

WMP Corporate Risk Register Dec 2017 – Monitored Risks

Risk	Current Status
<p>1 Current flat cash settlement means that there are still savings required. Lifting the public sector pay cap with no additional funding is creating additional budgetary pressure.</p>	<p>This is an on-going concern and thorough financial planning is used effectively to mitigate risk. The WMP2020 programme is constantly reviewed to achieve affordability requirements.</p> <p>CC David Thompson is NPCC Finance lead and therefore WMP are active participants in the work to demonstrate the requirement for additional police funding.</p> <p>The police settlement is expected to be announced in December.</p>
<p>2 The continued national focus on historic enquiries could impact on operational service delivery, exacerbating financial risks to the Force & impacting upon public confidence.</p>	<p>The cumulative impact of a number of historic enquiries is being monitored through Legal Services and the Crime Governance Board. Concerns are escalated to the Organisational Learning & Risk Board.</p>
<p>3 There is a risk that changes to funding of partner agencies could impact on our ability to deliver collaborative services in the future.</p>	<p>The impact on service delivery is identified through local risk registers and can be escalated as appropriate. This is monitored through the Risk & Organisational Learning Team within Intelligence.</p> <p>Part of this year's Strategic assessment will focus on retraction of service and the impact that has on policing.</p>
<p>4 Airwave Replacement (National ESMCP Programme)</p> <p>There is a risk that the introduction of the new airwave replacement, planned to happen in early 2018, will lead to increased costs and additional change requirements being placed on WMP impacting on service delivery. After a national review the programme is now estimated to achieve delivery in mid-2019.</p>	<p>This is subject to professional project support from the WMP2020 Programme. WMP are working with the other forces in the region to ensure integrated planning and a smooth transition.</p> <p>IT&D participate in a bi-monthly meeting with national representatives from the programme to ensure WMP gain access to timely and accurate information. This will help manage the risk of uncertainty around the programme. Representatives from Force Contact and Fleet are also invited.</p>
<p>5 The force relies upon a number of legacy ICT systems which are due for imminent replacement. Due to staff turnover within IT&D, historical knowledge required to maintain these systems is limited.</p>	<p>The long term mitigation for this risk is the implementation of the Command & Control & Operational Policing Solutions, due in 2018/19. Medium term mitigation is in place with IT&D maintaining sufficient skilled staff for maintenance. Change or development requests to legacy systems are strictly monitored through Technical Design Authority to avoid the risk of unforeseen implications.</p>

WMP Corporate Risk Register - Dec 2017 Managed Risks

Step 1: Identification				Step 2: Evaluation			Step 3: Current Mitigation			Step 4: Assurance	Updates	
Sub Risk ID	Risk Description and cause	Strategic Lead	Tactical Lead	Impact	Likelihood	Initial Risk	Risk Controls	Impact	Likelihood	Residual Risk	Control Assurance	Activity Against Risk
CRR27	<u>Hillsborough Inquest -subsequent proceedings</u>	DCC	Lisa-Marie Smith	3.3	4	13.2	The Force is committed to ensuring cooperation with openness, transparency and a willingness to learn from the past	3.3	3.7	12.2	Assessment by Legal Services with experienced external lawyers and regular consultation with the Executive Team.	Legal Services closely monitor progress in order that WMP can appropriately cooperate and support the inquiry
CRR29	<u>Birmingham Pub Bombings</u>	ACC Security	Lisa-Marie Smith	3.3	3	9.9	The Force is committed to ensuring cooperation with openness, transparency and a willingness to learn from the past	3.3	3	9.9	Assessment by Legal Services with experienced external lawyers and regular consultation with the Executive Team.	Legal Services closely monitor progress in order that WMP can appropriately cooperate and support the inquiry
CRR20 Formally CRR2.a, 2d.a, 2d.b	<u>Records Management</u> The Force has an immature records management capability, which means that we have difficulty accessing physical and digital records and once accessed there is limited assurance of the quality. There is a lack of understanding regarding the legacy rules that apply to digital searches within specific systems therefore searches can return inconsistent results.	Director of Commercial Services	Kate Jeffries	3	4	12	1. The National Information Assurance maturity model will be used as a framework for improvement of assurance measures. This will be monitored through the SIMB. 2. Information Management are currently working with Accenture to agree new data standards for all data that will be captured within any solutions to be introduced as part of WMP2020. 3. Information management are conducting a case study of all physical assets (to include detained property, tapes, crime files, PPU records etc) to help inform the WS estates project. This will be used to provide an evidence base to assess the scale of the risk and will be used to determine an options paper for the Executive Team. 4. A team is being established (fixed term for 3 years) to work through WMP estate to better understand and map the physical records we hold. This will allow a weeding process to take place (in line with the parameters set within the Child Abuse Inquiry and Undercover policing Inquiries) and for central storage solutions to be explored.	3	3	9	Assurance for physical records assurance will be gained through the Estates project & monitored through the benefits realisation regime. Assurance regarding digital records will be managed through information management under the direction of the SIMB.	The Information Assurance Working Group (IAWG) has been established, reporting to the SIMB (DCC Chair), and is currently meeting on a monthly basis to ensure this area of business is driven forward and any immediate risks are flagged where necessary / updates provided. As increased data/physical assets flow through RM as a result of the Detained Property, Crimefiling Project, inventories, knowledge, locations, legal compliance and access to information including historic data sets is improving. Shared Services - Local Delivery Teams continue to manage day to day Crimefiling & detained property on NPU. In preparation for the replacement of the Data Protection Act in May 2018 with GDPR, Information Management are recruiting a lower band C temp post for 9 months. Tasks will include GDPR gap analysis, review compliance around records & retention, review of data held by WMP, review of asset registers etc. This work will review our Records Management position further and assist with identifying & managing detailed risks in this area.
CRR30	<u>Independent Inquiry into Child Sexual Abuse</u>	ACC Crime	Lisa-Marie Smith	3	3	9	The Force is committed to ensuring cooperation with openness, transparency and a willingness to learn from the past	2	3	6	Assessment by Legal Services with experienced external lawyers and regular consultation with the Executive Team.	Legal Services closely monitor progress in order that WMP can appropriately cooperate and support the inquiry

