

Agenda Item 05

**JOINT AUDIT COMMITTEE
5th December 2024**

Risk Management Update

1. PURPOSE OF REPORT

- 1.1 To provide members of the committee with oversight of the Corporate and departmental (high and critical) risks for the Chief Constable and the risk register for the Police and Crime Commissioner. The report also provides an update on the developments in the organisational risk processes of the force.

2. BACKGROUND

- 2.1 Following the last Committee meeting, Corporate Development has continued to develop the risk management processes, whilst actively incorporating proactive risk management through departmental Senior Leadership Team (SLT) meetings, escalating through Governance Boards where required.
- 2.2 In the last quarter, Corporate Development has now recruited into the vacant Risk and Assurance Manager position. The start date is yet to be confirmed.
- 2.3 Horizon scanning documents continue to be distributed to all departments on a monthly basis.
- 2.4 To prepare for SLT meetings, the Risk Team are aligning potential horizon scanning risks with relevant departments and providing tailored inputs for SLT consideration and scoping within their respective business areas.

3. ORGANISATIONAL RISK MANAGEMENT IN WEST MIDLANDS POLICE

- 3.1. In relation to risk management, a summary of our forward plan and activities undertaken over the last quarter are listed below:
- 3.2. The Risk Team have now aligned all existing open items on the risk register to a risk appetite statement.
- 3.3. As the process around risk appetites is fairly new to the force, the Risk and Assurance Lead will conduct sampling of aligned risk appetites to ensure appropriate alignment, with the view to identify risks that fall outside the established risk appetite statements and allow for further consideration of mitigation and treatment options.

- 3.4. Following recent position changes, there had been a shift in Risk SPOCs across departments. The team acknowledges that these contacts are essential for the development of risk and issue management within the force, providing timely updates and serving as advocates for risk across the force. During the last quarter the Risk Team met with these SPOCs to review roles and responsibilities, ensuring that the new members understand their requirements but also to provide an opportunity to triangulate early findings from the risk survey and maturity exercise.
- 3.5. A risk maturity exercise has been completed, and while an action plan has been created and agreed in principle by the Deputy Chief Constable (DCC), it will need to be further refined to incorporate the findings and improvements identified from the recent culture survey.

4 MATURIY EXERCISE FINDINGS

- 4.1. The risk maturity exercise was a high-level corporate assessment of WMP's risk maturity, acknowledging that the force had been evaluated as "risk aware" in 2022, with an ambitious goal to become "risk enabled" in the near future.
- 4.2. The previous risk maturity exercise highlighted some gaps, and while most recommendations have been effectively addressed with processes in place and functioning, a few recommendations relating to assurance and risk identification, still require further work due to partial completion or lack of implementation.
- 4.3. Although the Risk team performs some assurance at the registration and closure of a risk, further evaluation is needed to assess the effectiveness of controls. Additionally, while the force registers risks, Corporate Development seeks more proactive risk identification through the horizon scanning document. The primary gaps identified relate to the effectiveness of current controls and mitigation measures for risk reduction, as well as verifying whether risk owners review and adjust risk scores in response to control updates.
- 4.4. The following 6 thematic areas were considered and assessed in the maturity exercise:

AREA OF FOCUS	ASSESSMENT CRITERIAS
Governance	<ul style="list-style-type: none"> • Are processes in place to define and capture the risk appetite of the organisation, in particular, the linking of appetite to Strategic objectives? • Identification and distinction between corporate and departmental risks is documented and followed. • There are clear roles and responsibilities for risk owners. • Is the alignment between different governance groups in respect of risk matters considered and followed? (Is a governance process in place)?
Risk Identification	<ul style="list-style-type: none"> • Are avenues in which risks are identified and the frequency of identification considered? • Is there an assessment of cause and effect for risks, considering linkage to strategic objectives? • Is risk and identification embedded? • Does WMP carry out 'horizon scanning' and how does the force ensure that risks are identified sufficiently in advance to allow appropriate action is taken.
Risk Assessment	<ul style="list-style-type: none"> • Is there a documented process of how risks are scored? • Are there clear defined definitions for impact and likelihood? • Is scoring methodology consistently applied?

