



JOINT AUDIT COMMITTEE (JAC)

Public Minutes

Notes of the meeting held on 11th December 2025 at 09:30

Attendees:

Sue Davis	Chair
Faye Lloyd	Committee Member
Paul Donnelly	Committee Member
Rachel Barber	Committee Member
Jon Darling	Committee Member
Jane Heppel	Chief Finance Officer - PCC
Lynn Joyce	Head of Internal Audit - PCC
Jonathan Jardine	Chief Executive - PCC
Sonia Hussain	Financial Accountant - WMP
Davinder Jagpal	Service Director – Finance - WMP
Fiona Fletcher	HMICFRS Liaison Officer - WMP
Melissa Horton	Senior Assurance and Risk Manager – WMP
Laurelin Griffiths	Grant Thornton
Richard North	Head of Corporate Development - WMP

Plus, one notetaker and one webcaster

709	<p>Item 1 - Apologies</p> <p>Apologies were noted for:</p> <ul style="list-style-type: none"> • DCC Scott Green • Fiona Pook • Peter Gillett • Zoe Thomas
	<p>Item 2 – Declarations of Interest</p> <p>There were no declarations of interest raised.</p>
	<p>Item 3 – Minutes from Previous Meeting</p> <p>The minutes of the previous meeting held on 25th September 2025 were agreed as an accurate record of proceedings.</p>
	<p>Item 4 – Matters Arising (Not on Agenda)</p> <p>There are no matters arising.</p>

Item 5 – HMICFRS Update

Presented by Fiona Fletcher

- WMP continue to operate under a default phase of 'Monitoring.'
- There is one open cause for concern – Investigations. Work is ongoing around this, and updates have been presented in relation to this.
- There have been no inspections since the last JAC, but three reports have been published which have come with recommendations and areas for improvement:
 - The first report is around diverting children from the Criminal Justice System, specifically looking at Walsall and Solihull. This was a joint inspection with HMI Probation, focusing on Out of Court Disposals. WMP are working through the relevant recommendation from this report.
 - The second report is around group base child sexual exploitation. This was a progress report following national recommendations. Four recommendations were made, two of which have already been closed.
 - The third report is the Child Protection Inspection Report. This was WMP specific and contained seven areas for improvement. WMP have eight weeks to provide an action plan, which is due to be returned early January. HMICFRS are expected to return in February to review progress against the action plan.
- Between September and December, HMICFRS have observed over 25 strategic high-level meetings across the organisation. These are expected to inform their position. In February 2026, reality-testing and PEEL Inspection work will begin.
- A further two inspections have been commissioned recently:
 - The first is around the intelligence provided around the Aston Villa vs Maccabi Tel Aviv match on 6th November. A national inspection has been commissioned to look at how forces engage with Safety Advisory Groups.
 - The second is around Counter Terrorism safeguarding, particularly for under-25s at risk of radicalisation.
- Paul Donnelly asked about dependencies on other agencies such as Local Authorities. How dependent is WMP on partners when it comes to actions and improvement plans?

Richard North noted that one area of dependency is in terms of referrals. Referrals are now recorded on Connect records and can be audited. All Local Policing Areas have their own safeguarding boards, working with Social Services to present a WMP perspective and share HMICFRS recommendations. Ofsted inspections of Social Services may also comment on police processes, so cross-referencing is important.

- Sue Davis raised that there were remaining actions arising from the special measures issue, and asked if there is confidence in the Force that all remaining recommendations will be dealt with by the time HMICFRS return?

Fiona Fletcher confirmed that there is confidence of this in the Force. In terms of Investigations, the victim outcome rate has increased from 3.4% to just under 14%, showing significant improvement in securing outcomes for victims. The second issue noted was around using the correct outcome codes and work has been ongoing to improve data quality, and to understand why particular codes are used more than others, to improve accuracy. In terms of broader recommendations, regular updates are provided to HMICFRS and there are regular meetings with portfolio leads. Early reality-testing should inform actions and show where extra focus is needed.

