



AGENDA ITEM 05

**JOINT AUDIT COMMITTEE
14 December 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. Following the last Committee, Strategy, Delivery & Assurance persists in implementing and integrating risk management processes throughout West Midlands Police (WMP) and across the Governance boards.
- 2.2. Consistently, the Risk Team are engaged in horizon scanning to vigilantly monitor the external environment. Our goal is to identify any significant risks that could affect the force's risk profile.
- 2.3. We achieve this by utilising Policing Insight, examining news articles and flagging relevant information through our designated Risk Contacts and Senior Leadership Teams. This is completed on a monthly basis whereby the Risk Team produce a monthly risk briefing and sway document which is disseminated in the organisation. This enables WMP to promptly consider and incorporate materials into our risk registers proactively, facilitating the development of a more risk enabled organisation.

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. Strategy, Delivery & Assurance have made good progress to implement the recommendations made in the Internal Audit report on the force's Risk Management approach. Some of these recommendations have been put forward for closure considerations.

- 3.3. Work continues in line with our action plan to ensure the recommendations are all completed, implemented and closed out. Progress against the recommendations were provided to the PCC office in November 2023 as a 4th follow up.
- 3.4. Our Organisational Risk & Issue Management Policy and Procedural Guidance has been drafted and await a formal sign off. This includes the risk appetite statements which will then be published to the wider force. The Policy details corporate definitions, roles & responsibilities, processes, escalation, de-escalation and governance oversight and responsibility. The risk appetites which have been shared with the Joint Audit Committee (JAC) Chair include details around the level of risk the organisation is willing to take and accept.
- 3.5. The Risk Team have established and embedded good working relationships with nominated Risk Contacts across all the departments within WMP. The contacts act as advocates for risk, ensuring risk mitigation and treatment is progressed, provide key updates to the Risk Team and support the reporting on new emerging risks and issues. They also are in receipt of horizon scanning and therefore provide support in the proactive space.
- 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. SharePoint (SP) has now been live since the start of September and is used as our centralised risk hub. The risk hub not only contains a centralised risk register but also a whole host of support guidance, training slides, reporting information and contact information.
- 3.8. The Risk Team provided SLT members, risk owners and risk contacts demos for the use of the system, a user guide is also available.
- 3.9. By utilising SP and its functions, this improves efficiency for the force and builds resilience into the Risk Team for example, automation functions like email reminder workflows will be realised and self-service. This further supports the organisation wanting to achieve a risk enable position in the near future.
- 3.10. The centralised risk register identifies and reports on interrelations between not only other linked risks but also between key stakeholders within force, strategic objectives and other reporting functions (e.g. HMIC, Organisational Learning, IOPC), providing a holistic view when putting mitigation and treatments into place where gaps have been identified elsewhere.
- 3.11. To further support this work, the assurance function within the Strategy, Delivery and Assurance department have put together a process which supports the risk integration work. Internal Audit findings and reports have already been mapped to identified risks and issues as so has the organisation learning.
- 3.12. 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. This has been updated in line with the progress made to date.
- 3.13. The Risk Team since the last committee have completed training for SLT members, Risk Contacts, Risk Owners and anyone else wishing to attend throughout October and November. The team flagged up training through various means of communication and have had good engagement and staff attending.
- 3.14. The training generated positive feedback, and the team have developed cascading training material should departments wish to cascade this information down. The team have also offered bespoke sessions for departments and will complete some mop up sessions in due course to capture those that could not attend.

- 3.15. Strategy, Delivery and Assurance also have an input to the Senior Leaders Day in December, which will focus on the importance of risk management.

4. PROJECT RISKS- Op Model

- 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. With the exception of the following two risks (below), which were identified during the review and have now passed to the relevant area of BAU for on-going management.
- 4.2. There were 27 total risks registered for the Op model during the project, these did not go into BAU due to these being closed off. See separate excel spreadsheet which document these.

SERVICE DATA OFFER

**NO
RATING**

Modelling of volume data may not be as accurate and could impact on the ability of LPAs to deliver against the new responsibilities due to an imbalance in volumes vs establishment.

- 4.3. This risk was awaiting to be formally registered onto the central risk register at the last committee, since then this has been reviewed by the FET lead and based on the information they were happy that the risk had been mitigated. During the past 6 months a large amount of work has been completed to ensure that LPA Commanders have the necessary resources and data available.

