ID	Risk or Issue	Title	Description	Impact	Key Controls and Activities	Q3 Status	Q4 Status	Appetite	Score
60	Risk	Financial Management	There is a risk that WMP's finances are not sustainable over the medium term and/or efficiency savings required may adversely impact the operational services.	i - Impact on overall funding position. Medium term financial plan (MTFP) sets out strict budgeting envelope that must be met. ii - The inability to finance all component projects, or needing to de-prioritise other projects within the portfolio if the national changes are mandated.	**May 2025-**The budget for 2025/26 been signed off by the PCC. The final settlement increases the Neighbourhood Policing Guarantee grant by a further £6.1m to a total of £12.2m. WMP have submitted our return to the home office outlining what this will be spent on and await final confirmation of our return being accepted. Work will continue the Comprehensive Spending Review (CSR) for future years, until the results of the CSR are published, the future will remain uncertain. **February 2025-** Since the previous update we have received an increase of £36.2 million from the previous year which aligns us with the medium-term financial planning. The additional funding will cover off the pay awards for 2024 and changes in employer National Insurance rates. The settlement also includes an extra £6.1 million to support the Neighbourhood Policing Guarantee. This provides a solid financial position for 2025/26, with ongoing work on the Comprehensive Spending Review (CSR) for future years putting WMP in a better position. **November 2024 -** Since the previous update we have received confirmation of the agree pay award for both officers and staff, this has been fully funded. The medium term finanical plan has been updated to reflect the impact to 24/25 and the future years. The MTFP was presented to the FET at its meeting on the 18th October and the Accountability and Governance Board setting out the forecasted income; expenditure and funding gaps between 2025/26 and 2028/29. The Chancellors Autumn Budget announcement provided limited information on future funding for policing. Following the budget the NPCC and APCC finance leads wrote today to the Policing Minister. The letter requested that the minister provides clarity on the police settlement, that it is provided promptly and ideally within the next three weeks. The letter also seeks urgent information on the approach taken with regards to employer National Insurance Contributions, seeking reassurance as to how policing will be supported to absorb those significant costs. As ever, the detail relating to our force-level grant	↔	↔	ACCEPT Value for Money	Medium
152	Issue	Mental health detentions	Legally permissible detention times are expiring before transfer to healthcare can be completed. WMP will be forced - frequently - to choose whether to Breach the law by exceeding the legally 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. No legal power for "the right thing to do". 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.	i. Current legal opinion would suggest that either scenario leaves the force liable to legal challenge ii. Corporate and personal liability iii. Impact on public confidence is also significant in either event.	**May 2025-** The risk is still ongoing; despite completing all phases of the Right Care Right Person (RCRP), memorandum of understandings is yet to be signed off. This is being flagged up through various strategic governance and national meetings and conversations with partners continue. Whilst the first month saw a positive drop in numbers, we are starting to see the number of section 136 return to numbers seen pre RCRP. Another possible impact factor is the recent disclosure that NHS England was going to be disbanded, and local integrated care boards were being expected to cut costs. **No cases have been raised through Joint Legal Services** **February 2025:** The risk is still ongoing, despite completing all phases of the Right Care Right Person memorandum of understandings are yet to be signed off. Changes have been made in custody processes, including no longer running PACE and 136 in parallel. Initial data shows a significant reduction in 136 detentions since the implementation of RCRP phases 4-5, though it's still early to assess long-term impacts and no litigation cases have been raised by legal services. A High Court case in Surrey has resulted in new case law that could support progress on this matter. A discussion on this will take place at the Regional RCRP strategic group in due course. The issue is also being addressed at the national level. **November 2024:**Continued detentions are still being authorised, there are concerns around the use of force and powers after the 24 hours have passed. However, this is a national issue that is being dealt with at ministerial and NPCC level to formulate a nationally policing and health service response. To help mitigate and treat this risk the Right Care Right Person (RCRP) programme will go some way to address certain aspects of the problem but that will only be the start of treating the current acute position. We have concluded a peer review of the work to date in relation to RCRP and are awaiting the formal report.	↔	↔	ACCEPT Service Provision	High
83	Issue	Sensitive				↔	↔	OPEN Transparency and Public Access	Medium
132	Risk	Sensitive				↔	↔	ACCEPT Service Provision	High
312	Risk	Sensitive				↔	↔	OPEN Cohesion and trustworthiness	High
343	Issue	Op Brightmind- Connect Nominal Match and merge process	2022 - WMP Data Analytics Lab algorithm to identify duplicate records, 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 a number of 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.	Loss of operational opportunity – failure to use the intelligence we have got to achieve a policing purpose Breaches of legislation resulting in, fines or sanctions, Significant risk to public trust and confidence Potential significant media interest Audit, Scrutiny, Reprimands and Sanctions Wellbeing and welfare impact for offenders and victims	**May 2025-** The current approach is to complete testing before implementing any changes to the match and merge rules. As a result of this the Gold group was stood down in February, following reassurance that the testing had been completed which raised no concerns with the match and merge. This is being tracked to relevant governance. Further in-depth testing will be completed within the team, scoring reduced to medium. **February 2025-** Auto merging was stopped until the problem was better understood and as a result a three phased approach to resolve was identified. Phase 1 and 2 saw match and merge turned back on but the focus was on where the three key identifiers were the same. Where errors were identified the backlog of issues with flags have been cleared, and regular checks are being made to ensure that the process is still working as it should. Work continues on phase 3 where key three identifiers are not present. Data quality remains a challenge and work is ongoing to correct these. Once matching issues are resolved, the gold group overseeing the project will likely be stood down, and ongoing data quality management will be handled by Data Analytical and Assurance Board with continued oversight from the Gold Group.	New	↓	ACCEPT Data Management	Medium

