



AGENDA ITEM 05

**JOINT AUDIT COMMITTEE
28 September 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 Strategy, Delivery & Assurance department continue to implement and embed risk management processes across the force and into governance boards.
- 2.2. The processes around escalation, de-escalation, closure of risks/ issues and the wider risk management work is becoming more apparent through various reporting functions.
- 2.3. As always, we continue to monitor the external environment through horizon scanning within the Risk Team, ensuring we are able to capture any material risks that could impact the force's risk profile. This is completed through Policing Insight, New Articles and flagged through identified SPOCs so material risk can be considered and included into risk registers, driving mitigation and treatment.

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. Progress against the recommendations were provided to the PCC office in June

2023. A further progress update against the recommendations will be provided to the PCC office at the end of September 2023, which should evidence a sign off.

- 3.3. Our Organisational Risk & Issue Management Policy and Procedural Guidance has been approved by the DCC, and awaits the risk appetite statements to be finalised before this is published. The Policy details corporate definitions, roles & responsibilities, processes, escalation, de-escalation and governance oversight.
- 3.4. The Risk Team have defined and established an organisational Risk Appetite Statement which is currently being finalised and mapped against WMP's Strategy Goals. Once this has been finalised, the Risk Team will further develop Risk Appetite statements which focus and sit across each of the Portfolio areas, however it should be noted that this work will take place once there is a good understanding of risk reporting across the organisation.
- 3.5. The Risk Team have established good working relationships with nominated SPOCS for each department that act as the advocate for risk, ensuring risk mitigation and treatment is progressed, whilst reporting on new emerging risks and issues.
- 3.6. WMP now has an enterprise risk management-based approach to capture and report risks/issues. This work is being improved as we embed the culture into the organisation.
- 3.7. The Risk Team have started to use the centralised risk register to 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. HMIC, Organisational Learning, IOPC). Whilst this work is still being developed and progressed, we hope to get to achieve this in the coming months. Internal Audit findings and reports have already been mapped to identified risks and issues as so has the organisation learning. This will ensure that any gaps identified through the recommendations are tracked and provide a holistic view of work being completed.
- 3.8. The delivery plan for developing the risk maturity is on track, the team are currently drafting the risk assurance mapping and looking to implement peer reviews in the future and reporting of compliance. A Road Map (attached) of delivering risk activities has been created so activities and milestones can be tracked.
- 3.9. An online SharePoint Risk Hub has been created, and is currently being back keyed with data from the Excel sheet. The launch of this is in line with training delivery to SLT members and SPOCS. 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 and self-service.
- 3.10. The Risk Team developed training material which will be used to train all department leads, risk owners and identified Special Point of Contact (SPOCs) for each department. There is cascading training material available should departments want to train other members of their teams. Training is due to be rolled out in due course and following the publication of the Risk Management Policy and risk appetite statements.

4. PROJECT RISKS

- 4.1. All risks and issues have been monitored, considered, accepted or mitigated and closed during the Op Model review through the governance structure that was established to ensure effective management of the review and implementation of required changes, via the Design & Delivery and Strategic Design Boards. There are two risks which were identified during the review and have now passed to the relevant area of BAU for on-going management.

- 4.2. From January 2023 there have no other project closures. The Risk Team have an established process to capture future project risks that come out as Business as Usual (BAU) when a project closes.
- 4.3. The Risk Team will have sight of future project closure reports which will detail these risks, the Risk Team will use the established risk management process to get these onto the central risk register.

5. NEW CORPORATE RISKS

5.1 No new risks have been raised to corporate level during this quarter.

6. CRITICAL RATED CORPORATE RISK UPDATE

6.1. No corporate risk scores reflect a critical rating

7. INCREASED CORPORATE RISK SCORES

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

8. REDUCED CORPORATE RISK SCORES

8.1. During the last quarter, no corporate risks have reduced in scoring.

9. CORPORATE RISKS UPDATE

Updated information has been provided for the risks listed below.

Note: The sensitive risk is reflected in a separate report.

FINANCIAL MANAGEMENT	HIGH
<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>	

- 9.1. The Chief Constable and senior members of the Finance and Commercial force departments met with representatives from the Home Office in May to discuss the unique nature of the funding for West Midlands Police and the funding pressures the force is facing.
- 9.2. Conversations with the Home Office will continue as the force start to plan for the 2024/25 financial year.
- 9.3. Finance, Contracts & Procurement Risk SPOC has been contacted for updates to this risk. Further detail will be provided to the JAC next quarter.

PLATO EMBEDDED LEARNING – MAJOR INCIDENT READINESS**MEDIUM**

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.

