JOINT AUDIT COMMITTEE
30 March 2023

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, the new Strategy, Delivery & Assurance department has continued to develop the force's risk identification, management and reporting processes.

2.2. The review and development of this area of work will lead to more detailed reporting and management of risk in both force and departmental governance boards.

2.3. As always, we continue to monitor the external environment to ensure we are able to capture any material risks that could impact the force's risk profile.

3. ORGANISATIONAL RISK MANAGEMENT IN WEST MIDLANDS POLICE

3.1. As the Strategy, Delivery & Assurance Department continues to embed risk management processes in WMP, a summary of our forward plan and activities undertaken over the last quarter are listed below:

3.2. Strategy, Delivery & Assurance have made good progress to implement the recommendations made in the Internal Audit report on the force's Risk Management approach. Work continues in line with our action plan to ensure the recommendations are implemented within the agreed timescales.

3.3. Utilising the Institute of Internal Auditors Risk Maturity Model, WMP's approach to risk management was established as 'Risk Aware'. It is our Risk Vision within the next 12 months to achieve 'Risk Managed' status.

3.4. Our Organisational Risk & Issue Management Strategy has been drafted and details corporate definitions, roles & responsibilities, processes, escalation and governance frameworks. Work is

progressing to define and establish our Risk Appetite Statement, once complete this will be released for final consultation with internal key stakeholders.

3.5. The new singular central risk and issue register has been launched across WMP and individual departmental risk registers have been decommissioned. Therefore, WMP now has an enterprise risk management-based approach to capture and report risks/issues. This will improve efficiency, partnership working, analysis, reporting and performance in this area. The centralised risk register will identify and report on interrelations between not only other risks but also between key stakeholders within force, strategic objectives and other reporting functions (e.g. HMICFRS, Organisational Learning, IOPC).

3.6. The current Excel based central risk register will act as a temporary measure whilst work is progressed to create and develop an online SharePoint Risk Hub. By utilising SharePoint and its functionality, improvements in efficiency and resilience into the risk management team i.e. automation functions like email reminder workflows will be realised.

3.7. Both externally recruited candidates for the positions of Risk Manager and Assurance Lead were onboarded at the beginning of March, this now brings the Central Risk Team in Strategy, Delivery & Assurance to its full establishment. Four members of staff from SDA have enrolled and commenced the IRM enterprise risk management course.

3.8. 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.

4. NEW CORPORATE RISKS

4.1. We have had the inclusion of one sensitive corporate risk during this quarter. A separate briefing document has been prepared for the committee to be reviewed in a private session.

5. CRITICAL RATED CORPORATE RISK UPDATE

OPERATIONS RESILIENCE UNIT (ORU) TEAM BUILD & UNDER RESOURCED	CRITICAL

Severe limitations to WMP's ability to meet statutory obligations under the Strategic Police and Crime Plan, CONTEST, Civil Contingencies Act 2004 and National Guidance due to:

- *Manchester Arena Inquiry recommendations are key delivery and current capacity does not allow for these to be actioned in a timely way.*
- *A lack of robust planning updates and proactive approach to learning lessons from testing & exercising.*
- *Some ORU functions have single staffing therefore creating a single point of failure and no resilience e.g. Testing & Exercising Manager; CBRN officer.*
- *Transient workforce resulting in a lack of experience, mature knowledge of portfolios and understanding of the wider WMP response to incidents.*

5.1. Two additional sergeants and six PC posts have been allocated to the ORU, these have all been offered to successful candidates and are currently progressing through vetting and start dates with onboarding.

5.2. Once the candidates are in post it is anticipated this risk will be downgraded, with a view to remove completely from the register once candidates are sufficiently trained.

6. INCREASED CORPORATE RISK SCORES

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

7. REDUCED CORPORATE RISK SCORES

CORE SKILLS & RESILIENCE TRAINING	MEDIUM

There has been a decline in the percentage numbers and resilience of Police Officers trained in core skills.
- *This affects areas such as Personal Safety Training, Driver Training, Public Order Skills and Taser. WMP will be unable to deploy sufficient numbers of officers and staff to meet calls for service and demand.*

7.1. Risk score reduced from High to Medium following the update presented at the Risk and organisational learning board to the DCC in January 2023.

7.2. The Force Resilience Forum chaired by the Operations Assistant Chief Constable oversees the force position. It is a joint meeting with key department to mitigate against resilience related risks. The Taser Gold Group is ongoing and addresses issues and risks including provision of training.

7.3. The Qlik dashboard has been launched and is currently in a testing phase. The Qlik dashboard will allow leaders to take ownership of training areas such as when their staff's accreditation lapses.

