

Corporate Risks

ID	Risk or Issue	Title	Description	Impact	Key Controls and Activities	Q3 Status	Q4 Status	Q1 Status	Q2 Status	Appetite	Score
60	Risk	Financial Resilience	<p>There is a risk that WMP's finances are not sustainable over the medium term. and/or efficiency savings required</p> <p>There is a risk that the outcome of the Funding formulae may not be a favourable change for the force.</p> <p>There is a risk that future Spending Reviews do not provide sufficient funding for the force.</p> <p>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.</p>	<p>i - Impact on overall funding position. Medium term financial plan (MTFP) sets out strict budgeting envelope that must be met.</p> <p>ii - The inability to finance all component projects, or needing to de-prioritise other projects within the portfolio if the national changes are mandated.</p>	<p>December 2025- The MTFP report was prepared ahead of the Accountability and Governance Board which took place on the 28th of October.</p> <p>The funding gap for WMP over the next couple of years is significant but manageable, with the most financially challenging CSR in 2028/29</p> <p>However, budget setting for the 2026/27 budget has commenced and will be presented the DCC / FET in December. The external auditors have signed off the statements and the annual governance statements.</p> <p>WMP had forecasted an underspend of £11m at the 2.8% previous forecasted rate, therefore with the rate agreed it will potentially reduce the reserves to £7m, however the grant will contribute to the reserves to bridge the gap. September 2025- Risk title changed from Financial Management to Financial Resilience, as this better reflects the focus on long term sustainability.</p> <p>Police Officer pay increase has been approved, whilst the pay award is greater than the amount the force had budgeted for, the portion of the £120m grant payable to the force will make up most of this difference.</p> <p>WMP had forecasted an underspend of £11m at the 2.8% previous forecasted rate, therefore with the rate agreed it will potentially reduce the reserves to £7m, however the grant will contribute to the reserves to bridge the gap.</p> <p>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.</p> <p>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.</p> <p>Work will continue the Comprehensive Spending Review (CSR) for future years, until the results of the CSR are published, the future will remain uncertain.</p> <p>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</p>	↔	↔	↔	↔	ACCEPT Value for Money	Medium
152	Issue	Mental health detentions	<p>Legally permissible detention times are expiring before transfer to healthcare can be completed.</p> <p>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.</p> <p>No legal power for "the right thing to do".</p> <p>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.</p>	<p>i. Current legal opinion would suggest that either scenario leaves the force liable to legal challenge</p> <p>ii. Corporate and personal liability</p> <p>iii. Impact on public confidence is also significant in either event.</p>	<p>December 2025- Within the last two months there have been no recorded occasion where WMP have exceeded the legal framework.</p> <p>Discussion at the September Risk and Organisational Learning Board raised concerns by JLS and OPCC regarding pending legislation changes. The legislation will remove the police station as a place of safety however these changes will only be implemented when the relevant infrastructure is in place, which will take several years. This will not however remove officers being placed in a similar position whilst caring for a patient in a health setting. What will have more of an impact is partners ensuring they reach the one-hour handover ambition.</p> <p>While the one-hour handover target is yet to be achieved, officer time spent has significantly reduced from 10.5 hours to 4.5 hours following the implementation of RCRP.</p> <p>Governance continues and data will be fed into and monitored at MH strategic board chaired by ACC</p> <p>No legal claims for breaching of detentions to date.September 2025- The risk is still ongoing; despite RCRP being followed by partners, we are yet to see a reduction in detentions at the point of contact.</p> <p>Demand from S136 remains high, WMP Force MH Lead reviews ongoing trends. However, officer time spent has significantly reduced following the implementation of RCRP.</p> <p>Majority of MOU's signed , further discussions to be addressed in upcoming multi agency strategic meeting.</p> <p>Governance continues and data reviewed and monitored at the Mental Health strategic board chaired by ACC with oversight from the DCC at the Risk and Organisational Learning Board.</p> <p>No legal claims to date.</p>	↔	↔	↔	↔	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	<p>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.</p> <p>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:</p> <p>The current rules are too expansive</p> <p>The algorithm does not 'apply' them correctly</p> <p>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.</p>	<p>Loss of operational opportunity – failure to use the intelligence we have got to achieve a policing purpose</p> <p>Breaches of legislation resulting in, fines or sanctions, Significant risk to public trust and confidence</p> <p>Potential significant media interest</p> <p>Audit, Scrutiny, Reprimands and Sanctions</p> <p>Wellbeing and welfare impact for offenders and victims</p>	<p>December 2025- The mitigation consisted of 6 phases, compromising of different characters being matched, all phases (up to an including 6) have been completed and completed consecutively. The results of the completion have been provided to Information Management for them to quality check prior to any incorporation into the robotic process.</p> <p>Ahead of Risk and Organisational Learning Board in November, the risk was recommended to go into monitoring and wait for the final checks to be completed prior to consideration of closure.</p> <p>September 2025- The current approach is to mitigating this risk is being governed through the Data Analytics and Assurance Board (DAAB).</p> <p>Dip Sampling continues through Phase 5 and insights gained</p> <p>Additional updates to the code are being made through the Data Lab to allow for a more consecutive approach to the phases rather than relying on one selection option.</p> <p>Updated process will be presented to DAAB in September for further review and action.</p> <p>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.</p> <p>Further in-depth testing will be completed within the team, scoring reduced to medium.</p> <p>February 2025- Auto merging was stopped until the problem was better understood and as a result a three phased approach to resolve was identified.</p> <p>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.</p> <p>Work continues on phase 3 where key three identifiers are not present.</p> <p>Data quality remains a challenge and work is ongoing to correct these.</p> <p>Once matching issues are resolved, the gold group overseeing the project will likely be stood</p>	New	↓	↔	↔	ACCEPT Data Management	Medium