AREA OF FOCUS	ASSESSMENT CRITERIAS
Risk treatment and mitigation	<ul style="list-style-type: none"> • Are existing mitigations and actions efficient and effective? • Are these likely to achieve the required outcomes?
Risk reporting and monitoring	<ul style="list-style-type: none"> • Is there a frequency of risk reporting in force and which level does this sit at? • Does this inform decision making? • Does this meet the needs of different levels of management, from operational users through to FET? • Does the reporting correlate to the risk management policy and other performance reporting within the force?
Assurance	<ul style="list-style-type: none"> • Are there assurance mechanisms in place around the mitigations? • If so, are they reported upon to relevant recipients at the appropriate frequency?

4.5. Below are the findings from each thematic area, along with an assessment of how the force performed against each thematic:

THEMATIC	FINDINGS	SCORING
Governance	<ul style="list-style-type: none"> • Risk Management Policy and Associated Documents are available for staff on the WMP Policy site. These are also accessible through the Risk SharePoint (SP) hub. • The Risk Management Policy is established, detailing the risk management roles and responsibilities of groups and individuals across the organisation. • The Risk Appetite document is established, detailing the definition of risk appetites, the statements themselves which are aligned to the strategic objectives. The policy details the escalation processes where risk falls outside agreed appetite levels. • Corporate escalation processes are clear in the policy with adequate guidance to employees on the risk process that should be followed. 	MANAGED
Risk Identification	<ul style="list-style-type: none"> • In a risk mature organisation risks are captured via two mechanisms, a 'bottom up' approach and a 'top down' approach. • Risk Champions across each department are in place to assist and support departments regarding identification and recording risks • The Risk Managers attend monthly SLT meetings across every department where horizon scanning is shared and discussed, emerging risks affecting the department are identified. • Whilst some ad hoc risks may have been registered by SLT's onto the risk register, this is inconsistent with very little appearing onto the risk register. • The risk team identify risks and issues through internal audit, external audit and other external inspections and these are then presented to the SLT's for acceptance. These have been better accepted than those from horizon scanning. 	AWARE
Risk Assessment	<ul style="list-style-type: none"> • Review of the Risk Management Policy document confirmed there was adequate guidance in place relating to scoring the risk. 	MANAGED

THEMATIC	FINDINGS	SCORING
	<ul style="list-style-type: none"> Review of the scoring matrix identified that the impact of the risk was broken down into: Service, Performance, Financial, Reputation, Legal, Safety and Human Rights/ Diversity. Each of the elements had the score regarding the severity of impact. The probability was categorised as Certain or Occurred, Likely, Possible, Unlikely and Remote. Scoring assessments are reviewed during SLT meetings to ensure that when risks and issues are entered into the register, everyone understands the nature and severity of what is being accepted. 	
Risk treatment and mitigation	<ul style="list-style-type: none"> The residual category recorded on the risk is the level of risk after all mitigating controls have been applied. A review of a sample of departmental risks, ranging from low to critical, revealed that most controls were listed and would likely reduce either the likelihood or impact. However, there was no evidence to assure that these controls were effective. In one instance, controls had been discussed, but it was unclear if they were implemented. Additionally, in another instance, no controls were documented or put in place. There were numerous statements about the current impact of the risk. 	DEFINED
Risk reporting and monitoring	<ul style="list-style-type: none"> Each portfolio's Governance Board receives a monthly update and oversight of all portfolio risks. Any risks needing escalation to the corporate level or requiring discussion will be highlighted during these updates. All reports can be found on the WMP Risk SP hub. An automated workflow in the SP system prompts all Risk Owners when updates on risks are due Corporate Development conducts a monthly risk tactical board meeting, where risk decisions are ratified. During this meeting, performance metrics reflecting the entire organisation are also reported. The DCC reviews all corporate risks every two months, discussing progress and ensuring the scoring accurately reflects the current status. There is a clear escalation route to raise something with the DCC between the meetings if required. Risks are also discussed between the OPCC and CC on a weekly basis. Additionally, corporate risks are presented at the Joint Audit Committee (JAC) on a quarterly basis. 	MANAGED
Assurance	<p>4.6. While sources of assurance are reviewed during the closure of risks at the Risk Tactical Board, the organisation has yet to specify in the risk register how it verifies that mitigating controls are in place and functioning effectively, therefore assurance should be monitored throughout the lifecycle of a risk, with mitigation and treatment measures regularly assessed to ensure their effectiveness.</p> <ul style="list-style-type: none"> However, the organisation evaluates for duplications or gaps and assesses the effectiveness of assurance 	AWARE

THEMATIC	FINDINGS	SCORING
	<p>sources when reviewing HMIC, Organisational Learning, and external recommendations.</p> <ul style="list-style-type: none"> Without Corporate Development evaluating the extent of assurance obtained regarding mitigating controls and risk management, the organisation might depend on an assurance source to mitigate a high-risk situation, mistakenly assuming it offers substantial assurance when it actually provides minimal assurance. 	

