



west midlands  
police and crime  
commissioner

# WMPCCC – Risk Register March 2021

No	PCP Chapter	Risk Description	Risk Owner	Unmitigated Score	Dec 2020 Score	Present Score
1	Tackling national & international threats	There is not a coherent set of actions to support the police & wider agencies to tackle cybercrime resulting in cybercrime increasing	Alethea Fuller	25	19	19
2	Building a modern police service	Resources are insufficient to meet the priorities of the Police & Crime Plan	Mark Kenyon	21	16.8	16.8
3	Protecting from Harm	The road network is not safe and secure and is inefficient	Jonathan Jardine	23	16	16
4	Protecting from Harm	Crime does not reduce across the West Midlands	Alethea Fuller	21	16	16
5	Strengthening communities & growing the economy	The criminal justice system (CJS) is ineffective and not transparent	Alethea Fuller	20	15.2	15.2
6	Tackling national & international threats	The Force's contribution to national threats is not comprehensive, effective or properly resourced	Jonathan Jardine	20	15	15
7	Strengthening communities & growing the economy	Partnerships are ineffective and do not tackle and reduce crime	Jonathan Jardine / Alethea Fuller	15.2	14.4	14.4
8	Building trust & confidence	Confidence in policing in the West Midlands does not increase	Jonathan Jardine / Alethea Fuller	20	12.8	12.8
9	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	15	12.8	12.8
10	Building trust & confidence	The public's satisfaction with services from the Force does not increase	Alethea Fuller	16	11.4	11.4
11	Building a modern police service	Developing a modern workforce and supporting our staff	Alethea Fuller / Mark Kenyon	16	10	10
12	Building trust & confidence	Complaints and incidents of misconduct are not dealt with effectively	Andrea Gabbitas	16.8	9	9



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

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

## 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
- PCC's office working with the Force lead for cyber crime
- Establishing a West Midlands Cyber Resilience Centre
- Launch of the Fraud Board.
- National Online Fraud Symposium held on online in October 2020.

## Key Controls

- Medium Term Financial Plan reviewed in Feb 2021
- Regular Budget Monitoring
- Operation of effective Internal Audit Function
- Engagement & directing WMP2020 governance structures
- Awareness & responsive to developments in police funding

## Activity

- Police officer recruitment (as part of the national 20,000)
- Representation and submissions to government about financial implications of COVID-19. Including costs, implications on funding and income
- Active participation in the debates in relation to funding policing in the West Midlands
- Holding Force to account around efficiency and productivity to deliver savings to help balance budget
- Additional one off external funding for victims and charities
- Violence reduction funding and Surge funding
- CSR preparation and budget 2021/22
- Monitor how the Force uses resources to cope with COVID-19 including allocating resources to mobile working.

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
- Enforcement relating to illegal car cruising
- HMICFRS report on roads policing praises West Midlands Police

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, Arrest Referral Service, DIVERT
- Implementation of Gangs and Violence Commission recommendations
- Establishment of a Violence Reduction Unit
- COVID-19 enforcement
- Commissioner's assurance to providers in relation to funding as part of COVID-19 response
- 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
- Implementation of the Drug Policy recommendations
- Surge funding
- Extra police officers as part of the 20,000
- Activities in relation to vehicle crime



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

## Key Controls

- CJS Engagement Plan
- Local Criminal Justice Board (LCJB) in operation and its delivery groups, reducing reoffending, victims and witnesses, CJ efficiency and effectiveness and the regional priority taskforce of criminality in prisons. Regional recovery groups.

## 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
- Project related to over-representation of individuals with care experience
- Project related to women in the criminal justice system
- Delivery of action plans for each of the delivery groups and the LCJB
- CJS Stakeholder COVID-19 working group and task and finish groups
- Plans to create a diversion hub
- Women and Girls Delivery Group

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
- HMICFRS post inspections debriefs
- Reports to Regional Governance Group



Partnerships are ineffective and do not tackle and reduce crime

## Key Controls

- Appropriate partnership structures & engagement.
- Partnerships have appropriate, terms of reference, membership and workplans

## 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
- Violence Reduction Unit
- Working with probation service ahead of statutory changes

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
- Maintain effective oversight of any emergency police powers

## 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
- Introduction of new Force IT systems to extract confidence data including the Command and Control System
- Change programme activity around charter and monitoring public confidence



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
- Stipulating the requirements of corporate social responsibility (CSR) in procurement
- Cadets programme, scaling up in train for May 2020 ambitions
- Work experience programmes - Force insight days in place
- Police Education Quality Framework (PEQF) and uplift programme
- Programmes in place that work with young people to prevent them getting involved in criminal activity
- Opportunities via Early Intervention Youth Funded (EIYF) projects to increase Employment Training and Education outcomes (ETE) for young people
- Kickstart programme

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
- Citizen satisfaction boards, surveys in impact areas
- Police Officer uplift programme





## Developing a modern workforce and supporting our staff

### Key Controls

- PCC holding the Force to account
- Groups for officer uplift programme
- HR reports to board on recruitment, including diversity

### Activity

- Force's People Deal
- Uplift programme and activity
- Police Education Qualification Framework
- HR reports to board on recruitment, including diversity
- Fairness and Belonging Plan
- Regional governance forums
- Special constable recruitment
- Pay and conditions review

## 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 now in place and a complaints manager appointed to undertake the role for WM & Warwickshire to deal with appeals.
- 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, Stop & Search and Use of Force
- Links with PSD including performance dashboard information



## 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