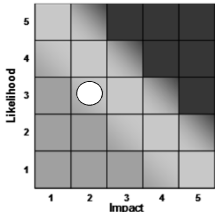


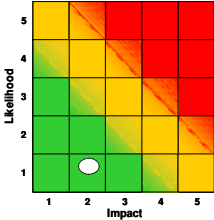








The risk of the Police and Crime Commissioner not meeting his statutory responsibilities.									
The PCC has been given a number of statutory responsibilities. Failure to meet any of these responsibilities could lead to possible litigation and poor reputation									
Risk Owner	Initial Risk Level	Desired Outcome	Action Summary	Delivery Date	Action Owner	Last Quarter	Current Risk Level	Owners Prediction	Reassurance Mapping (verified reassurance in order to Tolerate)
Andy Champness		Statutory responsibilities are met	The PCC has appointed a Monitoring Officer (the Chief Executive) to manage the PCC's legal affairs and ensures compliance with the law.		John Campion				There are no breaches of statutory regulations and no litigation. Positive Annual Audit Letter.
			The PCC has appointed a Section 151 Officer (the Treasurer) to manage the PCC's financial affairs and ensure compliance with financial regulations, value for money and probity.		John Campion				
			Performance of the Monitoring Officer through regular reviews, annual appraisal, formal and informal discussions. Maintaining a professional relationship	ongoing	John Campion				
			PCC is fully briefed and receives timely information on all issues that are public facing, novel, repercussive and contentious	ongoing	Andy Champness				
			A scheme of corporate governance determining the governance structure of the PCC is in operation and reviewed annually. The structure ensures that new legislation and guidance affecting the PCC's office is implemented in a timely and reasonable manner.	annually	Andy Champness				
			Formal memorandum of understanding with the Chief Constable as part of the Scheme of Governance		Andy Champness				
			Compliance with new regulations such as the General Data Protection Regulations, in addition to other changes around the document marking system to be implemented, ensuring that data is legally compliant and adequately protected.	ongoing	Andy Champness				
			The Joint Audit and Standards Committee reviews corporate governance and ethical issues on a regular basis	ongoing	John Campion				
			The PCC produces an Annual Report that sets out how objectives have been met and obligations satisfied.		John Campion				
			That the process of incorporating the Trust, Integrity and Ethics Committee and the Joint Audit Committee with effect from 1st September 2018 is managed seamlessly to ensure the forces continue to operate in an ethical and effective manner.		John Campion				
			The decision making process is formalised and transparent with all key individual PCC decisions being published, and any joint decisions captured and published in the Alliance Governance Group minutes.		Andy Champness				

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The risks arising from the termination of the Strategic Alliance.

Notice to end the Strategic Alliance has been served by the West Mercia PCC and Chief Constable, and the current arrangements will end in October 2019. This creates various challenges for each force which need to be effectively managed, throughout the transition process, and beyond October 2019.


Risk Owner	Initial Risk Level	Desired Outcome	Action Summary	Delivery Date	Action Owner	Last Quarter	Current Risk Level	Owners Prediction	Reassurance Mapping (verified reassurance in order to Tolerate)
Andy Champness		An orderly exit by all parties from the current Strategic Alliance is enabled that continues to deliver policing requirements	<p>Formal monthly meetings of the Alliance Governance Group are arranged on a regular basis with all Alliance partners represented.</p> <p>The Strategic Alliance partners decide future arrangements for services pooled under the existing Alliance, including protective services and support services, in an agreed timescale, before October 2019.</p> <p>The Strategic Alliance partners agree an exit strategy, including a transition plan to be implemented, to manage the withdrawal process for all partners from the current Alliance arrangements.</p> <p>Operational plans are developed to establish operational requirements following the end of the Alliance and the financial, legal, ICT and HR implications are all fully identified.</p> <p>Areas of negotiation and any tensions are identified early and dealt with in a professional manner.</p>	<p>✓</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>ongoing</p>	<p>Andy Champness</p> <p>John Campion</p> <p>Andy Champness</p> <p>Andy Champness</p> <p>Andy Champness</p>				<p>Whilst the ending of the Strategic Alliance carries risk for both partners, having a clear transition plan for service delivery beyond October 2019 is being worked on by both parties, and West Mercia will continue to make productive decisions, and enable other partners feel informed and involved as appropriate.</p>

The risk of failing to manage our finances effectively.

