



**Agenda Item 12**

**JOINT AUDIT COMMITTEE  
11 DECEMBER 2025**

**OPCC RISK MANAGEMENT UPDATE**

**1. PURPOSE OF REPORT**

- 1.1. To provide members of the committee with oversight of the risk register for the Police and Crime Commissioner.
- 1.2. 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.

**2. RISK MANAGEMENT METHODOLOGY**

- 2.1 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.
- 2.2 The current OPCC risk register is attached as Appendix 2.

**3. RISKS TO THE DELIVERY OF THE POLICE AND CRIME PLAN**

- 3.1 The new Police and Crime Plan 2025-2029 has been broken down into each promise and task within the plan. Each of those has been assigned an SMT Lead, an officer lead, and, where appropriate, references a WMP lead.
- 3.2 The Police and Crime Plan is published online as a "[storybook](#)" whereby the plan is updated every quarter with actual KPI data. This is in order to very publicly show progress towards meeting the KPIs chosen to measure overall delivery. The Performance area of the OPCC website is currently being redeveloped to ensure that the performance is as visible as possible to the public and external stakeholders.

3.3 The tasks have been allocated to a timescale, and quarterly updates will be collated on all tasks and reported to the Police and Crime Panel and the Police and Crime Commissioner. The risk assessment of the delivery of the plan has now been completed.

3.4 10 of the 356 individual deliverables in the Plan were marked as being at Red status for deliverability in November 2025. Red classification meant that some additional support or action was needed in order to support delivery of the plan item, not that it could not be achieved in the end.

Ref	Q1	Q2	Policy Area	Individual Commitment	Q2 Update
36	Green	Red	VAWG / Protecting Victims and Witnesses	Campaign regionally and nationally to advocate for victims' and survivors' rights, welfare and long-term funding. / Engage with national commissioner offices, namely the Victims' Commissioner, Children's Commissioner, Domestic Abuse Commissioner and the Anti-Slavery Commissioner to advocate for improvements and drive necessary changes. / Campaign for multi-year sustainable funding.	Red until funding confirmed by MOJ. Note – it was confirmed wc 1 December but only for 2 years.
60	Amber	Red	Serious Youth Violence	Campaign for sustained funding, aligning with the national mission to halve youth violence and knife crime in a decade.	WM VRP alongside the national network continue to lobby the Home Office for a longer term settlement.
75	Green	Red	SOC and Exploitation	Disrupt the supply of drugs to local dealers	Comparison to other forces seems to show WMP is not performing as well. 1. WMP's drug offence rate per 100,000 for Trafficking and Possession (Excluding Cannabis) are significantly lower, positioning WMP as an outlier compared to Most Similar Forces (MSFs). 2. WMP and WMP ROCU have lower volumes of drug threats compared to all other MSFs. 3. WMP and WMP ROCU reported the lowest volume of moderate and minor drug disruptions
96	Green	Red	Improving Road and Travel Safety	Increase enforcement against speeding including mobile speed enforcement	Across all cameras, enforcement continues to increase - WMP are now showing over a 3.5x increase in processing. April to June 2025 there was 64% usage of ASE cameras, so a lower percentage than Q4 24/25 but higher numbers. For ASE,

Ref	Q1	Q2	Policy Area	Individual Commitment	Q2 Update
					<p>in Jan-Mar 2025 there were 56,396 activation, and 40,609 (72%) went to CTO to be processed. For ASE, in April-June 2025 there were 82,915 (+47%) activations, and 53,427 (+31%) went to CTO.</p> <p>However, over 13,000 showing as not completed and over 5,000 cancelled.</p>
101	Red	Red	Improving Road and Travel Safety	Support development of a consistent regional approach to moving traffic contraventions	This will be addressed in new Road Safety Strategic Partnership Board that the PCC will be chairing end of 2025/beginning of 2026.
103	Red	Red	Improving Road and Travel Safety	Support Operation Snap, focusing on increasing third party reporting and maintaining a high percentage of reports that lead to warning letters, penalty notices or prosecutions when clear evidence is available.	Letter written to the CC around capacity and feedback to submitters and 2 additional posts agreed until the end of the financial year. Concern around what will happen next financial year if these posts are not continued and submissions continue to be high. Up until March 2025, FPNs were the highest positive outcome rate, whilst warning letters and education were similar in terms of being second. Warning letters now the highest positive outcome rate.
164	Green	Red	Protecting Victims and Witnesses	Ensure that all (victims) services are culturally competent. Services for victims and survivors from minoritised communities are culturally competent. This requires training delivery from representatives of the wider community.	The WeareFrieda report has a number of recommendations which have been reviewed by Mission Diverse. A business case is being considered in relation to a programme of activity around Anti Racism which will seek to improve provider responses/awareness in this space.
243	Amber	Red	Bringing Offenders To Justice	(To rehabilitate, prevent and cease re-offending) Work with partners and support initiatives that address the essential needs of people who've offended, with a particular focus on employment and housing, as well as access to drug and alcohol treatment, and	Local Criminal Justice Board RRDG still to be established and carry out needs/gap analysis on improving pathways to support services, which will inform new delivery plan and deliver work/any new Task & Finish groups as required.

