## 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 meeting, Corporate Development continue to improve and develop the risk management offer across the force.

2.2   In the last quarter, Corporate Development shared the maturity assessment and risk culture survey results with all SLT members across the force, with a key focus around Key Performance Indicators for risk.

2.3   Horizon scanning documents continue to be distributed to all departments on a monthly basis, the Risk Team align all potential horizon scanning risks with relevant departments, providing tailored inputs for SLT meetings consideration and scoping within their respective business areas.

### 3   ORGANISATIONAL RISK MANAGEMENT IN WEST MIDLANDS POLICE

3.1   In relation to risk management, a summary of our forward plan and activities undertaken over the last quarter are listed below:

3.2   The Risk and Assurance Lead is working to review all open risks and issues across the force and map out risks that fall outside the risk appetite. These will be shared with the Senior Risk and Assurance Manager with a view to share these with stakeholders where further mitigation and treatment is required. Whilst the work focusses on risk appetite there will be an element of assurance completed as part of the review also.

3.3   Following the recent Maturity and Risk culture review, these results have now been shared and communicated to all SLT teams across the force. As a result of this, the Risk Team have changed

the reporting into meetings to reflect proactive risk reporting status in line with the agreed Key Performance Indicators (KPIs).
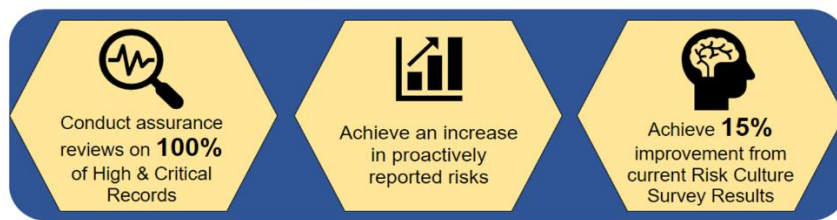


3.4 Furthermore, the team is collaborating with Training to develop a learning package accessible to all SGT ranks, staff equivalents, and above.

3.5 In response to the survey results and feedback on risk awareness, guidance on risk has been drafted for inclusion in the 'Go to Guides.' This resource will be accessible to all officers and staff across the force via mobility devices, helping to enhance risk management awareness while also empowering individuals to submit new risks.

3.6 To enhance understanding and encourage open discussions on potential new risks, the Risk Team hosts monthly Lunch and Learn sessions. Each session focuses on a specific topic while also providing a platform for individuals to discuss risks and issues. These sessions are promoted through the monthly risk bulletin, SLT meetings, and Corporate Communications.

## 4 PROJECT RISKS

4.1 In the last quarter one projects has been closed. The Single Online Home project came to a closure with no risks transferring into Business as Usual (BAU). The CMPG Speed Enforcement/In House Driver Education, and the redefined learning support project closure reports will be available to the Risk Team by the end of March. These projects were due to close at the end of August 2024 but due to delays in project delivery they continued to be delivered past this date. As these projects transition to BAU, the reports and risks will undergo review by the team.

## 5 STRATEGIC RISKS

5.1 After reviewing the National Police Chief's Council risk register and benchmarking against other forces, WMP is in the process of adding 11 strategic risks to the risk register. We recognise that these are long-term issues, so updates will be conducted at an appropriate frequency. Corporate Development is working to align these risks with the relevant portfolios to assess current treatment and mitigation strategies.

## 6 NEW CORPORATE RISKS

6.1 There is one risk escalated to Corporate level in the last quarter.

| OP BRIGHTMIND- CONNECT NOMINAL MATCH AND MERGE PROCESS | MEDIUM |
|---|---|

*In 2022 WMP Data Analytics Lab algorithm was implemented to identify duplicate records, the list goes to a Robotic automation process referred to as Radical Robot to use the connect match and merge system to merge the records together.*
*Since launch (Oct 2022) it will have processed hundreds of thousands of records.*
*In 2024 a number of records come to light where individual records that are different people have been incorrectly merged. Having checked the Match and Merge process we know:*
 *-The current rules are too expansive*

6.2   Auto merging was stopped until the problem was better understood and as a result a three phased approach to resolve was identified.

6.3   Phase 1 and 2 saw match and merge turned back on but the focus was on where the three key identifiers were the same. Where errors were identified the backlog of issues with flags have been cleared, and regular checks are being made to ensure that the process is still working as it should.

6.4   Work continues on phase 3 where key three identifiers are not present.

6.5   Data quality remains a challenge and work is ongoing to correct these.

6.6   Once matching issues are resolved, the gold group overseeing the project will likely be stood down, and ongoing data quality management will be handled by Data Analytical and Assurance Board with continued oversight from the Gold Group.


