



Agenda Item 05

JOINT AUDIT COMMITTEE
24 June 2021

RISK MANAGEMENT UPDATE

PURPOSE OF REPORT

- 1.1 To provide members of the committee with oversight of the risk register for the Chief Constable. 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 to ensure there is the appropriate definition, mitigation, leadership and scrutiny for each risk.
- 2.2 Based on the above, the following amendments, outlined in paragraphs 2.3 - 2.6, have been made.
- 2.3 With the national lockdown easing over the past few months, the external risk position of the force has seen more of a return to business as usual demand since the last JAC update (see Appendix 1 for details). However, some areas have seen an acceleration in demand (see below) and it is anticipated that with the possibility of restrictions being fully lifted by the end of June 2021, some of these demands could exceed designated control limits, with greater overall demand for services:
 - "Demand Management" (CRR41) – In the final weeks of Q1 we have seen the number of calls for service increase beyond average levels. Calls to 999 have increased during late-May/early-June coinciding with the lifting of restrictions, good weather, bank holiday and half-term – on some days this has added 20% more demand than would otherwise be expected at this time of year.
 - "Serious Violence in Under 25s" (CRR44) – There has been an increase in the residual risk coinciding with the reopening of educational settings and the phased lifting of social interactions in line with the government roadmap.
- 2.4 Both Covid-19 related risks (CRR48) and (CRR49), have seen some reduction in the residual risk trend as the control measures continue to take effect and increasing numbers of Police Staff and Officers participate in the national vaccine roll out programme. Notwithstanding the mitigations put in place, there remains inherent risks in place to manage with further waves and/or variants.

2.5 Three new corporate risks have been added to the risk register:

- Op Plato Embedding (CRR53) – JOPS 2¹ was introduced to WMP in December 2020. The risk relates to the speed required to adopt these changes and the drive to undertake CPD days with departments to meet this national rollout.
- CW Games 2022 resourcing (CRR54) – Significant staffing (police officers and staff) will be required from operational business and duties during the operational period of the Commonwealth Games, which could stretch other parts of our operations. A resource modelling exercise is currently being undertaken.
- CONNECT Legacy/BRC Data (CRR55) – Issues have been encountered with some aspects of the back record converted (BRC) data brought over from legacy systems, which means these systems have not yet been switched off after the cutover period.

2.6 We have removed Britain's Exit from the EU (CRR47), following Britain's exit from the EU and subsequent end to the transition period, this no longer poses a significant strategic risk to WMP. The impact of departure and post-transition continues to be managed as a 'business as usual' process.

2.7 The Strategy and Direction team is currently reviewing the Risk Management Framework within WMP. Key to this will be developing a risk management strategy and procedures to further embed risk management into the culture of the organisation.

2.8 We have selected a number of key recommendations for implementation over the next few months (2021/22 - Q1/Q2). They are as follows:

- Review and update the structure of all risk registers to ensure the risk assessment methodology is being consistently applied across the force.
- Refresh the corporate risk reporting process to adopt a more strategic approach, including explicitly linking risks to WMP strategic objectives.
- Review and update risk management approach and policy guidance – key to this will providing clarity on roles and responsibilities of individuals and decision-making bodies.
- Finalising the force-wide risk appetite statement.
- Using the mechanisms above for capturing additional critical and high level risks which should be escalated to the Corporate Risk Register.

2.9 We are factoring this review and others into the business planning and performance management arrangements currently underway and will able update JAC on the prioritisation and progress of the improvement actions at future meetings.

3 RECOMMENDATION

3.1 The Committee to note the contents of the report and appendix.

CONTACT OFFICER

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BACKGROUND DOCUMENTS

Risk Appendix 1

¹ These Joint Operating Principles (JOPs) have been developed by the Home Office and the emergency services community in order to ensure that there is an interoperable response when responding to a Marauding Terrorist Attacks (MTAs).