

Force Risk Register

ID	Risk Name	Description	Impact	Key Controls and Activities	Q3 Trending	Q4 Trending	Q1 Trending	Residual Risk Rating
CRR40	Vulnerability and Hidden Crimes	Identification and management of vulnerability in demand (includes child exploitation, modern day slavery, human trafficking, domestic abuse, missing people and hidden crimes).	Increases in volumes or poor identification impacts on the force's capacity to prevent and respond, creating public confidence and safety concerns, and meet our overall requirement to prevent the unnecessary criminalisation of children and improve the overall quality of investigations involving vulnerable people.	<ul style="list-style-type: none"> - Relaunch of THRIVE+ - Control Works builds in greater requirement for assessment and recording of rationale at initial contact - DA demand remains elevated with daily crimes recorded akin to Christmas and NY demand. PBB uplift agreed however until officers/staff arrive the amount of DA demand is still outstripping capacity. - V&I officers have been identified across all geographic hubs. The officers perform a co-ordination role to ensure that FCID is responding to the statutory obligations within investigations. The FCID offer is nuanced across the hubs, with the Birmingham based officer embedded within a multi dept. function. In the long term FCID will form part of the SOCEX build - An escalation process for partners has been created, which allows escalation to the duty crime supt in urgent cases. This has been utilised by partners. - Missing from home lead now sits within FCID and regular and active Supervision of Missing investigations is now occurring. Regular performance monitoring daily/weekly/monthly in place. - WMP working with BCT + BCC to negotiate continued use of Lancaster House (Multi-Agency Safeguarding Hub) - extension has been agreed in short-medium term for officers to continue working there until this can be resolved - DA pilot, commissioned services mapping and system capability exercise underway - findings/recommendations expected by the end of June - Structured debriefs from recent operations involving vulnerability have provided organisational learning and resulting learning to be incorporated into learning logs. - Implementation of VSA audit approach, resulting in an enhanced audit and assurance function being established in force. OPCC follow-up audit focusing on 'vulnerability in calls', draft findings (June 2021): areas of good practice, as well as recommendations for maturing the approach of the VSA team further and quicker. 	↗	→	→	High
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. ControlWorks). 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/future portfolio.	<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 - Monthly HoD meetings are taking place to support the management of benefit risk - Our Data Programme to continue to oversee milestones and dependencies between big projects such as CONNECT and CONTROLWORKS and deconflict where possible. - Benefits realisation analysis and MI to be used as part of monthly organisational performance conversations to examine benefits realisation in an integrated manner. 	↗	→	→	High
CRR44	Serious Violence in Under 25s	The increase in volume of serious violence (gun and knife crime) in the under 25s and the cumulative risk around community safety. With restrictions lifting, it is expected that there will be an increase in serious violence across the region.	Increases in volumes impacts on the force's capacity to prevent and respond, creating public confidence and safety concerns.	<ul style="list-style-type: none"> - Guardian surge funding - 1:1 project team - Violence Reduction Unit established - Integrated force violence strategy being implemented - Managed through FTDB and Strategic Tasking structures - Increasing capacity for P4 logs to release neighbourhood resource to concentrate on prevent activity - Dedicated force support resource allocated to violence suppression particularly during night time economy - Youth violence interventions ongoing. With COVID restrictions being lifted, WMP expects an increase in youth violence. - Continued collaborative working between FCID, ROCU, CTU and Force Intelligence in relation to youth homicide cases. 	→	→	↗	High
CRR53	Op Plato Embedding	JOPS 2 was introduced to WMP in December 2020 with roll out having been started. Operational Officers within WMP will be required to adjust the changes within JOPS 2 and be trained in Plato response expectations.	There is a lack of CPD days within departments and prioritisation of training competes locally to complete the roll out. The risk is that the national doctrine has changed quicker than the ability and competency of officer in adopting these changes.	<ul style="list-style-type: none"> - A training strategy is being compiled by the ORU. - Barriers to embedding the Plato training are being reviewed by Ops SLT. - Training and exercising roll out has commenced and will have a notable impact by June where we will review our dip sample and no notice testing of Force Knowledge. - ORU has completed Plato plan update, ACC tests of Plato Activation and Debrief is being written. - Op Mooring findings and debrief conducted. - Ex Impertior tri-service command exercise went ahead on 9th February which tested multi-agency command interoperability channel ESICRTL and also confirmed the use of IC1 as the FCP channel. - Manchester Inquest findings are being monitored and the training and exercising programme being amended accordingly for assurance. - Op Mooring considerations have been embedded back into training and planning practises. - ORU is rolling out NPU/dept. training with large tests conducted every 2 months within FCC (Ex Impertior) as well as Ex Overlored planned for July 2021 testing for the first time, MTA on a Train. Dip sampling will be conducted at the end of the roll out period to review progress of embedding. 	n/a	n/a	↗	High