Item 6 – Internal Audit Activity Update Report

Presented by Lynn Joyce

- Eight audits have been completed since the last meeting. Three are outlined in the paper – two of these have limited assurance and one has minimal assurance. There have also been two audits with substantial assurance in the quarter.
 - The team are on-target to meet the audit plan.
 - This month, engagement documents have been sent to ACC portfolio leads to make them aware of audits in their area, and of outstanding recommendations.
 - There is a timeliness target for issuing reports after fieldwork has ended. The team are currently at 92% instead of 95% as one audit report was one day late.
 - A mid-year forecast confirmed sufficient resource to complete the audit plan by the end of the year. Organisational risks have been reviewed, and the plan has been assessed against any new risks. We have suggested a couple of changes to the plan as a result of this exercise to accommodate the new risks around AI and Fleet.
 - Good progress is being made on the Audit Improvement Plan. Two additional activities have been added to the list: one is to review the competency framework; the other is around reviewing the updated Public Sector Application Note.
- Sue Davis noted that it seems sensible to change the timing of audit work around the Child Protection Inspection. It is positive to see that issues raised by the committee are being picked up in the audit plan.
- Members agreed with the changes proposed to the Internal Audit plan.

Lynn Joyce gave an overview of the OPCC Casework Audit.

- There are concerns about the sustainability of the casework system and the way that information is stored. This impacts the performance framework.
 - Some issues can be easily resolved, but data retention issues require a more complex solution. The current system retains data going back up to 12 years.
 - This does not impact the quality of responses.
- Rachel Barber asked about the overall IT Strategy and the current status of system, to understand whether this is typical within the organisation, or whether this is a one-off. More generally, what involvement have Internal Audit had with regards to IT?

Lynn Joyce explained that there is an IT Roadmap and an IT Strategy, which will be delivered by WMP. Work is ongoing around developing MS365 products. The OPCC casework system used the Microsoft platform, and attempts have been made to move to the new SharePoint platform, but this has not had a significant impact due to the volume of data held. This is not a force-wide or OPCC-wide issue, rather it is an issue specific to the casework management system. Since the report, work has been ongoing to look at new casework systems.

Jane Heppel added that the OPCC does not have its own IT&D Department, or a separate IT Strategy. There are very few systems which are separate to the Force. The casework system is a customised SharePoint site.

Faye Lloyd raised that for areas of lower assurance, it would be helpful to see the actions agreed and the timeframes for these actions to be completed. This would help to understand how seriously these issues are being taken, and what the timeframes are for mitigating findings.

Action: Internal Audit update to include actions and timescales for implementation for limited and Minimal assurance reports

- Faye Lloyd asked how much casework is received by the OPCC per year?

Jonathan Jardine answered that we don't have the exact numbers to hand, but the PCC receives thousands of pieces of correspondence per year, through phone calls, emails and letters. Whenever the PCC writes a letter it is tracked as a casework file to see the actions arising.

- Faye Lloyd asked whether there is a value for money issue with this system.

Jane Heppel answered that this is why a decision has been made to go to market for a new casework system. The OPCC has a Commissioning Governance Board which reviews business cases and considers needs against budget availability. A new casework system has been considered by Commissioning Governance Board.

Jonathan Jardine added that the OPCC relies on Force systems and there is a cost-efficiency argument to this due to the small size of the OPCC. A lot of casework also relies on sensitive information provided by WMP, so there has to be a suitable level of information security to hold this information at Official Sensitive level.

- Jon Darling asked about the 6-week response time being missed 55% of the time. Over what period of time does this relate? And where has this 6-week target come from? How is resource matched to this target?

Lynn Joyce confirmed that the 55% was measured over a year. The 6-week target is an informal target which is difficult to meet as information required often comes from outside of the OPCC, so there is reliance on WMP providing information. There is a recommendation around being more specific regarding timescales when requesting information. There will be a new emphasis on the performance framework to ensure that it is fit for purpose.

Jane Heppel added that casework can be very broad and covers a variety of matters, and the casework is not set up to highlight the reasons why a case has been open for over 6-weeks. It is necessary for some casefiles to remain open for longer periods of time, for example correspondence regarding the sale of a police estate, which will continue for over a year. A choice will have to be made around whether it is acceptable to miss the 6-week response time in 55% of cases in order to prioritise resources elsewhere.

- Sue Davis asked Lynn Joyce to provide an introduction on the next two items but raised that, without a senior member of WMP present, it may be best to revisit these items at the next meeting.

Lynn Joyce gave an overview of the Civil Litigation Claims and Insurance Audit, completed by RSM.

