



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 Over the past two years, one of the most significant external factors that has had a material impact on the risk profile of the force is COVID-19. Since the lifting of national restrictions there has been a significant reduction in the disruption impact caused by the pandemic.
- 2.3 Since the last Committee, we have agreed the force delivery plan for 22/23, which sets out the priority actions we will undertake this year in the final year of the This Work Matters corporate strategy. Our strategic governance bodies track progress towards achieving these priority actions and an assessment of risk to delivery forms an essential element of this scrutiny.
- 2.4 As always, we continue to monitor the external environment to ensure we are able to capture any material risks that could impact the force's risk profile.
- 2.5 Based on the above, the following amendments, outlined in paragraphs 2.6 - 2.11, have been made.

2.6 Reduced Residual Risk(s)

We have seen a reduction in the risk profile of two risks:

- There has been a reduction in the Core Skills Resilience & Training Risk (CRR18). The impact of both COVID-19 and the training team shortfalls have gradually decreased over the past quarter. There has been an impact reduction on the mitigating actions affected by the Omicron wave of COVID now that we move towards a more BAU environment. Following a successful recruitment drive over the past six months the Physical Training team is now up to full establishment, enabling the team to maximise opportunities to schedule courses as required by the wider force.

The risk has reduced from **Critical** to a lower **High** score, there has been a considerable amount of work undertaken over the past few months to treat and reduce the likelihood and impact of this risk. The visibility on the force risk register and increased scrutiny by the Force Executive and Performance Panel has allowed for the Portfolio to prioritise its efforts and resourcing to implement an effective action plan to address this risk. We have provided an assessment of the current mitigations below in **2.11** following a deep dive review of the Critical risks.

- We have seen a continual reduction in the residual risk profile of the Police Cadet Leaders – Safeguarding risk (CRR16). Mandatory training compliance has increased to 95% (an increase from the initial reported rate of 60%). It is envisaged that this risk will be deescalated from the corporate risk register for management at Portfolio level. Discussions will be held with the Portfolio over the next quarter to action this.

2.7 Critical Risk Update

One critical risk remains on the corporate risk register, the residual risk score for has remained unchanged over the last quarter.

- Probation Data Sharing & Disclosure (CRR20) – Work has been undertaken by Information Management (IM) with the relevant departments to communicate best practice and introduce safe procedures to professionally share intelligence with our partners, and is ongoing.

Nationally, a representative from IM has been involved in consultation with NPCC to develop a Memorandum of Understanding (MOU) to define the specific reasons and means of sharing personal data between the Parole Board and Police Forces of England & Wales. This is in the final stages of consultation before a six-month trial, at which point this risk should start to reduce.

In the interim IM are ensuring requests from The Parole Board are dealt with professionally and safeguards are in place to avoid disclosing unnecessary information. Once the MOU is released it will be published to the force, and embedded into practice which should reduce the risk to an acceptable level.

Due to the critical nature of the risk, Strategy and Direction performed a 'deep dive review' of the Probation Data Sharing & Disclosure risk. We have provided a summary of the exercise below with our assessment of the current mitigations in place.

2.8 New Risks

One new corporate risk has been added to the risk register:

- JTAI Connect Risk (CRR23) – Following the Joint Targeted Area Inspection (JTAI) earlier in the year, inspectors raised a concern in relation to the data held within the Connect system. This was specifically in relation to multiple and/or incomplete records held against the same person. There is a risk that incomplete records within Connect could lead to a risk

individuals not being linked and identified in a timely manner against individuals who could pose a risk to them.

This risk is now monitored on a monthly basis with visibility and scrutiny at various governance forums. An action plan has been put together to provide targeted mitigations to treat this risk.

2.9 Additional Updates

Additional update information is provided for the risks listed below:

- Cybersecurity (CRR13) – Updated mitigating actions remain largely unchanged this quarter, however, the risk remains constant and consistent. IT&D have provided an additional update report for the Committee to provide assurance to members on the risk mitigations. The events in Ukraine have heightened the possibility of malicious attacks on the force's IT systems, as cyber-attacks remain a critical component of the Russian campaign. Intelligence from the National Cyber Security Centre (NCSC) is that there are no specific threats, cyber or otherwise, to UK police forces or external organisations. Aside from any future Russian threat, IT security is always important as there are ever-present risks. As well as existing mitigations, colleagues have been reminded to be extra vigilant online and when receiving emails, and report anything suspicious to IT&D.
- Organisational Learning (CRR17) – The capability review bringing together the Strategy and Direction and Business Transformation departments during Q2/Q3 will develop a new assurance framework which will incorporate a new organisational learning (OL) process. Recommendations, efficiencies and benefits raised as a result of the learning will be tracked and documented. These will be managed by a dedicated OL resource in the new team. As a result of these planned changes, it is envisaged that the Committee will see a reduction in the risk profile by the end of the calendar year.

2.10 Closed Risk(s)

No risks have been closed this quarter.

2.11 Risk Deep Dive Review

Strategy and Direction performed a deep dive review of two risks on the corporate risk register this quarter. This is a process whereby the risks are scrutinised, with a more stringent review of existing and proposed controls in order to understand the robustness of the risk management approach and provide an assessment of the effectiveness of the controls.

Assessment of Current Mitigations

- Core Skills Resilience & Training (CRR18) – There is a high level of confidence within the Organisation Development & Learning team regarding the current risk management plans and key controls currently in place to effectively manage this risk. There has been a considerable level of collective effort undertaken to treat this risk over the past quarter. As such the residual risk score has seen a reduction.

