

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>February 2026- The final police settlement was received on the 28th of January 2026. WMP have been required to make several adjustments as additional information during January was received, following the provisional settlement in December.</p> <p>The budget for 2026/27 has now been balanced, the Police and Crime panel agreed to the £15 precept increase on the 2nd of February. The final decision notice is currently being drafted for the OPCC to sign. Although we have balanced 2026/27, pressures remain throughout the MTFP period with our funding gap growing to £53m by 2030/31.</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. 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. 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> | ↔ | ↔ | ↔ | ↔ | 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>February 2025- The Mental Health Act 2025 was enacted on the 18th of December 2025 and as WMP anticipated police stations have been removed as a place of safety. What remains unclear is when this part of the Act will be enforced, WMP are currently awaiting clarity from the College of Policing who have confirmed that forces do not need to amend their mental health policies at this time.</p> <p>WMP continue to improve handover times, for the last two months there is no indication that we have recorded any detentions under section 136 that have exceeded the legal time frames. This would suggest that the measures that have been put in place through the Right Care, Right Person partnership and our escalation processes are reducing the likelihood of us exceeding the legal framework.</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> | ↔ | ↔ | ↔ | ↔ | ACCEPT Service Provision | High |
| 83 | Issue | Sensitive | | | | ↔ | ↔ | ↔ | ↔ | OPEN Transparency and Public Access | Medium |
| 132 | Risk | Sensitive | | | RISK CLOSED | ↔ | ↔ | ↔ | ↓ | ACCEPT Service Provision | Low |
| 312 | Risk | Sensitive | | | RISK CLOSED | ↔ | ↔ | ↔ | ↓ | OPEN Cohesion and trustworthiness | Low |
| 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>February 2026- Quality checks for all phases up to and including 5 continue, as originally reported phase 6 will no longer be included in the process in identifying matches due to its relaxed tolerance.</p> <p>Once the quality checks have been completed, the findings will be presented to the Data Analytical and Assurance Board to agree the output to robotics and agree closure of this.</p> <p>December 2025- The mitigation consisted of 6 phases, comprising 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</p> | New | ↓ | ↔ | ↔ | ACCEPT Data Management | Medium |

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

Departmental Risks

| ID | Risk or Issue | Title | Description | Impact | Key Controls and Activities | Q3 Status | Q4 Status | Q1 Status | Q2 Status | Q3 Status | Q4 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. | February 2026- The AVD (Azure Virtual Desktops) solution is Live for all Regional Forces, all users have been transferred from the current Citrix access lists. Regional Forces can now utilise this solution whilst connected to their regional IT Network, an issue has arisen where both Warwickshire and Staffordshire Police have intermittent connectivity whilst connected away from their corporate network. Both forces use the same technology within their network, and this appears to have caused said issue. WMP have requested supplier information from Staffordshire Police to understand if there is any solution from this product whilst evaluating options from a WMP perspective. As an interim measure WMP have delayed the decommission of Citrix to allow Warwickshire and Staffordshire Police to gain access to WMP systems whilst away from the office due to the criticality of the role undertaken. WMP are assured that all forces requiring systems and information have this now and therefore the risk scoring has been reduced to reflect and risk closed. 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. | ↔ | ↔ | ↔ | ↔ | ↔ | ↔ | ↓ | Open Efficient & Effective IT Systems | Low |
| 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. | Warwickshire ROCC IJ&KE have been testing the AVD for a number of months which has been a huge success. January 2026- The department continues to have two Senior members of staffs with management responsibilities on long term sick leave (Principal and Senior Lawyer). Attendance Sickness Management in line with policy has been initiated. There are currently 2 lawyers in the operational team serving their notice period and a further lawyer from the team who was dismissed last month having not passed their probationary period. Vacancies in the department continue, specifically relating to the Regulatory Team with a Senior Lawyer not yet recruited to and other abstractions. Whilst the department currently is at 70% strength, it does not include those serving their notice periods or sickness. The scoring was increased to reflect the impact. 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. When a vacancy was not used to recruit as it became clear there were both internal and external candidates that | - | ↑ | ↔ | ↔ | ↔ | ↔ | ACCEPT Service Provision | High | |
| 440 | Issue | SENSITIVE | | | | | | | | NEW | ↔ | Open Efficient & Effective IT Systems | High | |
| 439 | Issue | SENSITIVE | | | Risk being closed down as a duplicate | | | | | NEW | ↔ | 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 | January 2026- Implementation plan is being formulated and contract with XPS has been signed. However, the issues remain significant until full implementation in October 2026. HR support is in place and dedicated project support available. December 2025- The Pensions team manages multiple pressures at the same time, including RSS-related rework, ill health cases. | - | - | - | - | ↑ | ↔ | ACCEPT Value for Money | High | |
| 449 | Issue | SENSITIVE | | | | - | - | - | - | - | NEW | SEEK Compliance | High | |
| 449 | Issue | SENSITIVE | | | | - | - | - | - | - | NEW | OPEN Streamline Processes | High | |

Risk Trend Key - Improved (↓), Worsened (↑) or 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:

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