- 4.7. Whilst the findings indicate that there are robust processes, governance, and policy in place for risk management across the force and all of the internal auditors' recommendations have been implemented and are functioning well, the exercise has revealed two areas for further improvement, particularly in risk identification and assurance.
- 4.8. These areas have been classified as 'Aware,' meaning that although processes are in place, they are less consistent and sporadic therefore requiring further attention. It is of note that these areas have not regressed since the previous maturity exercise, progress is not equal to the other areas evaluated.
- 4.9. The force acknowledges that risk identification and assurance elements are crucial to effective risk management and therefore more progress is required in these areas, leading to an overall maturity rating of 'defined.'

5 RISK CULTURE SURVEY FINDINGS

- 5.1. With the new risk management processes being in place for over 12 months, the Risk Team has conducted a risk culture survey. The survey aimed to gather feedback from across the force to identify strengths, weaknesses, and areas for improvement.
- 5.2. The Risk Culture Survey was launched in June and concluded in September. It was promoted through various channels, including the Risk Team's monthly bulletins, and was encouraged in SLT and Governance Board meetings.
- 5.3. The survey was open to all ranks and departments across the force and the completion was anonymous to encourage participation. The survey comprised of 54 questions. A total of 45 responses to the survey were received.
- 5.4. Due to the low numbers received, the findings and results were triangulated and cross-referenced with other risk-related activities and meetings, this established that the findings aligned and increased the validity of the data. Additionally, the volume of risks being reported supports some of the insights from the survey, including those related to risk maturity assessment.
- 5.5. The survey indicates that respondents acknowledge the importance of risk management within the organisation. However, opinions were split on confidence in raising a risk, with only half of the participants feeling assured. Additionally, two-thirds of respondents did not feel empowered to update an entry or submit a risk form.
- 5.6. Those who reported having good knowledge, attended training, or had exposure to the Risk Team scored more positively. The majority of respondents hadn't attended any risk training. Current working practices show that individuals with the highest exposure to the Risk Team and the most that attended training are typically at the FET and SLT level ranks.

- 5.7. The responses indicate that ranks lower than SLT have little to no knowledge of risk management, the register, or the team, which is reflected in their more negative scoring. Consequently, we can conclude that there is currently minimal stakeholder investment, leading to an "iceberg effect" in our risk culture and the integration of risk management within the force.
- 5.8. Responses suggest that individuals have not seen the SP hub, the risk register, training invitations, or bulletins. Currently, emails and presentations are sent to SLT members and risk SPOCs for broader distribution. This may indicate that risk communications are either not being shared beyond these recipients or that the communications are not being read.
- 5.9. Further supported by 34 of the respondents rating WMP's approach to risk management as 3 star or under. With 27 of responses placing our risk culture towards the Negative/Not Engaged spectrum.
- 5.10. On the back of the results of the survey, the DCC has approved new KPI's for the force around risk management, these are compromised of the following:
- Assurance to be conducted on 100% of risks rated High or Critical
 - Achieve an increase in proactively reported risks across the force
 - Achieve an increase in improvement of the risk culture survey results.
- 5.11 As noted above, the Risk Team will now conduct a comprehensive review of the survey results to identify necessary improvements, complementing the action plan for the maturity exercise. The goal is to share the survey findings, maturity exercise results, and relevant KPIs across the organisation, with a view to further raise the profile around risk management.
- 5.12 Several activities have already been identified and actioned as necessary, including expanded training across the force to reach a wider remit of personnel levels and ensuring the risk submission form is accessible to everyone via the 'Go To Guides' on mobility devices.
- 5.13 Corporate Development will re-survey and complete a further risk maturity assessment late 2025, allowing sufficient time for activities and processes to be further embedded.