The PCC controls the funding and provides the budget for the provision of policing services. This budget should be aligned with the Police and Crime Plan and is the financial constraint within which the services should be delivered. Any deviation from this budget can have significant implications on the effectiveness of the Force and reputation of the PCC.

Whilst the ending of the Strategic Alliance with Warwickshire poses a significant potential risk, it is anticipated that the actual plans and costs for service delivery beyond October 2019 fall in line with the current MTFP and there are sufficient finance resources to carry out the work required. The Police Grant settlement now covers two years - 2018/19 and 2019/20 which gives increased medium term certainty around central funding levels and precept increases.

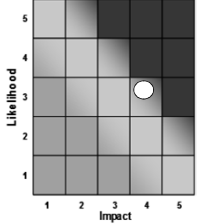
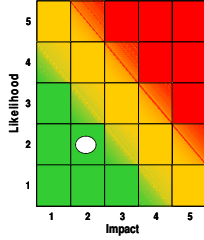
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The risk that the Police and Crime Commissioner does not hold the Chief Constable to account

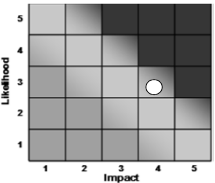
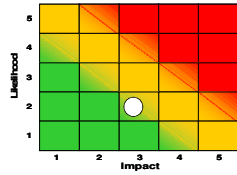





A primary role for the PCC is the scrutiny of the Chief Constable. A failure to do this effectively could lead to the failure to meet the aspirations in the Police and Crime Plan, poor Police performance and reputational damage to the PCC.

Risk Owner	Initial Risk Level	Desired Outcome	Action Summary	Delivery Date	Action Owner	Last Quarter	Current Risk Level	Owners Prediction	Reassurance Mapping (verified reassurance in order to Tolerate)
Andy Champness		The Police and Crime Commissioner scrutinises and challenges the Chief Constable to deliver the Police and Crime Plan	<p>Regular meetings are held with the Chief Constable to monitor strategic implementation, operational matters and policing performance both within the Force and across the Alliance. An Assurance Programme and Delivery Plan has been developed. This sets out what issues will be considered to ensure the Chief Constable is held to account for all key matters. The minutes of the meetings are published on the website</p> <p>Involvement in, monitoring of and challenging the Force performance through the performance monitoring framework</p> <p>Regular reports on performance at a regional and national level on areas such as ROCU/roads policing/Strategic Policing Requirement/Counter Terrorism</p> <p>Regular reports and meetings with HMICFRS to keep abreast of national developments in order to challenge the Chief Constable</p> <p>The PCC had a joint Trust, Integrity and Ethics Committee with Warwickshire PCC to monitor and scrutinise where appropriate Force and Alliance strategy, but their role was combined with the Joint Audit Committee with effect from 1st September 2018 to create a new Joint Audit and Standards Committee.</p>	ongoing	Andy Champness				Reports to Police and Crime panel & HMICFRS reports

