

No	There is a risk that.....	Caused by.....	Leading to	Mitigations (Key Controls / Activity)	Unmitigated Score	Score Mar 24	Score June 24	Score Sept 24	Score Dec 24	Score Mar 25	Direction	Owner
1	The PCC does not secure an efficient and effective police force for the West Midlands	Insufficiently well aligned financial and performance plans	<p>A lack of financial control</p> <p>Declining performance in investigations</p> <p>Increased crime rates</p> <p>Spend not being targeted adequately to need</p> <p>Spend being higher than expected without strategic intent</p> <p>A lack of operational control</p> <p>Declining public satisfaction in policing</p>	<p>Financial reporting to Accountability and Governance Board (AGB)</p> <p>Performance reporting to AGB and PCC / CC meetings</p> <p>Budget setting process and Force Priority Based Budgeting (PBB) reviews</p> <p>VFM profile scrutiny</p> <p>Internal Audit function</p> <p>Deep dives into areas of concern in relation to performance</p>	20	12	12	12	12	12	↔	JJ
2	The PCC does not hold West Midlands Police to account effectively	Arrangements in place not being sufficient to deliver that assurance	<p>Lack of clear and agreed governance arrangements between PCC and WMP</p> <p>A Police and Crime Plan that does not deliver clear and achievable targets for WMP and OPCC and stakeholders</p> <p>A lack of access to information on behalf of the OPCC</p> <p>Lack of awareness of upcoming challenges and new developments</p>	<p>Annual Governance Statements, Joint Governance Board annual reviews of governance</p> <p>Construction and monitoring of the delivery plan for Police and Crime Plan</p> <p>Reports to AGB based on agreed workplan holding WMP to account</p> <p>OPCC representation in WMP governance structures</p>	25	8	8	8	8	12	↑	JJ
3	The priorities and actions of the Police and Crime Plan are not delivered	Lack of validity of the Police and Crime Plan	<p>Lack of engagement with stakeholders over development of the plan</p> <p>An insufficient Strategic Needs Assessment underpinning the plan</p> <p>Insufficient resource in the OPCC to develop the plan</p> <p>Unachievable targets in the plan</p> <p>Insufficient link between the Plan and commissioned services to deliver the plan</p> <p>Insufficient resource in the OPCC to deliver and monitor the plan</p>	<p>Delivery plan produced, details actions, budget requirement, responsibilities, timeframes RAG status.</p> <p>Performance reporting to AGB and PCC / CC meetings</p> <p>Regular review of delivery plan by senior management team in the OPCC</p> <p>Performance reporting plan and website refresh to match the plan</p> <p>Commissioning strategy and processes in the OPCC</p> <p>OPCC workforce planning through HR governance, Work planning with the OPCC through team and individual plans</p>	25	12	12	12	8	8	↔	JJ
4	The resources of the PCC are not sufficient to deliver the police and crime plan and for West Midlands Police to operate	Insufficient funding, inadequately resourced and trained workforce, ineffective procurement practices	<p>An insufficiently robust medium term plan</p> <p>Insufficient funding to deliver the Police and Crime Plan</p> <p>A lack of financial control</p> <p>Inadequate cashflow to meet the needs of the Force and OPCC</p> <p>An insufficient workplace plan that does not deliver the right human resource to the right place at the right time</p>	<p>Medium Term Financial Plan (MTFP) in place that includes assumptions around costs and funding.</p> <p>Sensitivity analysis of all assumptions used in MTFP to ensure robustness of plan</p> <p>Priority Based Budgeting (PBB) Reviews</p> <p>Reserves Strategy in place which protects against future shocks</p> <p>Ensure the PCC's needs and plans are represented in the MTFP with equal weight to the Force's</p> <p>Advocate effectively for formula review and multi year settlements from Central Government</p> <p>Regular Budget Monitoring through the CFOs and operation of effective Internal Audit Function</p> <p>Operation of the treasury management strategy within agreed limits</p> <p>Balancing impact of Uplift funding on overall service delivery including impact of reverse modernisation</p>	20	20	16	16	15	12	↓	JH
		A single event costs the organisation more than its available resources.	<p>A claim on reserves of more than 1%</p> <p>A claim under the Riot Compensation Act 2016</p>	<p>An application to the Home Office would be made for Special Grant.</p> <p>Insurance is in place to mitigate against the cost of these claims</p>	25				10	10	↔	JH
