



**Agenda Item 07**

**JOINT AUDIT COMMITTEE  
04 September 2024**

**RISK MANAGEMENT UPDATE**

**1. 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.

**2. BACKGROUND**

- 2.1 Since the last committee, Strategy, Delivery and Assurance (SDA) has split into two distinct department, Corporate Development and Corporate Change. The organisational Risk & Assurance Team form part of Corporate Development.
- 2.2 A recent recruitment campaign was successful to recruit a new Assurance Manager who begins with the force in early September. Recruitment for a new Risk & Assurance manager was unsuccessful and the process has begun again for this.

**3. ORGANISATIONAL RISK MANAGEMENT IN WEST MIDLANDS POLICE**

- 3.1 The team continue to attend departmental Senior Leadership Team (SLT) meetings on a regular basis to ensure that existing risks are being effectively managed, within the risk appetite that has been applied.
- 3.2 Following recent promotion processes, there have been movements in the risk SPOC's across the organisation. The Risk team acknowledges that these SPOC's are essential for developing risk and issue management within the force. There is a meeting planned for September so that risk SPOC's can understand the expectations of the role.
- 3.3 Attendance at governance boards continues also to ensure that FET leads are sighted on risks within their portfolio and the activity taking place to mitigate the risk.
- 3.4 The maturity exercise referenced in the report for the last committee has been completed. The findings will be reviewed, and an action plan developed to address any gaps. This will be

presented to the DCC at the next Risk and Organisational Learning Board and will then be presented to the committee.

- 3.5 At the last JAC meeting, there was a question raised regarding the target risk score. The Risk Team has reviewed this and found that while there are benefits, the risk appetite serves a similar purpose, allowing the risk score to be reduced to agreed levels.

#### 4. PROJECT RISKS

- 4.1 There are no projects that have closed over the last quarter.
- 4.2 There are three projects due for closure over the next quarter which will be reviewed and any residual risks transferred across to departmental risk registers.

#### 5. NEW CORPORATE RISKS - WMP

- 5.1 There are no new corporate risks to report.

#### 6. CRITICAL RATED CORPORATE RISK UPDATE - WMP

- 6.1 There are no critical rated corporate risks to report.

#### 7. INCREASED CORPORATE RISK SCORES - WMP

- 7.1 There have been increases to scores for any corporate risks.

#### 8. REDUCED CORPORATE RISK SCORES – WMP

- 8.1 There have been no reductions in risk scores for any corporate risks.

#### 9. CORPORATE RISKS UPDATE

##### FINANCIAL MANAGEMENT

**MEDIUM**

*There is a risk that WMP's finances are not sustainable over the medium term and/or efficiency savings required may adversely impact the operational services.*

- 9.1 Early messaging regarding the police grant for 2025-2026 is suggesting a flat cash settlement. If this is the case, it would increase the funding gap by £11.8 million if all other assumptions remain the same.
- 9.2 This would increase the total funding gap to £23.9 million compared to £12 million previously forecasted.
- 9.3 If the police pay award of 4.75%, compared to the assumed 2.5% in the medium-term financial plan would further increase the funding gap.

#### 10. CORPORATE RISK MOVEMENTS AWAITING APPROVAL

There have been no corporate risks awaiting movement in the last quarter.

## 11. CLOSED AND DE-ESCALATED CORPORATE RISKS

### OFFICER AND STAFF RIGHT TO WORK CHECKS

LOW

*WMP has historically not had a process that accurately records the documents evidencing the right to work status of employees who are non-British nationals, those with dual citizenship or whose birthplace was outside of the UK. This is standard practice, and work has begun to rectify this issue.*

- 11.1 The risk was agreed for closure at POD Governance Board and risk tactical board.
- 11.2 Further to the last update to the committee, all right to work checks have been completed for the risk group and no issues have been identified.
- 11.3 Processes have been put in place within the Recruitment Team utilising Oracle to ensure all documents are verified and recorded with report to trigger a notification for future expiry dates.

### PLATO EMBEDDED LEARNING – MAJOR INCIDENT READINESS

LOW

*Failure to deliver the national PLATO training and operational responder expectations with competing demand and rate of staff changes. Due to a lack of local ownership there is a risk that annual refreshers will not be scheduled for CPD days within departments.*

- 11.4 The risk was agreed for closure at the Operations Governance Board and risk tactical board.
- 11.5 A new issue has been created for the delivery of JOPS3 to Force Contact supervisors. This sits as a departmental risk and progress is tracked through Major Incident Readiness Board.

