



Agenda Item 09

**JOINT AUDIT COMMITTEE
2nd July 2020**

RISK MANAGEMENT UPDATE

PURPOSE OF REPORT

- 1.1 To provide members of the committee with oversight of the risk registers for the Chief Constable and the Police and Crime Commissioner. The report also provides an update on developments in the organisational risk processes of the force.

BACKGROUND

West Midlands Police - Risk Management

- 2.1 Since the last committee, the force's corporate risk register has been reviewed and no new risks have been identified. All outstanding risks have been reviewed to ensure there is the appropriate mitigation, leadership and scrutiny.
- 2.2 As reported at the previous JAC on 26 March 2020, the force continues to respond to the coronavirus pandemic. This is being managed under a separate governance structure with full programme and project management support, including its own risk register.

Police and Crime Commissioner – Risk Management

- 2.3 The Police and Crime Commissioner's risk management strategy is based on the delivery of the police and crime plan. Members of the Committee are aware the Commissioner has recently developed an emergency chapter of the Police and Crime Plan covering the COVID-19 crisis. The emergency chapter includes the four key objectives:-
 - Ensuring West Midlands Police responds efficiently and effectively to COVID-19, and works in partnership to protect the public of the West Midlands.
 - Protecting the organisational health of West Midlands Police, so it not only responds to the national emergency effectively, but recovers and returns to normality as quickly as possible.
 - Lead and support the partnership response to the national emergency.
 - Ensuring the Office of the Police and Crime Commissioner does all it can to effectively respond to the national emergency, commissioning services that mitigate its effect and support the return to normality.

- 2.4 The risks to policing in West Midlands is if the above objectives are not delivered. To manage these risks the Commissioner has a delivery plan to monitor the actions against each of the objectives.
- 2.5 The existing risk register of the Commissioner continues to be actively managed by the senior management team. The appendix includes the current risk register for the Commissioner for the 12 risks that have highest present risk score. The main changes to the register from the version received by this Committee in March 2020, include:-
- The establishment of a Cyber Resilience Centre in the West Midlands.
 - Representations made to government to compensate the Force for the costs of COVID-19.
 - COVID-19 Working groups with the Criminal Justice System.
 - In relation to Standing Up for Young People a report published by the Commissioner calling for 'A Future Generations Deal' to avoid the ticking time bomb of youth unemployment and crime in the West Midlands. The report recommends putting in place measures to protect against a long term rise in youth unemployment.
 - The inclusion in the top 12 risks the risk of developing a modern workforce and supporting our staff.

3 RECOMMENDATION

- 3.1 The Committee to note the contents of the report and appendices.

CONTACT OFFICER

Name: Emma Smuts-Muller Title: Chief of Staff Name: Mark Kenyon Title: Chief Finance Officer

BACKGROUND DOCUMENTS

Risk Appendix 1 and 2

Force Risk Register

Risk	Key Controls	Activity	Governance
<p>WMP's Funding Position</p> <p>Whilst police grant has increased for 20/21 to fund increase in officer numbers, there remains a lack of clarity over precept funding flexibility (WMP remain second lowest). One year settlements do not assist medium term financial planning.</p>	<ul style="list-style-type: none"> - Influence National debate on Police Funding - Review and continue to scrutinise financial planning - Revised MTFP and focus on benefit maximisation and continued efficiencies 	<ul style="list-style-type: none"> - 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 with the additional pay rise for officers included in the medium term financial plan - Benefits to be scrutinised through force governance arrangements - A 3 year CSR is being discussed which we would fully support and participate with 	<ul style="list-style-type: none"> - Owner: Director of Commercial Services - Lead: Assistant Director of Finance - Scrutiny: Commercial Services Governance Board
<p>Vulnerability</p> <p>Identification of vulnerability in demand including hidden crimes and missing people.</p>	<ul style="list-style-type: none"> - HMICFRS vulnerability recommendations incorporated into a number of governance boards including Vulnerability Improvement Board - ControlWorks builds in greater requirement for assessment and recording of rationale at initial contact 	<ul style="list-style-type: none"> - Following the JAC on missing people, there be specific focus on our response through Strategic Tasking and a number of portfolio governance boards. - Relaunch of THRIVE 	<ul style="list-style-type: none"> - Owner: ACC Crime & ACC Operations - Lead: Head of PPU & Head of Contact - Scrutiny: Vulnerability Improvement Board, STCG, Ops Board
<p>Records Management</p> <p>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</p>	<ul style="list-style-type: none"> - Review, mapping & weeding of all physical records - Records management requirement built into new systems as legacy systems are replaced 	<ul style="list-style-type: none"> - Staff assimilated into new permanent posts funded until March 2024 to continue this work - Policy & guidance refresh is underway to reinforce importance of data quality - IM are represented on all project boards relating to IT systems 	<ul style="list-style-type: none"> - Owner: DCC - Lead: Kate Jeffries - Scrutiny: Strategic Information Management Board