5	West Midlands Police does not adequately deliver its responsibilities in national and international policing capabilities	Increased risk for all parties in the Policing of these areas	<p>A lack of awareness of the risks</p> <p>A lack of engagement and oversight</p> <p>A lack of specialist skills and knowledge</p>	<p>Annual report on strategic policing requirements compliance</p> <p>Participate in relevant Boards e.g. Counter Terrorism (CT), National Ballistics Intelligence Service (NBIS), Serious Organised Crime (SOC)</p> <p>Support from the central region member of the National Police Air Service (NPAS) strategic board</p>	20	8	8	8	8	8	↔	JJ
6	There is a lack of effective partnerships	Lack of engagement, lack of ownership, and ineffective delivery of functions with joint responsibility	<p>Terms of reference for different groups overlapping or gapping</p> <p>Membership of different groups overlapping or gapping</p> <p>Inefficient spend of public money through duplications of funding</p>	<p>Partnerships have appropriate, terms of reference, membership and workplans</p> <p>Clear stakeholder analysis for each strategic area to ensure correct level of engagement</p> <p>Appropriate use of transparency protocols to ensure that opportunities to cofund are taken, and partners are clear on the total spend in each sector and with each key party</p>	25	16	16	16	12	12	↔	AF
7	Appropriate arrangements were not made for an effective transfer of the Police and Crime Commissioner functions to the Combined Authority Mayor for the West Midlands	A lack of business continuity	<p>Insufficient engagement and understanding from the new host body</p> <p>Insufficient focus on ICT and data transfer</p> <p>Insufficient engagement and sharing of information from the OPCC</p> <p>Insufficient support for the process and understanding of impact on WMP</p> <p>Insufficient learning taken on from successes and issues elsewhere</p> <p>Insufficient support for staff leading to a loss of talent and knowledge</p>	<p>Upskilling of new host on the key issues, roles and responsibilities of police governance powers, with sufficient engagement and time from senior leadership to shape the approach from the top</p> <p>OPCC needs to develop an information asset owner approach to ensure that every area understands its data requirements in greater detail</p> <p>OPCC Senior management attended all events possible and proactively shared issues and delivered developed plans for cutover</p> <p>Project lead (Chief Superintendent) allocated from WMP</p> <p>Visits took place to other Force areas who had, or were in the process of, transferring functions to learn from others</p> <p>Staff were offered individual and group support, engaged with fully and often and updated as soon as possible on key events</p>	25	20	0	0	0	0	↔	JJ
8	The funding for the VRP is discontinued or not sustained at the same level or required to be used very differently	Withdrawal of Home Office funding and change in home office policy, introducing Youth Future Hubs and Prevention Partnerships	<p>Loss of knowledge and capacity in the VRP team before the funding ceases</p> <p>Loss of services currently commissioned and targeted at the most vulnerable young people and lack of support for a regional response to reduce violence</p> <p>Insufficient funding to reduce violence</p>	<p>Sustainability Plan setting out ongoing work to sustain previous and ongoing system changes through workforce development, guidance notes, toolkits, etc.</p> <p>Discussions with local violence leads and strategic board in terms of impact of funding ceasing.</p> <p>Ensuring that everything the VRP Team delivers does not create a dependency and ensuring that we leave behind a good evidence base and set of resources, training and toolkits to support the local areas to reduce violence.</p> <p>Meet with stakeholders to understand their views on the value added from a central, regional function and develop a VRP team model to respond to this, ensuring that there is a level of capacity, expertise and commissioning that will support the region in continuing to improve our response to violence affecting young people. Continue with communities and young people re. the role they play in preventing violence and deliver the Change Maker Programme, creating a movement of young people who can be upstanders to violence</p>	20	N/A	20	20	20	16	↓	AF

No	There is a risk that.....	Caused by.....	Leading to	Mitigations (Key Controls / Activity)	Unmitigated Score	Score Mar 24	Score June 24	Score Sept 24	Score Dec 24	Score Mar 25	Direction	Owner