7.4. We have recruited into the following areas of Learning & Development; Tactical (i.e. CBRN, Taser, Pubic Order), Physical and Driving School to fill vacancies.

7.5. New more realistic training targets have been introduced for Public Order, which are in line with the national Strategic Policing Requirements. The CBRN target number is being reviewed nationally.

7.6. Planning is underway for performance year 23/24 to ensure provision of places is in line with numbers we need to achieve (% abstraction rate factored in).

7.7. We are in a stronger position with the mitigating actions and it is anticipated that this risk could be de-escalated to departmental level in the coming few months.

8. CORPORATE RISKS UPDATE

Updated information has been provided for the risks listed below. The residual risk scores of the below risks have all remained static since the last update to JAC:

FINANCIAL MANAGEMENT	HIGH

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.

8.1. The provisional settlement from Home Office was received on 14th December 2022 and is in line with what was expected within the Medium-Term Financial Plan (MTFP). The MTFP has been updated and following some minor changes the gap for 2023/24 remains at £28.8m.

8.2. We have made some initial decisions to freeze non-operational police staff recruitment for the rest of 2022/23 and departments have been asked to review and limit use of overtime and non-pay spend.

8.3. There is currently an underspend in 2022/23 of £5.6m which will be used to mitigate against the £28.8m gap, along with a decision to borrow £7m to fund part of the capital programme in 2023/24.

8.4. The Priority Based Budget (PBB) setting exercise is now complete and savings of £13.1m have been identified and agreed. This along with other measures will allow us to balance the budget for 23/24.

8.5.   Although we have identified savings to balance the budget for 23/24, the force still faces a funding gap of around £27m for 24/25, therefore this remains a high risk for corporate governance. Decisions made around the review of the new operating model and further PBB exercises will need to be cognisant of these future pressures.

PLATO EMBEDDED LEARNING – MAJOR INCIDENT READINESS	AMBER

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.

8.6.   The Operations Resilience Unit (ORU) has been allocated an additional two sergeants and six PC posts, these have all been offered to successful candidates and we are currently progressing vetting and start dates with onboarding.

8.7.   Once the sergeants are in post and trained in Plato to enable delivery of training to the new force operating model, it is anticipated that this risk can be de-escalated to departmental governance.

DEMAND MANAGEMENT	HIGH

Identified problems with the ability of WMP to manage incoming demand through 999, 101 and digital channels, requiring significant strategic review of the operating model, resourcing arrangements and systems and processes. Force Contact cannot deliver it's core service to the public.
There is a risk that the Force fails to respond to and manage the effective and efficient policing requirements of the region.

8.8.   Significant improvements have been made in the last six months across the 999 and 101 call handling environments. As a result of a number of different projects and workstreams, the 999 SLA has consistently been over 85% for the last month and our average time to answer is 7 seconds, whereas in May 2021 the 999 SLA was at 48%. The 101 SLA in January was 30.5% which is a 6.4 % increase from August. Although much work remains ongoing, this is a significant and consistent improvement over the last six months. This marks a clear improvement owing to the interventions and plans that have been implemented as a result of the above projects/governance processes.

8.9.   It is anticipated that there will be wide reaching benefits in the co-location of Force Contact staff at a single site, including spans of control, greater consistency and appropriate ability to flex-demand.

8.10.   Although significant improvements have been made, in light of the recent Force Contact internal Self-Assessment for HMIC the department has identified themselves as remaining at 'requires improvement'.

8.11.   The risk narrative will be discussed at the april Force Contact portfolio governance board to ensure the risk reflects our current position and following the results of implemented mitigations if corporate governance is still appropriate.

RECRUITMENT & RETENTION - Uplift	HIGH

There is a risk of being unable to recruit staff across the Force in a timely manner and aligned with the strategic workforce planning requirements.
WMP will not be able to recruit and retain sufficiently skilled people to deliver our service
There is a risk that a number of student officers have been identified as potentially being at risk of dismissal due to repeated failures of university modules.

8.12.   The force remains on track to achieve Uplift targets. Two internal intakes have been scheduled in March (Q4) in addition to the external intakes to deliver the required number of new students and ensure that Uplift is achieved. This includes the additional 60 short term officer posts linked to time limited Home Office funding.

8.13.   Police Officer numbers will continue to be monitored by the Home Office through 2023/24. We have a recruitment plan in place through 2023/24 to ensure that the force continues to maintain uplift levels.

8.14.   We have put in place an attraction plan for year 1, 2 and 3 university students studying for their Policing degree to showcase the WMP offer which focuses on a specialist career in either operations or investigation.