Ref	Q1	Q2	Policy Area	Individual Commitment	Q2 Update
				physical and mental health services.	
307	Red	Red	Partnerships	Campaign for Retaining a democratically elected and directly accountable Police and Crime Commissioner within the West Midlands.	The English Devolution and Community Empowerment Bill includes provisions to enable the Secretary of State to unilaterally transfer police governance functions to a mayoralty where boundaries align.
314	Amber	Red	Partnerships	Campaign for improved formal relationship with Community Safety Partnerships enabling effective delivery	Terms of Reference still need to be finalised. Aiming to take to Jan 2026 meeting for approval.

- 3.5 As we mature the approach here, there has been a degree of change around how the risk status for each police and crime plan action has been assessed. There is a high degree of churn from the first quarter.
- 3.6 Working in partnerships continues to be a common theme – regional bodies often need to be set up or to have a refreshed terms of reference in order to focus on delivering the required outcome. The new Road Safety Strategic Partnership Board holds the key to helping to deliver in a couple of the red areas above.
- 3.7 The uncertainty of funding streams and the degree to which that puts pressure on decision making and threatens good service delivery is also a theme. Since evaluating the risks in November, the risks associated with the VRP funding have increased following an update from the Home Office where they have indicated there is likely to be less funding and potentially different requirements for spend of any allocations. However, the risk for MOJ funding for victims has improved.
- 3.8 The English Devolution and Community Empowerment Bill includes provisions to enable the Secretary of State to unilaterally transfer police governance functions to a mayoralty where boundaries align. The Commissioner is considering a submission to the Bill committee advising against such a provision, but it is very unlikely that the recommendation would be accepted. WMCA is assuming transfer will take place in 2028.

4 Improving Risks

4.1 In the previous quarter's report, we recorded the following as red, but they are now downgraded following successful work to improve the expected deliverability of the promise.

Reference	Q1	Q2	Title	Individual Commitment	Q2 Update
52	Red	Green	Preventing and Tackling Violence	Ensure the learning from Domestic Abuse Related Death Reviews (DARDR) actively influences the way we work together to reduce deaths, including suicides.	DARDR Dynamic Purchasing System - Continues to be discussed at HOCs, further chairs are now signed up to the DPS. Birmingham City Council host the DPS and are continuing to work with other LAs so existing chairs sign up. Concern is still that without a wide pool of authors/chairs it may be difficult to procure chairs for more complex cases. Discussion at HOCs away day will have a focus on disseminating learning from DARDRs and producing bespoke training for chairs around more complex cases
146	Red	Amber	Preventing and Reducing Neighbourhood Crime	Children and Online Crime: Work with partners to raise children's awareness about the range of online crimes that could affect them. Jointly ensure children understand the consequences and risks of cyberbullying, becoming a "money mule", making threats, sharing explicit imagery, grooming and online child sexual abuse.	In Q3 OPCC SMT clarified who was the WMP Lead re Online Harm policy work - Tony Hopkins, Head of Public Protection Unit. OPCC arranged to meet with Tony to discuss the key P&C Plan D Plan actions re Online Harm, start to learn more about their work, and discuss how we can jointly progress an awareness raising and prevention approach to addressing the issue of Online Harm.
152	Red	Green	Protecting Victims and Witnesses	Hold the wider CJS accountable through the Local Criminal Justice Board (for VCOP delivery).	September's Local LCJB went well with good engagement on this issue. Agencies have been tasked with bringing together a list of their own agency metrics in line with the information that they hold and this will be picked up further in Victims and Witnesses Data Group.

Reference	Q1	Q2	Title	Individual Commitment	Q2 Update
256	Red	Amber	Prevention and Rehabilitation	WMP to focus on bringing child sexual abuse and exploitation offenders to justice, while safeguarding and supporting victims.	CSE problem profile recommendations now sit as an objective under the joint EM/MSHT board. Paper to CC on CSAE proactive capacity progressing - based on CSE problem profile and Op Hydrant/HMIC feedback. This should vastly improve ability to oversee and safeguard children impacted by CSAE in all settings. Keeping at amber due to this work progressing but not yet being implemented.
310	Red	Amber	Partnerships	WMP to play a leading role in ensuring our local resilience and emergency planning structures are effective.	Response to the College of Policing APP Consultation on Operations and Response, outlining and highlighting the PCC's role in major incidents- this has been done from a regional OPCC perspective. JH has undertaken MAGIC training, and met with LRF lead following that to discuss regional approach to finance support for LRFs.

#### 4. NEW CORPORATE RISKS

- 4.1 The review of the risk register has identified no new corporate risks for the OPCC.
- 4.2 One new risk is still being considered and evaluated for inclusion, and that is the risk of funding cuts to partners making effective collaboration more difficult, and potentially reducing co-commissioning possibilities. We have continued to analyse partners' medium term financial plans to ensure we are aware of developing challenges and will review again after medium term plans are refreshed by partners.

#### 5. INCREASED CORPORATE RISKS

- 5.1 The risk of a reduction in the VRP Funding is now judged to be higher than it has been, and there is a lack of positive affirmative communication from the Home Office.

## 6. REDUCED CORPORATE RISK SCORES

6.1 During the last quarter, no risk scores have decreased.

## 7. CLOSED AND DE- ESCALATED CORPORATE RISKS

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

## 8. RECOMMENDATION

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

### **CONTACT OFFICER**

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