The current level of controls is providing an adequate level of confidence that reduces the likelihood of the risk occurring. The risk controls are working effectively in line with expectations. The risk controls are clearly doing what they are expected to do to mitigate the risk.

- Probation Data Sharing & Disclosure (CRR20) – There is a low level of confidence within the IM team regarding the current internal mitigations. Increased awareness of the consequences needs to be considered by staff when they are making these disclosures.

The current level of assessed risk will be in place until action plans are fully defined and completed. As such, the current mitigating controls have not allowed adequate progress towards reducing the residual risk and only provide a minimal effect on reducing this risk.

2.12 As the Strategy and Direction team continues to embed risk management processes in WMP, a summary of our forward plan and activities undertaken over the last quarter are listed below:

- Strategy and Direction has developed an action plan to address the recommendations made in the Internal Audit report on the force’s Risk Management approach, and work continues to ensure the recommendations are implemented within the agreed timescales.
- The risk management policy document will be presented to FET for approval in July 2022 following an internal consultation process.

2.13 The review to bring together capabilities from the Strategy and Direction and Business Transformation teams, including risk management, organisational learning and assurance has concluded its design phase, now moving into a selection and appointments phase. We will continue to update JAC on the prioritisation and progress of relevant capability developments and improvement actions at future meetings.

Police and Crime Commissioner – Risk Management

Methodology

2.14 The PCC’s risk register is based on the risks associated with the functions of the PCC and the risks of delivering the police and crime plan which are topical risks.

Risks – the Functions of the PCC

2.15 The table below details the risks to the West Midlands Police and Crime Commissioner relating to the functions of the PCC.

PCC Function	WMPCC Risks
Secure an efficient and effective police force for their area	Arrangements in place do not secure an efficient and effective police force for the West Midlands
Appoint the Chief Constable, hold them to account for running the force, and if necessary dismiss them	The PCC does not hold West Midlands Police to account effectively
Set the police and crime objectives for their area through a police and crime plan	The priorities and actions of the Police and Crime Plan are not delivered
Set the force budget and determine the precept	The resources of the PCC are not sufficient to deliver the police and crime plan and for West Midlands Police to operate
Contribute to the national and international policing capabilities set out by the Home Secretary	West Midlands Police does not contribute to national and international policing capabilities
Bring together community safety and criminal justice partners, to make sure local priorities are joined up	Lack of effective partnerships

Topical Risks

2.16 The topical risks relating to the delivery of police and crime plan have been determined through the construction of the OPCC delivery plan. The delivery plan details all the actions required to deliver the PCC's police and crime plan that was finalised in October 2021. The current number of actions in the delivery plan is 322 and the Senior Management Team with the OPCC have RAG rated each action. The number of actions that fall within each RAG classification at June 2022 are detailed in the table below with a definition of the RAG rating. Since March 2022 there has been movement in the RAG status of actions with a reduction in actions with a status of RED and AMBER with over 50% of actions on target to be delivered. Since March 2022 committee meeting the RAG definitions have been amended to help monitor the progress and delivery of actions.

Delivery Plan RAG Classification – June 2022

RAG Status of Action	Definition	Number
Green	On target to be delivered	194
Amber	Activities underway additional line manager support required	102
Red	Significantly behind on delivery targets and/or additional support required from the Senior Management Team	26

2.17 The topical risks included in the risk register are the themes from all those actions that are currently classified as red in the delivery plan.

OPCC Risk Register

2.18 The risk register included in the attached appendix details the risks of the OPCC based on the above methodology. The scoring of risks is based on the Impact and Likelihood as set out in the table below.

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	1	2	3	4	5
	IMPACT / LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY
Likelihood						

2.19 It is important to note that the topical risks from the police and crime plan have not been scored.

Commentary on Risks

2.20 Each section of the police and crime plan is supported by a number of measures that will be monitored through the Commissioner's term in office. This will be through regular performance reporting to the Strategic, Policing and Crime Board and other governance arrangements. These include PCC and Chief Constable meetings where performance of the Force is discussed on a monthly basis. Where there are performance concerns there will be deep dives to understand the

issues. Recently deep dives have included areas such as the performance of Force Contact, criminal justice scorecards and crime levels across crime types.

- 2.21 An attachment to this report includes a performance report that was included on the agenda for the Strategic Policing and Crime Board in May 2022. This report provides an overview of performance against the National Crime and Policing Measures in a format to be used as West Midlands Police's (WMP) official statement on performance and activities undertaken. This statement was published along with a statement from the Police and Crime Commissioner as well as a Police and Crime Plan Key Performance Indicator (KPI) scorecard for measures where data was available.
- 2.22 A reason for the mitigated scores in the PCC's risk register being relatively high is the current position of West Midlands Police in terms of performance measures that are in the police and crime plan.
- 2.23 The level of resources to support police and crime prevention is scored high due to the level of demand across WMP and the PCC's overall funding position. The risk relating to partnership has reduced due in part to receiving multi-year settlements for specific grants including violence reduction.
- 2.24 In terms of the topical risks, as detailed already, these reflect the position with the progress in implementing the actions from the police and crime plan.

3 RECOMMENDATION

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

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BACKGROUND DOCUMENTS

Risk Appendix 1 and 2
SPCB Performance Report – May
2022