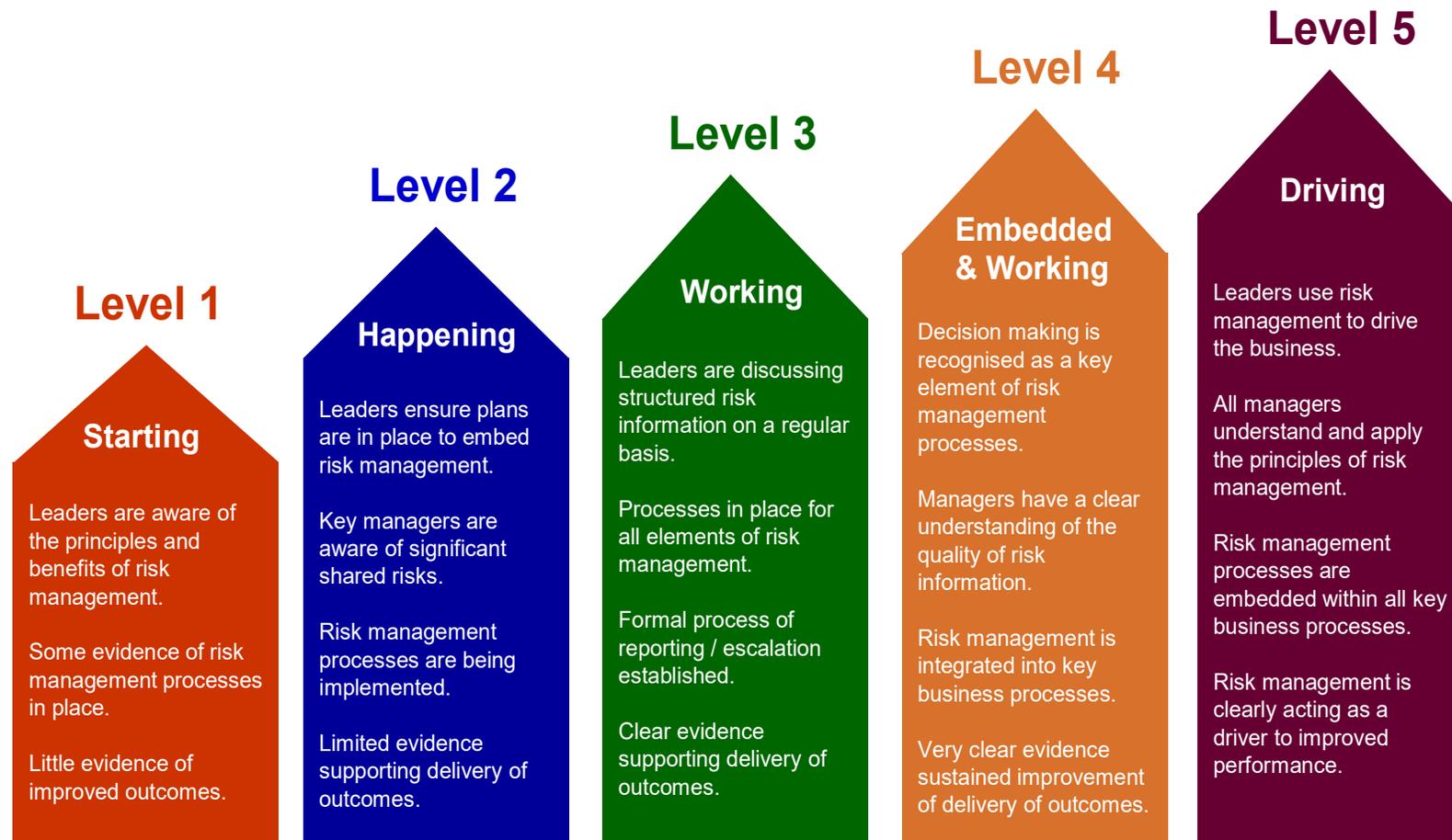
RESTRICTED

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

What works?