## 7   CRITICAL RATED CORPORATE RISK UPDATED

7.1 No corporate risks reflect a critical rating.

## 8   INCREASED CORPORATE RISKS

8.1 During the last quarter no corporate scores have been increased.

## 9   REDUCED CORPORATE RISKS

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

## 10.   ACTIVE/ OPEN CORPORATE RISKS

| 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.* | |

10.1.   Since the previous update we have received an increase of £36.2 million from the previous year which aligns us with the medium-term financial planning.

10.2.   The additional funding will cover off the pay awards for 2024 and changes in employer National Insurance rates.

10.3.   The settlement also includes an extra £6.1 million to support the Neighbourhood Policing Guarantee. This provides a solid financial position for 2025/26, with ongoing work on the Comprehensive Spending Review (CSR) for future years putting WMP in a better position.

10.4. The risk is still ongoing, despite completing all phases of the Right Care Right Person memorandum of understandings are yet to be signed off.

| MENTAL HEALTH DETENTIONS | HIGH |
|---|---|

*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.*

10.5. Changes have been made in custody processes, including no longer running PACE and 136 in parallel. Initial data shows a significant reduction in 136 detentions since the implementation of RCRP phases 4-5, though it's still early to assess long-term impacts and no litigation cases have been raised by legal services.

10.6. A High Court case in Surrey has resulted in new case law that could support progress on this matter. A discussion on this will take place at the Regional RCRP strategic group in due course. The issue is also being addressed at the national level.

| ID 83 | MEDIUM |
|---|---|

*SENSITIVE*

| ID 132 | HIGH |
|---|---|

*SENSITIVE*

| ID 312 | HIGH |
|---|---|

*SENSITIVE*

## 11. CORPORATE RISKS AWAITING MOVEMENT

11.1 There are currently no corporate risks awaiting movement.

## 12. CORPORATE RISKS AWAITING MOVEMENT

12.1 There are currently no corporate risks closed in the last quarter.

**DEPARTMENTAL RISKS AND ISSUES (HIGH/ CRITICAL)**

## 13. PURPOSE OF REPORT

13. 1   Previously, West Midlands Police (WMP) only shared corporate risks, while this practice ensures a focused discussion on the most significant risks, it may not provide a comprehensive view of potential threats that could escalate to a corporate level.

13.2   To enhance our risk management approach and provide a more thorough oversight, it has been agreed that both high and critical risks at departmental levels would be shared at Joint Audit Committee for review and discussion.

13.3   This approach ensures a comprehensive yet manageable risk discussion, enhancing the overview, whilst providing a broader insight into WMP risk management.

## 14. CURRENT DEPARTMENTAL RISKS SCORING HIGH / CRITICAL

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

14.1   IT&D assessed two viable options to resolve the issues with connectivity over Citrix for ROCU (Post the stakeholder meeting with ROCU end of 2024)

14.2   IT&D are working through the final configuration of the Microsoft AVD build which is likely to be available for testing by ROCU K&E the beginning of February.

14.3   Microsoft AVD is the long-term strategy for IT & D to improve the connectivity to WMP Systems from outside the organisation (Non WMP Devices) and most importantly greatly improve the user experience.

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

14.4   Funding has been granted, but the details of what this means in practise is being worked through. Once the details are known it is likely that the risk will be closed.

14.5   To support risks around funding in the future, the Risk Team have recommended one risk covering funding streams more holistically for the force which would then be managed by finance.

| JLS SOLICITOR ATTRITION AND DEMAND | HIGH |
|---|---|

*Due to solicitor resignations, it is likely there will be a period of time where we have reduced solicitor capacity to litigate work for WMP and Staffordshire Police in the field of misconduct and inquests.*

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

14.7 Resignations of senior lawyers in hard-to-recruit areas are anticipated to require multiple recruitment rounds for successful hiring. Outsourcing is being utilised to prevent impact of issue escalating.

14.8 Joint Legal Services have been interviewing during January and February with a view to reduce the scoring once the successful candidates have been in role and established.

| COVERT FLAGS WITHIN CONNECT SYSTEM LINKED TO INTELLIGENCE | HIGH |
|---|---|

*If a POLE (person, object, location, entity) has a secure or closed flag attached to it, unless you are on the flag owner group you cannot see the detail of the flag. This causes issues as in effect intelligence staff are blind to the existence of what the flag details are such as action to take / not take, SIO details / who to contact This impacts every pole entity in the entire connect system for intelligence, WMROCU and CCU*

14.9 Reported as sensitive on the last quarter's JAC report, sensitive marker removed following a table-top exercise.

14.10 This issue was known when Connect was implemented in force, however there is some ongoing work and benchmarking with other forces to determine fix or treatment in the absence of an IT solution. It is clear that ROCU flags are not visible to WMP.

