



Agenda Item 05

JOINT AUDIT COMMITTEE
29 September 2021

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 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 - 2.7, have been made.
- 2.3 Towards the end of Q1, there was an increase in operational service demand, as reflected in the following risks in the force risk register:
- "Demand Management" (CRR05) – Summer demand has increased in line with the national picture. There has been a slight reduction during Q2 and a robust summer plan is in place, however, matching resources to surges in demand remains a challenge.
 - "Serious Violence in Under 25s" (CRR02) – With additional Project Guardian "grip" funding established, Guardian Taskforce numbers have increased to deal with an increased threat in this area commensurate with the summer demand profile. The new force Violence Board is bringing together strategic stakeholders to coordinate activity by putting in place a longer-term strategy. The residual risk score has remained stable.
- 2.4 Both Covid-19 related risks (previously CRR48 and CRR49), have seen a considerable reduction in the residual risk trend as the control measures continue to take effect and large numbers of Police Staff and Officers have participated in the national vaccine roll out programme. Both risks have been mitigated down and with many staff now fully vaccinated, this has helped with the staffing challenges previously identified. The remaining residual risk

is now being managed as business as usual, hence these risks have been de-escalated from the force risk register.

- 2.5 As part of the quarterly corporate risk review process, amendments were made to six risks on the previous version of the register to ensure the risk environment is profiled in a consistent manner and appropriately aligned to the force's strategic priorities:
- Operational Training and Embedded Learning (CRR03) – Previously Op Plato Embedding (CRR53). This brings together similar risks relating to Joint Operating Principles (JOPs) and Plato Guidance and Joint Emergency Services Interoperability Programme (JESIP) Command Training.
 - Recruitment & Retention/Uplift (CRR09) – This now incorporates both the previous Uplift (CRR45) and Recruitment Retention and Workforce Resilience (CRR33) risks to ensure the risks relating to workforce strategy and the Uplift programme are captured and mitigated in a joined-up manner.
 - Corporate Health, Safety and Wellbeing (CRR06) – Previously included elements of Covid-19 Organisational (CRR48) and Recruitment Retention and Workforce Resilience (CRR33). This risk now focuses on the health, safety and wellbeing of WMP's workforce ensuring the management of this risk remains an integral part of the organisation's operational activities.
 - Investigative and Criminal Justice Process and Outcome (CRR08) – Previously Criminal Justice Case Backlog (CRR51). This now incorporates both the CJ backlog brought on as a result of Covid-19 and also the changes to the Attorney General's Disclosure guidance.
 - Mutual Aid & Resourcing (CRR12) – This was previously CW Games 2022 resourcing. The amended risk now includes the COP26 Climate Change Conference, detailing the resourcing challenges the force may face due to major events and mutual aid requests in the coming months.
 - WMP Demographics and Representation (CRR07) – Previously WMP Demographics and Legitimacy with Communities (CRR26). The risk has been slightly amended to focus on the key priorities and mitigating controls required to ensure WMP achieves its goal to recruit and retain a diverse and representative workforce.
- 2.6 Six new corporate risks have been added to the risk register since the last committee meeting:
- Core Skills Resilience & Training Risk (CRR18) – Due to Covid-19, we have been unable maintain training in some core skill areas, such as personal safety training, driver training, public order skills and taser. This risk has been assessed as *Critical*, due to its potential impact to undermine our ability to deploy sufficient numbers of staff to meet calls for service and demand, combined with the likelihood that it will take some time to resolve the backlog and bring us back in line with course demand and resilience targets.
 - S22 Governance (CRR15) – This relates to the funding arrangements for Special Branch in CTU and ARIS funding in ROCU posing a financial risk to WMP.
 - Cybersecurity (CRR13) – The inherent corporate risk relating to the failure of the force's IT&D systems (due to cyber-attack, hardware failure, loss of IT systems via IT services provider or other data security breaches) could lead to severe disruption to service delivery and response.
 - Police Cadet Leaders - Safeguarding (CRR16) – There is a risk that WMP Police Cadets policies, procedures and process fail to comply with the National Safety and Safeguarding guidelines (UKYSSF).
 - Organisational Learning (CRR17) – There is a risk that WMP lacks the oversight required to analyse the vast amount of strategic, thematic and/or operational learning that regularly flows in and out of the organisation.

- Alarms Management (CRR14) – There is a risk that alarm notifications may fail at Force Control Bournville due to the outdated nature of receiver equipment and delays in replacing it. While the receivers are not upgraded the force runs the risk of the loss of alarm messages and the consequential failure to act on them.