6 PROJECT RISKS

- 6.1 In the last quarter no projects have come to a closure within the project space. We anticipate that the Single Online Home, CMPG Speed Enforcement/In House Driver Education, and the redefined learning support project closure reports will be available to the Risk Team by the end of November. These projects were due to close at the end of August but due to delays in project delivery they continued to be delivered past this date. As these projects transition to Business as Usual (BAU), the reports and risks will undergo review by the team.

7 NEW CORPORATE RISKS

- 7.1 There are no new risks for reporting this quarter.

8 CRITICAL RATED CORPORATE RISK UPDATED

- 8.1 No corporate risks reflect a critical rating.

9 INCREASED CORPORATE RISKS

- 9.1 During the last quarter no corporate scores have been increased.

10 **REDUCED CORPORATE RISKS**

10.1 During the last quarter no corporate scores have been reduced.

11 **ACTIVE/ OPEN CORPORATE RISKS**

FINANCIAL MANAGEMENT	MEDIUM
<i>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.</i>	

- 11.1. Since the previous update we have received confirmation that the agreed pay reward for both officers and staff has been fully funded.
- 11.2. The Medium-Term Financial Plan (MTFP) has been updated to reflect the impact to 2024/2025 and the future years.
- 11.3. The MTFP was presented to the FET at its meeting on the 18th October and the Accountability and Governance Board setting out the forecasted income; expenditure and funding gaps between 2025/26 and 2028/29.
- 11.4. The Chancellors Autumn Budget announcement provided limited information on future funding for policing. Following the budget, the NPCC and APCC finance leads have written to the Policing Minister.
- 11.5. The letter has requested that the minister provides clarity on the police settlement, that it is provided promptly and ideally by the end of November.
- 11.6. The letter also seeks urgent information on the approach taken with regards to employer National Insurance Contributions, seeking reassurance as to how policing will be supported to absorb those significant costs.
- 11.7. The detail relating to our force-level grant allocations/funding will not be known until the provisional financial settlement is announced in early December 2024.

MENTAL HEALTH DETENTIONS	HIGH
<i>There is a risk that legally permissible detention times are expiring before transfer to healthcare can be completed</i> <i>and as a result:</i> <i>WMP will be forced, frequently, to choose whether to Breach the law by exceeding the legal limitations established under the Mental Health Act (MHA) or, Comply with the law and release an individual who may pose a risk to themselves or others. After the 24hour detention period it is unclear what powers we can use for use of force. Risk of corporate and personal liability for the officers involved.</i> <i>The current legal opinion would suggest that either scenario leaves the force liable to legal challenge and impacting significantly on public confidence.</i>	

11.8. Continued detentions are still being authorised, there are concerns around the use of force and powers after the 24 hours have passed.

- 11.9. However, this is a national issue that is being dealt with at ministerial and NPCC level to formulate a nationally policing and health service response.
- 11.10. To help mitigate and treat this risk the Right Care Right Person (RCRP) programme will go some way to address certain aspects of the problem but that will only be the start of treating the current acute position.
- 11.11. We have concluded a peer review of the work to date in relation to RCRP and are awaiting the formal report.
- 11.12. Due to challenges in relation to system MOU's we have delayed the go live date which is now anticipated to be the 18th November 2024.
- 11.13. Partners are committed to being more responsive to custody and will be providing a 24/7 contact number to a mental health professional which will support the right decisions being made in relation to the use of section 136 mental health act.
- 11.14. Following the section 46 PACE advise WMP are also reviewing the current legal position of ongoing detention after the legal framework of the mental health act is exceeded. Legal services will update in relation to any significant impact.
- 11.15. We continue to have in place a robust escalation process to hold our partners to account and to evidence from a police perspective due diligence.
- 11.16. The risk was assessed by the DCC at the October Risk and Organisational Learning Board, assessing the risk as still high for the force, data in relation to the number of people that are being detained vs and civil claims is constantly monitored and under review.
- 11.17. Data for those exceeding legal timeframes currently averages to 10 per month, with no current civil claims being processed through our Joint Legal Services department.

