

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
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>May 2026- The budget for 2026/27 has been balanced, the Police and Crime panel agreed to the £15 precept increase on the 2nd of February, pressures remain throughout the MTFP period with our funding gap growing to £53m by 2030/31. Ongoing governance and monitoring are in place. Discussions with the treasury and Home Office about WMP's unique position, potential opportunities around increasing our precept in line with our most similar forces and regional force have taken place.</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.</p> <p>September 2025- Risk title changed from Financial Management to Financial Resilience, as this better reflects the focus on long term sustainability.</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>May 2026- Since the introduction of Right Care, Right Person we have seen a significant reduction in Mental Health Detention which exceed the legal framework, the force was initially averaging 10 a month which has now reduced to one or two incidents a month.</p> <p>WMP has clear direction and oversight of these incidents, these are reviewed by the Force's Mental Health Lead monthly, who then extrapolates any learning. The force also provides governance and oversight through the Strategic Mental Health Board.</p> <p>Furthermore, WMP are in the process of implementing localised workshops with partner agencies that will be overseen by local command teams. The first workshop is scheduled to take place in July. February 2026- 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</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>May 2026- Resource has now been allocated to complete the final dip sample, what remains is the quality check for all phases together to then agree output to robotics and agree closure.</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 the current approach to testing was identified.</p>	New	↓	↔	↔	↔	ACCEPT Data Management	Medium
468	Issue	PUBLIC AND PERSONAL SAFETY TRAINING (PPST) OPERATIONAL IMPACT	<p>Legal framework compliance - Officers are not deployable and able to use force whilst their qualifications have expired (known as Out of Ticket- OOT for PPST/First Aid. This may impact on resources, resilience and deployable numbers across departments.</p> <p>Officers may be granted extensions however they will not be able carry tasers or firearms whilst on extension</p>	<p>Inability to meet calls for service and service delivery</p> <p>Impact on performance/SLA/KPI</p> <p>Potential threat/harm in the community</p> <p>Audit and scrutiny</p> <p>Service to the public, trust and confidence</p> <p>Media interest</p>	<p>JUNE 2026- The issue initially arose due to the introduction of new PPST Legislation, which increased training times and generated additional unplanned and unpredictable training demand.</p> <p>There are a number of officers (1556) who are out of ticket (OOT) for PPST. Those officers in operational roles are being prioritised for training.</p> <p>To manage those out of ticket, the force has provided a six-month extension period, workforce leads are discussing data of those coming up for refreshers so that numbers can be managed locally and course prioritisation remains in place.</p> <p>The force is also on the 1 day PPST pilot through the college of Policing, First Aid outsourcing is due to commence in the summer of 2026 which will release capacity within the physical trainers and start to resolve the PPST backlog. Furthermore, the force has projected that the backlog will be resolved by September 2026 and further considerations of an additional gym in Chelmsley Wood is being explored.</p>	New	↔	↔	↔	↔	ACCEPT Service Provision	Medium

Status -
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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 SO'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 change through their internal governance and WMP are waiting for these changes to be implemented before testing can commence between both forces. <i>Warwickshire, DOCKLIFE have been testing the AVD for a number of months which has been a huge success</i>	↔	↔	↔	↔	↔	↓	NA	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.	May 2026- The department has had a locum commence work in the operations team in April for an initial 3-month period, there has been further permanent staff both start in the operations team as well as the employment team. The team wait for another permanent staff to join before reducing the impact and reviewing the score. There still remains a number of vacancies within the department that continue to be recruited to. 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.	-	↑	↔	↔	↔	↔	↑	ACCEPT Service Provision	Critical
440	Issue	SENSITIVE								NEW	↔	↓	Open Efficient & Effective IT Systems	Medium
439	Issue	SENSITIVE			Risk being closed down as a duplicate					NEW	↓	NA	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	May 2026- Due to additional support from apprentices for administrative tasks, capacity in the team will be marginally enhanced throughout June. Additionally, WMP have reached out to XPS to see if any of the activities that require completing can be done so via automation tools.	-	-	-	-	↑	↔	↔	ACCEPT Value for Money	High
449	Issue	SENSITIVE				-	-	-	-	-	NEW	↔	SEEK Compliance	High
478	Issue	SENSITIVE				-	-	-	-	-	-	NEW	ACCEPT Service Provision	High
478	Issue	SENSITIVE				-	-	-	-	-	NEW	↔	AVOID Integrity and Professionalism	High
476	Issue	SENSITIVE				-	-	-	-	-	NEW	↔	ACCEPT Service Provision	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:

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