<p>a lack of understanding regarding the legacy rules that apply to digital searches within specific systems therefore searches can return inconsistent results.</p>	<ul style="list-style-type: none"> - Increase communications regarding importance of data quality 		
<p>Serious Violence in Under 25s</p> <p>The increase in volume of serious violence (gun and knife crime) in the under 25s and the cumulative risk around community safety could impact on the force capacity to respond impacting on public confidence and safety.</p>	<ul style="list-style-type: none"> - Additional funding has been allocated to WMP - Dedicated project team - Violence Reduction Unit established. - Managed through FTDB and Strategic Tasking structures 	<ul style="list-style-type: none"> - Increasing capacity for P4 logs to release neighbourhood resource to concentrate on prevent activity - Dedicated force support resource allocated to violence suppression particularly during night time economy - This forms part of the force's Improvement Plan 20/21, as well as being part of the 'Act with Precision' limb of the force's three year strategy which was launched in April 2020 	<ul style="list-style-type: none"> - Owner: ACC Local Policing - Lead: Project Guardian Lead - Scrutiny: Force Tactical Delivery Board & Strategic Tasking group
<p>Workforce Demographics</p> <p>Due to sustained austerity inhibiting recruitment, some functions within the force are less representative of the communities we serve. This creates a risk to public confidence and operational service delivery.</p>	<ul style="list-style-type: none"> - Review of approach to Diversity & Inclusion - Review of recruitment and promotions processes 	<ul style="list-style-type: none"> - This forms part of the force's Improvement Plan 20/21, as well as being part of the 'Nurture and Support' limb of the force's three year strategy which was launched in April 2020 - Departmental D&I plans are in place and each dept. has a local D&I governance board. The D&I plans are reviewed as part of QPR process and any key risks are escalated to the Business Partners. The plans are reviewed bi-annually internally and will also be externally reviewed annually - Positive Action supporting all recruitment & promotions processes and there is now better management information to understand representation at all stages of the process - All FET leads sponsor a strand of D&I - Being monitored as part of recruitment uplift 	<ul style="list-style-type: none"> - Owner: Director of POD - Lead: Asst. Director OLD - Scrutiny: POD Governance Board
<p>Demand Management</p>			

