



west midlands  
police and crime  
commissioner

# WMPCCC – Risk Register June 2020



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

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

## 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

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



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

## Key Controls

- Medium Term Financial Plan in place and being reviewed
- 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
- Applications for external funding
- Violence reduction funding confirmed for 2020/21 also Surge funding
- CSR preparation and budget 2021/22

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, Black Country Talent Match
- Implementation of Gangs and Violence Commission recommendations
- Establishment of a Violence Reduction Unit
- 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

## 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

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

## 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

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

## 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



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) - contract signed; implementation now taking place
- 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

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



## 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
- Regional governance forums
- Special constable recruitment

## 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

## 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