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 last committee meeting, the pandemic impact fluctuated, from the end of 2021 and the start of 2022. This increase has had a slightly negative impact on a number of existing risks, affecting their risk profiles and/or disrupting the impact the mitigating actions have had to reduce the risks. We continue to monitor the external environment and the possible emerging risks to the workforce that COVID-19 may bring to operational activities and staff wellbeing.

2.3   Based on the above, the following amendments, outlined in paragraphs 2.4 - 2.8, have been made.

2.4   **Reduced Residual Risk(s)**

We have seen a continual reduction in the residual risk profile of the Police Cadet Leaders – Safeguarding risk (CRR16). Mandatory training compliance has remained at 81% (an increase from the initial reported rate of 60%). As at the time of writing, Leaders who have not had the training by 28 February 2022 have had their involvement paused pending completion of the training workshop.

2.5 **Critical Risk(s) Update**

Two critical risks remain on the Corporate Risk Register, the residual risk scores for both have remained unchanged over the last quarter. The update for each risk is listed below:

- Core Skills Resilience & Training Risk (CRR18) – Further analysis has been undertaken regarding the monthly demand for training. The impact of the mitigating actions was temporarily affected by the Omicron wave of COVID between late 2021 and January 2022. From April 2022, the establishment for Physical Training will be increased. Although the residual risk remains Critical due the cross-cutting nature of the risk, we envisage a reduction in the score over the next quarter as the mitigating actions continue to be embedded.

- Probation Data Sharing & Disclosure (CRR20) – The risk that the force does not have the appropriate oversight and a centralised process to deal with and record the information requests made by the Parole Board. This risk has been assessed as Critical, due to its potential impact of Information Commissioner's Office (ICO) fines and possible data protection breaches. Probation Services & national FOI/DP team are close to finalising information sharing agreement which will control some of this risk more effectively. There are plans for a mitigating IT solution which are also under consideration. As yet, there has been no change in the residual score this quarter.

2.6 **New Risks**

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

- WMP Website – Server Capacity (CRR19) – Server capacity issues with the WMP website have highlighted a risk in relation to the disruption of the live chat functionality of the site during increased demand.

- Cannabis Disposal Storage Capacity (CRR21) – A substantial increase in cannabis growth in the region has led to an increase in the quantity of cannabis seized, subsequently leading to issues with disposal capacity and accuracy of the audit process. The residual risk assessment is *High*, however, a working group is currently implementing a number of actions to mitigate this risk.

- Non-Compliance with Criminal Procedure and Investigations Act (CPIA) biometric data retention requirements (CRR22) – A previous Biometric Commissioner's Office audit in 2019 highlighted the need for WMP to ensure a cohesive and robust audit process for CPIA samples. Work is currently underway to fully implement all the recommendations made in the previous report and prepare for a possible audit later this year as part of the national audit plan. There is a risk that WMP may not be fully compliant with the CPIA.

2.7 **Amended Risk(s)**

We have provided details of amendments to a number of risks below:

- Investigative and Criminal Justice Process and Outcome (CRR08) – Elements of the risk profile have reduced due to the magistrates' court listings returning to pre-COVID levels. However, the residual risk score has slightly worsened over the past quarter. The crown court delay is now approximately 2 years. Additional staff have been recruited into witness care units to support victims to manage increased volumes.

- Cybersecurity (CRR13) – Recent 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 invasion. The latest 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. However, warfare and cyberwarfare is dynamic and constantly evolving. 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.

- Corporate Health, Safety and Wellbeing (CRR06) – The risk has been amended to focus on the overall force risk of employee health, safety and wellbeing, removing the references to individual departments.

- Workforce Representation (CRR07) – Formally *WMP Demographics and Representation,* this risk title has been updated to reflect the refreshed Diversity and Inclusion strategy.   The mitigations have also been updated to reflect WMP's involvement in pilot programmes, with the College of Policing, looking at tailored/targeted actions to address retention of underrepresented groups within the force.

