

Closed Risks

ID	Risk Name	Description	Impact	Key Controls and Activities	Closed Rationale	Closed Date	Closure reported @ JAC
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.	<ul style="list-style-type: none"> Work has been undertaken to ensure that systems are in place to maintain intelligence sharing Gold, Silver, Bronze structure in place headed up by ACC Todd Bespoke plans are in place National and regional structure is in place to ensure forces are aware of new arrangements Demands around in-land borders and mutual aid requests being met/planned for - ongoing requests coming into WMP e.g. from Manchester Suppliers and service providers have been contacted to ensure they have plans in place to mitigate any disruption. 		June 2021	24-Jun-21
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. ControWorks). 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 flexibility to fund additional change requests in the live/active portfolio. CONNECT implementation will absorb a large amount of time for training and other go-live preparations in the run-up to Q1 FY21-22.	<ul style="list-style-type: none"> 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 Benefits realisation dashboard to be created and used as part of monthly performance conversations Monthly HoD meetings are taking place to support the management of benefit risk CONNECT implementation & assurance board established and involving a wide range of internal stakeholders (mostly departmental heads). SuperUser training starting imminently. CONNECT team continuing to work through system architecture and integration issues with Northgate as part of usual programme management business. Imminent CONNECT go-no go decision to consider any issues in the run up to go-live (e.g. availability of Qlik dashboards etc.). Our Data Programme to continue to oversee milestones and dependencies between big projects such as CONNECT and CONTROLWORKS and deconflict where possible. 		July 2021	29 September 2021
CRR49	Covid-19 Operational	<p>i - Potential of the Coronavirus pandemic to experience further waves of infection that return us to a state of response. Whilst it would now appear, that with the prospect of a vaccine being rolled out, infection waves should diminish, C19 is still fundamentally unpredictable in nature and we could still see spikes in certain parts of society.</p> <p>ii - Concurrence of other incidents to occur that will disrupt recovery/put additional pressure on resources (e.g. Public disorder, Major incident, Mutual Aid mobilisation).</p>	<p>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 delay the recovery process. For example, C19 situation has created backlogs of investigations, forensic work and cases in the CJ system (see CRR51).</p> <p>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.</p>	<p>i - C19 Recovery Plan managing the incident and potential for further escalation as part of its risk management and planning assumptions. This allows for flexibility in the command structure to respond accordingly through the appropriate establishment of response cells / groups as per the initial response to the incident.</p> <p>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 element with regards to some events - death of monarch - on how the response to the planned for scenario is delivered against the C19 backdrop. Aspects for planning assumptions may not be applicable or need to be dynamically assessed. Resourcing cell approach to be sustained and providing useful for mapping out planning towards future events, such as Commonwealth Games.</p>	2408/2021 - Confirmed at Operations Governance Board with ACC Operations Mitigated successfully down to low. Now being managed as BAU. Risk now closed	August 2021	29 September 2021
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. This is significantly more impactful than during first national lockdown as the demand is not staid and is going up/reverting to normal levels. There may also be some unintended consequences of new ways of working e.g. Virtual Remand Hearings - prisoners usually taken to court now remain in custody blocks having case heard via live link, creates custody capacity issues, additional tasks for custody staff and staff contingency requirements.	<ul style="list-style-type: none"> SCG & TCG structure in place for external liaison, led by ACC Todd as Gold Internal Resilience in place, led by ACC Todd as Gold Resourcing cell re-established prior to second national lockdown to help manage force-wide response, monitored through daily TRM New measures implemented across WMP estate and improved physical protective measures and staff awareness in place Links into national structures Force will work with national and regional police leads for a joined up approach and if necessary withdraw from processes which create significant organisational issues (e.g. withdrawing from VRHs by December) whilst continuing to manage any residual risks Formal debriefing to ensure organisational learning is embedded. 			29 September 2021
CRR20	Information Management - Records Management & Crime Data Integrity	<p>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.</p> <p>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.</p> <p>iii - Ensuring compliance with prosecution National File standards.</p> <p>iv - Updates to the Attorney General's Guidelines on Disclosure which sits alongside the Criminal Procedure and Investigations Act ("CPIA") 1996, has an impact on the working practices of investigations officers and staff, with a short turnaround time for adhering to the guidance.</p>	<p>i - Difficulty accessing physical and digital records and once accessed there is limited assurance of the quality.</p> <p>ii - Should the next review fail to reach satisfactory levels the force is likely to be placed in "Engaged" status.</p> <p>iii - Poor performance by officers and cases requiring rework by CMU to meet the evidential thresholds.</p> <p>iv - The new guidance has implications for how the police engages with other parts of the CJS, in terms of timeliness, mandatory disclosures and digital evidence. In particular, it increases the expectations on the recording of materials in the course of an investigation - extending requirements to unused material and provision of schedules for all Pre-Charge cases: we estimated that this would result in additional work of +27% (or 260 cases / 520 Hours). We have observed a slow down of charging decisions with the SLA of 21 days sitting at 22, and in RASSO CPS have informed WMP they will double the 28 day SLA to 56 causing more delays. The combined effect of these changes could result in an increase in the number of bail cases and CPS rejections, creating further demands on the force.</p>	<p>i - Review, mapping & weeding of all physical records</p> <p>ii - Records management requirement built into new systems as legacy systems are replaced</p> <p>iii - Increase communications regarding importance of data quality</p> <p>iv - Vulnerability Gold is still overseeing CDI performance</p> <p>v - National good practice reviewed around CDI improvements - Incident to Crime ratio's introduced to help understanding recording baseline and identify risk areas</p> <p>vi - Log Quality Team (LQT) review up to 7,000 incident logs per week, CDI performance is produced and feedback provide directly to staff on failed logs</p> <p>vii - CDI will also now feature as part of the new WMP Performance Framework. CDI is a standing agenda item in the new Performance Panel.</p> <p>viii - HMICFRS revisited WMP in March 2021 to carry the new Victim Service Assessment (VSA) inspection, which also included a specific CDI re-inspection. There has been a significant improvement to the compliance scores for all areas reviewed. I am pleased to report that WMP has improved significantly since 2018 and achieved the following compliance scores</p> <p>ix - Continue sharing of L&D, created a DA File Build team. Dip sampling pre-charge case actions plans and update via PTPM. Crime portfolio case quality forum to be set up to review and progress thematic issues.</p> <p>x - College of Policing training package available mid-December</p> <p>xi - Champions/dept plans are in place for the force, performance is now competed in CMU on a weekly/monthly basis to feed back (approx. 40% of cases are deficient which is in line with the national trend and WMP are second best nationally)</p> <p>xii - Performance is also being reviewed with the CPS/CJ and FET and there is an force NCALT now live for all officers to complete</p> <p>xiii - Software licences being rolled out and a gatekeeping function is being used as an interim measure</p> <p>xiv - Paper to recruit to service under consideration, considerable amount of training and checking of disclosures from other departments undertaken.</p>			29 September 2021