- 9.4. WMP train the trainer event was held in July 2023 – with the Chief Inspector leading on multi-agency command training programme.
- 9.5. Five dates will be set between September/October to train all firearms commanders, non-AP tactical commanders and force contact supervisors. We anticipate there will be an eLearning package for PC to Inspector later in 2023/early 2024 which will be mandatory.
- 9.6. There has been a requirement to increase the force ‘train the trainers’ capability in line with ORU staffing and changes to staffing in the Local Policing Areas (LPAs) following the launch of the new force operating model in April 2023.
- 9.7. WMP is aware that the JOPS 3 training programme and Manchester Arena Inquiry actions pose a greater PLATO training challenge between July - October where the process is being initiated again from National Armed Policing.

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 which could mean that 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.

- 9.8. The risk owner is due to provide an update and narrative to the Risk Team as to whether the targets have been met. Once this data has been provided the risk owner feels that the risk may need to be refreshed to consider looking at the on going retention of numbers and managing / maintaining these going forward.
- 9.9. Following a request from JAC previously, the numbers of officers being dismissed under the regulation 13 remains very low (1 person dismissed via reg 13). A policy for dismissal under Regulation 12 and 13 is currently at consultation stage and will provide further clarity to officers around expectations and processes. In total, WMP has 89.8% retention of uplift officers.
- 9.10. Earlier this year, the force remained on track to achieve Uplift targets. Two internal intakes were scheduled for March (Q4) in addition to external intakes to deliver the required number of new students and ensure the force achieved its uplift target. This includes the additional 60 short term officer posts linked to time limited Home Office funding.
- 9.11. 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 numbers.
- 9.12. 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.
- 9.13. Retirements and resignations for Police Officers currently remain within the forecast and will continue to be monitored.

- 9.14. 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.

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

- 9.15. This risk was registered following Covid and is a legacy risk, the portfolio has been contacted and a request for further information in relation to this and whether the risk can be managed as standard for the organisation through performance reporting or whether the risk is still needed. A detailed update will be provided in the next JAC report.
- 9.16. In terms of physical health and safety, improvements have been made in relation to the sharing of related data by using Microsoft Teams functionality.
- 9.17. Performance is closely monitored by the team. Presentations have been delivered to senior leaders highlighting the importance of compliance and the reporting of information has improved.
- 9.18. Work continues to raise the profile of Health and Safety across the force, to digitise reporting tools and to build strong relationships with colleagues in Corporate Asset Management to ensure issues are managed effectively.
- 9.19. With regards to wellbeing, a support package focused on resilience and coping with organisational change has been launched to support with the introduction of the new operating model.
- 9.20. The Occupational Health team have made positive progress in reducing the backlog of referrals and have flexed their offer to the organisation to support with the Police Uplift Programme (PUP).
- 9.21. Work is underway to devise a trauma informed/awareness delivery plan.

MANAGING THE COMPLEXITY OF VULNERABILITY	HIGH
<i>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.</i>	

- 9.22. 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.
- 9.23. 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.
- 9.24. 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 February to 12th February 2023 found that 98% of the cases were compliant (872 incidents 17 incidents missed the THRIVE assessment).

- 9.25. 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.
- 9.26. 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.
- 9.27. Structured debriefs for recent operations involving vulnerability have provided recommendations and organisational learning which will be incorporated into learning logs.
- 9.28. PPU who currently own the risk are seeking an update and clarity as they feel the item is confusing due to the lack of clarity around the provenance and legacy of the item. Some elements of the risk i.e. missing persons and human trafficking would not sit with PPU themselves and feel that in order to drive appropriate mitigation and treatment a holistic approach from force leads may be required. The Risk Team await an update from PPU following on from these conversations.

OFFICER AND STAFF RIGHT TO WORK CHECKS	HIGH
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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.

- 9.29. This risk is still being managed, numbers are lower than thought it is just a case of working through each one that has a missing document (400 records of right to work missing). Team has been focussing on promotions and officer/contact recruitment. Workforce Design Manager identified to assist. The team are assured that the risk to the force is not great. Essentially, it is a case of each individual sharing their documentation with their line management and then forwarding to Workforce & Resourcing.
- 9.30. Action plan developed and new resource allocated to deliver the plan and full resolution. Risk Owner has asked for more detail around the plan i.e. target dates etc and will follow up with more detail around delivery plan/mitigation now there is dedicated resource.