ID 83	MEDIUM
<i>SENSITIVE</i>	
ID 132	HIGH
<i>SENSITIVE</i>	
ID 312	HIGH
<i>SENSITIVE</i>	

12. CORPORATE RISKS AWAITING MOVEMENT

12.1 There are currently no corporate risks awaiting movement.

13. CLOSED AND DE-ESCALATED CORPORATE RISKS

ID 285	LOW
<i>SENSITIVE</i>	

14. PURPOSE OF REPORT

- 14.1 Previously, West Midlands Police (WMP) only shared corporate risks, while this practice ensures a focused discussion on the most significant risks, it may not provide a comprehensive view of potential threats that could escalate to a corporate level.
- 14.2 To enhance our risk management approach and provide a more thorough oversight, it was agreed at the July Risk and Organisational Board that both high and critical risks at departmental levels would be shared at Joint Audit for review and discussion.
- 14.3 This approach ensures a comprehensive yet manageable risk discussion, enhancing the overview, whilst providing a broader insight into WMP risk management.

15 CURRENT DEPARTMENTAL RISKS SCORING HIGH/ CRITICAL

REGIONAL IT CONNECTIVITY- CITRIX	HIGH
<p><i>Senior Investigating Officers (SIOs) from non-WMP forces require system access but are currently unable to gain it, hindering their ability to fulfil operational responsibilities.</i></p> <p><i>Also, problematic the other way with WMP SOI's unable to access other Forces systems.</i></p>	

- 15.1 The Service Owner within IT & D is linking directly with ROCU to further discuss any concerns that potentially staff are having with the system, in absence of any direct feedback back from them. This will assist in better understanding the issues but help to achieve a desired end state.
- 15.2 An email was sent to these individuals in June to contact the Infrastructure Services Team Manager directly if or when they experience connectivity issues so the team can investigate the fault as a matter of urgency. At present time Infrastructure Services has received only one email which was unrelated to this risk.
- 15.3 As a result of the conversations, the risk owner will then review the current technology offer with a view to sharing any proposals with the force to progress.
- 15.4 The risk team have recommended risk owner to review scoring in light of the feedback and any conversations following their meeting with ROCU.

CURRENT FUNDING FOR THE COUNTY LINES TASK FORCE ENDING MARCH 2025	HIGH
<p><i>County Lines Task Force and the benefits supporting wide range of force priorities and harm reduction could be lost unless able to fund this from existing force budget.</i></p> <p><i>In addition to the team of investigators which supports a wide range of WMP operations the funding also delivers covert resources and tactics which are utilised regularly to address threat and risk posed by OCGs involved in County Lines activity.</i></p>	

- 15.5 All funding decisions were paused as result of the political elections.
- 15.6 Since then Major Crime Unit (MCU) head as met and discussed this with the national lead. We are still awaiting a decision on funding, impact of the team not continuing is ongoing.

15.7 Furthermore a paper for consideration has been submitted to FET which focuses on some long-term solutions requiring further refinement and detail for consideration to FET.

JLS SOLICITOR ATTRITION AND DEMAND	HIGH
<i>Due to solicitor resignations, it is likely there will be a period of time where we have reduced solicitor capacity to litigate work for WMP and Staffordshire Police in the field of misconduct and inquests.</i>	

15.8 The risk scoring for the risk was increased to a high in September following the resignations in commercial and employment areas.

15.9 Resignations of senior lawyers in hard-to-recruit areas are anticipated to require multiple recruitment rounds for successful hiring. Recent adverts have not provided suitable candidates therefore these roles may remain unfilled for 9-12 months.

15.20 Joint Legal Services are now approaching FET for further support in this area, and consideration of outsourcing, however there will be an associated cost involved and will be considered for any decision making.

CONNECT UPDATE - EXTRACT TRANSFORM LIFT (ETL) PROCESSES AND QLIK DASHBOARDS IMPACT	HIGH
<i>Updates to CONNECT will lead to changes to the back-end database, meaning changes will need to be made to ETL processes and Qlik dashboards, likely including PDI. Some of these may not work and so will not be available.</i>	
<i>There is a risk that updates to connect will lead to changes to the back-end database that provides data for Qlik dashboards meaning that this will not be available until changes are made to the Extract, transform, Load (ETL) process.</i>	

15.21 This risk was newly approved in September for addition to the risk register.

15.22 Such updates to system have always required changes to be made to processes, due not enough sampling of data it is unclear what changes to system(s) maybe required.

