

JAC Risk Register Review

Preventing crime, protecting the public and helping those in need

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Ref	Risk Trend	Risk Description	Risk Owner	Working Lead (s)	Without mitigation	Current
34	↔	Disclosure	ACC Crime	Head of FCID	14.07	11.01
20	↔	Records Management	Director of CS	A.D. Information Management	12	9
39	↔	Police Settlement	Director of CS	A.D. Finance	6.99	6.99
36	↔	Airwave Replacement	Director of CS	A.D.IT&D	12	6.9
40	NEW	Vulnerability	ACC Crime	Head of PPU	9.9	6.9
42	NEW	Significant IT change	DCC	Head of Business Transformation	9.9	6.9
26	↔	Workforce Demographics	Director of POD	A.D. Organisation Development	9	6
35	↔	Detective Resilience	ACC Crime	Head of FCID	6	6
41	NEW	Demand	ACC Operations	TBC	9	6
43	NEW	Specialist Recruitment & Retention	Director of POD	A.D. Business Partnering	6	6
38	↔	Partnership Working	ACC Local Policing	NPU Commanders	4	4
33	↔	Workforce Resilience	Director POD	A.D. Business Partnering	9	3

Disclosure

West Midlands Police is committed to bringing offenders to Justice. Part of that requirement is compliance with CPIA. There have been high profile examples nationally where failures in disclosure within the Criminal Justice System have led to cases collapsing or charging being brought inappropriately.

Key controls

- Review of existing cases
- Review of disclosure practices (ROCU, FCID, Intel)
- Review disclosure training

Activity

- PPU have undertaken a vulnerability assessment of relevant cases (no issues raised)
- Force Disclosure Delivery plan has been developed covering training & managing sensitive intelligence

Governance

Owner: ACC Crime

Lead: DCS Jones

Scrutiny: Crime Governance Board

Records Management

Historically the Force had 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

Key Controls

- Review, mapping & weeding of all physical records
- Records management requirement built into new systems as legacy systems are replaced
- Increase communications regarding importance of data quality

Activity

- A team has been established to work through WMP estate to review, map and weed physical records (in line with the parameters set within historic inquiries).
- IM are represented on all project boards relating to IT systems

Governance

Owner: DCC

Lead: Kate Jeffries

Scrutiny: Strategic Information Management Board



Police Settlement

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.

Key controls

- Influence National debate on Police Funding
- Review and continue to scrutinise financial planning
- Continued focus within change programme and EER to maximise benefits

Activity

- CC Thompson is the NPCC lead for finance and continues to articulate the need to review the way Forces are funded
- Thorough financial planning used continually
- Benefits to be scrutinised through force governance arrangements

Governance

Owner: Director of Commercial Services

Lead: Assistant Director of Finance

Scrutiny: Commercial Services Governance Board

Airwave Replacement

There is a risk that the introduction of the new airwave replacement, will lead to increased costs and additional change requirements being placed on WMP impacting on service delivery.

Key Controls

- Project management support provided
- Bi-monthly meetings with the national programme
- Regional working to ensure integrated planning

Activity

- Timescales for the programme are not clear causing concern regarding levels of disruption when implemented if this clashes with other major change or peak demand periods. This is being monitored through IT&D and Business Transformation to understand the impact.

Governance

Owner: Director of Commercial Services

Lead: Assistant Director of IT&D

Scrutiny: Organisational Change Board



Vulnerability

The cumulative impact of increased understanding of 'hidden crimes' and the continued increase in reporting create a risk that capacity could be outstripped by demand impacting on our ability to protect the vulnerable from harm.

Key controls

- Vulnerability strategy being commissioned with partners to develop an approach going forward
- Redesign PPU strand of the new ways of investigating programme

Activity

- Vulnerability Improvement plan in place
- Partnership events held across the force to determine a consistent partnership approach to CSE, county lines and trafficking and look more broadly at protecting the vulnerable from exploitation.

Governance

Owner: ACC Crime

Lead: Head of PPU

Scrutiny: Vulnerability Improvement Board

Significant Systems Change

The cumulative impact of a number of major IT changes replacing legacy systems coming into Force in a short time frame could create a risk to effective service delivery

Key Controls

- All systems subject to professional project management
- Strict governance through IT& digital, project & programme boards, Design Authority and Organisational Change Board.

Activity

- Change freeze agreed and coming into effect at the end of March 2019 to ensure that no structural changes that could impact on the implementation of the new systems take place.