MENTAL HEALTH DETENTIONS	HIGH
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There is a risk that legally permissible detention times are expiring before transfer to healthcare can be completed and as a result:

- *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.*

- *The current legal opinion would suggest that either scenario leaves the force liable to legal challenge and impacting significantly on public confidence.*

- 9.31. Continued detentions are still being authorised, there are concerns around the use of force and powers after the 24 hours have passed.
- 9.32. 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.
- 9.33. To help mitigate and treat this risk the Right Care Right Person 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.
- 9.34. The shortage of Mental Health Placements has been raised at a national level and working groups have been set up to provide recommendations at a ministerial level on how to best manage those with Mental Ill Health including considerations in relation to legislation changes. The hope is that this will produce clarity, changes in law and national guidance.
- 9.35. We are working with partners to identify possible alternatives to detention under the Mental Health Act, to ensure alternative pathways are available with the hope that a person's needs will be met before they reach the point of crisis negating the need for detention in the first place.
- 9.36. We are working closely with Health Partners and local Authorities to change practices to enable patients to be legally transferred to health colleagues in a timelier fashion with the hope that the Police will only be with such patients for one hour. This is in line with the current Mental Health Act codes of practice and should reduce the involvement of the Police in detentions which exceed the legal framework.
- 9.37. We have changed our practices in the custody environment to maximise the amount of time we have available in law to arrange ongoing care or control by running two powers concurrently.
- 9.38. We have put in place a robust escalation process to hold our partners to account and to evidence from a police perspective due diligence.
- 9.39. Over the course of the rest of this year, and invariably into a significant part of next, we will be working with local mental health partners across the NHS and local authorities to put in place workable solutions to mitigate the impact of an ever-increasing demand created by MH related policing matters, accepting that the ideal solution lies in an increase in capacity in our partners' organisations which is currently beyond ours and their control.
- 9.40. Additionally, Joint Legal Services have approved an operational guidance document which addresses the conflict between Section 136 and PACE which has been shared with the department to ensure that officers have a good understanding of the legal position on the Mental Health Act. Work is progressing to identify partnership stakeholders with view to forming Section 136 working group.
- 9.41. A Mental Health Task and Finish Group is taking place in September where the SME for Mental Health will have oversight of this risk, it is expected that a risk owner will be allocated, a full review of the risk to see whether the risk can be moved to a monitored stage.

10. CORPORATE RISK MOVEMENTS AWAITING APPROVAL

WORKFORCE REPRESENTATION

MEDIUM

Failure to attract, recruit and retain a diverse and representative workforce and not being in a position to effectively support staff from under-represented groups with their progression within the organisation risks our ability to build a workforce that is truly representative of the West Midlands.

- 10.1. The latest data from March 2023 shows that the number of officers who identified as being part of an ethnic minority group fell by approximately 15% per intake and the number of officers who identified as female decreased by around 35% per intake.
- 10.2. It is believed the decrease is due to all eligible candidates being offered a position with WMP during the end of uplift (PUP) and finalising the last intakes.
- 10.3. Current initiatives to treat this risk include outreach work to re-engage with force ambassadors to increase internal representation and referrals into the force as well as targeted community events as a priority for 2023-24 to help increase both representations.
- 10.4. The D & I team are working with the risk managers to collate all of the relevant evidence for this risk to go to the POD Governance Board for closure.

11. CLOSED AND DE-ESCALATED CORPORATE RISKS

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.

- 11.1. As of the 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.
- 11.2. 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.
- 11.3. 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.
- 11.4. 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, however they are not necessarily depict the current status as the data is often a few months behind.

11.5. There is nothing further that the force can do to treat this, as the backlogs lie with the courts, this is reflective nationally. Risk was approved for closure through the appropriate governance structures.

OPERATIONS RESILIENCE UNIT (ORU) TEAM BUILD & UNDER RESOURCED	MEDIUM
<p><i>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:</i></p> <ul style="list-style-type: none"> • <i>Manchester Arena Inquiry recommendations are key delivery and current capacity does not allow for these to be actioned in a timely way.</i> • <i>A lack of robust planning updates and proactive approach to learning lessons from testing & exercising.</i> • <i>Some ORU functions have single staffing therefore creating a single point of failure and no resilience e.g. Testing & Exercising Manager; CBRN officer.</i> • <i>Transient workforce resulting in a lack of experience, mature knowledge of portfolios and understanding of the wider WMP response to incidents.</i> 	

11.6. Risk score reduced from high to medium in May 2023 following review and update by the risk owner.

11.7. The ORU are now up to strength following a successful recruitment cycle. Some aspects of training are being completed and throughout the next six months.

11.8. As a result of the latest mitigation, the risk owner has requested de-escalation from corporate to departmental level. This request was considered and approved by the Operations Governance Board and ratified through the Tactical Board.

CONNECT OFFICER BRIEFING	MEDIUM
<p><i>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.</i></p>	

11.9. 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.

11.10. All critical daily briefings will be delivered through a new Briefing App designed and produced by Force Intelligence and IT&D.

11.11. The app has been developed at pace and launched. Updates were planned to enhance its capabilities which incorporated feedback received from the force-wide rollout.