- The audit focused on oversight and governance arrangements across the insurance portfolio, which is led by Peter Gillett. The Insurance Team sits within the Commercial Services portfolio, whilst the Civil Litigation Claims Team sits within Joint Legal Services, which is within the portfolio of the Deputy Chief Constable.
- The main findings from the audit relate to wider governance arrangements. There are two distinct functions involved, but oversight is informal. The teams do not meet to discuss high risk claims and monitor performance. If there was more oversight, there would be greater collaboration and learning.

	<ul style="list-style-type: none"> • Recommendations focus on strengthening policies and procedures to allow for greater collaboration, and on wider governance processes. • Peter Gillett has accepted the recommendations of the report and a new governance regime has already been set up. • Work has begun to review SLAs and policies, and the Governance Board will be the main forum for monitoring the action plan. • The lead for Insurance, Janey Barrett, also reports into the OPCC’s Finance Governance Board. <p>Action: This item will be revisited at the next JAC meeting.</p> <p><i>Lynn Joyce gave an overview of the Information Governance Audit, completed by RSM.</i></p> <ul style="list-style-type: none"> • The main focus was on policies and procedures underpinning governance arrangements, considering requirements from the Information Commissioner’s Office (ICO) following incidents. • The main issue is around policies being up to date, and gaps in these policies. WMP is currently in the process of updating policies but this will not resolve where there are gaps in policies. There is currently work ongoing to rewrite policies across Information management and Information Security, including the policy on data breaches for which there is an outstanding recommendation from previous audit work on Freedom of Information. • The high-level findings are around incident logging and how data is recorded. It was unclear who should make decisions about RAG ratings and actions. This will also be addressed through policy work. • Testing around incidents identified gaps in data recording and reports to the ICO. Discussions with the Head of Information Management confirmed that a new incident reporting portal is in development. New Microsoft functionality will be used to improve this process. • All actions for this audit have been agreed and are due to be addressed by the end of March. <p>Davinder Jagpal added that Information Management now sits within IT&D, having previously been separate. There has been a restructure of the department, including recruitment within Information Management. There are now two vacancies. Policies and procedures are being reviewed and should be available by February 2026, including a new Information Management Strategy. All recommendations have been accepted.</p> <ul style="list-style-type: none"> - Sue Davis highlighted that two recommendations have been coded as high, which is unusual and underlines the fact that the committee will want to revisit this at the next meeting. <p>Action: This item will be revisited at the next JAC meeting.</p>
	<p>Item 7 – Anti-Fraud Bribery and Corruption Annual Effectiveness Review</p> <p><i>Presented by Lynn Joyce and Superintendent Mark Longden</i></p> <p><i>Lynn Joyce provided an update from Internal Audit.</i></p> <ul style="list-style-type: none"> • Fraud risks are routinely considered when audits are planned. • No frauds have been discovered in work by Internal Audit, but weaknesses and risks have been identified through areas including Financial Systems, and Uniform and Equipment.

- In relation to the National Fraud Initiative data match investigations, overpayments totalling £225,251 have been identified, £51,000 of which relates to deceased pensioners and £175,000 relates to creditor overpayments.

Superintendent Mark Longden provided an update from PSD.

