ID	Risk Name	Description	Impact	Key Controls and Activities	Trending	Residual Risk Rating
CRR20	Information Management - Records Management & Crime Data Integrity	i - There is a lack of understanding regarding the legacy rules that apply to digital records searches within specific systems therefore searches can return inconsistent results. ii - WMP has been subject of two Crime Data Integrity inspections by HMIC over the past two years both resulting in findings of requiring improvement.	i - Difficulty accessing physical and digital records and once accessed there is limited assurance of the quality. ii - Should the next review fail to reach satisfactory levels the force is likely to be placed in "Engaged" status.	- Review, mapping & weeding of all physical records - Records management requirement built into new systems as legacy systems are replaced - Increase communications regarding importance of data quality - Vulnerability Gold established - meeting weekly - Silver set up to implement VSA audit approach, which will result in an enhanced audit and assurance function being established in force.	→	High
CRR40	Vulnerability	Identification of vulnerability in demand including hidden crimes and missing people.	Increases in volumes or poor identification impacts on the force's capacity to prevent and respond, creating public confidence and safety concerns.	- HMICFRS vulnerability recommendations incorporated into a number of governance boards including Vulnerability Improvement Board - Specific focus on our response to Missing people through Strategic Tasking and a number of portfolio governance boards. - Relaunch of THRIVE. - ControlWorks builds in greater requirement for assessment and recording of rationale at initial contact - Vulnerability Gold established - meeting weekly - Silver set up to implement VSA audit approach, which will result in an enhanced audit and assurance function being established in force. - PBB bid submitted for a vulnerability hub (incorporating a number of areas of business) to ensure a coordinated response to this moving forward.	→	High
CRR48	Covid-19 Organisational	Risk of staff infection / requirement to self-isolate / backlog of rest days and leave, as well as the need to deliver against national and local objectives is also placing additional demands on the workforce, outside of their normal business.	Workforce resilience and ability to serve the public as part of business as usual.	- SCG & TCG structure in place for external liaison, led by ACC Meir as Gold - Internal Resilience in place, led by ACC Johnson as Gold - Daily Diamond group to discuss force-wide response - Links into national structures	↗	High
CRR49	Covid-19 Operational	i - Potential of the Coronavirus pandemic to experience a 2nd wave of infection that returns us to a state of response. This is because of the unpredictable nature and scale of C19 and recognition this is a global incident that can see an escalation of this spread from any geographical location – regionally / nationally / internationally. ii - Concurrency of other incidents to occur that will disrupt recovery/put additional pressure on resources (e.g. Public disorder, Major incident, Mutual Aid mobilisation).	i - The impact of this risk would see WMP revert from recovery to response phase which delays ability to return to new normality, require the implementation of alternative ways of working and create further disruption that may delays the recovery process. For example, C19 situation has created large backlogs of cases paused in the CJ system. ii - The impact of such events occur at the same time as the recovery (or indeed the response) phase will require the diversion of resources to respond to the new threat severely hampering recovery process as identified above. The scope, scale and timeline of the incident vary the impact on resourcing levels to respond to the disruption.	i - C19 Recovery Plan will identify the potential of 2nd wave of the incident and potential for further escalation as part of its risk management and planning assumptions. This will also allow for flexibility into the command structure to respond accordingly through the appropriate establishment of response cells / groups as per the initial response to the incident. Regarding the CJ risk, CJ are in contact with strategic leads across the CJ system to review how process to reduce the backlog are progressed. ii - In addition to the above mitigation, plans are already in existing to provide response guidance to these individual threats / risks (e.g. unlicensed music events). There is an unknown with regards to some events - death of monarch - on how the response to eth planned for scenario Is delivered against the C19 backdrop. Aspects for planning assumptions may not be applicable or need to be dynamically assessed.	↗	High
CRR50	WMP2020 Benefits Realisation	Benefits continue to be assessed on the WMP2020 portfolio (on a mixture of live projects e.g. CONNECT, and those which have now closed e.g. ControlWorks). Benefits reviews could reveal a reduction or slippage in benefits being realised.	The portfolio is unable to achieve expected benefits (e.g. more effective operations, financial savings, improved outcomes) in a timely manner and/or reduces flexibilty to fund additional change requests in the live/future portfolio.	- Each project is to undertake a benefits review and put through appropriate change requests - Benefits reviews to be overseen by Business Transformation and Finance - Benefit trackers to be adjusted in line with governance decisions - Monthly HoD meetings are taking place to support the management of benefit risk	→	High