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CRR26	Workforce Demographics Due to sustained austerity inhibiting recruitment for a number of years, some functions within the force are less representative of the communities we serve. This creates a risk to public confidence and operational service delivery.	Director of POD	Rebecca Davies	3	3	9	1. Targeted recruitment positive action to encourage applications from under represented groups within the West Midlands for all volume recruitment. 2. Work undertaken to scrutinise the reasons why applicants from under represented groups may be unsuccessful and learning fed into future assessment centres. 3. WFSG have conducted some work to understand the levels of under represented groups within each NPU and Department. 4. HR have undertaken work to understand the progression of officers and staff from under represented groups to identify if a disproportionate percentage of unsuccessful candidates are from these groups and what can be put in place to assist in their development. 5. Robust mechanisms in place for recruitment and selection to ensure fairness and transparency in the process. 6. Specific briefing re HPDS and fast track targeted at under represented groups. 7. All job or promotion interviews will be done by someone trained in unconscious bias 8. Oracle Fusion is providing richer sources of data and swifter access to enable a swift response.	2	3	6	Some success has been seen within the recent round of PC recruitment. Due to the level of recruitment currently taking place increases will not significantly change the demographics of the Force as a whole but opportunities will continue to be sought. Positive action has been built in as BAU for all recruitment campaigns. Due to the level of recruitment currently taking place the overall workforce demographics will not change significantly in the short term and progress will need to be monitored on a longer term basis.	September 2017 - Despite an uplift in recruitment and a sustained commitment to positive action and attraction strategies, data suggests limited success to date. A new Diversity & Inclusion team have recently been appointed within POD to further develop our strategy and practice across all elements of recruitment, progression and retention.
CRR 33	Workforce Resilience Despite substantial recruitment, there is concern as to whether this will address attrition rates due to sustained austerity (retirement rates)	Director of POD	Chris Thurley	3	3	9	A recruitment plan is in place and being monitored through Force Executive.	3	2	6	This is regularly monitored through Workforce Strategy Board and governed at Force Executive	September 2017 - 50 new officers already started, 100 student officers in training and nearly 300 more going through the recruitment process. POD are actively addressing opportunities to modernise roles so as to release officers & employ specialist police staff and there is a comprehensive plan to address sickness absence and, duty restrictions and abstractions so as to maximise our deployable workforce.
CRR28	Inquiry into undercover policing	ACC Crime	Lisa-Marie Smith	2.6	3	7.8	The Force is committed to ensuring cooperation with openness, transparency and a willingness to learn from the past	2.6	2	5.2	Assessment by Legal Services with experienced external lawyers and regular consultation with the Executive Team.	Legal Services closely monitor progress in order that WMP can appropriately cooperate and support the inquiry
CRR2c	Information Security Failure to comply with Home Office standards within the Code of Connection (CoCo) could lead to WMP being disconnected from the CJX, resulting in loss of access to external email, internet, PNC, PND, e Borders and other National systems. This would result in a risk to service delivery and would impact on our ability to protect people from harm. Recent changes within the accreditation process have led to a more rigorous assessment process.	DCC	Kate Jeffries	4	4	16	WMP Information Management lead has engaged with the national body NPMIRT. Information Management have worked with IT&D to agree priority work & ensure this is scheduled appropriately within our work programme to achieve accreditation as soon as is feasible & without major disruption to either day to day business or WMP2020.	4	1	4	Managed by the DCC as SIRO and prioritised within both IT&D and Information Management. Regular updates are provided to the Executive Team.	A submission is currently being prepared to be submitted within the next two months. The expectation is that NPMIRT will grant the accreditation however GDS won't. This position is replicated across policing.