



Strategic Risk Register Report

November 2021

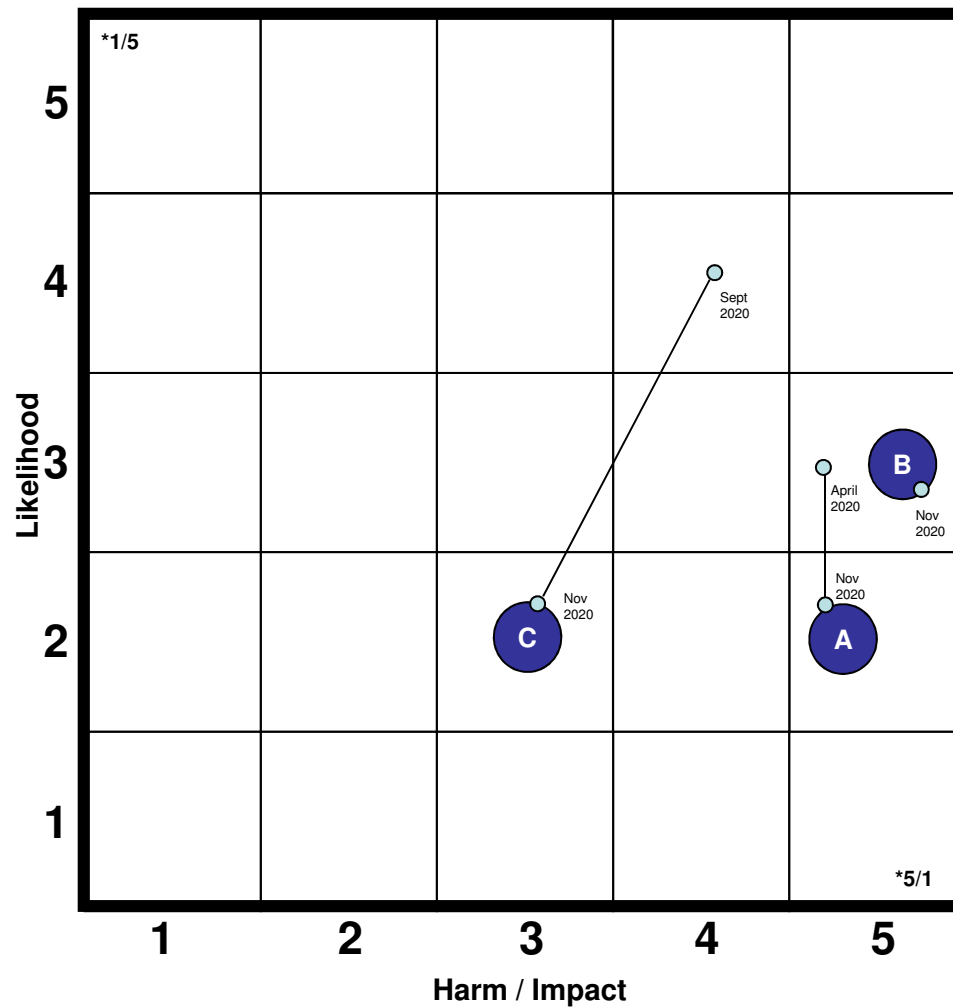
This update sets out the current assessment of strategic risks that relate to the PCC



Strategic Risk Report – Agenda

The following Strategic Risks are recommended to be discussion points :

- A** The risk that there is a budget pressure that adversely impacts on service delivery.
- B** The risk that the Estates Strategy and Force Target Operating Model do not allow effective management of the Estate and the risk of an increasing maintenance deficit.
- C** The risk of shared service arrangements failing, impacting on the ability to deliver services.



Risk rising, or is now an issue.



New risk for Treatment



Risk reducing, or to be Tolerated



John Campion
Police and Crime Commissioner
West Mercia



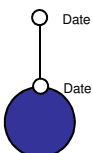
A The risk that there is a budget pressure that adversely impacts on service delivery.



B The risk that the Estates Strategy and Force Target Operating Model do not allow effective management of the Estate and the risk of an increasing maintenance deficit.



C The risk of shared service arrangements failing, impacting on the ability to deliver services.



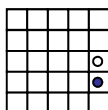
The date the risk entered the Risk Map

The date the risk reached this position / entered the Risk Map

The risks current position.



The risk that there is a budget pressure that adversely impacts on service delivery.



November Update

The risk assessment has seen the likelihood score reduce in the last 6 months. The reason for this change in assessment is:-

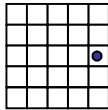
- The PCC and CC have had a budget planning day where key assumptions for the 2022/23 budget setting were agreed.
- The Force have completed their Priority Based Planning process and are allocating priorities to fit with the budget envelope. The Force will be presenting their 2022/23 budget proposal to the PCC in Mid November.
- The PCC has reviewed OPCC budgets and challenged requirements for 2022/23 financial year.
- The Chancellors' Budget and Spending Review has set out a 3 year funding agreement with the Home Office. This has created more certainty for the allocation of resources over the medium term, however the final Police allocation is not expected to be confirmed till early December 2021.
- The 2021/22 Q2 Money Matters report has indicated that the current projection for budget is forecast underspend of £3.973m.

The next stage of the budget setting process is for the PCC to review the Force budget proposals and to ensure that they meet the resource assumptions whilst delivering on the PCC priorities.



B

The risk that the Estates Strategy and Force Target Operating Model do not allow effective management of the Estate and the risk of an increasing maintenance deficit.



November update

There has been no change to the assessment of the risk level. The main reason for this is that the Estates Strategy is not yet approved. Progress has been made in developing the strategy and it is due to go to West Mercia Governance Board in December for approval.

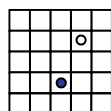
Other activity in the last quarter includes:-

- The Head of Projects is finalising the backlog maintenance log for the estate.
- The programmed maintenance budget for 2021/22 has been full allocated, any new requests will have to be prioritised to fit to the budget available.
- The proposal in the 2022/23 budget is to maintain the current resource allocation for Programmed Maintenance. This will be reviewed once the extend of the backlog maintenance is known and the priorities are set out in the estates strategy.

The agreement of the Estates Strategy and priorities are key to identifying how the level of backlog maintenance will be managed in the future and the associated resource implications of this.



The risk of shared service arrangements failing, impacting on the ability to deliver services.



November 2021 Update

The risk level has decreased significantly over the last 3 months.

- The shared services for Forensic and Transactional services have ended. The financial ledger was separated for the two entities on the 4th October 2021 and all new Forensic cases are being undertaken by respective forces.
- The ICT shared service agreement moved to a hosted service at the end of September 2021. An agreement was reached to provide this service for an 18 month period to allow for the transition of all ICT services to Warwickshire. The hosted agreement defines service level and the charging schedule.

Having a hosted services agreement in place provides certainty and control over the provision of ICT services to both Forces in the short term and significantly reduced the risk associated with a Shared Service agreement failing. Work will continue on ensuring that all provision of ICT services to Warwickshire is transferred by April 2023.