## 15. INCREASED DEPARTMENTAL RISKS

15.1 In the last quarter, two new risks were scored as high.

| COLLEGE LEARN SINGLE PLATFORM | HIGH |
|---|---|

*College Learn platform will cease to provide a service in 2027. College Learn have stated WMP to begin to utilise own Learning Management System (LMS) for content and training. WMP are vulnerable with not having their own LMS to host own learning.*

15.2 Risk was raised in January on the risk of college learn platform ceasing.

15.3 Following the scope of the new learning platform, the business case has now been approved at the Change Board.

15.4 Work is underway to compile full technical requirements for a market appraisal, with a supplier expected to return to the board by August with a full business case, including costs and benefits.

15.5 Stability issues and outages remain a challenge due to the high volume of critical online learning. Efforts are ongoing to stagger launches and coordinate with CoP to manage server traffic effectively.

| ID 306 | HIGH |
|---|---|
| *SENSITIVE* | |

## 16.  REDUCED DEPARTMENTAL RISKS

16.1    In the last quarter three departmental risk were reduced. ID 136 risk was reduced from a critical to high and ID 271 from a high to medium.

| ID 136 | HIGH |
|---|---|
| *SENSITIVE* | |

| ID 271 | MEDIUM |
|---|---|
| *SENSITIVE* | |

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

16.2    Risk was registered in September 2024, acknowledging that there were quite a few uncertainties around what demand would be generated.

16.3    Internal processes are being reviewed and tweaked now that the hospital is open and operating fully.

16.4    Score was reviewed at the Local Policing Governance Board, and whilst this was highlighted as a risk, because the demand correlation to the hospital opening isn't evident and therefore the score was reduced to a medium.

## 17.  DEPARTMENTAL RISKS AWAITING MOVEMENT

17.1    There are currently no departmental risks awaiting movement.

## 18.  CLOSED DEPARTMENTAL RISKS

18.1    There are currently two departmental risks at high or critical that have been closed.

| CONNECT UPDATE - EXTRACT TRANSFORM LIFT (ETL) PROCESSES AND QLIK DASHBOARDS IMPACT | LOW |
|---|---|
| | |

> *Updates to CONNECT will lead to changes to the back-end database, meaning changes will need to be made to ETL processes and Qlik dashboards, likely including PDI. Some of these may not work and so will not be available.*
>
> *There is a risk that updates to connect will lead to changes to the back-end database that provides data for Qlik dashboards meaning that this will not be available until changes are made to the Extract, transform, Load (ETL) process.*

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

18.3    Such updates to the system have historically required changes to be made to processes, due to not enough sampling of data it is unclear what changes to system(s) were required at the time the risk was raised.

18.4    The update to connect was undertaken. There were some minor impacts on ETLs due to the timing of data availability, but this rectified once the update had fully been completed. There is currently no residual impact from the update. The risk no longer exists as the update has now occurred.

18.5    Score reduced to a low as a result.

| ID 331 | LOW |
|---|---|
| *SENSITIVE* | |

## 19.   CLOSED DEPARTMENTAL RISKS

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

## 20. POLICE AND CRIME COMMISSIONER – RISK MANAGEMENT

**Methodology**

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

20.2    As a separate corporation sole it is right and proper that the OPCC has a separate risk register to WMP, as they are able to control the levers and the mitigations of the same risks in different ways which complement the overall limitation of liability to both entities.

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

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

21.1    There is a separate delivery plan which details all the actions required to deliver the PCC's police and crime plan.  Senior Management Team within the OPCC regularly review the delivery plan and RAG rate each action. The areas of the plan currently classified as red are detailed below.

