



Agenda Item 12

**JOINT AUDIT COMMITTEE
26 MARCH 2026**

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 an Appendix.

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 20 of the 356 individual deliverables in the Plan were marked as being at Red status for deliverability in February 2026, an increase from 10 in quarter 2. 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	Q2	Q3	Policy Area	Individual Commitment	Q3 Update
60	Red	Red	Serious Youth Violence	Campaign for sustained funding, aligning with the national mission to halve youth violence and knife crime in a decade.	Confirmation of funding for the Violence Reduction Partnership (VRP) came very late, alongside changes to funding for ASB Hotspot patrols and a new Knife Crime Concentration Fund. It is expected that this commitment will turn back to Amber next quarter as there is more clarity – although not certainty – around the funding.
96	Red	Red	Improving Road and Travel Safety	Increase enforcement against speeding including mobile speed enforcement	Red until recruitment has resulted in vacancies being filled and outcomes improve. At the last Joint Working Agreement (JWA) Management Board it was reported that, for all cameras, levels are over 3 times the amount in January 2025. For Average Speed Enforcement (ASE), 66% of camera capacity is being used. Jul-Sep 2025 there were 87,129 ASE activations, and 56,497 to the Central Ticketing Office (both higher than previous 2 quarters). Target for minimal ASE enforcement in Sandwell, Dudley and Wolverhampton still not being met. Between April to June 2025 21,319 not completed and 7449 cancelled.
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.	September: 1,884 submissions - 63% positive outcome rate October: 1,800 submissions - 62% positive outcome rate November: 1,652 - 62% positive outcome rate The backlog has been reduced due to additional officers resources that roads policing have temporary provided to WMP. Automated response, when submission made, will now include what happens next, possible outcomes, tips for submitting footage, an explanation of 'no further action' and how to view monthly outcome reports. Two new posts have been approved. The ACC will oversee a formal review of capacity and capability to ensure continued improvements in service delivery.

Ref	Q2	Q3	Policy Area	Individual Commitment	Q3 Update
243	Red	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 physical and mental health services.	Local Criminal Justice Board (LCJB) needs/gap analysis process has begun which will show needs of offending cohort in WM and inform the work of the LCJB Regional Reducing Reoffending Delivery Group (RRDG). - Supporting Alex Tarr WMP with his mapping of support services/initiatives to see where gaps are - Employment: Agenda item on employment offer for people in prison/on probation at PCC's Q3 meeting with regional prison/probation directors - now connected with employment leads. West Midlands Combined Authority (WMCA) recognised linkages for their latest employment strategy. Second Chances Charter refresh ongoing. Recommissioning Enterprise for Employment (E4E) programme which will remain focused on employment and include signposting to housing, drug/alcohol, mental health services to meet this commitment.
307	Red	Red	Partnerships	Campaign for Retaining a democratically elected and directly accountable Police and Crime Commissioner within the West Midlands.	The Police Reform White Paper has been published, and in November the Home Secretary announced the government's intention to abolish all PCCs by 2028. An initial meeting with WMCA Chief Executive Ed Cox has been arranged. WMCA colleagues continue to plan for transfer of fire governance in 2027 and police governance in 2028.
184	Amber	Red	Building Trust and Confidence	Poor performance and misconduct must be managed effectively through formal structures, with support for improvement, if appropriate, but dismissal if necessary	We are seeing fewer Independent Panel Members (IPM) appointments due to an increase in accelerated misconduct hearings. There is an ongoing strike of Chairs of Police Appeals Tribunals (PAT). Some PAT Chairs have indicated that there may be progress in February. Five former officers are currently waiting for a PAT Chair to be allocated to their appeal. We have (along with APACCE and APCC) lobbied Home Office to remedy the position, but so far, nothing has been done to improve the position. We are told that a draft solution is being considered by ministers.
198	Green	Red	An Equal and Fair West Midlands	WMP to comply with the public sector equality duty, embedding equality at all levels of the force, including the use of equality	New DEI strategy published in Q3 commits to ensuring that EqIAs are embedded for every force policy and that guidance from those EQIAs is effectively monitored. This will be reported on at DEI Governance Board. The absence of an Equality Impact Assessment has been identified as a potential