- The report includes 28 cases over a 12-month period which fit the criteria.
 - 12 cases investigated have resulted in No Further Action; one has been subject to Practice Requiring Improvement; one includes an off-duty criminal investigation; two cases are concerning potential fraud involving DWP.
 - The confidential reporting mechanism is used both internally and externally. The internal mechanism is now also accessible on mobile devices.
 - Since Crimestoppers external reporting came in, internal reporting has decreased slightly but external reporting has increased. Some external reports can be identified as internal parties utilising an external reporting option.
 - The Prevention Intervention Team has been established, and activities are targeted around themes related to PSD, as well as areas of risk.
 - Every department and Local Policing Area has an appointed Standards Manager who attends a bi-monthly meeting to receive training and updates, including new regulations. These meetings are well attended and engagement is high.
 - Standards Ambassadors act as a peer support mechanism and have a level of enhanced engagement with PSD. This gives people the confidence to report matters they may not otherwise report to Standards Managers or line managers.
 - The Integrity Unit deals with risk mitigation, where risks are accepted by the organisation. Over 100 risk-mitigation measures are currently being managed.
 - All members of the Integrity Unit now have a PIP 2 Investigative Capability, due to changes in vetting regulations. Investigations can now be carried out from a purely vetting perspective.
 - Annual Integrity Vetting Reviews have been renamed (from Annual Integrity Health Checks), in line with changes in vetting APP. There has been a three-month rollout period. There is currently 82% completion. An ideal return is expected to be around 90%, factoring in leave abstractions etc.
 - In terms of Continuous Improvement, organisational learning is recorded and shared.
 - The Counter Corruption Unit record theft and fraud, although these do not appear in the Control Strategy, which focuses on infiltration more widely. Disclosure of information and abuse of position for sexual purposes also appear in the Strategy.
 - Operation Stemson aims to improve work around detained property. The Counter Corruption Unit have conducted Penetration Testing to assist with improving prevention and detection in this area.
 - Overall numbers remain low, with 28 total cases. This is compared with over 4,000 complaints per year, and over 570 internal referrals for conduct matters.
- Jon Darling noted the importance of Continuous Improvement.
- Paul Donnelly asked about the Prevention Intervention Team and the focus on data-driven Prevention Intervention Engagement. There are 158 Standards Ambassadors. What are the referral to investigation conversion rates? And what is the timeliness of activities generated by these?

Mark Longden answered that there is work ongoing around how the use of Standards Ambassadors is measured. It is difficult to measure the preventative work of information being shared by Standards Ambassadors. More people feel confident to refer via Standards Ambassadors or the Prevention Intervention Team. In terms of timeliness, when referrals come in, they are recorded the same day and put before an Appropriate Authority within 24 hours to be reviewed for suitability assessment. There may then be further scoping.

- Faye Lloyd asked about Annual Integrity Vetting Reviews. There is currently 82% completion. What is the final expected completion rate and how will people be encouraged to complete this?

Mark Longden confirmed that at 90% there is good assurance that this has been completed. There is a dashboard showing individuals who have not completed the review, which can be checked by department. PSD will present at the Force Performance Panel to highlight where there are gaps. All gaps will be followed up.

- Rachel Barber asked how this report reflects where WMP wants to be as an organisation. Is WMP reaching employees well enough to give them confidence to speak up? There are different reporting avenues. How quickly are WMP able to investigate issues, should there be any?

Mark Longden explained that in terms of ability to reach people, work has been done this year in terms of advocates and support for staff. There are guidance packs for reporting, in terms of what to expect next. Through Standards Managers, welfare support has been agreed for people who come forward to report issues. There is a generational shift where people are feeling more comfortable calling things out. Opportunities to report are highlighted. Length of investigations vary due to the complexity of cases. There can also be backlogs at times. Timelines are effective and suitable.

- Sue Davis noted paragraph 22 on detained property. It is positive to see that the force is taking serious and proactive action on this.

Item 8 – Corporate Governance Review / Joint Scheme of Governance

Presented by Jane Heppel

Audit committee members have had an opportunity to look through the Governance Framework with Jane Heppel prior to this meeting.

- Jane Heppel highlighted that it is important to ensure that this document reflects what is being done by the organisation, and where more work needs to be done.
 - The biggest area of change is in terms of contract standing orders, as a result of the Procurement Act 2023. This gives an opportunity to focus in where the work of Procurement and Commissioning Teams can add value.
 - There has been minimal change in terms of financial regulations.
 - A landing spot has been provided for items which would have previously been reported to the PCC or Chief Constable. These items have been redirected to the Joint Governance Board, which has senior membership from both organisations.
 - An annual timetable has been created for the Joint Governance Board, which will come in from the beginning of 2026. This has been approved by the OPCC, and the next step will be for this to be discussed at JAC. The Force Executive Team will then review all inputs and make any further revisions.
- Rachel Barber asked about embedding the new Corporate Governance framework– What is the timescale for this?

Jane Heppel explained that this will be a joint approach between the OPCC and WMP. A lot of work will take place within the WMP Procurement Team. The OPCC and WMP Communications Teams will help with ensuring that processes are known and understood

across the Force. At the next OPCC away day, questions will be answered around changes so that staff are confident in the processes that need to be followed.