CRR55	CONNECT Legacy/BRC	Not all relevant information has been brought over into CONNECT, plus there are gaps in some outcomes/markers that did not exist on legacy systems - for example, there is currently no solution for accessing historic audit data.	The impact of this risk may be that data is the back records is missing from the transfer to CONNECT. This could lead to certain data fields in things like DBS historic checks being excluded – e.g. crime reference numbers.	<ul style="list-style-type: none"> - CONNECT implementation & assurance board involving a wide range of internal stakeholders (mostly departmental heads) overseeing implementation of system. - CONNECT team continuing to work through system architecture and integration issues with Northgate as part of usual programme management business. - BRC Issue is under investigation by the Project/IT&D/Northgate - until this is resolved WMP cannot delete legacy data. - DBS staff and others involved in investigation and disclosure are aware and are currently checking legacy systems to ensure all relevant information is considered. 	n/a	n/a	↗	High

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CRR4 1	Demand Management	Increased volume and complexity in demand on policing, compounded by resourcing constraints, requires an increasing level of sophistication for understanding of demand moves through the system.	Impacts on our ability to create and execute effective plans to ensure effective and efficient delivery of policing. Example: Demand and the management of risk within the P2 grade, which has a service level at 60 minutes. Currently a minority of case are being carried over beyond 24 hours. This is a concern in relation to risk management, service delivery, victim support and impacts on stress to WMP staff seeking to manage this risk when unresourced. Return to 'new normal' at the tail-end of the pandemic creates additional complexity/uncertainty.	<ul style="list-style-type: none"> - DDI Dashboards to give better access to management information to inform decisions - Summer demand has been a force Mission via FTDB - Gold group task to look at journey maps for incident types to identify pinch points and give insight into what could be done to make the process more efficient - Closely linked to Control Works and Connect - Exploring opportunities to increase the sophistication of our demand modelling and forecasting approach. - Increased understanding of resource levels, however further work required to understand resource to demand capacity especially on late turn. - Review being undertaken into baseline responsibilities for Force Contact staff and where ownership of the P2 risk and demand should be. 	↗	↘	↗	High
CRR4 9	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 - Concurrency 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 delays 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>	→	→	↘	High-Medium
CRR4 8	Covid-19 Organisations	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. - WMP encouraging workforce to take part in the COVID vaccination programme. Staff and Officers are providing the COVID Team with information relating to their vaccinations to help assess and assist in the management of risk and welfare, as well as staff health and safety in future deployments. 	→	→	↘	High-Medium

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CRR2 0	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 HMC 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>- Records management requirement built into new systems as legacy systems are replaced</p> <p>- Increase communications regarding importance of data quality</p> <p>ii</p> <p>- Vulnerability Gold is still overseeing CDI performance</p> <p>- National good practice reviewed around CDI improvements – Incident to Crime ratio's introduced to help understanding recording baseline and identify risk areas</p> <p>- 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>- 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>- 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.</p> <p>I am pleased to report that WMP has improved significantly since 2018 and achieved the following compliance scores</p> <p>iii</p> <p>- Continue sharing of L&D, created a DA File Build team. Dip sampling pre-charge case actions plans and update via PTFPM. Crime portfolio case quality forum to be set up to review and progress thematic issues.</p> <p>iv</p> <p>- College of Policing training package available mid-December</p> <p>- 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>- 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>- Software licences being rolled out and a gatekeeping function is being used as an interim measure</p> <p>- Paper to recruit to service under consideration, considerable amount of training and checking of disclosures from other departments undertaken.</p>	↗	↘	→	High-Medium