2.8   **Closed Risk(s)**

We have also closed the following risk:

- Alarms Management (CRR14) – Following discussions with the Commercial Services leadership team, it was agreed that with the successful move to C3, the likelihood of this risk as described on the risk register has now reduced and has been de-escalated to be managed and monitored at Portfolio level.

2.9   **Risk Register Review**

A deep dive exercise will take place to examine the effectiveness of the existing mitigations and controls relating to corporate risks. The aim of this is to ensure mitigation strategies are focussed on preventable risks and/or short-term risks. The review will also concentrate on the following areas:

- categorising risks to ensure focused mitigations
- consolidation of risks and issues that are captured in the same risk area
- amending risks descriptions where the current risk is cross cutting and elements of the risk may form part of BAU.

2.10   As the Strategy and Direction team continues to develop and embed the risk management process within WMP, a summary of our plans for the new FY and activities undertaken over the last quarter are listed below:

- The risk management internal audit report has now been finalised and an action plan has been developed by Strategy and Direction to ensure the recommendations raised in the report are fully addressed and implemented within the agreed timescales.

- The risk management policy document has been updated and has been submitted to the WMP Policy Portal for consultation. Following the consultation process, the policy document will be finalised after submission to FET for approval. We plan to update the procedural documentation during quarter one of 2022/23.

- A new WMP Risk Management Framework document is planned for completion in quarter three of 2022/23. This will incorporate all policies, procedures, new

templates and risk appetite statement we have developed to consolidate the new risk management approach within WMP.

- A risk awareness session was delivered to Joint Audit Committee members in January 2022 in conjunction with the OPCC, detailing WMP's risk management approach.

- As part of aligning the risk management process with the strategic priorities of the force, we have also updated the risk assessment scoring guidance. A wellbeing section has been added alongside the impact criteria categories.

2.11   A review is underway to bring together capabilities from the Strategy and Direction and Business Transformation teams, including risk management, organisational learning and assurance. This will help to further mature our corporate risk management approach. As this represents a significant change to business as usual, 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

2.12   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

2.13   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

2.14 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 number of actions in the delivery plan is 310 and the Senior Management Team with the OPCC have RAG rated each action. The number of actions that fall within each RAG classification at March 2022 are detailed in the table below with a definition of the RAG rating. Although there has only been slight movement in the RAG status of actions since the December JAC meeting progress is being made to deliver against the actions.

Delivery Plan RAG Classification – March 2022

RAG Status of Action	Definition	Number
Green	Action complete or substantially complete	78
Amber	Action underway and will be completed within timescale	184
Red	Limited or no activity undertaken to deliver the action	48

2.15 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

2.16 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. It is planned to include direction of travel in for each risks score in future versions of the attached register.

		VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY
	VERY HIGH (V)	5	10	15	20	25
	HIGH (H)	4	8	12	16	20
	MEDIUM (M)	3	6	9	12	15
Impact	**LOW (L)**	2	4	6	8	10
	NEGLIGIBLE	1	2	3	4	5
	IMPACT / LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

Likelihood

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

Commentary on Risks

2.18 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 monthly basis. Where there are performance concerns there will be deep dives to understand the issues.

2.19   An attachment to this report includes a performance report that was included on the agenda for the Strategic Policing and Crime Board in February 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.

2.20   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 and the measures that are being developed for areas of the police and crime plan. However, mitigated scores relating to efficient and effective police Force and the PCC holding the Force to account have reduced.

2.21   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. There are also risks around the lack of multi-year settlements for areas funded through specific grants.

2.22   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.

CONTACT OFFICER	**BACKGROUND DOCUMENTS**
Name: Veronica Ejizu Title: Governance, Risk and Assurance Senior Manager Name: Mark Kenyon Title: Chief Finance Officer	Risk Appendix 1 and 2 SPCB Performance Report – February 2022