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The risk of inadequate commissioning of Victims Services									
Victims services deals with the victims of crime and is a sensitive, emotional issue. To get this wrong would bring serious consequences to the lives of our citizens and significant reputational risk to the PCC.									
Risk Owner	Initial Risk Level	Desired Outcome	Action Summary	Delivery Date	Action Owner	Last Quarter	Current Risk Level	Owners Prediction	Reassurance Mapping (verified reassurance in order to Tolerate)
Glyn Edwards		Provision of effective Victims Services that meet the needs of victims and provide value for money for the Commissioner	Developed and implemented a commissioning strategy/intentions document.	ongoing	Glyn Edwards				Victims are satisfied with the services provided measured through qualitative surveys and forums. Positive perception of local providers. Value for money being provided by service providers.
			Effective engagement with potential commissioning partners with shared outcomes ensuring joint benefits can be realised.	ongoing	Glyn Edwards				
			Recognition of threat to PCC through reduction in partners budgets which could lead to cost shunting and inequitable services across the region.	ongoing	Glyn Edwards				
			Ongoing development of the market place to deliver support service opportunities for the PCC's.	ongoing	Glyn Edwards				
			Review of West Mercia's Commissioners grant scheme to ensure outcomes and value for money are achieved,		Glyn Edwards				
			Victims Services contracts for the OPCC has been extended until 31st March 2019 and performance is being monitored. Preparation for delivering the service, including restorative justice, beyond 1st April 2019 is well underway.		Glyn Edwards				
			Development of and participation in action surveys and customer satisfaction surveys for qualitative and quantitative information	ongoing	Glyn Edwards				
			Additional resources for commissioning within the OPCC to provide support to the Commissioning manager		Glyn Edwards				
			Participation in occasional dialogue with regional victims colleagues from PCC offices	ongoing	Glyn Edwards				
			The PCC commissioned an external review of Victim Support to ensure they are providing value for money and delivering effective services. This initial review has now been completed. Opportunities for improvement have been identified and have partly informed the preferred service delivery method from 1st April 2019.		Glyn Edwards				
			Grants Issued and monitored in compliance with grant conditions. Rigour is applied to recover any underspending of grant to enable it to be reallocated to achieve maximum benefit and value for money.		Glyn Edwards				

Community Safety Partnerships (CSPs) and Criminal Justice Partnerships are just some of the key partners assisting the Police and Crime Commissioner to deliver his priorities. Failure to manage these partnerships effectively could lead to the objectives not being achieved, poor value for money and adverse effects on the MTFP.

Risk Owner	Initial Risk Level	Desired Outcome	Action Summary	Delivery Date	Action Owner	Last Quarter	Current Risk Level	Owners Prediction	Reassurance Mapping (verified reassurance in order to Tolerate)
Glyn Edwards		Effective partnership working assisting the PCC to achieve their objectives	Full engagement with partners including involvement in the development of the police and crime plan.		Glyn Edwards				Effective relationships and communication are key but the delivery of services relies heavily on partners. It is recognised that the OPCC can only mitigate against some of the risk with partners. Regular confirmed attendance at meetings, partners engagement with the OPCC and response to consultations will be seen as positive signs of effective partnership.
			Regular meetings and contact with partners including CSPs, Victims' forums, Safer stronger partnerships, and Health and Wellbeing Boards to enable the monitoring of partnership objectives and ensure effective engagement with partners.	ongoing	Glyn Edwards, Claire Richardson, Louise White				
			Regular contact and engagement with the Criminal Justice Board	ongoing	Chris Jensen				
			Engagement with Police and Crime Panel and their respective sub groups	ongoing	Andy Champness				
			Membership of the West Mercia Safer Roads Partnership	ongoing	Andy Champness				
			Active involvement in Place Partnership Ltd to manage assets	ongoing	Andy Champness				
			Police and Crime Plan has been prepared following extensive consultation with the public by the PCC. The Police and Crime Plan has been reviewed by the PCC annually and approved by the Police and Crime Panel.		Gareth Boulton				
			Appropriate funding mechanism and monitoring arrangements for partners put in place with regular reviews		ELizabeth Hall (W & WM)/ Glyn Edwards				

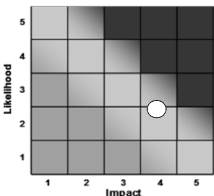

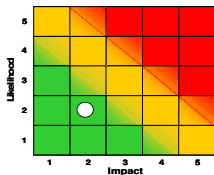

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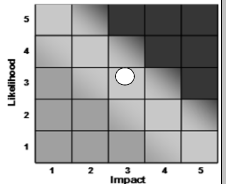
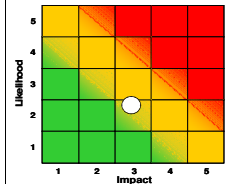


The risk of failure in performance by external partners including the Force impacting negatively on the delivery of the Police and Crime Plan.