PRIMARY INVESTIGATION

MEDIUM

The quality of Primary Investigation being conducted has dramatically reduced since TS1, which is creating additional demands on investigation teams impacting evidential opportunities and victim participation in investigation.

- 4.4. The risk has been recorded on the central risk register and is being managed at a departmental level, with regular updates to the Risk Team. The risk is currently at a monitored status.
- 4.5. The FET lead for Local Policing has recently added a blog around Op Vanguard as Gold Commander who is instigating some rapid changes. WMP have been out to a number of forces that manage investigations really well to gather advice on what we can do better. This will be informing our approach over the coming weeks and months.
- 4.6. Under the new Op Model implemented in April, WMP have already started changing how we investigate crime. Local investigative teams now investigate a broader range of crimes, including neighbourhood crimes. Public Protection Unit (PPU) and FCID investigate the more complex and organised crime types.
- 4.7. This is already having a positive impact on outcomes. In April 2023 the positive outcome rate for total recorded crime was 6.6 per cent. This has increased month on month and now sits at 9.5 per cent as of September 2023.
- 4.8. The areas that the force is prioritising first are: Response attendance times, the use of investigation plans, delays to the investigations, the exploitation of investigative opportunities,

the general effectiveness of investigations, the use of victim contracts and the service given to victims in line with Victim Codes of Practice, the way crimes are finalised and the overall effectiveness of supervision.

- 4.9. WMP have a clear plan that we're going to implement over the next few months around all of these areas which includes training.

OTHER PROJECTS

- 4.10. In the last quarter there have been 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.
- 4.11. 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.
- 4.12. There are currently 14 live project risks. An Excel spreadsheet detailing these has been submitted for reference. The table below summarises risk vs project:

PROJECT	NUMBER OF RISKS
ControlWorks Phase 3	4
Next Generation Force Contact	7
Portfolio	1
Speed Enforcement	1
In House Driver Education	1

5. NEW CORPORATE RISKS

There is one risk that has been raised to corporate level over the past quarter.

FORCE GYM PROVISIONS AND MANAGEMENT	MEDIUM
<i>A review of the force gym facilities within locally based force buildings was carried out by the Force Health and Safety Advisers was completed between December 2022 and January 2023. It identified several issues regarding the management and provision of the workout gyms across the force estate.</i>	

- 5.1. The risk was initially accepted by the People and Organisational Development (POD) portfolio.
- 5.2. A task and finish group has been set up which looks at the wider gym provision across the organisation and this risk will feature within the project that is being led by the operations portfolio FET lead.
- 5.3. The Occupational Health and Safety (OHS) are completing risk assessments in the next 2-3 weeks of all current gym equipment, if anything is deemed faulty it will be removed and replaced by new equipment. It is agreed that any future equipment will be inspected and agreed by the OHS team which will allow the force to resolve concerns quickly.
- 5.4. It is agreed within the project that panic alarms will be fitted into the gyms.

5.5. Due to a force project on gyms, the risk has been approved and ratified for closure. The risk will be managed through the project risks.

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, one corporate risk has seen a reduction in scoring.

PLATO EMBEDDED LEARNING – MAJOR INCIDENT READINESS

LOW

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

- 8.2. WMP train the trainer event was held in July 2023 – with the Chief Inspector leading on multi-agency command training programme.
- 8.3. JOPS3 classroom learning is now directed at those in Tactical Command roles as well as the entire firearms contingent.
- 8.4. All other JOPS3 training will take the form of an eLearning package, reducing the need for local trainers. JOPS3 courses concluded at the end of October with the potential for one or two mop-up classes. ORU will monitor eLearning uptake which will be shared with LPA SLTs at the LPA Civil Contingencies Resilience Group.
- 8.5. Further compliance around the eLearning is also being monitored through Performance Panel.
- 8.6. The likelihood factor was reduced due to the robust audit processes that are in place to monitor training.