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

Corporate Risks

ID	Risk or Issue	Title	Description	Impact	Key Controls and Activities	Q3 Status	Q4 Status	Q1 Status	Q2 Status	Q3 Status	Appetite	Score
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 SIO'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.	December 2025- Citrix was decommissioned on the 11th of November, with users from other forces transferred to use the AVD technology. Although testing has been carried out with other forces through the K and E teams, some officers have experienced teething issues. These are currently being addressed on an individual basis. Once resolved, and if system access is functioning effectively overall, this risk will be considered for closure. September 2025- West Midlands Police IT&D have been working with West Mercia and Staffordshire Police to enable the AVD technology within these forces. West Mercia have taken the required changes through their internal governance and WMP are waiting for these changes to be implemented before testing can commence between both forces. Warwickshire ROCU K&E have been testing the AVD for a number of months which has been a huge success, the plan over the next 2 months is to transition the current user base to the production environment before migrating all Warwickshire ROCU users to the AVD platform. 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.	↔	↔	↔	↔	↔	Open Efficient & Effective IT Systems	High
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.	December 2025- JLS have recruited an internal candidate for the Principal Lawyer post. This will create another vacancy down the chain that will need to be filled. Venn agency were not used to recruit as it became clear there were both internal and external candidates that would apply before any campaign went live. JLS has also successfully recruited into a Regulatory Lawyer post who is due to start in the new year. The position regarding vetting clearance has not yet been established. An FTC maternity position is currently being advertised, this is for the period of maternity starting in December with Employment Lawyer interviews having taken place in November and Civil Lawyer starting with JLS in January 2026. Impact score has remained and will be reviewed when lawyers are in post, absence within the department is still being managed by existing staff. September 2025- The Principal Lawyer sitting over Operations and	-	↑	↔	↔	↔	ACCEPT Service Provision	High
136	Issue	SENSITIVE				↔	↔	↓	↔	↔	ACCEPT Service Provision	High
440	Issue	SENSITIVE								NEW	Open Efficient & Effective IT Systems	High
439	Issue	SENSITIVE								NEW	Open Efficient & Effective IT Systems	High
426	Issue	SENSITIVE				-	-	-	-	↑	Open Efficient & Effective IT Systems	High
301	Issue	SENSITIVE				↔	↔	↔	↔	↔	Open Efficient & Effective IT Systems	High
403	Issue	Pensions Team capacity, capability and demand	Pensions Team tasks, functions and performance are being negatively impacted by competing demand, impacted areas include:	Regulator scrutiny/audit – potential sanctions/penalties Public Service, Trust & Confidence Negatively impacted service to members Performance of Pensions Team/KPIs and delivery of core services	December 2025- The Pensions team manages multiple pressures at the same time, including RSS-related rework, ill health cases, and a backlog of transfers. Additional resources and training are being implemented to manage demand and maintain service delivery. With a transition plan being developed to address capacity and resilience.	-	-	-	-	↑	ACCEPT Value for Money	High

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

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

	5	10	15	20	25
Probability	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:

$Impact \times Probability = risk\ rating/score$