Davinder Jagpal added that, from a Force perspective, this will not be new. There has been discussion on the Procurement Act for over a year. There is close working with Force operational leads around contracts and procurement. A programme and plan will be put in place leading up to the launch of the new governance document.

- Faye Lloyd noted that it is important to be linked up with the Terms of Reference of the Joint Audit Committee. Paragraph 7.1 states that an Internal Audit service shall be arranged. It would be good to also reference the JAC here for completeness.
- Sue Davis added that in paragraph 5.13, it would be good to add “and the Joint Audit Committee.”

Action: Jane Heppel to make a cross-reference in 7.1 in Financial Regulations to 5.13 in the main Code of Governance, that the consultation role of the Joint Audit Committee is referenced.

Joane Heppel confirmed that a check has been done against the CIPFA Police Audit Committee Standards, and the document is in keeping with the wording around advice and consultation, rather than decision-making.

- Jon Darling raised that on page 50 the numbering and paragraphing is awry. Also, page 87 references Public Sector Internal Audit Standards, but the Terms of Reference refer to Global Internal Audit Standards – is it best to pick one standard?

Action: Jane Heppel to address numbering and paragraphing throughout the framework document and consistent referencing of the internal auditing standards.

No comments were added from an External Audit perspective.

Item 9 – Treasury Management Update to 30 September 2025

Presented by Sonia Hussain

- In terms of the economic update and interest forecast, during the first half of the financial year, there were two rate cuts, going down from 4.5% to 4%. There is an expectation of another cut in December.
- In terms of the Annual Investment Strategy, £233.3million is invested as at the end of September 2025. This is a high amount due to the pension grant, which is received in June and exceeds £100million. A large proportion has been invested in Local Authorities, with an average return of 4.39%, this is well above the bank rate of 4%.
- Around £15million is invested in money market funds, carrying an average rate of 4.9%. These are used as instant cash can be accessed as and when required.
- WMP banks with NatWest, and the average rate of return is 1.4%, so it is in the interest of the organisation to invest outside of this.
- For 2025/26, an investment interest of £7.4million has been forecast.
- Prudential indicators were not breached during the first 6-months of 2025/26.
- Most borrowing is from PWLB, but there was additional borrowing in August and September due to the inability to instantly recall cash invested to Local Authorities. £12million was borrowed for a period of 10-days.

	<ul style="list-style-type: none"> - Sue Davis raised that CCLA have recently been taken over by another organisation. Has this led to a reconsideration of WMP's position with CCLA, or will this remain business as usual? <p>Sonia Hussain confirmed that this will be treated as business as usual. As WMP is a public sector organisation, CCLA is used. Caution would have to be exercised in going with another organisation due to rules and regulations.</p> <p>Jane Heppel added that this can be addressed in the upcoming Treasury Management Strategy, but the decision would be made based on the rating, rather than based on preference by the body that provides it.</p> <ul style="list-style-type: none"> - Sue Davis asked if, despite the PCC being treated as a Local Authority body, the PCC was not an owner? <p>Jane Heppel clarified that there is a shareholding with Blue Light Commercial and Police Digital Service, but the PCC is not a shareholder or early investor in CCLA.</p>
	<p>Item 10 – External Audit Progress Report and Sector Update</p> <p><i>Presented by Laurelin Griffiths</i></p> <ul style="list-style-type: none"> • Unqualified audit opinions were issued for the PCC and Chief Constable at the end of October, for the 2024/25 financial year. • Planning is ongoing for 2025/26. • The report includes a planned reporting timetable. • The report also contains sector updates which may be of interest.
	<p>Item 11 – WMP Risk Management Update</p> <p><i>Presented by Melissa Horton</i></p> <p>Agenda Item 11a – Corporate and Departmental Risks</p> <ul style="list-style-type: none"> • The Risk Culture Survey has been undertaken and has been active in force for two months and closed at the end of November. Initial findings have been evaluated, and further analysis will be presented at the next JAC. • WMP have developed and implemented a learning package, specifically for organisational risk management. This went live on 17th November. It is desktop based and is mandated for Sergeants and staff equivalents and above. • The Risk Team are continuing to complete assurance reviews on all risks requested for closure and categorised as high and critical. Of all of the 100 assurance reviews undertaken, three risks have been evaluated for reopening and progressing. • KPIs are reported to SLTs and relevant governance boards, and there is active engagement in the NPCC risk management forum across the country. • The risk management function has undergone review by Internal Audit, and findings will be reported at the next JAC. • No project risks have been closed this quarter to report. • There has been no change in corporate risk since the last report. • For the financial resilience risk, the MTFP report has been completed. The funding gap for WMP over the next few years is significant but manageable. The most significant challenge is the CSR in 2028/29. 2026/27 budget setting has commenced. • Regarding mental health detentions, since September there have been no recorded occasions where WMP have exceeded the legal framework. Concerns were raised at

