



Agenda Item 09

**JOINT AUDIT COMMITTEE
28th September 2020**

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. The following amendments have been made:
- "Airwave Replacement" (ESMCP) risk merged into "WMP's Funding Position" (CRR39ii)
 - "PEQF & Uplift" risk now referred to as "Uplift" (CRR45)
 - "Workforce Demographics" now referred to as "WMP Demographics and Legitimacy with Communities" (CRR26)
 - "Covid-19" risk has been renamed "Covid-19 Organisational" (CRR48) to allow for additional Covid-19 risks to be logged under a separate naming convention (see paragraph 2.3)
 - "Records Management" has been amended to "Information Management - Records Management & Crime Data Integrity" (CRR20)
- 2.2 New risks which have been added (see Appendix 1 for details):
- "Covid-19 Operational" (CRR49) (see paragraph 2.3)
 - "WMP2020 Benefits Realisation" (CRR50) – which recognises the aggregate risk and mitigations being applied to any changes to the planned benefits from the projects within the WMP2020 programme.
- 2.3 As reported at the previous JAC on 02 July 2020, the force continues to respond to the coronavirus pandemic. This is being managed under a separate governance structure with full programme and project management support, including its own risk register – two risks from this area have been elevated into the force corporate risk register under the single risk name "Covid-19 Operational" (see Appendix 1).

- 2.4 With a new Head of Strategy & Direction now in place, a refresh of the force's corporate risk management governance and assurance processes has commenced. The focus of this review is on the following areas:
- The *categorisation* of risk – to link risk types (e.g. “preventable”; “strategic”; and “external”) more explicitly to the management/control approach and objective (e.g. “eliminating”; “reducing”; and “identifying early”) being applied by the force.
 - Risk management *approach* and *guidance* – enhancing the existing review structure (with roles and responsibilities commensurate with the categorisation of risks) to ensure risks are reviewed regularly and consistently, and to provide the most efficient/effective mechanism for capturing high-level risks which should be escalated to the force corporate risk register.
 - Confirm the *schedule of review* and any new *inputs/outputs* required for the relevant governance boards (including the Joint Audit Committee).
- 2.5 It is intended that this initial review will be completed by the end of 2020. We will keep JAC updated on progress, and provide any formal recommendations requiring approval, via this report and in other regular communications with the OPCC. We would anticipate a refreshed approach to take hold in the force during the first part of 2021.
- 2.6 In the meantime, risks will continue to be managed through the current approach and JAC will continue to receive updates on escalated risks in the usual way. We intend to embed any new ways of working as opportunities to do so are identified, as such, JAC should begin to see the hallmarks of this in risk management updates at future meetings.

Police and Crime Commissioner – Risk Management

- 2.7 The Police and Crime Commissioner's risk management strategy is based on the delivery of the police and crime plan. Members of the Committee are aware the Commissioner has recently developed an emergency chapter of the Police and Crime Plan covering the COVID-19 crisis. The emergency chapter includes the four key objectives:-
- Ensuring West Midlands Police responds efficiently and effectively to COVID-19, and works in partnership to protect the public of the West Midlands.
 - Protecting the organisational health of West Midlands Police, so it not only responds to the national emergency effectively, but recovers and returns to normality as quickly as possible.
 - Lead and support the partnership response to the national emergency.
 - Ensuring the Office of the Police and Crime Commissioner does all it can to effectively respond to the national emergency, commissioning services that mitigate its effect and support the return to normality.
- 2.8 The risks to policing in West Midlands is if the above objectives are not delivered. To manage these risks the Commissioner has a delivery plan to monitor the actions against each of the objectives. The delivery of the emergency chapter is reviewed by senior managers in the OPCC and the Commissioner's Board.
- 2.9 The existing risk register of the Commissioner continues to be actively managed by the senior management team. The appendix includes the current risk register for the Commissioner for the 12 risks that have highest present risk score. There are minimal changes to the register submitted to the committee in July. The register now includes activities relating to the emergency chapter in the risk register.

3 RECOMMENDATION

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

CONTACT OFFICER

Name: Harry Barton

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Name: Mark Kenyon

Title: Chief Finance Officer

BACKGROUND DOCUMENTS

Risk Appendix 1 and 2