CRR2 6	WMP Demographics and Legitimacy with Communities	Due to sustained austerity inhibiting recruitment, some functions within the force are less representative of the communities we serve. This creates a risk to public confidence and operational service delivery.	A less representative force will lack legitimacy in some communities, hampering its ability to achieve positive outcomes.	<p>- Review of approach to Diversity & Inclusion</p> <p>- Review of recruitment and promotions processes</p> <p>- Departmental D&I plans are in place and each dept. has a local D&I governance board. The D&I plans are reviewed as part of QPR process and any key risks are escalated to the Business Partners. The plans are reviewed bi-annually internally and will also be externally reviewed annually.</p> <p>- Key part of recruitment uplift project team.</p> <p>- The D&I Team have contributed throughout the project and have con. The Team have recently engaged with the Aspire4U CIC around the media campaign. The D&I Lead is working on a piece of work to increase awareness of the impact internal, public facing colleagues have around legitimacy, trust and the attractiveness of WMP as an employer.</p> <p>- A stakeholder map has been produced by D&I to support this work, a mandate is being written by the F&B project which will help define scope and deliverables.</p> <p>- A Representation Gold Group was stood up in April with representation from D&I Head, BAPA member, a NPU Commander and core project team. Focus on Black Inclusion Week in addition to the gold group has brought a more integrated plan together.</p>	→	→	→	High-Medium
CRR5 1	Criminal Justice Case Backlog	There is a risk that the case backlog that exists due to COVID may result in victims and witnesses losing faith in the Criminal Justice system. The backlog also puts at risk the cost recovery from Police Led Prosecutions, due to be c.£1M in 2020/21. There is also the risk of an additional strain on CJS resources, particularly in Witness Care, due to the new court listings process.	The impact is that justice is not served for victims and witnesses and WMPs reputation is at risk as a reduced number of cases are being heard by the Courts (including murder trials). The reduction of Courts will also result in a significant loss of income recovery from PLP. There may also be additional welfare issue for Witness Care staff due to the supplementary work required.	<p>- Regular dialogue with CPS & HMCTS</p> <p>- A Victim Retention Strategy is in place with a range of measure to mitigate the risk, these include, additional overtime and staff for Witness Care, Nightingale Courts to allow PLP cases to be heard, additional contact with staff around welfare and temporary removal of some witness care functions to increase capacity</p> <p>- There is also a working group for Out of Court Disposals to ensure that these are being used effectively when appropriate</p> <p>- Resourcing Uplift in place; Mutual Aid request (Holmes staff) submitted but unsuccessful</p> <p>- The witness care teams still have additional staff in place, enhanced DA training, increased use of digital comms and a bespoke wellbeing package supporting staff. Victim attendance is falling in DA cases but overall prosecution rates are high (around 80%) and above national averages still.</p> <p>- The force is engaging nationally to review timelines and looking at an accelerated service for high harm DA / U25 knife crime both in PCD and listings. Other alternative options to provide restorative justice (RJ) for victims is being tracked through the crime portfolio outcomes meeting for OOC/ R.J.</p> <p>- The courts have released the latest iteration of their recovery plan, the force is in step with this in relation to the returning back to the timelines for cases to be charged into court. Part of the recovery plan includes a trial blitz that will take place in the Autumn aimed at reducing the number of trails outstanding (current position - Magistrates Courts, 4% up on pre-Covid figures; Crown Court, 55% more cases than pre-Covid)</p>	↗	↗	→	High-Medium

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CRR45	Uplift	The uplift targets and their associated entry routes (e.g. PEQF) create significant additional demand on WMP. The failure to meet recruitment targets will impact on the forces resilience and may potentially affect future funding from the Home Office.	Due to the sheer volume of demand and complexity of entry criteria, WMP is not able to push through the recruitment pipeline quickly enough resulting in missed targets or not meeting resourcing assumptions. Reputational (and potential financial) impact on WMP from the Home Office.	<ul style="list-style-type: none"> - Workforce plan to meet targets to the end of March 2023 - Understanding of staff turnover and retirements to 2023 - Review where student officers are posted across organisation - Clarity of the expectation of ESFA and Ofsted audits - Recognition of prior education/meeting entry criteria in an alternative way (e.g. via essays) - Virtual assessment centres put in place. - Engagement with other universities to offer policing degrees (including for Specials) - Recruitment is in progress to increase the recruitment team. Some "no recruitment" activity is now being completed by Shared Services there freeing up some of the recruitment team. - Delivery of a targeted, segmented media campaign. - An increase in tutors across all PDUs will be required. Change the ratios to 3:1. - Regional meeting to discuss planned for 21 June 	↘	→	→	Medium