The Police and Crime Plan is the vehicle by which the Police and Crime Commissioner identifies their aspirations for the coming year. Performance against this plan is the major way in which the PCC's performance can be monitored. The delivery of the plan is reliant on the performance of external partners, including the Force. Any failure of performance by these partners can impact on the delivery of the Police and Crime Plan.

Risk Owner	Initial Risk Level	Desired Outcome	Action Summary	Delivery Date	Action Owner	Last Quarter	Current Risk Level	Owners Prediction	Reassurance Mapping (verified reassurance in order to Tolerate)
Andy Champness		An effective performance monitoring process that identifies performance failure at its earliest opportunity.	<p>Monitoring of Police performance on a regular basis through Performance Management group and Holding to Account meetings.</p> <p>For partners funded through the PCCs grants schemes and other Community Safety Grants a rigorous process is required before funding agreed. Key objectives and achievements must be identified and how this helps the PCC achieve the aspirations in their Police and Crime Plan. The process is kept under regular review.</p> <p>Effective engagement and involvement in Crime Reduction Board , Local Criminal Justice Board, representation on the YJS Management Board</p> <p>Grants awarded to partners reviewed on a regular basis. Successful grant applicants required to provide regular reports</p> <p>Grants awarded to partners reviewed on a regular basis. Successful grant applicants required to provide regular reports</p> <p>To consider options and issues arising from greater collaboration between Fire and Rescue Authorities and PCC's</p> <p>Monthly assurance meeting between the PCC and CC dedicated to force performance, operational issues and HMICFRS.</p>	<p>ongoing</p> <p>✓</p> <p>ongoing</p> <p>✓</p> <p>✓</p> <p>ongoing</p> <p>ongoing</p>	<p>Natasha Noorbakhsh/ Jackie Irvin</p> <p>Glyn Edwards / Elizabeth Hall & Sara Ansell (W & WM)</p> <p>John Campion</p> <p>Glyn Edwards</p> <p>Glyn Edwards</p> <p>John Campion/ Andy Champness</p> <p>John Campion/ Natasha Noorbakhsh</p>				External partners including the Force achieve or exceed the level of performance expected. Where this is not achieved there is a clear understanding of the issues that inhibited performance.

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The risk of the Police and Crime Commissioner failing to engage with the community									
To engage with the public is a primary concern for the Commissioner. He is the link between the public and the Force. The public need to know that he is doing the job for which he was elected. If public engagement is ineffective then this can have an adverse effect on the reputation of the PCC, lack of public buy-in to the PCC plans as they do not reflect their concerns, loss of confidence on the PCC and Force									
Risk Owner	Initial Risk Level	Desired Outcome	Action Summary	Delivery Date	Action Owner	Last Quarter	Current Risk Level	Owners Prediction	Reassurance Mapping (verified reassurance in order to Tolerate)
Andy Champness		Effective engagement and communication with the public to ensure that confidence in the PCC and the Force remains high and that the Police and Crime Plan accurately reflect public concerns.	West Mercia PCC has a communication and engagement strategy outlining how they intend to involve the public and consult with them. The strategy also includes tracking media coverage and environmental scanning.	ongoing	Andy Champness/ Gareth Boulton				Effective relationships and communication with the public are critical through a number of different channels. Regular attendance at meetings, varied public engagements, along with effective media officers managing direct contact with the office, social media outputs and websites can all be seen as positive signs of effective engagement.
			The PCC has a strategy on stakeholder engagement and consultation. The PCC has appointed 5 Community Ambassadors.		Gareth Boulton				
			Both PCCs have effective and resourced communication arrangements in place.		Andy Champness				
			The PCC has a media strategy in place which outlines how they can contact the public and put across their ideas and how the public can contact them. All external correspondence is logged and responded to.	ongoing	Gareth Boulton				