8.15.   Retirements and resignations for Police Officers currently remain within the forecast and will continue to be monitored to ensure these do not exceed the forecast.

8.16.   Police Staff vacancy levels continue to rise with some difficulty in recruiting into specialist areas. Succession planning is being undertaken across all enabling functions to understand key risks and ensure that appropriate plans are in place.

CRIMINAL JUSTICE SERVICES (CJS) LEGITIMACY	HIGH

Due to the COVID Pandemic, the Crown Courts nationally now have a substantial backlog of cases. In West Midlands the backlog is currently 2300 cases. Only an estimated 10% of cases are currently being heard at Crown Court which will further incrementally increase the back log. Cases we are charging now are anticipated to be heard in 2025. Serious impact on victim/witness engagement with the police both reporting crime and remaining invested in the process knowing that their case will not be heard till 2025 onwards. Serious impact on the reputation of WMP, our legitimacy and the trust and confidence the public has in us.

8.17.   As of 9th January 2023 the backlog in the Crown Court stood at 1260 cases (pre-COVID the backlog number was around 600.) Of the 1260, there are 70 Class 1 (Murder / Manslaughter), 203 Committal for sentence, 88 Appeals.) The backlog has stabilised now and is slowly improving, some of this is due to efforts by HMCTS to list more trials.

8.18.   Magistrates Courts are in a better position. Under normal operating conditions the aim is for 80% of trials to be listed within 8 weeks and 100% of trials listed within 12 weeks. This target is being achieved in all West Midlands Magistrates Courts with the exception of Coventry. Coventry are currently listing into June (rather than end of March beginning of April). Extra courts are being put on to assist with bringing this timeframe down. All other cases listings i.e. GAP/NGAP are being listed on target.

8.19.   There is little more we can do at present and the backlogs have continued to reduce. It is something that we are able to track through Crime Governance Board using the new Criminal Justice dashboards, albeit they tend to be a lagging indicator as the data is often a few months behind.

OVERTIME APP	HIGH

There is a risk that overtime (OT) is not being allocated to the correct cost code (either through user error, manual input error or automatic default by App to home cost code).
Officers can submit OT claims and be paid for the same OT multiple time

8.20.   Phase 3 implementation of the Overtime app will see the inclusion of a drop-down box containing all the cost codes to assist with the issues mentioned in the risk context.

8.21.   The Accounts Team will be able to access the overtime app prior to overtime verification being completed which should in turn will require less intervention at the stage where accounts receive the file.

8.22.   Phase 3 of the app will have the history in the background which should prevent the user from duplicating claims.

8.23. Due to the greater risk being presented by the Briefing App the prioritisation of the developer's time was aligned to the mitigation of the risks being presented by the briefing app, reducing developer capacity of phase 3 for the overtime app.

8.24. Once Phase 3 has been implemented it is anticipated that this risk can either be closed or reduced from corporate governance to departmental governance for monitoring.

CORPORATE HEALTH, SAFETY & WELLBEING	MEDIUM
There may be an increase in employee related physical health, mental health and wellbeing issues.	

8.25. West Midlands Police is one of the first Police services within England to embark on a trauma-informed journey as an entire service. We have been working in partnership with the West Midlands Violence Reduction Partnership and Barnardo's on a ground-breaking project evaluated in conjunction with the University of Wolverhampton to raise awareness of trauma amongst officers/staff and support the implementation of trauma aware policing across the services. We have established a Trauma Informed Policing Board which will bring together senior leaders across all departments and provide accountability for driving the journey in their respective departments. The project has started within custody and then work will concentrate more with investigators (FCID/PPU) teams and NPUs in January. There is a workplan to track progress across departments and the Force as a whole.

8.26. We have significant mitigation in place around wellbeing, mental health and other interventions:
- Improvement activity starting in the Occupational Health team to understand current state and design the future model
- Heads of Departments have now taken the lead for their own departments wellbeing by introducing People and Wellbeing boards and working groups which then feed directly into the Wellbeing Manager to help manage bespoke and localised well-being initiatives
- 24/7 counselling through our Employee Accessibility Programme (EAP) along with a Cognitive Behavioural Therapy service, mindfulness courses and resilience packages
- Conducting well-being assessments and phycological screening for high vulnerability roles
- Embedding stress risk assessments and supervisor well-being courses
- Bespoke wellbeing plans created for colleagues to manage work place stress through wellbeing apps
- WMP is now a joint chair in the National Wellbeing group facilitated by Oscar Kilo
- We have established a strong OK9 network within Force
- Undertaking the OK Peer Review
- The Wellbeing Manager represents WMP at the National Investigator Wellbeing Group
- Started a "Cancer Club" support group
- Continue to lead the Neuro-diversity wellbeing group
- Joined up with the National Police Wellbeing Service to produce a Neuro-Diversity National Wellbeing Toolkit
- Continue to utilise the mobile outreach service
- Continue to implement force focus weeks

8.27. Vivup continues to see improvements month on month in the highest presenting areas which are; Work Related Stress, Anxiety, Stress, Bereavement/Loss. December's Employee EAP data shows that the access to the site for self-help/online support has halved since November for depression and low mood, counselling for anxiety has reduced from 24% to 14% and work-related stress has reduced from 17% to 4%.