the last JAC over pending legislation, this refers to the removal of the police station as a place of safety. Changes will only be implemented when relevant infrastructure is in place, which will take several years. Officer time spent has significantly reduced to 4.5 hours, following the implementation of Right Care Right Person.

- Operation Brightmind mitigation consisted of six phases which have now been completed. Results have been provided to Information Management to quality check this, in cooperation with the robotic process. It has been recommended that the risk moves into 'monitoring' whilst checks are completed, pending closure.
- In terms of departmental risks categorised as critical or high, the Regional IT Connectivity for Citrix was decommissioned on 11th November, with users from other forces transferring to AVD technology. Testing has been done with other forces and there have been some issues at low levels. These will be addressed on an individual basis and monitored. Once resolved, this risk will be considered for closure.
- In relation to JLS Solicitor attrition and Demand, there has been an internal appointment to the Principal Lawyer position. A Regulatory Lawyer has also been recruited. The impact score has been maintained until these lawyers are in post.
- In terms of pensions capability, capacity and demand, additional resources and training are being implemented to manage demand and maintain service delivery. A transition plan is in development to help monitor, maintain, and mitigate against future capacity and resilience issues.
- One new departmental risk has been scored as high relating to Controlworks software technical limitation. This is covered in the sensitive risk paper.

Agenda Item 11b – Strategic Risks

- No new strategic risks have been included since the last JAC.
- The first strategic risk relates to funding grants, covering all grants within Force. County lines and GRIP funding will be withdrawn in the 2026/27 budget. Planning is underway through the MTFP and ongoing budget setting work. For county lines, proposals exist to change the size of the team to continue to address county lines on a smaller scale, should funding be withdrawn.
- Misinformation, disinformation and non-factual reporting - there is a draft 'Hate Crime on Social Media' trigger plan which is awaiting final sign-off.
- Community tensions and politics - there are concerns focusing on Operation Slater around anti-migrant tensions and the Palestine-Israeli conflict, as well as the Manchester Synagogue attack. Corporate Communications have engaged with the public, reinforcing the need to listen to communities of all faiths and offer support.
- Net Zero ambition - fleet transition work continues, and consultants are finalising the draft EV Fleet and Infrastructure Report. The disposal of buildings has contributed to this, as has the LED lighting scheme and solar PV outlay. A further paper will be submitted in December to seek additional funding to facilitate this. From 2028, WMP electricity will be procured from 100% renewable resources.
- Technology for end-to-end encryption is not yet available. IT&D have made all possible attempts to mitigate this risk. It is not possible to procure technology for this so this risk will be progressed to acceptance.
- AI risks - Measures have been put into place for the internal use of AI, and policies will be drafted.
- Court strain and infrastructure – This is a national issue and work continues to improve progression with courts.
- Cyber security - cyber-awareness training is taking place to ensure compliance. There are no known current incidents or breaches.
- One risk has been closed within appetite. This is the reliance on global supply chains. The supply chain has been surveyed, and no issues have been raised. Following a period of monitoring, this risk has been closed within appetite.

- Two risks have been closed for their HMICFRS overlap. These are police powers and disproportionality, and fraud investigation and prevention. All activity, mitigation, assurance and understanding of these activities is progressed through HMICFRS infrastructure and governance in WMP.
- Paul Donnelly asked about the withdrawal of county lines prevention funding. What is the potential impact on the team? How will any impact on the service be monitored and mitigated?

Richard North explained that there is oversight of this, and WMP will maintain prioritisation of crime areas. This will be mitigated and will be overseen by the Crime Executive Lead, including through the risk register and potential reorganisation.

Jane Heppel added that there are a number of grants within the organisation and it is unclear whether funding streams will be merged, redirected or ended completely. This is business as usual for public sector organisations. The County Lines taskforce may lose its funding, but there may be a shift in focus.