### PCC TRANSITION TO MAYORAL GOVERNANCE

LOW

*There is an overall arching risk to WMP that business continuity could be disrupted by the process of transitioning from PCC to mayoral governance because the PCC owns our assets/estates, has control of funding, and is integrated into our governance frameworks etc. All of this is required to be moved across to the West Midlands Combined Authority (WMCA).*

- 11.6 Following the successful Judicial review from the PCC, the transition to Mayoral governance is not going ahead.
- 11.7 A de-brief meeting took place between West Midlands Police, OPCC and West Midlands Combined Authority to document organisational learning should this take place in the future.
- 11.8 This risk was agreed for closure in June by the DCC.

## 12. POLICE AND CRIME COMMISSIONER – RISK MANAGEMENT

### Methodology

- 12.1 The Committee is aware the PCC’s risk register is based on the risks associated with the functions of the PCC and the risks associated with the delivery of the police and crime plan, which are referred to as topical risks.
- 12.2 As a separate corporation sole it is right and proper that the OPCC has a separate risk register to WMP, as they are able to control the levers and the mitigations of the same risks in different ways which complement the overall limitation of liability to both entities.
- 12.3 The current OPCC risk register is attached as Appendix 2.

## 13. RISKS TO THE DELIVERY OF THE POLICE AND CRIME PLAN

- 13.1 There is a separate delivery plan which details all the actions required to deliver the PCC’s police and crime plan. Senior Management Team within the OPCC regularly review the delivery plan and RAG rate each action. The areas of the plan currently classified as red are detailed below.

Area	Detail
Resources.	Long-term funding is essential for sustainability and community safety initiatives. Embracing a green agenda promotes environmental responsibility and resilience. While investment in crime prevention activities safeguards communities and deters criminal behaviour.
Improving quality of investigations and outcomes.	Improving the performance of investigations and outcomes is a priority, especially in vulnerable areas such as rape, sexual assault, stalking and harassment, and other sexual offences. West Midlands Police continues to be one of the highest-ranking forces nationally for outcomes classified under Evidential Difficulties in these areas.
Reduce vehicle crime across the West Midlands.	Vehicle crime in the West Midlands remains higher than in most similar force areas. While progress has been made in reducing these crimes in 2023/24, sustained efforts are needed to further decrease the number of offences.
Increase diversity in West Midlands Police workforce.	Efforts to reach the goal of adding 1,000 officers from underrepresented backgrounds by 2025 are underway, though progress remains below the set target. Additionally, there is ongoing focus on advancing the representation and career progression of underrepresented groups within the workforce.
Reduce disproportionality in the use of Stop and Search powers.	Disproportionality in Stop and Search persists, with individuals from Asian ethnic groups being 1.7 times more likely, and those from Black ethnic groups being 2.7 times more likely, to be stopped and searched compared to members of White ethnic groups in 2023/24.
Increase the positive outcomes for Stop and Search.	West Midlands Police saw a decrease in positive outcomes for Stop and Search from 30% in 2022/23 to 29% in 2023/24, falling short of the target of at least 50% outlined in the police and crime plan.
Accessing police services through 101 contact method.	In 2023/24, the accessibility of police services through 999 saw a rise to 93% compliance within the 10-second service level agreement. Yet, the performance regarding 101 showed a 74% compliance rate within the 3-minute service level agreement. It is imperative that

West Midlands Police enhances this performance to improve access to police services.
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- 13.2 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 Accountability and Governance 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 are deep dives to understand the issues.
- 13.3 The most recent performance reports to the Strategic Policing and Crime Board remain February 2024, due to the elections and the establishment of the new Accountability and Governance Board, and are available through the links below.

[SPCB-27.02.24-Agenda-Item-4-Performance](#)

[SPCB-27.02.24-Agenda-Item-4a-PCC-Performance-Scorecard](#)

[SPCB-27.02.24-Agenda-Item-4b-PCC-Performance-Statement](#)

The performance report provides an overview of performance against the National Crime and Policing Measures in a format used as West Midlands Police's (WMP) official statement on performance and activities undertaken. This statement is 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 is available.

#### **14. NEW CORPORATE RISKS - OPCC**

- 14.1 The review of the risk register has identified no new corporate risks for the OPCC.

#### **15. INCREASED CORPORATE RISK SCORES - OPCC**

- 15.1 During the last quarter, no corporate risk scores have been increased.

#### **16. REDUCED CORPORATE RISK SCORES**

- 16.1 During the last quarter, no corporate risk scores have been reduced.

#### **17. CLOSED AND DE- ESCALATED CORPORATE RISKS**

- 17.1 During the last quarter, no risks have been closed.

#### **18. RECOMMENDATION**

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

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