8.28. In terms of TRiM, the service is busier than it has ever been. In the last 12 months, we have relaunched the service and recruited 36 new practitioners with the view to increase the number of TRiM managers.

MANAGING THE COMPLEXITY OF VULNERABILITY	HIGH

Increased identification of vulnerability in demand, and hidden crimes (includes child exploitation, modern day slavery, human trafficking, domestic abuse, missing people). Challenge to the Force to manage complexity.

The response levels impact on the forces capacity to prevent and respond, providing the delivery of an effective service to those in need.

8.29. The force has a Vulnerability strategy that covers all strands of vulnerability. Each strand is led by a senior leader reporting into the Vulnerability Improvement Board which is chaired by the Crime ACC who monitors activity across all strands.

8.30. All Force Contact staff now receive mandatory vulnerability training upon induction into the department. The Domestic Abuse Support Desk in the control room is being utilised to assist with Domestic Abuse related calls.

8.31. Control Works builds in greater requirements for assessment and recording of rationale at initial contact. The Service Improvement Team in Force Contact have a revised service offer that now includes dip sampling to ascertain compliance levels across THRIVE. This evaluates that contact handling staff are performing all of the necessary checks (connect, compact etc) and then this additional information is utilised to regrade/assess the THRIVE assessment. The dip sample from 1st Feb to 12th February 2023 found that 98% of the cases were compliant (872 incidents 17 incidents missed the THRIVE assessment).

8.32. Within the Public Protection Unit (PPU) work is ongoing under the E2E Programme and is currently assisting with the restructure of Adult Complex and also the Decision-Making Framework. Both parts of this work are focused on reducing demand and improving efficiency. For Adults at Risk we are looking at developing a central system for when officers refer people for support as this is not currently recorded on a central system. Staff from the major crime team build is set to see 21 officers move into Adult Complex to create a non-recent Rape & Serious Sexual Offence (RASSO) team. The team will review cases recently reported but where the offences occurred historically.

8.33. The force continues to host the regional MARAC function which is currently under review and will be subject to significant change and improvement during 2023. MARAC volumes are exceptionally high and have caused immense stress upon resources across the partnership, in addition to creating unsatisfactory delays for victims. After an in-depth review commissioned by the OPCC, MARAC will be moving to a triage model which seeks to minimise the duplication of discussion and the unnecessary referring of cases into MARAC where appropriate safeguarding is already in place.

8.34. Structured debriefs for recent operations involving vulnerability have provided recommendations and organisational learning which will be incorporated into learning logs.

9. CORPORATE RISK MOVEMENTS AWAITING APPROVAL (De-escalation)

CYBER SECURITY	HIGH

Cyber-attack, hardware failure, loss of IT systems via IT services provider or other data security breaches

9.1. WMP IT & Digital Department operate a suite of mitigations to prevent Cyber Attack ensuring we have a robust approach to security and helps defend our data and system. We continue to work closely with the National Management Centre to monitor and mitigate where needed against any potential threat.

9.2. De-escalation to departmental governance level approval will be sought during the March Commercial Portfolio Board. Should there be any changes within the risk environment or due to any threat to the force we will consider re-escalating as appropriate.

CONNECT OFFICER BRIEFING	HIGH

There is a risk that via CONNECT we are unable to effectively brief our officers for their tours of duty; therefore, we are unable to supply them with the required knowledge and updates.

9.3. Briefings via CONNECT are to be improved through configuration and light training. CONNECT is only to be used for audit and storage of items (i.e. DV arrest and suspect ID). Officers and staff will be able to search for items but it is not fit for purpose as a briefing module.

9.4. All critical daily briefings will be delivered through a new Briefing App designed and produced by Force Intelligence and IT&D. It was piloted in Coventry NPU and received positive feedback from users. Force-wide roll out of the app commenced on the 1st of March and is available across all desktops and mobility devices. The app has been developed at pace and is a first version of the product, updates are planned to enhance its capabilities which will incorporate feedback received from the force-wide rollout.