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				impact assessments (EqIAs) to evaluate policies, procedures, practices and decisions.	contributory factor in decision making relating to the recommendation made by West Midlands Police to the Safety Advisory Group regarding the fixture between Aston Villa and Maccabi Tel Aviv. WMP has taken steps to ensure more systematic use of EqIAs in public order and other operational activities. The effectiveness of this change requires sustained attention.
217	Amber	Red	An Equal and Fair West Midlands	WMP to regularly review the impact of local, regional, national, and international conflicts on community tensions and understand how these tensions can manifest locally.	Red due to concerns set out in HMICFRS letter about the Force's ability to forecast community tensions. OPCC had given feedback in consultation phase of DEI strategy that this have greater focus - is referred to very briefly in Dep CC's foreword to AGB paper in January.
218	Amber	Red	An Equal and Fair West Midlands	WMP will remain a trusted source of information, proactively addressing tensions and combating disinformation and misinformation that could escalate them.	Red due to concerns set out in HMICFRS letter and concerns about WMP being trusted source of information/using information accurately. OPCC had given feedback in consultation phase of DEI strategy that this have greater focus - is referred to very briefly in Dep CC's foreword to AGB paper in January. OPCC contacted by Crest to partner on project to established best practice framework for police forces to tackle mis/dis/mal-information, agreed with Matt Welsted to route through NPCC working group led by ACC Mathieson at Gloucestershire Police.
324	Green	Red	Strategic Policing Requirement	WMP meet their obligations as required by the national Strategic Policing Requirement , providing a robust and swift response to public disorder.	WMP have, in anticipation of public disorder taken decisions in relation to the Maccabi Tel Aviv game which have resulted in the Home Secretary losing confidence in the Chief Constable. SMT will need to consider what actions we/WMP should undertake to give us confidence that planning around potential public disorder is done in a sufficient manner.
330	Green	Red	Information, Technology and Sustainability	Use of new technology will be lawful, ethical and proportionate at national, regional and local levels	Misuse of AI and failing to be transparent about its use was evident within the Maccabi Tel Aviv matter. SMT will need to consider what action we wish to take to provide ourselves with assurance that WMP have taken the appropriate steps to remedy this. The Chair of the Ethics Panel has proposed an independent evaluation of how police officers are interacting with AI.

Ref	Q2	Q3	Policy Area	Individual Commitment	Q3 Update
224	Green	Red	Bringing Offenders To Justice	WMP to use a wide range of evolving technologies, including data analytics, facial and biometric recognition and automated case file builds, in lawful, ethical, proportionate and transparent ways, to increase the efficiency and effectiveness of investigations	Whilst the Ethics Panel continues to support this initiative the recent concerns over AI use for intelligence reports brings WMP into disrepute in relation to use of evolving technologies. Whilst use of AI is not specifically referenced in this commitment, SMT should consider what additional activity we may wish to take to assure ourselves that WMP are making appropriate use of emerging technology and specifically AI.

- 3.5 In addition to the risks marked red above, eight commitments were marked red this quarter as we recognised the need to reallocate workload and ensure that each plan commitment was adequately resourced:
- Work with partners to improve access to youth services
 - Address the impact of online harms, such as violent pornography and misogyny
 - WMP to invest in continued welfare, well-being and professional development of police officers and staff
 - WMP to undertake workforce planning, to ensure the right resources and skills are available to meet demand, enhance efficiency and deliver effective outcomes.
 - Agile and flexible force that can embrace change, with strong recruitment practices and succession planning to develop future leaders.
 - Clear people strategy focused on all necessary policing disciplines, including science, technology and innovation to attract and train the right talent while retaining experienced WMP officers and staff to ensure capability and resilience.
 - Well-being programmes will support WMP officers and staff investigating high-harm offences and those who experience violence on duty
 - Appropriate support for leavers and the families of officers and staff.
- 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.