Status - Improved (↓), Worsened (↑) or is Unchanged (↔)

ID	Risk or Issue	Title	Description	Impact	Key Controls and Activities	Q3 Status	Q4 Status	Q1 Status	Q2 Status
284	Issue	Regional IT Connectivity - Citrix	Senior Investigating Officers (SIOs) from non-WMP forces require system access but are currently unable to gain it, hindering their ability to fulfil operational responsibilities. Also, problematic the other way with WMP SOI's unable to access other Forces systems.	Delays through loss of information during translation as it has to be copied onto email and sent to other force email system, Inability and delay in having information available to make dynamic decisions during initial hours of kidnap scenario. This is a significant risk as it creates inaccuracy and inability to obtain crucial life and death information in initial hour of report of kidnap/hostage situation. Inability to update/research Police systems directly whereby decisions could fail to be recorded properly or made without relevant information.	**May 2025-** IT & D have successfully moved some test users in ROCU to new Azure Virtual Desktop (AVD) solution, and the feedback so far has been positive. This rollout has also been extended to Warwickshire. We are currently in the User Acceptance Testing (UAT) phase for AVD solutions. Once this phase is complete, we will begin to scale out to ROCU accordingly. A cost model is being worked through for presentation to the IT & D Senior Leadership Team (SLT). **February 2025:** IT&D assessed two viable options to resolve the issues with connectivity over Citrix for ROCU (Post the stakeholder meeting with ROCU end of 2024) IT&D are working through the final configuration of the Microsoft AVD build which is likely to be available for testing by ROCU K&E the beginning of February. Microsoft AVD is the long-term strategy for IT & D to improve the connectivity to WMP Systems from outside the organisation (Non WMP Devices) and most importantly greatly improve the user experience. **March 2024:** Liaised with the Business and technical SME's from other forces about this risk. We have not had any reports about connectivity issues since this was reported, continuing the investigation.	↔	↔	↔	↔
293	Risk	Current Funding for County Lines Task Force Ending March 2025	County Lines Task Force and the benefits supporting wide range of force priorities and harm reduction could be lost unless able to fund this from existing force budget. In addition to the team of investigators which supports a wide range of WMP operations the funding also delivers covert resources and tactics which are utilised regularly to address threat and risk posed by OCGs involved in County Lines activity.	No longer able to use tactics/resources which enable WMP response to be joined up (e.g. currently Homicide/MCU/LPA investigations revealing a CL motivation trigger a CLTF response which addresses the 'underlying cause' and thus can prevent further similar offences/loss of life. Bespoke technology purchased and run by CLTF currently available to rest of force will be withdrawn Funded covert tactics and resources would either be withdrawn or have to sourced from other mainstream budgets/resources thus potentially deceasing service to public	**May 2025-** Funding for 12 months was granted in the last quarter. Wider funding risks are now being captured as part of the strategic risk, therefore the scoring on this risk was lowered and then closed. **February 2025:** Funding has been granted, but the details of what this means in practise is being worked through. Once the details are known it is likely that the risk will be closed. To support risks around funding in the future, the Risk Team have recommended one risk covering funding streams more holistically for the force which would then be managed by finance. **September 2024:** All funding decisions were paused as result of the political elections. Since then MCU head as met and discussed this with the national lead. We are still awaiting a decision on funding, however MCU have initiated conversations with HR and Trade Unions for Police Staff with a view to move to formal consultation around September 2025 if the continuation of the funding is still not known by this point.	↔	↔	↔	↓