9.5. In light of the launch of the new app, this risk will be recommended for de-escalation to departmental governance in the April Security Portfolio Board. This risk will be further monitored at departmental level to ensure the app mitigates the risk, however, it can be re-escalated to corporate governance if deemed appropriate at any point.

WMP WEBSITE SERVER CAPACITY	MEDIUM

Due to server capacity issues of the WMP website the site can be prone to crashing. When this occurs the live chat function is unavailable. The live chat function is a method of communication enabling members of the public to report crimes 24 hours a day. Should a major incident occur and members of the public redirected to the website, the total number of people accessing the site would cause the website to crash. The live chat function would be unavailable and other means of contacting the Force would also be unavailable. The public would not be able to contact the force or report crimes or any other issues.

9.6. The risk score was reduced from High to Medium in December 2022.

9.7. IT&D have mitigated this risk as much as could be deemed financially and technically reasonable on the UKCloud infrastructure.

9.8. We have moved away from the UKCloud hosting environment to a AWS Public Cloud, this move was accelerated at the end of 2022 and achieved.

9.9. With the move to AWS it does allow greater flexibility in terms of ramping up capacity should we need it. AWS has natively brought benefits of a more 'stable' platform already.

9.10. IT&D will now focus on load/stress testing the external website to see if further improvements can/need to be made on the AWS setup/infrastructure. If the stress tests show any issues IT&D will review options on how to better facilitate higher load situations but this will come with a financial implication.

9.11. De-escalation to departmental governance level approval will be sought during the March Contact Response & Communications Portfolio Board.

10. CLOSED CORPORATE RISK(S)

10.1. No corporate risks have been closed this quarter.

11. POLICE AND CRIME COMMISSIONER – RISK MANAGEMENT

Methodology

11.1   The Committee is aware the PCC's risk register is based on the risks associated with the functions of the PCC and the risks of delivering the police and crime plan which are topical risks.

Risks – the Functions of the PCC

11.2   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

11.3   The topical risks relating to the delivery of police and crime plan have been determined through the monitoring of the delivery against the police and crime 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 current number of actions in the delivery plan is 322 and the Senior Management Team with the OPCC have RAG rated each action.   The areas of the plan that currently classified as red are detailed below.

Area	Detail
RASSO improved outcomes in the criminal justice system	Significant challenges in WMP mean performance in this area is still below the national average. The committee is aware this a priority for improvement across WMP.
West Midlands Police - reduced theft of vehicles	Theft of motor vehicles has seen a significant increase compared to 2019/20 and is at a higher rate than most similar forces.

Area	Detail
Disproportionality in policing - workforce	Achieving a target of 1,000 officers extra from under represented groups by 2025 is being progressed but below target. Also, progression of under represented groups in the workforce.
Disproportionality in policing - stop & search	Black and Asian people are still significantly more likely to be stopped than white people.
Stop and search - positive outcome	Performance target relating to stop and search.
Accessing police services	Answering and responding to calls for service for WMP remains a concern. Although the answering of 999 calls has improved considerably over recent months. The performance of the 101 service is still a significant concern.
Resources	Long term funding, introduction of green agenda, funding crime prevention activities.

OPCC Risk Register

11.4   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.

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	1	2	3	4	5
	IMPACT / LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

Likelihood

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

Commentary on Risks

11.6   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 are deep dives to understand the issues.

11.7   The performance report to the Strategic Policing and Crime Board in February 2023 is available through the links below.

https://www.westmidlands-pcc.gov.uk/wp-content/uploads/2023/02/SPCB-28.02.23-Agenda-Item-7-Performance-Report.pdf?x62558

https://www.westmidlands-pcc.gov.uk/wp-content/uploads/2023/02/SPCB-28.02.23-Agenda-Item-7-Performance-Report-PCC-Statement.pdf?x62558

The committee is aware 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.

11.8   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 that are in the police and crime plan. This is reflected in commentary on the topical risks.

11.9   The level of risk associated with the level of resources to support police and crime prevention continues to be the highest risk for the PCC. It continues to be scored high due to the level of demand across WMP and the PCC's overall funding position. Significant cost inflation has resulted in the financial position of the PCC to worsen during this financial year. Inflation has impacted on the cost of pay, energy, fuel and general inflation. This has created financial pressure in the current financial year and in future years. Work is being undertaken to manage the financial position of the PCC, including delivering the budget for 2023/24 and balancing the medium-term financial plan.

12. RECOMMENDATION

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

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BACKGROUND DOCUMENTS

Risk Appendix 1 – Force risk register
Risk Appendix 2 – PCC Risk register