CRR26	WMP Demographics and Legitimacy with Communities	Due to sustained austerity inhibiting recruitment, some functions within the force are less representative of the communities we serve. This creates a risk to public confidence and operational service delivery.	A less representative force will lack legitimacy in some communities, hampering its ability to achieve positive outcomes.	- Review of approach to Diversity & Inclusion - Review of recruitment and promotions processes - Departmental D&I plans are in place and each dept. has a local D&I governance board. The D&I plans are reviewed as part of QPR process and any key risks are escalated to the Business Partners. The plans are reviewed bi-annually internally and will also be externally reviewed annually. - Key part of recruitment uplift	→	High-Medium
CRR44	Serious Violence in Under 25s	The increase in volume of serious violence (gun and knife crime) in the under 25s and the cumulative risk around community safety.	Increases in volumes impacts on the force's capacity to prevent and respond, creating public confidence and safety concerns.	- Guardian surge funding - 1:1 project team - Violence Reduction Unit established - Integrated force violence strategy being implemented - Managed through FTDB and Strategic Tasking structures - Increasing capacity for P4 logs to release neighbourhood resource to concentrate on prevent activity - Dedicated force support resource allocated to violence suppression particularly during night time economy	→	High-Medium

ID	Risk Name	Description	Impact	Key Controls and Activities	Trending	Residual Risk Rating
CRR45	Uplift	The uplift targets and their associated entry routes (e.g. PEQF) create significant additional demand on WMP. The failure to meet recruitment targets will impact on the forces resilience and may potentially affect future funding from the Home Office.	Due to the sheer volume of demand and complexity of entry criteria, WMP is not able to push through the recruitment pipeline quickly enough resulting in missed targets or not meeting resourcing assumptions. Reputational (and potential financial) impact on WMP from the Home Office.	- Workforce plan to meet targets to the end of March 2023 - Understanding of staff turnover and retirements to 2023 - Review where student officers are posted across organisation - Clarity of the expectation of ESFA and Ofsted audits - Recognition of prior education/meeting entry criteria in an alternative way (e.g. via essays) - Virtual assessment centres put in place. - Engagement with other universities to offer policing degrees (including for Specials) - Recruitment is in progress to increase the recruitment team. Some "no recruitment" activity is now being completed by Shared Services there freeing up some of the recruitment team. - Delivery of a targeted, segmented media campaign. - An increase in tutors across all PDUs will be required. Change the ratios to 3:1.	↘	High-Medium
CRR39	WMP's Funding Position	i. Whilst police grant has increased for 20/21 to fund increase in officer numbers, there remains a lack of clarity over precept funding flexibility (WMP remain second lowest). One year settlements do not assist medium term financial planning. ii - There is also a risk that as mandated/national initiatives develop (e.g. ESMCP, National Enabling Programme), the actual costs for delivery far exceed the estimated costs within the affordability envelope.	i - Impact on overall funding position. ii - The inability to finance all component projects, or needing to de-prioritise other projects within the portfolio if the national changes are mandated.	- Influence National debate on Police Funding - Review and continue to scrutinise financial planning - Revised MTFP and focus on benefit maximisation and continued efficiencies - National Horizon scanning by R & C Manager to ensure we have full visibility of emerging national programmes. - Benefits manager and Finance to review in-flight projects to identify potential underspend. - Project management support provided - Regional working to ensure integrated planning (on ESMCP)	↘	Medium
CRR41	Demand Management	Increased demand on policing, with limited understanding of how it moves through the system.	Impacts on our ability to create and execute effective plans to ensure effective and efficient delivery of policing.	- DDI Dashboards to give better access to management information to inform decisions - Summer demand has been a force Mission via FTDB - Gold group task to look at journey maps for incident types to identify pinch points and give insight into what could be done to make the process more efficient - Closely linked to Control Works	→	Medium
CRR47	Britain's Exit from the EU	Following Britain's exit from the European Union, the country will continue in a period of transition.	Impact of departure and associated risks (including info sharing and supply chain) continues to be monitored.	- Work has been undertaken to ensure that systems are in place to maintain intelligence sharing - Regular Gold meetings are in place - Bespoke plans are in place - National and regional structure is in place to ensure forces are aware of new arrangements - Suppliers and service providers have been contacted to ensure they have plans in place to mitigate any disruption.	↗	Medium
CRR33	Recruitment, Retention and Workforce Resilience	Ongoing recruitment may not make up for attrition rates (e.g. due to high levels of upcoming retirements), to address the changing and increased requirements for specialist skills within the workforce.	WMP will not be able to recruit and retain sufficiently skilled people to deliver our service.	- Workforce plans to be reviewed for next 5 years - Review of resilience for specialist skills across all departments with critical roles - A19 Introduction of talent and development programmes (e.g. detective academy) to meet demand of specialist skill	→	Medium-Low