2.7 As well as the two Covid-19 risks mentioned in paragraph 2.4, we have also closed the following two risks:

- WMP2020 Benefits Realisation (previously CRR50) – as the WMP2020 programme has now completed and become business as usual for the Business Transformation and Finance teams, aspects of which are cited in the broader CRR10 Financial Management risk which remains on the risk register.
- Information Management – Records Management & Crime Data Integrity (previously CRR20) – this was a historic risk aggregated from different risk areas. Issues identified in records management and file standards are now being managed at the departmental level with mitigations successfully reducing the risk.

2.8 As the Strategy and Direction Team continues to develop and embed the Risk Management process within WMP, there have been a number of updates to the risk management framework during the last quarter:

- The Corporate Risk Register (CRR) has been revised and updated since the last meeting with new risk identification codes. The updated CRR and revised approach ensures the significant risks across the force are reviewed regularly and in a consistent manner.
- The corporate risk reporting process adopts a more strategic approach, including explicitly linking risks to WMP strategic objectives. The risks on the CRR should now be those that could significantly impact the force's delivery of its strategic objectives
- The risk assessment methodology has been updated and continues to be rolled out across the force to ensure consistency with risk scoring and reporting.
- The Corporate Risk Appetite statement has been finalised and presented to the Force Executive Team, including the creation of a comprehensive list of risk categories and risk areas.
- Developed a risk management work plan with milestones and deliverables for the remainder of the financial year, aligned to the force's business planning cycle.

2.9 As we continue to develop and embed the process across WMP, the plans for the next quarter include:

- Finalising the risk governance reporting and escalation process to ensure there is a robust mechanism for capturing critical/high rated risks which should be escalated to the Corporate Risk Register.
- Review and update risk management approach, policy and procedural guidance documents – key to this will providing clarity on roles and responsibilities of individuals and decision-making bodies.
- Develop the application of the risk appetite statement to the CRR to ensure risks are managed within agreed tolerance levels – this will be supplemented by the development of action plans to drive risks to their target position.

2.10 We continue to factor the ongoing risk management review and others into the business planning and performance management arrangements currently in place and will continue to update JAC on the prioritisation and progress of the improvement actions at future meetings.

Police and Crime Commissioner – Risk Management

- 2.11 The Police and Crime Commissioner’s police and crime plan is currently in development and planned to be published in October 2021. This is following consideration by the Police and Crime Panel on the 18 October.
- 2.12 The Commissioner’s risk management strategy is based on the delivery of the police and crime plan and the risk register will be constructed following the finalisation of the plan.
- 2.13 To construct the police and crime plan the following activities have been undertaken: -
- An initial consultation
 - Roundtable events
 - Public survey
 - Consultation with young people
 - Consultation with the Chief Constable of West Midlands Police
 - Engagement with partners
 - New and wider analysis of matters relevant to the Commissioner’s functions
- 2.14 A programme group has been put in place within the OPCC to develop the plan.
- 2.15 The main themes from the consultation have included:

Overarching Priorities

- Confidence in policing
- Young people
- Multi-agency working across the region

Key Themes

- Reducing violence
- Drug harm reduction
- Community and local policing
- Domestic Abuse and Violence against Women and Girls

- 2.16 It is anticipated the Police and Crime Plan will include the following sections: -
- West Midlands Police, including building stronger communities, preventing and reducing crime, confidence in policing, supporting the workforce, organisational change and new technology
 - Working in partnership, criminal justice, supporting victims, community safety, reducing violence, transport, children and young people
 - Police in collaboration
 - Civic leadership
 - Governance and transparency
 - Resources, financial planning, funding & grants
- 2.17 The plan will include performance indicators and measures to monitor the progress of the police and crime plan. Careful consideration is being given to the indicators and measures included in the plan. This includes the resources and deliverability of the measures over the time period of the plan.
- 2.18 The risk register will recognise the risks relating to the PCC to ensure these are correctly categorised.

2.19 Since the election of the Police and Crime Commissioner (PCC) in May 2021. Activities and actions have been undertaken to ensure the organisation has operated within the scheme of governance and the organisation has operated effectively. This includes: -

- A comprehensive induction for the PCC including the functions of the Office of the Police and Crime Commissioner, introductions to West Midlands Police and national bodies.
- The continued operation of the statutory functions of the office.
- Weekly meetings with the Chief Constable holding the Force to account.
- Meetings of the Police and Crime Panel.
- The operation of the Strategic Policing and Crime Board. This includes public meetings that have held West Midlands Police to account around organisational health, performance, human resources and finance.

3 RECOMMENDATION

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

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