



Agenda Item 13a

**JOINT AUDIT COMMITTEE
25 June 2026**

**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.

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 NCALT learning package on Organisational Risk Management went live on the 17th of November, this training is mandated to sergeant/ staff equivalents and above. To date 87% of the target audience have completed the course (1649 people). Completion rates for each specific departments and portfolios have been raised through governance structures, and deadline for completion has been set for the end of June 2026.
- 3.3 Whilst the audit by the Joint Internal Auditors in December concluded a substantial assurance, there were opportunities for improvement listed within the report, the risk team provided an update to the audit team about the activity that has been completed to address this gap, with some further opportunities being added to the roadmap for continuous improvement.
- 3.4 Furthermore to the above, the risk team have launched a health check across the portfolios, looking at the numbers of risks and issues on the registers for departments, driving conversations about whether these numbers are a true reflection of the department. This will act as performance management for portfolios, with a view to share these into the Risk and Organisational Learning Board.

4 PROJECT RISKS

4.1 In the last quarter, 3 projects were closed off and are listed as follows:

- Axon - Digital Evidence Store (DES)
- Speed enforcement
- Axon- Body Worn Video (BWV)

4.2 There were no outstanding risks going into business as usual.

5 NEW CORPORATE RISKS

5.1 There has been one new risk escalated to corporate level in the last quarter.

PUBLIC AND PERSONAL SAFETY TRAINING (PPST) OPERATIONAL IMPACT

MEDIUM

*Legal framework compliance - Officers are not deployable and able to use force whilst their qualifications have expired (known as Out of Ticket- OOT)for PPST/First Aid. This may impact on resources, resilience and deployable numbers across departments.
Officers may be granted extensions however they will not be able carry tasers or firearms whilst on extension*

5.2 The issue initially arose due to the introduction of new PPST Legislation, which increased training times and generated additional unplanned and unpredictable training demand.

5.3 There are a number of officers (1556) who are out of ticket (OOT) for PPST. Those officers in operational roles are being prioritised for training.

5.4 To manage those out of ticket, the force has provided a six-month extension period, workforce leads are discussing data of those coming up for refreshers so that numbers can be managed locally and course prioritisation remains in place.

5.5 The force is also on the 1 day PPST pilot through the college of Policing, First Aid outsourcing is due to commence in the summer of 2026 which will release capacity within the physical trainers and start to resolve the PPST backlog. Furthermore, the force has projected that the backlog will be resolved by September 2026 and further considerations of an additional gym in Chelmsley Wood is being explored.

6 CRITICAL RATED CORPORATE RISK UPDATED

6.1 No corporate risks reflect a critical rating.

7 INCREASED CORPORATE RISKS

7.1 During the last quarter no corporate scores have been increased.

8 REDUCED CORPORATE RISKS

8.1 During the last quarter no corporate scores have been reduced.

9 ACTIVE/ OPEN CORPORATE RISKS

FINANCIAL RESILIENCE

MEDIUM

There is a risk that WMP's finances are not sustainable over the medium term. and/or efficiency savings required

There is a risk that the outcome of the Funding formulae may not be a favourable change for the force.

There is a risk that future Spending Reviews do not provide sufficient funding for the force.

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.

- 9.1 The budget for 2026/27 has been balanced, the Police and Crime panel agreed to the £15 precept increase on the 2nd of February, pressures remain throughout the MTFP period with our funding gap growing to £53m by 2030/31. Ongoing governance and monitoring are in place.
- 9.2 Discussions with the treasury and Home Office about WMP's unique position, potential opportunities around increasing our precept in line with our most similar forces and regional force have taken place.

MENTAL HEALTH DETENTIONS

HIGH

There is a risk that legally permissible detention times are expiring before transfer to healthcare can be completed

and as a result:

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.

- 9.3 Since the introduction of Right Care, Right Person we have seen a significant reduction in Mental Health Detention which exceed the legal framework, the force was initially averaging 10 a month which has now reduced to one or two incidents a month.
- 9.4 WMP has clear direction and oversight of these incidents, these are reviewed by the Force's Mental Health Lead monthly, who then extrapolates any learning. The force also provides governance and oversight through the Strategic Mental Health Board.
- 9.5 Furthermore, WMP are in the process of implementing localised workshops with partner agencies that will be overseen by local command teams. The first workshop is scheduled to take place in July.

OP BRIGHTMIND- CONNECT NOMINAL MATCH AND MERGE PROCESS

MEDIUM

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.

Since launch (Oct 2022) it will have processed hundreds of thousands of records.

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:

-The current rules are too expansive

-The algorithm does not 'apply' them correctly

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.

9.6 Resource has now been allocated to complete the final dip sample, what remains is the quality check for all phases together to then agree output to robotics and agree closure.

10. CORPORATE RISKS AWAITING MOVEMENT

10.1 There are currently no corporate risks awaiting movement.

11. CLOSED AND DE-ESCALATED CORPORATE RISKS

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

DEPARTMENTAL RISKS AND ISSUES (CRITICAL / HIGH)

12 OPEN/ LIVE DEPARTMENTAL RISKS SCORING HIGH/ CRITICAL

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>	

12.1 Due to additional support from apprentices for administrative tasks, capacity in the team will be marginally enhanced throughout June. Additionally, WMP have reached out to XPS to see if any of the activities that require completing can be done so via automation tools.

12.2 However, workloads continue to be monitored and reported to the Pension Administration Project Board. There is also a plan in progress to reducing backlogs.

JLS SOLICITOR ATTRITION AND DEMAND	CRITICAL
<p><i>Due to solicitor resignations, it is likely there will be a period where we have 1 full time solicitor to litigate work for WMP and Staffordshire Police in the field of misconduct and inquests.</i></p>	

12.3 The department has had a locum commence work in the operations team in April for an initial 3-month period, there has been further permanent staff both start in the operations team as well as the employment team. The team wait for another permanent staff to join before reducing the impact and reviewing the score.

12.4 There remains several vacancies within the department that continue to be recruited to.

13 INCREASED DEPARTMENTAL RISKS

13.1 In the last quarter, three departmental risk scores have increased in scoring, these have captured on the sensitive risk paper.

14 REDUCED DEPARTMENTAL RISKS

14.1 In the last quarter, no risk scoring was reduced.

15 DEPARTMENTAL RISKS AWAITING MOVEMENT

15.1 There are currently no departmental risks awaiting movement.

16 CLOSED DEPARTMENTAL RISKS

16.1 In the last quarter, no departmental risks were closed.

17 RECOMMENDATIONS

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

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BACKGROUND DOCUMENTS