CRR39	WMP's Funding Position	<p>i. Whilst the police grant has increased for 21/22 to fund increase in officer numbers, there are still unfunded inflationary pressures. One year settlements do not assist medium term financial planning.</p> <p>ii - There is also a risk that as mandated/national initiatives develop (e.g. ESMCP, National Enabling Programme), the actual costs for delivery far exceed the estimated costs within the affordability envelope.</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>	<ul style="list-style-type: none"> - Influence National debate on Police Funding - Review and continue to scrutinise financial planning - Revised MTFP and focus on benefit maximisation and continued efficiencies - Prudence in managing long term commitments - Build in scenario planning, with potential savings / investment options available - National Horizon scanning by R & C Manager to ensure we have full visibility of emerging national programmes. - Benefits manager and Finance to review in-flight projects to identify potential underspend. - Updates and developments on national programmes reported into strategic and practitioner level stakeholders. - Work ongoing to provide portfolio leadership to assess current demand and financial picture - Regional working to ensure integrated planning (on ESMCP) 	→	→	→	Medium
CRR52	Safeguarding - Local Policing	Understanding the safeguarding needs and experiences of citizens - young and old - is challenging given range of commissioned and partner-driven arrangements operating across the region.	Poor identification impacts on the force's capacity to prevent and respond, creating public confidence and safety concerns.	<ul style="list-style-type: none"> - Commanders attending adult safeguarding boards - Seeking greater joined up working with PPU - WMP reviewing its own safeguarding arrangements (e.g. Cadets) - Conduct analysis of current and future demand for safeguarding, conduct mapping exercise, including the gap in knowledge that may exist where referrals aren't made (e.g. because of errors or omissions) - Improving data sharing arrangements with partner agencies. - Work is ongoing to enhance our service delivery for Adult Safeguarding. A review of associated reports including 'the poor relation' report has begun as well as liaising with NPU Commanders to understand the current state/baseline. There are a number of associated actions and tasks in various governance meetings which will be developed and reported upon, e.g. vulnerability improvement board. 	→	→	→	Medium
CRR33	Recruitment, Retention and Workforce Resilience	Existing working conditions affecting retention, ongoing recruitment may not make up for attrition rates (e.g. due to high levels of upcoming retirements), to address the challenging (e.g. roles exposed to trauma) and increased requirements for specialist skills within the workforce.	WMP will not be able to recruit and retain sufficiently skilled people to deliver our service. Risk to service provision and accreditation status in some cases (e.g. Forensics). Longer-term employee relations impact.	<ul style="list-style-type: none"> - Review of resilience for specialist skills across all departments with critical roles - Introduction of talent and development programmes (e.g. detective academy) to meet demand of specialist skill - Pay and Conditions Review nearing final stages - Intention to introduce business planning cycle and annual PBB style process linked to Strategic Assessment and Force Management Statement which will identify longer term capacity and capability needs - Current gaps to be addressed through a risk-based approach and against policy, codes of practice (e.g. PACE), APP and location (i.e. current postings exercise with BW & BE) - Long-term estates strategy continues to be delivered to improve working conditions, as well as shorter-term investment on a risk-based approach (e.g. Ridgepoint House, Tally Ho, Cosford Tactical Training facility). - Enhanced force approach to trauma risk identification and management (TRIM) - questionnaires to high risk roles, further engagement with occupational health, focus groups in place. 	→	↗	→	Medium
CRR54	CW Games 2022 resour	There is a risk that significant resources (police officers and staff) will be required from operational business and duties during the operational period of the Commonwealth Games. This is the WMP resources required for both the planning and execution of the games could result in significant abstraction from the force. Which leads to decreased service levels.	The impact of this risk may be that the force is stretching to meet BAU service levels, manage multiple planned or unplanned events resulting in reputational impacts and a drop in service level across the communities the force serves.	<ul style="list-style-type: none"> - Engage with recruitment Uplift programme to assess opportunities. - Working with the operation to build an abstraction and deployment model and approach to identify with the organisation where resources will be taken from and for how long. 	n/a	n/a	→	Medium