3.9 Improving Risks

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.

Ref	Q2	Q3	Title	Individual Commitment	Q3 Update
36	Red	Green	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.	2x letters have been sent to Ministers, one in relation to information sharing between CJS partners and one around the MOJ application of the funding formula which has not kept up to date with inflation or victim numbers. Minister Jess Phillips is due to attend our first VAWG strategic board in Q4.
75	Red	Amber	SOC and Exploitation	Disrupt the supply of drugs to local dealers	The County Lines Task Force are on track with all targets to meet the HO metrics at the end of the financial year. New members of staff have joined the taskforce and productivity is high. WMP have stated they have achieved some great results in the last quarter and are exceeding targets in all areas. OPCC colleagues doing a wider piece to understand the scale of cuckooing in the West Midlands.
101	Red	Amber	Improving Road and Travel Safety	Support development of a consistent regional approach to moving traffic contraventions	OPCC to create a template for all Local Authorities (LAs) to complete regarding current sites and future enforcement. LAs to complete by next Strategic Project Board (SPB). WMP to be proactively involved in highlighting sites that would benefit from enforcement. PCC signed a letter with Birmingham City Council and 2 MPs to ask for Mixed Traffic Control (MTC) fines to be increased to be similar to London.
164	Red	Green	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	Funding through the MOJ strategic Fund has been approved which means we are able to commence on a programme of activity delivered by Mission Diverse both internally and externally with commissioned services. Work will

				delivery from representatives of the wider community.	include tailored training around anti racist practice for Sexual Assault and Abuse (SAA) providers initially with the view to expand this out to other providers in due course.
314	Red	Amber	National Influence	Campaign for improved formal relationship with Community Safety Partnerships enabling effective delivery	Terms of Reference has been updated and to the Heads of Community Safety (HOCs) for discussion and approval. The new West Midlands Community Safety Partnership (WMCSP) will begin in April 2026 with senior representation in attendance. We are also in the process of developing a Strategic Assessment that will drive the work of the partnership, alongside a 12 month workplan.

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 There are two risks which have increased in risk rating since last quarter. The first is that Public trust and confidence in Policing diminishes, the second is the risk that the office does not have an effective understanding and response to the national Police Reform programme.
- 5.2 The risk that public trust and confidence diminishes is considered higher due to the very public announcements of the Home Secretary and others around confidence in the West Midlands Police, following the decision to ban fans from attending the match at Aston Villa in October 2025. The circumstances around the decision making will be reported upon in more detail by HMICFRS, and will potentially also lead to IOPC reports, many of which may contain negative reporting around the Force and could lead to further loss of public trust and confidence. The arrest of senior members of the Police Federation of England and Wales, whilst not directly related to the West Midlands, is likely to lead to a further national erosion of trust.
- 5.3 The risk that the office does not have an effective understanding of Police Reform has been increased due to the pace at which the Home Office are approaching the drafting of the legislation, the complexity of the change as it blends changes to police governance with changes to the national and regional arms of policing. All of this is moving at pace alongside further reform to probation, sentencing and other matters.

6. REDUCED CORPORATE RISK SCORES

6.1 During the last quarter, no risk scores were reduced.

7. CLOSED AND DE- ESCALATED CORPORATE RISKS

7.1 During the last quarter, we received confirmation of the funding levels for the VRP for 2026/27. Whilst this has resulted in a similar level of funding for 2026/27, compared to 2025/26, there has been a significant shift in delivery requirements, and we have been made aware that funding in years two and three is likely to reduce by up to one third. The risk was that “funding was discontinued or not sustained at the same level or required to be used very differently”. That risk has crystallised and we are now dealing with it as an issue.

8. RECOMMENDATION

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

CONTACT OFFICER

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