159	Issue	JLS Solicitor Attrition and Demand	Due to solicitor resignations, it is likely there will be a period of time where we have 1 full time solicitor to litigate work for WMP and Staffordshire Police in the field of misconduct and inquests.	Increased pressure on the full time member of staff could have an adverse impact on their wellbeing. With only one full time solicitor, it is likely that capacity to manage on-going and new litigation work will be reduced until such time as the department is back up to strength. Increased pressure on the entire department, particularly SLT who are meeting the shortfall and covering this work in addition to their management responsibilities. Risk of increase in spend – professional services budget.	**May 2025-** A start date of early June has been confirmed for the incoming second Senior Civil Lawyer, with the Senior Employment Lawyer scheduled to start early July. Additionally, a new claims handler joined the team last week. The recent recruitment process for the Civil Lawyer role did not yield any suitable candidates, therefore a new recruitment campaign has been launched. As the new starts are yet to settle in, their impact on the department has yet to be realised therefore the current risk scoring remains unchanged. **February 2025:** The risk scoring for the risk was increased to a high in September following the resignations in commercial and employment areas. Resignations of senior lawyers in hard-to-recruit areas are anticipated to require multiple recruitment rounds for successful hiring. Outsourcing is being utilised to prevent impact of issue escalating	–	↑	↔	↔
136	Issue	SENSITIVE				↔	↔	↓	↔
301	Issue	Covert flags within Connect system linked to intelligence	If a POLE (person, object, location, entity) has a secure or closed flag attached to it, unless you are on the flag owner group you cannot see the detail of the flag. This causes issues as in effect intelligence staff are blind to the existence of what the flag details are such as action to take / not take, SIO details / who to contact This impacts every pole entity in the entire connect	Incorrect policing response could be made if someone is flagged for a sensitive operation. Could impact or destroy an ongoing investigation Could miss key intelligence or information and incorrectly send officers into higher risk situations without knowing	**May 2025- Intelligence, ROCU and Connect leads are working together to scope and assess options. Additionally, we are reaching out to Metropolitan Police who are a Connect force.** **February 2025:** Reported as sensitive on the last quarter's JAC report, sensitive marker removed following a table top exercise.	↔	↔	↔	↔
351	Risk	College Learn Platform	College Learn platform will cease to provide a service in 2027. College Learn have stated WMP to begin to utilise own Learning Management System (LMS) for content and training. WMP are vulnerable with not not having their own LMS to host own learning.	This will impact new joiner training across WMP. This will halt critical & mandated training courses impacting performance in critical areas i.e. Op Vanguard. Audit and scrutiny, meeting force reccommendations i.e. HMIC and NCPI for skills. Possible trust and confidence damage and service to the public.	**May 2025-** Phase one of the LMS project is ongoing. Market appraisals of potential suppliers are set to close in due course and detailed requirement gathering is now underway. The work is being managed through established project governance. No outages were reported for College Learn in April. The interim fixes implemented by the college on their servers appear to have stabilised the platform and this is monitored on an ongoing basis. The scoring has been lowered to a medium. **February 2025:** Risk was raised in January on the risk of college learn platform ceasing. Following the scope of the new learning platform, the business case has now been approved at the Change Board. Work is underway to compile full technical requirements for a market appraisal, with a supplier expected to return to the board by August with a full business case, including costs and benefits.	–	–	NEW	↓

