



west midlands  
police and crime  
commissioner

# WMPCCC – Risk Register December 2018

Risk No.	PCP Chapter	Risk Description	Risk Owner	Unmitigated Score	Present Score
1	Protecting from Harm	The road network is not safe and secure and is inefficient	Jonathan Jardine	25	25
2	Tackling National and International Threats	There is not a coherent set of actions to support the police and wider agencies to tackle cybercrime resulting in cybercrime increasing	Alethea Fuller	25	25
3	Protecting from Harm	Crime does not reduce across the West Midlands	Alethea Fuller	25	20
4	Strengthening Communities & Growing the Economy	The criminal justice system (CJS) is ineffective and not transparent	Alethea Fuller	20	16
5	Strengthening Communities & Growing the Economy	Partnerships are ineffective and do not tackle and reduce crime	Jonathan Jardine / Alethea Fuller	16	16
6	Building a Modern Police Service	Resources are insufficient to meet the priorities of the Police and Crime Plan	Mark Kenyon	20	16
7	Building Trust and Confidence	Confidence in policing in the West Midlands does not increase	Jonathan Jardine / Alethea Fuller	20	15
8	Tackling national and international threats	The Force's contribution to national threats is not comprehensive, effective or properly resourced	Jonathan Jardine	20	12
9	Building Trust and Confidence	The public's satisfaction with services from the Force does not increase	Alethea Fuller	16	12
10	Building Trust and Confidence	Complaints and incidents of misconduct are not dealt with effectively	Andrea Gabbitas	16	12
11	Standing up for Young People	The organisation does not undertake activities to create, provide and improve pathways into employment and training for young people	Alethea Fuller / Mark Kenyon / Polly Reed	15	12
12	N/A	Unauthorised encampments increase and become more problematic	Alethea Fuller	12	12



The road network is not safe and secure and is inefficient

### Key Controls

- Strengthening the oversight of Central Motorway Policing Group (CMPG) collaboration
- Supporting the development of a Regional Control Centre
- Engagement with insurance industry and key stakeholders
- Engagement with West Midlands Combined Authority (WMCA)

### Activity

- Road safety cameras across all areas in the West Midlands by April 2019
- Activation of the road safety camera protocol with Highways England
- Continued enforcement to uninsured vehicles

There is not a coherent set of actions to support the police & wider agencies to tackle cybercrime resulting in cybercrime increasing

### Key Controls

- Attendance at cybercrime governance group

### Activity

- Holding to account West Midlands Police on the delivery of the cybercrime strategy
- Transformation funding to the Regional Organised Crime Unit (ROCU) for cybercrime activities
- The digital PCSO



Crime does not reduce across the West Midlands

### Key Controls

- PCC holding the Force to account
- Performance reports to the PCC's board
- Gangs and Violence Commission

### Activity

- Offender management projects, New Chance, Youth Employment Initiative
- Implementation of Gangs and Violence Commission recommendations
- Grant awarded from Government for the Early Intervention Youth Fund
- Activity relating to car crime including enforcement, public messaging, working with the industry and proposed statutory changes relating to written off vehicles
- Seizure of funds for drug related proceeds of crime

The criminal justice system (CJS) is ineffective and not transparent

### Key Controls

- CJS Engagement Plan
- Local Criminal Justice Board in operation

### Activity

- Improved approach to victims and witnesses. For example, restorative justice
- Greater use of police led prosecutions
- Project related to children in custody and young people



Partnerships are ineffective and do not tackle and reduce crime

## Key Controls

- Appropriate partnership structures & engagement

## Activity

- West Midlands Community Safety Partnership and associated structures
- Local Criminal Justice Board and associated structures
- Business crime partnership
- Police collaboration structures
- Engagement with WMCA structures
- Gangs and violence commission
- Victims Commission

Resources are insufficient to meet the priorities of the Police and Crime Plan

## Key Controls

- Medium Term Financial Plan in place
- Regular Budget Monitoring
- Operation of effective Internal Audit Function
- Engagement & directing WMP2020 governance structures
- Awareness and responsive to developments in police funding and finance

## Activity

- Government announcement that increases pressure on Force budgets due to police officer employer pension contributions increasing
- Formal budget setting process including precept commencing December 2018
- Force and OPCC are active participants in the CSR2019
- Active participation in the debates in relation to police funding



Confidence in policing in the West Midlands  
does not increase

## Key Controls

- Monitoring relevant performance and reporting to board
- Reports to board on subjects of public concern

## Activity

- Local and national activity information regarding the confidence in West Midlands Police
- WMnow and Crime Survey for England and Wales information
- Stop and Search and Use of Force data to SPCB
- Local panels for Use of Force and Stop and Search
- Recruitment to an ethics committee to ensure appropriate oversight and guidance in the use of Data Driven Insights and Predictive Analytics

The Force's contribution to national threats is not  
comprehensive, effective or properly resourced

## Key Controls

- Annual report on strategic policing requirements compliance

## Activity

- Counter Terrorism (CT) strategic board
- Support from the central region member of the National Police Air Service (NPAS) strategic board
- Supporting the specialists capability programme
- Participate in the National Ballistics Intelligence Service (NBIS) board
- PCC briefings and reports to board on Brexit
- Regional governance group that covers CT, Serious Organised Crime (SOC), NPAS, Emergency Services Mobile Communications Programme (ESMCP) and strategic roads



The public's satisfaction with services from the Force does not increase

## Key Controls

- Customer satisfaction reporting through performance reports to PCC's board
- The Force's approach to online contact strategy
- Holding the Force to account with complaints performance

## Activity

- WMnow in use as a satisfaction survey tool
- Greater use of local resolution and service recovery
- Receiving statistics on usage of online activity - promoting channel shift
- Force plan to monitor satisfaction

Complaints and incidents of misconduct are not dealt with effectively

## Key Controls

- HR and Professional Standards Department (PSD) reports to Board. Includes disproportionality / including performance data
- Ongoing engagement with PSD and Force and Regional level

## Activity

- Complaints project led by the PCCs Office. Statutory changes to come into effect from 2019
- Management and training programme. Performance of independent members review completed
- Regional briefings for PSD with the operation of the misconducts process
- PCC regular meetings with Independent Office for Police Conduct
- Oversight reports to Board on Body Worn Video. Planning to use this approach for the oversight of Stop & Search and Use of Force



The organisation does not undertake activities to create, provide & improve pathways into employment & training for young people

### Key Controls

- Procurement strategy and monitoring the delivery through SPCB
- Reports to SPCB on offender management

### Activity

- Youth employment initiative
- Social Investment Tax Relief (SITR) scheme
- Encouraging corporate social responsibility (CSR) in procurement. Including the introduction of systems and processes relating to CSR in procurement
- Cadets programme, including the scaling up
- Work experience programmes
- The introduction of the Police Education Quality Framework (PEQF)

Unauthorised encampments increase and become more problematic

### Key Controls

- Annual summits

### Activity

- Work with Parliament to strengthen law, for example allow police to use section 62 powers to direct groups across borough boundaries, make it a criminal offence to reoccupy private land, and allow for regional injunctions
- Encourage and support the establishment of local authority transit sites (to unlock police s62 powers)



## RISK SCORING MATRIX

Impact	VERY HIGH (V)	5	10	15	20	25
	HIGH (H)	4	8	12	16	20
	MEDIUM (M)	3	6	9	12	15
	LOW (L)	2	4	6	8	10
	NEGLIGIBLE IMPACT	1	2	3	4	5
	LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

Likelihood