9	The OPCC has an inadequate Safeguarding for its staff, volunteers and suppliers	The lack of a clear policy, ownership of the policy, and a check on its implementation	<p>Redundancies for staff and/or potential need to re-design the team/role of the VRP to respond to the new</p> <p>Volunteers being put at risk from other volunteers, be they custody visitors or Youth Commissioners</p> <p>Service recipients being put at risk from OPCC staff and/ volunteers</p> <p>Service recipients being put at risk from suppliers</p>	<p>around prevention partnerships and youth futures hubs develops in order to gain an early understanding of the future requirements/expectations of VRUs. This will</p> <p>Volunteers have always been accompanied but procedures around sharing phone numbers and contacts have been tightened</p> <p>All OPCC and VRP staff have had mandatory safeguarding training. Vetting policies for all staff and volunteers have been reviewed and all vetting is underway</p> <p>The terms and conditions of grant agreements and contracts have been amended to ensure that suppliers sign up to high safeguarding standards as part of the conditions of their agreements.</p>	25	N/A	16	16	12	12	↔	AF
10	Business continuity is not maintained due to a natural, operational or IT disaster	Access to existing systems and ways of working are compromised	<p>Responsibility for key areas of information, or business process are unclear</p> <p>Senior management does not provide clear and confident leadership</p>	<p>Disaster recovery plans available and in place</p> <p>Annual critical incident training for senior staff</p>	25	N/A	16	16	16	16	↔	AF
11	There is an inefficient, ineffective asset base, insufficient to meet the needs of the Chief Constable's operational requirement	Inadequate amounts of, or inadequately targeted investment	<p>The strategy for the use of assets does not align with the affordable funding envelope</p> <p>Assets are not able to be maintained to meet twenty first century requirements</p> <p>Assets are not maintained in good working order</p> <p>WMP and OPCC fall back in terms of technological capability through lack of investment</p> <p>Decisions about the asset base are not taken from an operational and factual basis</p>	<p>Clear links to the MTFP so that affordability shapes Estates strategy and vice versa</p> <p>Environment strategy that understands how the infrastructure can be decarbonised without placing strain on budgets or people or delivery</p> <p>Systems to monitor effectiveness of assets and intervene when repair and maintenance is due</p> <p>Investment in ICT, Data and AI is sufficient to ensure that the Force and OPCC do not fall behind</p> <p>The strategies for the asset base, its development and reshaping, are taken from operational viewpoints and not shaped by perception</p>	16	N/A	12	12	12	12	↔	JH
12	Public trust and confidence in Policing diminishes	This would undermine the effectiveness of WMP	<p>Individual proposals around policing do not meet with the highest standards of public life</p> <p>Public trust and confidence falls without WMP being aware of the reason and able to respond positively with measures</p>	<p>The Ethics Committee seeks to provide assurance that developments of new Policing methods are undertaken in an ethical way.</p> <p>The OPCC and WMP undertake regular surveys of public opinion and respond to any concerns or trends in those opinions.</p> <p>The OPCC host Stop and Search panels, custody visitors and legally qualified representatives on complaints panels.</p>	25	N/A	16	16	16	16	↔	JJ
13	The office does not have an effective understanding and response to the national Police Reform programme	Lack of engagement, lack of ownership, and ineffective delivery of functions with joint responsibility	<p>Lack of awareness of upcoming challenges and new developments</p> <p>Insufficient engagement and sharing of information from the OPCC</p> <p>Insufficient support for the process and understanding of impact on WMP</p>	<p>OPCC representation at critical regional and national meetings and briefings</p> <p>Ensure all returns are completed on time and in full and that policy consultations are given sufficient time and input</p> <p>Understand the WMP roles and responsibilities in relation to the Police Reform programme</p> <p>Consider the need for a new governance structure for Police Reform if required</p>	20	N/A	N/A	N/A	N/A	12	NEW	JJ