JAC Risk Register Review

Ref	Risk Trend	Risk Description	Risk Owner	Working Lead (s)	Initial score	Current
39	↑	Police Settlement	Director of CS	A.D. Finance	6.99	11
20	↔	Records Management	Director of CS	A.D. Information Management	12	9
34	↓	Disclosure	ACC Crime	Head of FCID	14.07	7.34
36	↔	Airwave Replacement	Director of CS	A.D. IT&D	12	6.9
40	↔	Vulnerability	ACC Crime	Head of PPU	9.9	6.9
42	↔	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	↔	Demand	ACC Operations	Head of Contact	9	6
43	↔	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

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 and the change to pension arrangements creates further uncertainty.

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

- 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

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

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.

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

- Disclosure training roll out
- Review of disclosure practices (ROCU, FCID, Intel)

Activity

- Disclosure training for all investigators, staff and officers, currently 4000 have been trained, all will be trained by the end of the year
- A disclosure champions mtg is being established on a bimonthly basis to maintain momentum and share learning.
- Disclosure management document to provide an open and transparent basis for disclosure decisions and to encourage disclosure discussions at an early stage for relevant non-sensitive material is being trialled through homicide with a view to rolling it out across the force.

Governance

Owner: ACC Crime
Lead: DCS Payne
Scrutiny: Crime Governance Board

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.

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
- 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
- Vulnerability Strategy development is in progress and should be delivered by end January
- Force wide THRIVE working group established to ensure consistent understanding and application of THRIVE across WMP

Governance
Owner: ACC Crime
Lead: Head of PPU
Scrutiny: Vulnerability Improvement Board

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.

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

Activity

- Departmental and NPU plans in place
- Force wide plan in development
- Positive Action supporting all recruitment & promotions processes

Governance

Owner: Director of POD
Lead: Assistant Director, Organisational Development & Learning
Scrutiny: POD Governance Board

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

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

- 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 2018
- Journey map complete for Domestic Abuse, further work to expand to other areas

Governance

Owner: ACC Operations
Lead: Head of Contact
Scrutiny: Vulnerability Gold Group

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