- Faye Lloyd asked about the cyber security risk, which is still showing as medium. Has this been reviewed?

This has been reviewed with relevant owners and it was felt that with mitigation and systems in place for prevention and deterrence, the risk remains at medium. History has also been considered in relation to previous incidents that have been mitigated.

- Faye Lloyd asked when Internal Audit last reviewed cyber security.

Lynn Joyce answered that an audit is currently underway which is being conducted by RSM and is due to be reported imminently.

- Paul Donnelly asked about the Data Analytics and Assurance Board. Is there any update on the request for JAC members to attend this board?

Melissa Horton confirmed that a request has been put in and noted. The board has had a new chair and has only sat once with this chair. Meetings are now being scheduled and JAC members will be included in the next invitation.

- Sue Davis asked about the language around the closure of risks. In relation to the end-to-end encryption risk, it is not stating that it's within risk appetite but there is no reasonable mitigation. Is closure the right option in this instance, or should it remain an open risk?

Melissa Horton confirmed that in terms of the risk around end-to-end encryption, the appetite level was 'Seek' in which case we have explored potential options and there is nothing more that can be done to mitigate this risk, so it has been accepted.

- Sue Davis questioned whether closure was appropriate as reasonable mitigations may come to light in the future.

Melissa Horton agreed to review this risk and return to JAC with an answer.

Action: Melissa Horton to review the end-to-end encryption risk to confirm closure is appropriate. Also explore how risks are treated where there are no reasonable mitigations.

Item 12 – OPCC Risk Management Update

Presented by Jane Heppel

- A new process has been implemented to monitor the delivery of the Police and Crime Plan. A red classification refers to the OPCC's focus and structures around an area of responsibility, rather than WMP's ability to deliver.
 - The first risk is around VAWG funding. Since the paper was produced, the MoJ have confirmed two years of funding in this area. There is a small inflationary increase, but the PCC will write to the MoJ as this increase does not match population growth and 3.9% inflation.
 - There is a risk around Serious Organised Crime and Exploitation. This is red as more can be done by the OPCC around this.
 - Improving road and travel safety is also classed as red. Partnership working means that this can be difficult to deliver.
 - Protecting victims and witnesses and ensuring services are culturally competent is also red and has been a big area of work this year. A grant proposal has been submitted to the MoJ to upskill victims' service providers. A report has shown that some victims have been retraumatised by their experience of victims' services which were not culturally competent. Work is ongoing with Mission Diverse around training and policies for providers, as well as working with the OPCC on its own policies.
 - Bringing offenders to justice is red due to information provision with the Local Criminal Justice Board.
 - Campaigning for retaining a democratically elected and accountable PCC is rated as red. The OPCC in the West Midlands is due to transfer to the West Midlands Combined Authority, and there has been no change for the West Midlands due to the recent announcement. Focus will remain on delivery of the Police and Crime Plan.
 - The final red risk is ensuring that Community Safety Partnerships are delivering. Changes to terms of Reference have been requested, and work is ongoing.
 - Funding for the Violence Reduction Partnership remains uncertain. Conversations are indicating that future funding will be different, and there is potential for a move towards Prevention Panels, which are being piloted. The VRP director and Deputy Chief Executive have written to suppliers to advise that funding will be unable to be confirmed before Christmas.
- Jon Darling asked about business continuity. Has this been mitigated as far as is possible?

Jane Heppel answered that this has been mitigated as far as possible. Relationships with partners are positive, and this should facilitate a smooth transition to the West Midlands Combined Authority.

Jonathan Jardine added that there is some uncertainty around Fire Services. The West Midlands Fire Service is on the same geographic footprint as the Combined Authority and the Police Force. There is uncertainty around the future governance of fire service. There may be a wider Police and Fire Service. Additionally, Warwickshire County Council have expressed a desire to become a constituent member of West Midlands Combined Authority. This process no longer requires the consent of every member. This would mean that the West Midlands Mayor would have governance responsibilities for both West Midlands Police and Warwickshire Police, as well as West Midlands Fire Service, and Warwickshire Fire and Rescue.

Item 13 – JAC Work Programme

	<i>For Information</i>
	Date of the next meeting: Thursday 26 th March 2026