| Area | Detail |
|---|---|
| Resources. | Long-term funding is essential for sustainability and community safety initiatives. Embracing a green agenda promotes environmental responsibility and resilience. While investment in crime prevention activities safeguards communities and deters criminal behaviour. |
| Improving quality of investigations and outcomes. | Improving the performance of investigations and outcomes is a priority, especially in vulnerable areas such as rape, sexual assault, stalking and harassment, and other sexual offences. West Midlands Police continues to be one of the highest-ranking forces nationally for outcomes classified under Evidential Difficulties in these areas. |
| Reduce vehicle crime across the West Midlands. | Vehicle crime in the West Midlands remains higher than in most similar force areas. While progress has been made in reducing these crimes in 2023/24, sustained efforts are needed to further decrease the number of offences. |
| Increase diversity in West Midlands Police workforce. | Efforts to reach the goal of adding 1,000 officers from underrepresented backgrounds by 2025 are underway, though progress remains below the set target. Additionally, there is ongoing focus on advancing the representation and career progression of underrepresented groups within the workforce. |
| Reduce disproportionality in the use of Stop and Search powers. | Disproportionality in Stop and Search persists, with individuals from Asian ethnic groups being 1.7 times more likely, and those from Black ethnic groups being 2.7 times more likely, to be stopped and searched compared to members of White ethnic groups in 2023/24. |
| Increase the positive outcomes for Stop and Search. | West Midlands Police saw a decrease in positive outcomes for Stop and Search from 30% in 2022/23 to 29% in 2023/24, falling short of the target of at least 50% outlined in the police and crime plan. |
| Accessing police services through 101 contact method. | In 2023/24, the accessibility of police services through 999 saw a rise to 93% compliance within the 10-second service level agreement. Yet, the performance regarding 101 showed a 74% compliance rate within the 3-minute service level agreement. It is imperative that West Midlands Police enhances this performance to improve access to police services. |

21.2    Each section of the police and crime plan is supported by a number of measures that will be monitored through the Commissioner's term in office.  This will be through regular performance reporting to the Accountability and Governance Board and other governance arrangements.  These include PCC and Chief Constable meetings where performance of the Force is discussed on a monthly basis.  Where there are performance concerns, there are deep dives to understand the issues.

21.3    The most recent performance reports to the Accountability and Governance Board are available through the OPCC website by navigating to Governance, Accountability and Governance Board, Accountability and Governance Board November 2024, Downloads.

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.

## 22. NEW CORPORATE RISKS - OPCC

22.1  The review of the risk register has identified a new corporate risk for the OPCC.

22.2  The new risk is that "the office does not have an effective understanding and response to the national Police Reform programme." This has arisen due to the government's announcements around the upcoming Police Reform white paper, and the expected Local Government Bill for 2025.

22.3  At the moment the risk is relatively well controlled and we have sufficient time to devote to the issues. The Chief Executive and Chief Finance Officer are well placed to receive updates and inform debate in regional and national bodies, and the Chief Executive and Force Chief Finance Officer are engaged with the Home Office directly.

## 23. INCREASED CORPORATE RISK SCORES - OPCC

23.1  During the last quarter, the risk that "the PCC does not hold West Midlands Police to account effectively" has increased.

23.2  The governance arrangements have changed in both WMP and the OPCC during 2025, with the introduction of new boards and panels for each.

23.3  As a result of these changes, and during the period of two elections in 2025, there has been a disruption to the standard flow of information.

23.4  OPCC representation on WMP governance structures has reduced on the change programme, but we are re-establishing means to ensure that the OPCC is fully informed, in order to be able to advise and provide assurance to the PCC in the performance of his role. This will result in change board papers being shared with the OPCC and catchups with the head of the change programme.

23.5  In some parts of the governance structure there has been an increase in the strength of joint governance and oversight: Ethics Panel is becoming a well utilised part of the decision making process. Recruitment to Joint Audit Committee has finished, resulting in a fully independent committee.

## 24. REDUCED CORPORATE RISK SCORES

24.1  The risk that "the funding for the VRP is discontinued or not sustained at the same level or required to be used very differently" has reduced in the last quarter with the announcement of a further year of funding at the same level as before.

24.2  The VRP are heavily involved, and indeed leading on, discussions around understanding how the VRP structures will be impacted by the introduction of Youth Future Hubs and Prevention Partnerships.

24.3  The risk that "the resources of the PCC are not sufficient to deliver the police and crime plan and for West Midlands Police to operate" has also reduced in the last quarter.

24.4  The grant settlement and the introduction of the Neighbourhood Policing Guarantee will enable us to continue to increase officer numbers, and the efficiency and savings programmes alongside the delivery of the Estates Strategy, are ensuring that the gaps that remain in the medium term are being well managed.

24.5    The OPCC undertook a priority based budgeting exercise during autumn 2025 which has refocused its victims and intervention spending on the priority areas for the Police and Crime Plan. This has allowed us to protect victims spending, despite a cut in the Victims Grant.

## 25. CLOSED AND DE- ESCALATED CORPORATE RISKS

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

## 26RECOMMENDATION

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

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

**Name**: Jane Heppel
**Title**: Chief Finance Officer

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