



**Agenda Item 14**

**JOINT AUDIT COMMITTEE  
25 JUNE 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 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. Just 4 of the 356 individual deliverables in the Plan were marked as being at Red status for deliverability in May 2026, a decrease from 20 in quarter 3. 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	Q3	Q4	Policy Area	Individual Commitment	Q4 Update
45	Red	Red	Sexual Assault and Abuse	Address the impact of online harms, such as violent pornography and misogyny.	This policy area may require additional capacity in order for it to be explored as it includes many emergent areas of work. At April's VAWG Operational Board, ROCU Analysts presented findings following a project on offline CSAE grooming, the same was delivered at the Op Soteria Voice of Victims Group which is co-chaired by an OPCC Policy officer and a WMP DCI. Furthermore, initial talks with WMP's OCSET Team who have invited the team to visit in person and further discuss the work they do in tackling and identifying online harms; plans/ funding proposal for an U18s diversion project for those in possession of CSAM.
48	Green	Red	Domestic Abuse	Seek sustainable funding for evidence-based prevention work, including rigorous evaluation, and learn from best practice elsewhere, to prevent and tackle domestic abuse in the region.	Information to inform the DRIVE site selection survey only just came back from WMP, however due to ongoing sickness it has not been possible to progress this further at this stage. Local areas have asked for transparency on how sites will be selected. There is also a need to share the new perp funding which the HO have announced with partners.
184	Red	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	The appointment of LQPs (legally qualified persons) and IPMs (independent panel members) continues to be managed by the Lead Business Support Officer (BSO). More requests for IPMs have been received, suggesting an increase in full misconduct hearings from the previous quarter.  Police Appeal Tribunals continue to be managed by the Lead BSO. This item remains an area of concern due to the ongoing PAT Chair strike. This has been escalated to SMT lead and CEX. Some PAT Chairs have indicated that there may be progress in February. Five former officers

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					are currently waiting for a PAT Chair to be allocated to their appeal.
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 Act received Royal Assent this quarter. WMCA colleagues continue to plan for transfer of fire governance in 2027 and police governance in 2028.

3.5. The decrease in commitments marked red is welcome and a result of refocussing resources and engaging senior leadership in delivering the plan.

## Improving Risks

3.6. 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	Q3	Q4	Title	Individual Commitment	Q4 25/26 Update
21	Red	Green	Rebuilding Community Policing	Work with partners to improve access to youth services	Now clear on direction and the Policy officer has undertaken research on the Duty of LAs to provide youth services and how they are delivering against it. Delivered an input at the Heads of Community Safety away day in April to capture their understanding of this. Looking at a mapping exercise to help us when considering funding youth provision.
60	Red	Green	Preventing and Tackling Violence	Campaign for sustained funding, aligning with the national mission to halve youth violence and knife crime in a decade.	There is now confirmed core, SVD and Prevention Panel funding, as well as the Knife Crime Concentration Fund. The Home Office have indicated that they will be able to provide information relating to the core grant for 2027 onwards towards the end of this calendar year, alongside information about ongoing Prevention Panel Pilots.
96	Red	Amber	Improving Road and Travel Safety	Increase enforcement against speeding including mobile speed enforcement	<p>ASE Activations April 25-January 26 227,596.            Notices issued April 25-January 26 150,166.            Activation to disposal rate April 25-January 26 66%.</p> <p>Activation to disposal rate up 53 percentage points compared with baseline period of 2021-2022.</p> <p>An update on mobile speed van enforcement: Enforcement continues, although this has been slightly down than previous quarters. This is due to a number of vans being off the road to be retro fitted with side facing speed cameras which will allow enforcement from over bridges, including on the motorway.</p> <p>An update on officer speed enforcement: A total of 2154 speeding offences were detected and reported by West Midlands Police officers in 2025. Due to an increased focus by Road Harm Prevention Teams during the first 3 months of 2026 alone officers reported 1940 offences. So speed van detections are down but hand held detections are up.</p>