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

MEDIUM

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

- 9.1. 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. The current forecast funding gap for 2024/25 is £25m, this is expected to reduce with the additional grant award for the 7% pay award. Work is ongoing to assess various scenarios and the impact on the MTFP.
- 9.4. Budget setting for 2024/25 is about to commence with a mixture of top level savings applied, a review of all non-pay budgets and a PBB exercise. In year underspends / savings for 2023/24 are currently circa £11m, this could also be utilised to support the forecast funding gap.
- 9.5. Causes to be updated to reflect the 2023/24 position. Whilst the police grant is expected to increase for 24/25 in line with final year of the 3 year settlement there are still unfunded pressures linked to inflation, efficiency expectations and prior year one off savings. As mandated/national initiatives develop (e.g. ESMCP, National Enabling Programme), the actual costs for delivery far exceed the estimated costs within the affordability envelope.
- 9.6. TFP report and reserves strategy was taken to and presented to SCBP on the 23/10/23. The current reported gap for 2024/25 is £20.7m. This has been updated to reflect the revised estates strategy, the 7% pay award, additional grant for the pay award and some adjustments to the reserves balances to ease the pressures.
- 9.7. The plan for balancing 2024/25 is to utilise around £10.7m of reserves and to target savings of £10m from a mix of police staff vacant posts review and challenging non-pay budgets through a PBB style review.
- 9.8. Whilst the scoring hasn't reduced, this was scored high using the old risk scoring matrix, scoring now medium to reflect the new scoring matrix in use.

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.*

- 9.9. Continued detentions are still being authorised, there are concerns around the use of force and powers after the 24 hours have passed.
- 9.10. 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.

- 9.11. 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.
- 9.12. 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 Health including considerations in relation to legislation changes. The hope is that this will produce clarity, changes in law and national guidance.
- 9.13. 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 and Right Care and Right Person will allow us to do this.
- 9.14. 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.
- 9.15. 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.
- 9.16. We have put in place a robust escalation process to hold our partners to account and to evidence from a police perspective due diligence.
- 9.17. 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.
- 9.18. A Mental Health Task and Finish Group took place during September 2023 where the SME had a chance to review this entry a full report around this risk has been submitted to the Strategy, Delivery and Assurance department and as a result the SME requested to reduce scoring to medium.
- 9.19. This is based on the business as usual impact around these detentions being low but should a death in custody occur or we be challenged it still remains that this could have a significant impact for the force or for potentially an individual officer. The force is awaiting implementation of Right Care Right Person which should see fewer people being brought into custody, Legal Services continue to monitor any litigation which may change the risk landscape.
- 9.20. The risk has been assessed by the DCC at the November Risk and Organisational Learning Board, assessing the risk still high for the force, and has requested for some substantive data around the number of people that are being detained vs and civil claims. The risk however was approved to go into monitoring status which will require a three-month review.

OFFICER AND STAFF RIGHT TO WORK CHECKS	MEDIUM
<p><i>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.</i></p>	

- 9.21. WMP Professional Standards Department have produced a report of individuals who commenced employment with WMP since 2012 who did not identify as a British citizen. The recruitment and vetting team have checked the right to work (RTW) status of 538 employees and have found that 90 individuals require further checks, as we have been unable to determine their RTW status.
- 9.22. 40 employees have copies of their passports that are from an EU country along with a valid UK national insurance number. Joint Legal Services have been contacted for clarity, as it is unclear at this stage whether this is suitable evidence of RTW status. 2 employees are EEA nationals, 6 employees have an expiry date in the future and 1 employee has RTW that expired in 2021. There are a further 41 employees who have no documents saved on the CoreVet system.
- 9.23. Next steps are to check with Shared Services/During Employment. Joint Legal Services have been contacted for advice and some scenarios around who should be checked retrospectively. An options/recommendations paper is being written for FET.
- 9.24. Whilst the scoring has not reduced, the scoring is now reflective of the new matrix and therefore showing as medium.

10. CORPORATE RISK MOVEMENTS AWAITING APPROVAL

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

11. CLOSED AND DE-ESCALATED CORPORATE RISKS

Four corporate risks have been closed in the last quarter.

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.

- 11.1. The Latest data 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.
- 11.2. 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.
- 11.3. 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.
- 11.4. In July the Risk Team met with Head of D and I and a wide range of activities were discussed which are in place to increase workforce representation and it is measured and reported on throughout the organisation. This work is constant and is monitored at a senior level.

11.5. The risk was also discussed at D&I July QPR and was approved at POD governance board for closure, risk was ratified for closure on November Risk Tactical Board.

MANAGING THE COMPLEXITY OF VULNERABILITY

MEDIUM

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.