Governance

Owner: DCC

Lead: Head of Business Transformation

Scrutiny: Organisational Change Board/ Force Executive



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.

Key controls

- Review of approach to Diversity & Inclusion
- Review of recruitment and promotions processes

Activity

- Investment in increased D&I Team
- New D&I strategy has been launched with all NPUs and Depart's writing local D&I plans by the end of Sept 18
- Positive Action supporting all recruitment & promotions processes
- Work is ongoing to understand the impact of the PEQF

Governance

Owner: Director of POD

Lead: Assistant Director, Organisational Development & Learning

Scrutiny: POD Governance Board

Detective Resilience

In terms of detective resilience it is a challenge to recruit detectives, and to provide them with the skills to carry out their roles, resilience becomes particularly difficult at PIP 3 and 4 and in particularly stressful roles

Key Controls

- Review of detective resilience at all levels
- Introduction of the detective academy

Activity

- The detective academy has been introduced and there are now regular cohorts of detectives being trained to meet the business need.
- Resilience at all levels is monitored and scrutinised through the Detective Academy Strategic Group.

Governance

Owner: ACC Crime

Lead: Head of FCID

Scrutiny: Detective Academy Strategy Group



Demand Management

Increased demand on policing with limited understanding of how it moves through the system impacts on our ability to create and execute effective plans to ensure effective and efficient delivery of policing

Key controls

- DDI Dashboards to give better access to management information to inform decisions
- Gold group task to look at journey maps for incident types to identify pinch points and give insight into what could be done to make the process more efficient.

Activity

- First phase of DDI dashboards due to be delivered Oct 2018
- Journey map complete for Domestic Abuse, further work to expand to other areas

Governance

Owner: ACC Operations

Lead: TBC

Scrutiny: Demand/Vulnerability Gold Group

Specialist Recruitment & Retention

Changing and increased requirements for specialist skills within the workforce create a risk that WMP will not be able to recruit and retain sufficiently skilled people to deliver the service we aspire to.

Key Controls

- Workforce plans to be developed for all departments capturing requirements over the next 5 years

Activity

- Workshops have taken place with all departments and NPUs to determine the requirement

Governance

Owner: Director of POD

Lead: Assistant Director, Business Partnering

Scrutiny: POD Governance Board



Partnership Working

There is a risk that changes to funding of partner agencies could impact on our ability to deliver collaborative services in the future.

Key controls

- Work closely with partners to understand any changes to service delivery

Activity

- All NPUs are represented on the Local Health & Wellbeing boards where commissioned services are discussed.

Governance

Owner: ACC Local Policing

Lead: NPU Commanders

Scrutiny: Local Policing Governance Board

Workforce Resilience

Despite substantial recruitment, there is concern as to whether this will address attrition rates due to sustained austerity (retirement rates)

Key Controls

- Review the workforce plan to ensure it is fit for purpose

Activity

- There is a workforce plan and accompanying recruitment plan in place which tracks strength and attrition over a 5 year period to ensure strength mirrors budgeted establishment.
- Currently there are sufficient new recruits planned for 18/19 to deliver a strength position which matches the budgeted establishment.
- Business partnering are working with every Department and NPU to ensure the business needs are met.

Governance

Owner: Director of POD

Lead: Assistant Director, Business Partnering

Scrutiny: POD Governance Board



Archived this quarter

Risk Description	Initial Score	Summary position	Current Score	Rationale
<p><u>Information Security</u> Failure to comply with Home Office standards 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.</p>	16	<p>Of the outstanding actions only 27 2003 servers still remain, with plans in place to replace all. The roll out of the new/replacement printers (with estimated completion date of October) will also help reduce the old servers. The amount of Microsoft XP machines still connected to the Force Network is reducing. Only 7 actions remain from health checks. WMP have made good progress and are in a much improved better position.</p>	4	<p>Archived for management through the SIMB as BAU at FET 27th July 2018 - this is because there is a plan in place with strong governance through the SIMB.</p>



Archived this quarter

Risk Description	Initial Score	Summary position	Current Score	Rationale
<p><u>Historic Enquiries</u> The continued national focus on historic enquiries could impact on operational service delivery, creating a financial and reputational risk to the Force.</p>	4	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.	4	Archived for management through Legal services at FET 27th July 2018 - this is because there is strong governance with regular meetings between Legal services and the DCC and issues can easily be escalated through the Risk and organisational learning board where necessary