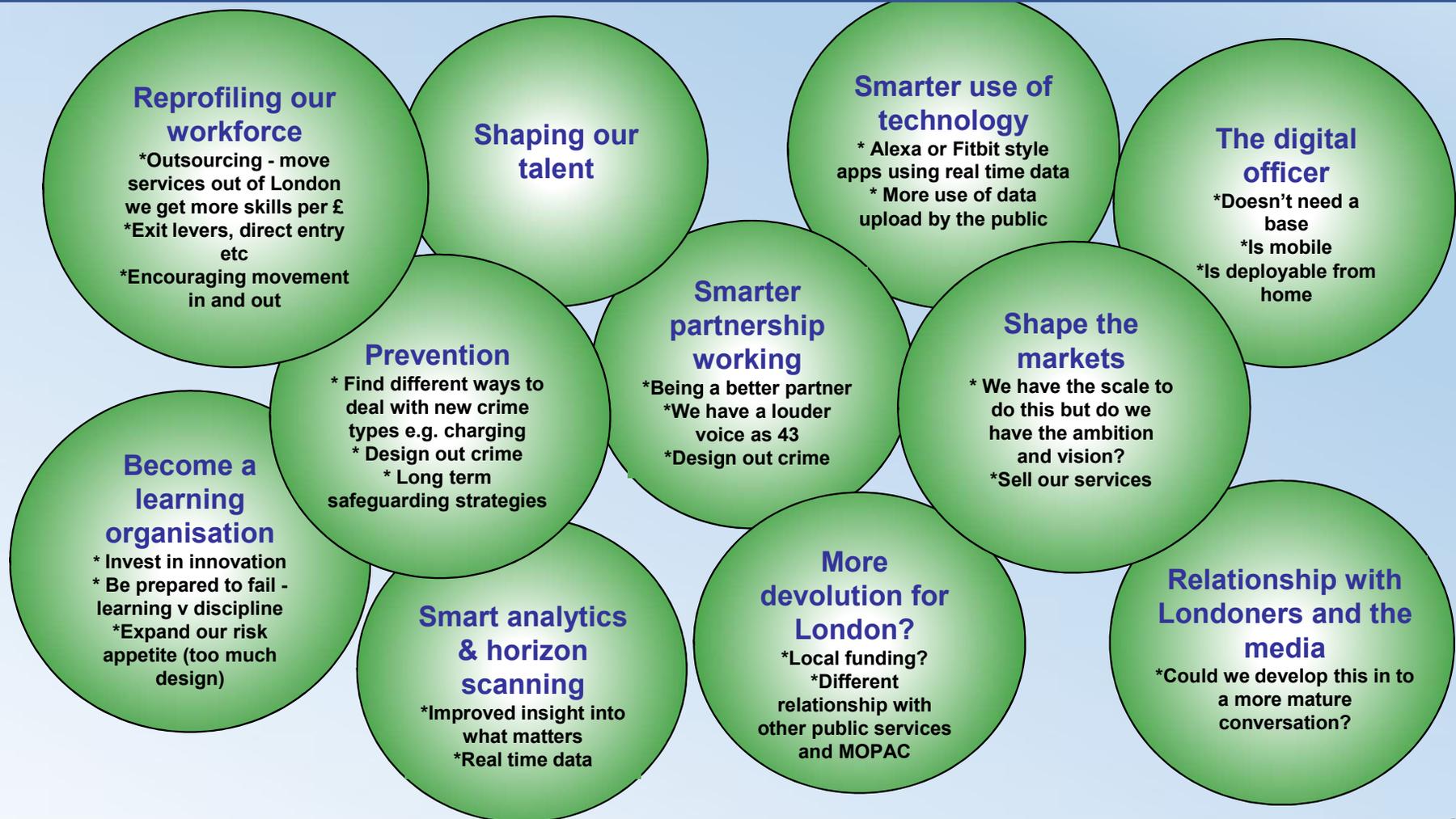
- Have a register that the Board recognises
- Focus on the top 10 only
- Talk about risks first
- Provide the right information at the right level
- The “3 key things you need to know”
- Clearly set out what debate needs to happen or what decisions need taking
- Set aside time for deep-dives
- Join it to planning, assurance and performance information

Risk management maturity



Increasing Risk Management Maturity →

Opportunities to shape the future



Freedom to fail?

- What kind of risks is it OK to take?
 - Should we be truly innovative with public money?
 - Or should we take small risks?
 - What will our customers think?
 - What will HMICFRS say?
 - What will the media say?
 - Does it matter?
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- As a service do we really have the freedom to fail?