- 11.6. 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.
- 11.7. 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.
- 11.8. 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).
- 11.9. 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.
- 11.10. Structured debriefs for recent operations involving recent operations involving vulnerability have provided recommendations and organisational learning which will be incorporated into learning logs.
- 11.11. PPU who currently own the risk and have discussed with FCID SLT which has resulted in an agreement that this is a legacy issue and the provenance is unclear.
- 11.12. A generic issue regarding the management of vulnerability for the force is too broad and the issue description is not reflective, detailed or tailored for the individual areas of vulnerability concerns across the force.
- 11.13. Individual vulnerability concerns can be deduced from HMIC findings/recommendations, VSA audit findings, Statutory Reporting and Organisational Learning, where we can then structure a bespoke risk/issue or thematic risk/issue around that area of vulnerability.
- 11.14. The force is already starting to capture these risks and issues onto the register and our risk/issue records have a vulnerability marker so that we are able to provide tailored reporting on our risks and issues with vulnerability aspects.
- 11.15. The force will then be able to provide an accurate reflection of issues and risks within the vulnerability arena and provide a focussed and efficient response.

- 11.16. It is therefore recommended that the corporate broad risk is closed to be replaced with tailored departmental risks and issues with any suitable ones escalated to corporate level where appropriate.
- 11.17. Risk has been submitted to the relevant ACC for authorising the risk for closure, before this is ratified at the Tactical Board.
- 11.18. Whilst the score remains the same, in line with the new scoring matrix the risk shows as medium.

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

- 11.19. This entry has been identified as a legacy risk from Covid-19 by the Risk Owner. This entry was reviewed at the end of October 2023 and agreed that it is now suitable for closure.
- 11.20. Occupational Health are now in a position to be able to provide specific support for staff with Covid-19/long Covid. However, it is a condition that is predominantly managed by GPs and consultant services.
- 11.21. The risk team have requested a revised closing score, a short summary of key mitigations and the results of any organisational learning that has arisen from mitigating this risk.
- 11.22. The risk has been shared for closure at the Risk Tactical Board for ratification and DCC Risk and Organisation Learning Board and approved.
- 11.23. The risk owner has been actioned to speak with the PCC office over a potential wider risk around health and wellbeing, linking in with the capacity for Occupational Health. A separate risk will be submitted if deemed appropriate.

RECRUITMENT & RETENTION – UPLIFT	LOW
<i>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.</i>	

- 11.24. The uplift target for the force was to achieve 7,909 officers by the end of March 2023 as part of the initial allocation with an additional 60 officers allocated to the force on a temporary basis therefore increasing the target to 7,969. The force over achieved this target with 8,067 officers employed by the force in March 2023.
- 11.25. The force is currently reviewing the need to add a new risk that relates to the retention of this establishment.
- 11.26. Closure for risk was authorised by POD governance board on the 06th of November and ratification decision accepted by the Risk Tactical Board.
- 11.27. Score changed to low in light of the above updates.

12. POLICE AND CRIME COMMISSIONER – RISK MANAGEMENT

Methodology

12.1 The Committee is aware the PCC's risk register is based on the risks associated with the functions of the PCC and the risks associated with the delivery of the police and crime plan, which are referred to as topical risks.

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
<u>Separate project risk register established to manage this risk:</u> 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. 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.

Area	Detail
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.

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 November 2023 is available through the links below.

[SPCB-28.11.23-Agenda-Item-8-Performance-Report.pdf](#)

[SPCB-28.11.23-Agenda-Item-8-Appendix-A-PCC-Performance-Scorecard.pdf](#)

[SPCB-28.11.23-Agenda-Item-8-Appendix-B-PCC-Performance-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.

- 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 The risks associated with the statutory functions of the OPCC have remained static during the reporting period, with just one risk being removed from the register. This relates to the 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. A separate project is now underway and a full project risk register has been established. The project risk register includes the key considerations of a potential transition to ensure business continuity is maintained around the statutory functions that allows effective governance from the date of transfer, and ensures staff are effectively supported through the transition process. This project risk register is reported in a separate report to the Committee.

13. RECOMMENDATION

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

CONTACT OFFICER
Name: Melissa Horton
Title: Senior Risk and Assurance Manager

Name: Jane Heppel
Title: Chief Finance Officer

BACKGROUND DOCUMENTS

Appendix A – Risk Road Map
Appendix B – Op Model – Closed Risks
Appendix C – WMP Project Risks
Appendix D – WMP Force Risk Register
Appendix E – OPCC Risk Register