Ref	Q3	Q4	Title	Individual Commitment	Q4 25/26 Update
103	Red	Amber	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.	February positive outcome rate was 71% (the highest it has been since March 2025). In 2024 there were 16,263 submissions, and in 2025 there were 22,959 submissions. At the end of February there had been 3,062 submissions (so currently on trend to be below 2025 submissions). In January and February, education was the highest positive outcome rate followed by warning letters and then fixed penalty fine. 13.3 % of those individuals that received a warning letter went on to reoffend - if reoffending occurs, matters are escalated for a more punitive measure.
198	Red	Amber	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 impact assessments (EIAs) to evaluate policies, procedures, practices and decisions.	Have not yet seen DEI Governance Board reporting on EIA measure. SME on Equality Analysis is being moved to other duties but DEI team has expanded with new co-ordinator and is supporting EAs across WMP. EAs ongoing across OPCC for various other projects such as the Public Perceptions survey and the Victims Support recommissioning.
217	Red	Amber	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.	Comprehensive response at AGB in Feb which set out governance/reporting framework around this - including weekly/bi-weekly/monthly operational, tactical and strategic meetings. Community Impact Assessments also carried out. Examples of long-term relationship building with key communities were given. HOCS are reporting that community tensions is a growing issue - to take forward work on this in Q1. Still awaiting evidence though that learning/improvements from the Maccabi Tel Aviv situation have been fully embedded.
218	Red	Amber	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.	Comprehensive response at AGB in Feb which set out significant ongoing work WMP comms are doing, including reviewing, refreshing and developing policies e.g. Social Media Policy to include new guidance specifically on addressing information disorder, refreshed the social media hate crime trigger plan, Social Media Delivery Plan. WMP are undertaking an innovative project with their social media management platform provider on this, which will support HMIC recs on public disorder. WMP maintains a dedicated risk on the Force Risk Register related to the spread of misinformation, disinformation and malinformation. Still awaiting evidence though that learning/improvements from the Maccabi Tel Aviv situation have been fully embedded.

Ref	Q3	Q4	Title	Individual Commitment	Q4 25/26 Update
224	Red	Amber	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	Downgraded to amber as this issue has been considered at Ethics panel and WMP are continuing to implement AI and other technology based projects. National roll out of additional LFR vans has furthered the acceptability of this technology.
330	Red	Amber	Prevention and Rehabilitation	Use of new technology will be lawful, ethical and proportionate at national, regional and local levels	The OPCC are working with the ethics panel chair to ensure that there is a firmer grip across the various projects that WMP are undertaking - this will take time to put into effect but will better ensure we can have confidence around ethical, lawful and proportionate use of technology.

3.7. The following commitments all turned from Red to Green following the successful recruitment of a suitably qualified Policy lead on a 12 month contract.

- 293 WMP to invest in continued welfare, well-being and professional development of police officers and staff
- 294 WMP to undertake workforce planning, to ensure the right resources and skills are available to meet demand, enhance efficiency and deliver effective outcomes.
- 295 Agile and flexible force that can embrace change, with strong recruitment practices and succession planning to develop future leaders.
- 296 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.
- 300 Well-being programmes will support WMP officers and staff investigating high-harm offences and those who experience violence on duty.
- 302 Appropriate support for leavers and the families of officers and staff.

## 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 the PCC does not hold West Midlands Police to account effectively, the second is 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.
- 5.2. Members of the Committee will be aware that the Chief Executive spoke about the first risk – holding West Midlands Police to account effectively – at the last JAC meeting and recommended increasing the risk at that point. The risk remains at Amber but has been a focus of much work in the past quarter which we can bring the Committee up to speed with when we meet.
- 5.3. The increasing pressure from inflation, and lack of feedback from the Home Office about funding formula reviews or further funding for the cost of changes in the approach to remand, have led to a worsening of the medium-term financial outlook.

## 6. REDUCED CORPORATE RISK SCORES

- 6.1 There are two risks which have reduced in risk rating since last quarter. The first is that the PCC does not secure an efficient and effective police force for the West Midlands, the second is that appropriate arrangements are not made for an effective transfer of the Police and Crime Commissioner functions to the Combined Authority Mayor for the West Midlands.
- 6.2 The performance framework of WMP is very strong, and positive outcomes have been increasing or remaining strong for some time. This has contributed to a view that the risk of not delivering effective and efficient Policing is reducing.
- 6.3 WMCA has appointed a project manager for the Fire and Police governance changes, and several meetings have been held between senior leadership of the Combined Authority and the OPCC, evidence of an increased level of commitment to understanding the work of the Office and the ramifications of the change in governance.

## 7. CLOSED AND DE- ESCALATED CORPORATE RISKS

- 7.1 No risks have been closed or de-escalated in this period.

## 8. RECOMMENDATION

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

### CONTACT OFFICER

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