Risk Trend key - Improved (↓), Worsened (↑) or is Unchanged (↔)

Appetite	Score
Open **Efficient & Effective IT Systems**	**High**
ACCEPT **Service Provision**	**Low**
ACCEPT **Service Provision**	**High**
ACCEPT **Service Provision**	**High**
Open **Efficient & Effective IT Systems**	**High**
Open **Efficient & Effective IT Systems**	**Medium**

RISK SCORING GUIDANCE

Risk Scoring = Impact x Probability

Impact	Service	Performance	Finance	Reputation	Legal	Safety	Human Rights / Diversity	Wellbeing
5	Major impact on a critical service area or multiple service areas with widespread and sustained disruption	Significant impact on performance resulting in not achieving more than one of the key Force performance objectives	Costs over £2m	Sustained national media coverage over sustained period / Removal of Command Team member / External inquiry	Prosecution. Major Claims/fines against the Force.	Multiple fatalities or multiple permanent injuries	Major unjustified impacts or interference	Very likely to have a significant impact on officer/staff wellbeing and will require coordinated response and referral to support services.
4	Serious impact on key services with a noticeable impact for the public	Large impact on performance resulting in not achieving a key Force performance objectives	Costs of between £1m and £2m	Sustained adverse local media coverage	Serious Claims/fines against the Force.	Single Fatality or severe injury to several people	Serious unjustified impacts or interference	Likely to have a serious impact on officer/staff wellbeing and will require coordinated response and referral to support services.
3	Impact on non-critical service or short term disruption	Impact on performance resulting in potential difficulties in achieving key Force performance objectives but where corrective action can still be taken	Costs of between £500k and £1m	Some local adverse publicity	Significant Litigation /claims against the Force. Within insurance cover	Major injury	Some limited unjustified impact or interference	Likely to impact officer/staff wellbeing and require referral to support services.
2	Slight impact on service delivery	Impact on performance resulting in small impact on key Force performance objectives but which can be managed	Costs of between £100k and £500k	Short term customer dissatisfaction	Claims, minor complaints Within insurance cover	Minor or slight injury	Impact of interference is manageable with existing resources	May impact officer/staff wellbeing and could require referral to support services.
1	Impact is easily manageable or is of little concern to public	Short Term impact on performance but not to the extent where the achievement of key force performance objectives are impacted	Costs of below £100k	Manageable customer dissatisfaction	Unlikely to lead to a claim	Unlikely to have any safety implications	No impact on diversity / human rights	Negligible impact on officer/staff wellbeing and unlikely to require referral to support services.

Probability	Description	Detailed Description	% Chance	Relative	Frequency
5	Very Likely	Has regularly occurred within the Force / Area / Department or there are strong indications that the risk will happen	80% or more	As certain as we can be that it will happen	More than once a year
4	Likely	Has previously occurred within the Force / Area / Department or there are indications that the risk will happen	50% - 80%	More likely to happen than not to happen	Once every 1 to 2 years occurrence
3	Some likelihood	Some indications that the risk will happen	20% - 50%	More likely not to happen than to happen	Once every 2 to 5 years occurrence
2	Unlikely	Limited indications at this point that the risk will happen	5% - 20%	Unlikely to happen but possible	Once every 5 to 10 years occurrence
1	Remote	No indications at this point that the risk will happen	0% - 5%	Extremely Unlikely	Once every 10 years or more occur

Risk Scores

Probability	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
			Impact		

For grading risk, the scores obtained from the risk matrix are assigned grades as follow

1 - 4	Low risk
5 - 15	Medium risk
15 -20	High risk
25	Critical risk

Calculate the risk rating by multiplying the impact score by the probability score:

Impact x Probability = risk rating/score