<p>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</p>	<ul style="list-style-type: none"> - 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 - Closely linked to Control Works 	<ul style="list-style-type: none"> - DDI dashboard are being delivered to provide MI - Summer demand was debriefed which will guide planning this year 	<ul style="list-style-type: none"> - Owner: ACC Operations - Lead: Head of Contact - Scrutiny: Resilience Board
<p>PEQF & Uplift</p> <p>PEQF risk has been widened to include the Home Office recruitment uplift. The uplift targets, plus the PEQF entry routes create significant additional demand on WMP. The failure to meet recruitment targets will impact on the forces resilience and may potentially affect future funding from the Home Office</p>	<ul style="list-style-type: none"> - Workforce plan to meet targets to the end of March 2023 - Understanding of staff turnover and retirements to 2023 - Review where student officers are posted across organisation - Clarity of the expectation of ESFA and Ofsted audits 	<ul style="list-style-type: none"> - Five work streams in project: Identity and Attraction, Talent Pipeline, Recruitment, Logistics, Learning - Recruit additional roles to manage additional uplift activity (grant funded) - Attraction strategy to target audiences representative of communities - Process map activities for end to end recruitment journey - Plan to retain / pass on knowledge of experienced staff who are retiring - Ensure maximum numbers of student officers can be accommodate and operate without compromise - Continued close liaison with ESFA and Ofsted 	<ul style="list-style-type: none"> - Owner: Director of POD - Lead: Assistant Director Business Partnering - Scrutiny: POD Governance Board
<p>Recruitment, Retention and Workforce Resilience</p> <p>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 our</p>	<ul style="list-style-type: none"> - Workforce plans to be reviewed for next 5 years - Review of resilience for specialist skills across all departments with critical roles 	<ul style="list-style-type: none"> - Workshops have taken place with all departments and NPU's to determine requirements. - Regular cohorts of detectives trained to meet demand through Detective Academy 	<ul style="list-style-type: none"> - Owner: Director of POD - Lead: Assistant Director, Business Partnering - Scrutiny: POD Governance Board

<p>service. Ongoing recruitment may not address attrition rates due to high levels of upcoming retirements.</p>	<ul style="list-style-type: none"> - Introduction of talent and development programmes (e.g. detective academy) to meet demand of specialist skill 	<ul style="list-style-type: none"> - Alternative entry routes are being implemented to grow quickly in specialist skill areas e.g. DHEP DC and Police Now Detective - Workforce plan & recruitment plan tracking strength and attrition over a 5 year period, which is reviewed regularly 	
<p>Britain's Exit from the EU</p> <p>Following Britain's exit from the European Union in December, the country will continue in a period of transition. Impact of departure and associated risks (including info sharing and supply chain) continues to be monitored</p>	<ul style="list-style-type: none"> - Work has been undertaken to ensure that systems are in place to maintain intelligence sharing - Regular Gold meetings are in place. - Bespoke plans are in place 	<ul style="list-style-type: none"> - National and regional structure is in place to ensure forces are aware of new arrangements - Suppliers and service providers have been contacted to ensure they have plans in place to mitigate any disruption. 	<ul style="list-style-type: none"> - Owner: ACC Operations - Lead: Silver Lead - Scrutiny: Gold Structure
<p>Airwave Replacement</p> <p>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</p>	<ul style="list-style-type: none"> - Project management support provided - Regional working to ensure integrated planning 	<ul style="list-style-type: none"> - The slippage in the national programme has reached the stage where WMP are unable to complete their migration to ESN until after the Commonwealth Games in 2022. New radios have been purchased to replace the ageing fleet and are being rolled out. A number of items of Airwave infrastructure are approaching end of life; Programmes are in place to refresh all that equipment but there has been slippage. IT&D continue to monitor 	<ul style="list-style-type: none"> - Owner: Director of Commercial Services - Lead: Assistant Director of IT&D - Scrutiny: Organisational Change Board
<p>Covid-19</p> <p>Should staff become infected and required to self-isolate, this may impact on workforce resilience and ability to serve the public as part of business as usual. Command structure in place to support Covid-19 and deliver against get national and local</p>	<ul style="list-style-type: none"> - SCG & TCG structure in place for external liaison, led by ACC Meir as Gold - Internal Resilience in place, led by ACC Johnson as Gold - Daily Diamond group to discuss force-wide response - Links into national structures 	<ul style="list-style-type: none"> - Regular review of force-wide resilience - Departmental business continuity plans reviewed and refreshed where appropriate - Ongoing communication to staff regarding their roles and responsibilities 	<ul style="list-style-type: none"> - Owner: ACC Meir & ACC Johnson - Lead: Ch. Supt Claire Bell - Scrutiny: Gold Structures, Recovery Board

objectives is also placing additional demand on the workforce, outside of their normal business.	- Recovery Board chaired by ACC Johnson		
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