11.12. In light of the of the launch, this risk was approved for closure through CRIME Governance Board and ratified through the Tactical Board.

OVERTIME APP	LOW
<p><i>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</i></p>	

- 11.13. IT&D have now put a fix in place by way of a drop-down list of cost codes to be selected by officers rather than free format. In addition, Shared Services have undertaken work around the processes now which should minimise opportunity for error.
- 11.14. This will also be monitored as part of the payroll performance measure and discussed monthly in governance, as such the FET lead is happy that we can close this and monitor through performance.
- 11.15. The risk was ratified for closure at July Tactical Board.

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 a topical risks.

Risks – the Functions of the PCC

12.2 The table below details the risks to the West Midlands Police and Crime Commissioner relating to the statutory 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
New Risk: Failure to make appropriate arrangements for an effective transfer of the PCC functions to the Combined Authority Mayor for the West Midlands	Arrangements do not ensure business continuity of statutory functions

Topical Risks

12.3 The topical risks have been determined through monitoring the delivery of 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. 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
Vulnerability and Public Protection improved outcomes in the criminal justice system, and quality of investigations	Significant challenges in WMP mean performance in this area is still below the national average. This is a priority for improvement across a number of vulnerability strands, including RASSO, Child Abuse, Domestic Abuse etc.
West Midlands Police - reduced theft of vehicles	Theft of motor vehicles has seen a significant increase compared to 2019/20 and continues to be at a higher rate than most similar forces.
Disproportionality in policing - workforce	Achieving a target of 1,000 officers extra from underrepresented groups by 2025 is being progressed but still below target. Also, progression of underrepresented 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.
Resources	Long term funding, introduction of green agenda, funding crime prevention activities.
Closed Risk: Accessing police services	Performance around answering and responding to calls for service.

OPCC Risk Register

12.4 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						

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

Commentary on Risks

12.6 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 a monthly basis. Where there are performance concerns, there are deep dives to understand the issues.

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

[SPCB-23.05.2023-Agenda-Item-7-Performance-Report.pdf](#)

[SPCB-23.05.2023-Agenda-Item-7-Appendix-A-PCP-Scorecard.pdf](#)

[SPCB-23.05.2023-Agenda-Item-7-Appendix-B-Performance-Report-PCC-Statement.pdf](#)

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. The next performance update will be reported to the Strategic Police and Crime Board on 26 September 2023.

12.8 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.

12.9 One risk has reduced in score during the reporting period:

- **The resources of the PCC are not sufficient to deliver the police and crime plan and for West Midlands Police to operate** – When previously reported in June 2023, this risk score was increased due to uncertainty around police officer and staff pay awards and how they would be funded. This issue has since been resolved with fully funded pay awards now agreed. The risk score has therefore been reduced. The risk score is still high due to inflation pressures, which also impacts on energy and fuel prices, and general inflation costs. Work is ongoing to manage the financial position of the PCC, including delivering the budget for 2023/24 and balancing the medium-term financial plan.

12.10 One risk has increased in score during the reporting period:

- **Lack of effective partnerships** has been increased to reflect the need to undertake more assurance work to manage down any risks arising from Birmingham City Council issuing a Section 114 notice. On 5 September, the City Council issued a Section 114 notice as part of its plans to meet the Council's financial liabilities relating to equal pay claims and an in-year financial gap within its budget. Work is underway to establish any implications for the OPCC arising from any contracts and partnership work with the City Council that may impact the delivery of the Police and Crime Plan objectives.

12.11 One topical risk has been removed during the reporting period:

- **Accessing police services** - Performance around answering and responding to calls for service has significantly improved this year allowing this topical risk to be removed. Performance will continue to be monitored through the performance report to the Strategic Policing and Crime Board.

12.12 One new risk has been added during the reporting period:

- **Failure to make appropriate arrangements for an effective transfer of the Police and Crime Commissioner functions to the Combined Authority Mayor for the West Midlands, which causes a lack of business continuity** - The potential governance transfer from May 2024 is being proposed as part of the Levelling Up and Regeneration Bill that is currently being considered in Parliament.

Early preparations have commenced to identify the key considerations of a potential transition to ensure business continuity is maintained around the statutory functions of the Police and Crime Commissioner that allows effectiveness governance from the date of transfer, and ensures staff are effectively supported through the transition process. This risk has been added to the risk register and the Committee will be updated at future committee meetings.

13. RECOMMENDATION

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

CONTACT OFFICER

Name: Fiona Pook

Title: Head of Performance & Assurance

Name: Jane Heppel

Title: Chief Finance Officer

BACKGROUND DOCUMENTS

Appendix A – Force risk register

Appendix B – PCC risk register

Appendix C – Road Map