



Agenda Item 11a

**JOINT AUDIT COMMITTEE
11 December 2025**

**Risk Management Update
(Corporate and departmental high and critical)**

1. PURPOSE OF REPORT

- 1.1 To provide members of the committee with oversight of the Corporate and departmental (high and critical) risks for the Chief Constable. The report also provides an update on the developments in the organisational risk processes of the force.

2. BACKGROUND

- 2.1 Following the last Committee meeting, we continue to improve and develop the risk management offer across the force as seen on the continuous improvement deliverables on the PowerPoint slide attached.
- 2.2 Horizon scanning documents continue to be distributed to all departments monthly, 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 with a view to proactively report on risk. This is then reported through relevant governance across the force.
- 2.3 The Risk Team are constantly exploring ways to enhance any offer and are currently in consultation with Corporate Communications, to see how the bulletin can be further distributed through the leadership briefing.

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 Culture survey went live across the force for two months and closed at the end of November. There was a strong push to encourage as many staff and officers as possible to complete it, helping the force assesses its current culture and contribute to the Risk KPI satisfaction measure.
- 3.3. The NCALT learning package on Organisational Risk Management also went live on the 17th of November, this training is desktop based, mandated to sergeant/ staff equivalents and above. This has been introduced with a video from the DCC, highlighting the importance around risk management and will help to get to the desired vision of risk enabled.

- 3.4 The Risk Team continue to complete assurance reviews on all risks that are requested for closure, all open high and critical risks and those that fall into corporate governance. The team also review risks that have been closed six months ago, on a rolling basis, examining any available data and raising questions with SLT members where appropriate to ensure that the mitigation is still in place where necessary. This process is fully embedded into the Tactical ratification process held monthly.
- 3.5 The Risk Team continue to report into SLT's and Portfolio Governance Boards the Key Performance Indicator (KPI) for risk and our monthly assessment of where we are when compared to previous months reporting.
- 3.6 We continue to play a key role nationally through the NPCC led National Risk Management Forum, contributing significantly to working groups across the country.
- 3.7 The Risk Management function is also undergoing a review by the Joint Internal Audit function.

4 PROJECT RISKS

- 4.1 No projects have closed in the last quarter.

5 STRATEGIC RISKS

- 5.1 A separate paper containing these with current mitigation / control have been forwarded with this paper.

6 NEW CORPORATE RISKS

- 6.1 There have been no new risks escalated to corporate level in the last quarter.

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 RESILIENCE	MEDIUM
<p><i>There is a risk that WMP's finances are not sustainable over the medium term. and/or efficiency savings required</i></p> <p><i>There is a risk that the outcome of the Funding formulae may not be a favourable change for the force.</i></p> <p><i>There is a risk that future Spending Reviews do not provide sufficient funding for the force.</i></p> <p><i>There is a risk that spending and budget reviews and necessary restructures and changes may negatively affect dept core service delivery, operational services, dept performance levels as well as retention and wellbeing in the areas.</i></p>	

- 10.1 The MTFP report was prepared ahead of the Accountability and Governance Board which took place on the 28th of October.
- 10.2 The funding gap for WMP over the next couple of years is significant but manageable, with the most financially challenging CSR in 2028/29
- 10.3 However, budget setting for the 2026/27 budget has commenced and will be presented to the DCC / FET in December. The external auditors have signed off the statements and the annual governance statements.

MENTAL HEALTH DETENTIONS	HIGH
<p><i>There is a risk that legally permissible detention times are expiring before transfer to healthcare can be completed</i></p> <p><i>and as a result:</i></p> <p><i>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 or impacting significantly on public confidence.</i></p>	

- 10.4. Within the last two months there have been no recorded occasions where WMP have exceeded the legal framework.
- 10.5. Discussion at the September Risk and Organisational Learning Board raised concerns by Joint Legal Services and OPCC regarding pending legislation changes. The legislation will remove the police station as a place of safety however these changes will only be implemented when the relevant infrastructure is in place, which will take several years. This will not however remove officers being placed in a similar position whilst caring for a patient in a health setting. What will have more of an impact is partners ensuring they reach the one-hour handover ambition.
- 10.6. While the one-hour handover target is yet to be achieved, officer time spent has significantly reduced from 10.5 hours to 4.5 hours following the implementation of Right Care Right Person.
- 10.7. Governance arrangements remain through the MH Strategic Board chaired by ACC Local Policing.
- 10.8. No legal claims for breaching detentions to date.