15.23 The risk owner is awaiting updates to the Connect system before more information is available.

DEMAND INCREASE ON SW LPA- MIDLAND METROPOLITAN HOSPITAL	HIGH
<i>The demand generated at City Hospital, Birmingham is significant and this will be transferred to the new site which is now on Sandwell. The risk from a Sandwell perspective is that the LPA will not have the resources or assets to accommodate the transfer in demand from Birmingham to Sandwell LPA.</i>	

15.24 This risk was newly approved in September for addition to the risk register.

15.25 Sandwell are currently looking for local planning team to carry out some analysis and present the latest data, once we have this we will be better informed around potential demand. It may take a few months for us to get some meaningful data.

15.26 Ongoing monitoring in relation to performance around response demand in the Local Policing Area.

ID 136	CRITICAL
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SENSITIVE

ID 271

HIGH

SENSITIVE

ID 301

HIGH

SENSITIVE

ID 331

HIGH

SENSITIVE

16 INCREASED DEPARTMENTAL RISKS

16.1 Not applicable, as initial reporting.

17 REDUCED DEPARTMENTAL RISKS

17.1 Not applicable, as initial reporting.

18 DEPARTMENTAL RISKS AWAITING MOVEMENT

18.1 There are currently no departmental risks awaiting movement.

19 CLOSED DEPARTMENTAL RISKS

19.1 There are currently no departmental risks at high or critical that have been closed.

20. POLICE AND CRIME COMMISSIONER – RISK MANAGEMENT

Methodology

20.1 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.

20.2 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.

20.3 The current OPCC risk register is attached as Appendix 2.

21. RISKS TO THE DELIVERY OF THE POLICE AND CRIME PLAN

21.1 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.

21.2 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.

21.3 The most recent performance reports to the Accountability and Governance Board, and are available through the links below.

[Accountability and Governance Board - West Midlands Police & Crime Commissioner \(westmidlands-pcc.gov.uk\)](https://westmidlands-pcc.gov.uk)



22. NEW CORPORATE RISKS - OPCC

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

23. INCREASED CORPORATE RISK SCORES - OPCC

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

24. REDUCED CORPORATE RISK SCORES

24.1 During the last quarter, the following risk scores have been reduced.

24.2 Risk 3 The priorities and actions of the Police and Crime Plan are not delivered

This risk has been reduced to a lower risk score although remains in the Low category. The reduction is due to the work that has been done to prepare the new Police and Crime Plan, the development of key performance indicators alongside the developing plan, coupled with the high level of engagement which has been achieved for the Plan. Taken together this will increase the ability of the OPCC to monitor the plan, and therefore to ensure that it is delivered.

24.3 Risk 4 The resources of the PCC are not sufficient to deliver the police and crime plan and for West Midlands Police to operate

This risk has been reduced slightly due to the excellent actions of the West Midlands Police in creating a savings plan and delivering on that plan over the past two years. This has resulted in both an enhanced credibility of the savings required, and an increase in the budget reserves which will allow the Force more time to make some of those savings should they prove difficult to achieve, or be offset by unforeseeable pressures.

At the same time, the Estates strategy which lies at the heart of a number of planned savings, is being delivered at pace.

A new element of this risk has emerged though, which is that the OPCC is the body to which Riot Compensation Act claims can be made. This has created pressures for other PCCs around the country but is well managed through insurance in the West Midlands.

24.4 Risk 6 There is a lack of effective partnerships

The OPCC has taken a new approach to engagement in this term, aligning each member of the SMT to an LPA and therefore also a community safety partner. At the same time the VRP have been actively consulting partners on their sustainability plans.

The refresh of the PCC's governance arrangements has also led to a refresh and realignment with those of partners and the PCC and Mayor are working closely on matters of joint concern such as Road Safety.

24.5 Risk 9 The OPCC has an inadequate Safeguarding for its staff, volunteers and suppliers

Since the internal audit report, much progress has been made in this area and this risk can now be de-escalated.

25. CLOSED AND DE- ESCALATED CORPORATE RISKS

25.1 During the last quarter, no risks have been closed.

26. RECOMMENDATION

26.1 The Committee to note the contents of the report and any associated appendices.

CONTACT OFFICER

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