OP BRIGHTMIND- CONNECT NOMINAL MATCH AND MERGE PROCESS	MEDIUM
<p><i>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.</i></p> <p><i>Since launch (Oct 2022) it will have processed hundreds of thousands of records.</i></p> <p><i>In 2024 several records come to light where individual records that are different people have been incorrectly merged. Having checked the Match and Merge process we know:</i></p> <ul style="list-style-type: none"> <i>-The current rules are too expansive</i> <i>-The algorithm does not 'apply' them correctly</i> 	

It is beneficial to WMP to merge duplicate records together to reduce the risk of not acting on information that is known but linked to a duplicate record. However, merging records also carries the risk of incorrectly merging Nominal records that do not in fact relate to the same person.

- 10.9 The mitigation consisted of 6 phases, comprising of different characters being matched, all phases (up to an including 6) have been completed and completed consecutively.
- 10.10 The results of the completion have been provided to Information Management for them to quality check prior to any incorporation into the robotic process.
- 10.11 Ahead of Risk and Organisational Learning Board in November, the risk was recommended to go into monitoring and wait for the final checks to be completed prior to consideration of closure.

11. CORPORATE RISKS AWAITING MOVEMENT

- 11.1 There are currently no corporate risks awaiting movement.

12. CLOSED AND DE-ESCALATED CORPORATE RISKS

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

DEPARTMENTAL RISKS AND ISSUES (CRITICAL / HIGH)

13 OPEN/ LIVE DEPARTMENTAL RISKS SCORING HIGH/ CRITICAL

REGIONAL IT CONNECTIVITY- CITRIX	HIGH
<i>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.</i>	
<i>Also, problematic the other way with WMP SOI's unable to access other Forces systems.</i>	

- 13.1 Citrix was decommissioned on the 11th of November, with users from other forces transferred to use the AVD technology.
- 13.2 Although testing has been carried out with other forces through the K and E teams, some officers have experienced teething issues. These are currently being addressed on an individual basis. Once resolved, and if system access is functioning effectively overall, this risk will be considered for closure.

JLS SOLICITOR ATTRITION AND DEMAND	HIGH
<i>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.</i>	

- 13.3 JLS have recruited an internal candidate for the Principal Lawyer post. This will create another vacancy down the chain that will need to be filled.
- 13.4 Venn agency were not used to recruit as it became clear there were both internal and external candidates that would apply before any campaign went live.

- 13.5 JLS has also successfully recruited into a Regulatory Lawyer post who is due to start in the new year.
- 13.6 Impact score has remained and will be reviewed when lawyers are in post, absence within the department is still being managed by existing staff.

PENSIONS CAPABILITY, CAPACITY AND DEMAND	HIGH
<p><i>Pensions Team tasks, functions and performance are being negatively impacted by competing demand, impacted areas include:</i></p> <ul style="list-style-type: none"> • <i>Altair system changes</i> • <i>Manual intervention and amendments to ITrent Reporting</i> • <i>2006 refunds 1987 additional payment request</i> • <i>Mortality screening & overpayments</i> • <i>Data Quality investigation and improvements</i> • <i>Ill-health underpin Calculations for legacy Scheme</i> • <i>Information provision to other forces</i> • <i>Transfers In</i> 	

- 13.7 The Pensions team manages multiple pressures at the same time, including RSS-related rework, ill health cases, and a backlog of transfers.
- 13.8 Additional resources and training are being implemented to manage demand and maintain service delivery. With a transition plan being developed to address capacity and resilience.
- 13.9 Additionally, a change case regarding resourcing and potential outsourcing has been submitted for review, with recommendations aligned to national direction. Additionally, project support has been aligned.

14 INCREASED DEPARTMENTAL RISKS

- 14.1 In the last quarter, one new risk was scored as high, this is documented to the sensitive paper.

CONTROLWORKS SOFTWARE TECHNICAL LIMITATION	HIGH
<p><i>Control Works will cease to function once the system has hit its current capacity. The force will not have a working command and control system to take 999/101 calls from the public and dispatch officers.</i></p>	

- 14.2 New risk recently recorded to the register.
- 14.3 While we await a full update on the mitigation measures, the upcoming upgrade schedule in the next couple of weeks will help prevent the force from reaching the position outlined in the risk for 2026.

15 REDUCED DEPARTMENTAL RISKS

- 15.1 In the last quarter, no risk scoring was reduced.

16 DEPARTMENTAL RISKS AWAITING MOVEMENT

16.1 There are currently no departmental risks awaiting movement.

CLOSED DEPARTMENTAL RISKS

17 RECOMMENDATIONS

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

CONTACT OFFICER

Name: Melissa Horton
Title: Senior Risk and Assurance
Manager

BACKGROUND DOCUMENTS