Risk ID	Risk Status	Risk Realised?	Risk Description Input	Impact Description	Proba bility	Impac t	Risk Expos	Risk Handling	Mitigation Action	Resolution	Notes/Comments	Post Mitig	Post Mitig	Post Mitig
OMRR001	Closed	No	**Organisational Risk - Solution Lead Design** There is a risk that solutions drive the design of the blueprint.	This may result in negative impacts on people, estates and processes.	4	4	16	Reduce	1. Set up of Op Model governance to review and agree the design and approach - Design Delivery board and Strategic design board. 2. Owners clearly identified for the blueprint design		02/08: Discussed with Programme Manager and agreed this can be closed, following go-live in April and continued embedding of the design is managed through Design & Delivery board / BAU governance routes.	3	3	9
OMRR002	Closed	No	**Organisational Risk - Integrated Delivery** There is a risk that departments and functions design and deliver functional capabilities in silos.	This may result in poor organisational workflow, waste and poor performance.	4	5	20	Avoid	1. Set up of Op Model governance to review and agree the design and approach - Design Delivery board and Strategic design board. 2. Owners clearly identified for the blueprint design		02/08: Discussed with Programme Manager and agreed this can be closed, following go-live in April'23 and on-going delivery of functions is managed through Design & Delivery board.	4	3	12
OMRR003	Closed	No	**Organisational Risk - Financial Impacts** The costs to implement a new operating model are unknown and there is a risk that implementation may not be affordable without identifying financial savings.	We may need to identify additional funding sources or it could mean the design of the new op model may require altering to ensure it is within the affordability envelope, once costs are understood.	4	5	20	Investigate	1. Set up of Op Model governance to make effective decisions on design and approach - Design and Delivery board and Strategic Design board. 2. Design impact assessments to be undertaken with business leads to confirm what the estimated cost will be.		02/08: Discussed with Programme Manager and agreed this can be closed - costs defined as part of go-live activity and established costs were minimal and agreed with Chief Constable/FET. Post go-live costs are managed within BAU budgets via standard process.	5	3	15
OMRR004	Closed	No	**Organisational Risk - Capacity and Capability** There is a risk that the in-house skills and capabilities to design and deliver a new operating model have reduced following the restructure of SDA and we may need to reassign resources from existing delivery to deliver the op model implementation.	This may result in an impact on the initiatives that are currently in delivery but deemed non-essential to implementing the new operating model. This may subsequently impact agreed benefit profiles and organisational performance.	4	4	16	Investigate	1. Pro-actively manage resources within SDA to ensure all activity is effectively resourced. 2. Pause delivery of non-essential initiatives/hold on commissioning of new initiatives to temporarily release additional SDA resources to support the op model work.		02/08: Discussed with Programme Manager and agreed this can be closed - relevant to the go-live activity, which we effectively resourced without issue.	4	3	12
OMRR005	Closed	No	**Organisational Risk - Employee Impact** There is a risk that officers and staff are negatively impacted as part of the transition to the new model.	This may result in a reduction in employee satisfaction and increased attrition.	4	5	20	Reduce	1. Change Impact Assessments to be undertaken 2. EQIAs to be undertaken 3. Regular engagement & communication with those impacted by the changes - involvement of HRBPs, change practitioners, HoD briefings, People's voice etc.		02/08: Discussed with Programme Manager and agreed this can be closed - go-live delivered, with HR support in place as required to identify and support staff welfare needs during that period. Task & Finish group established during LPA go live as a forum to raise and address any issues identified.	5	3	15
OMRR006	Closed	No	**Organisational Risk - Pace of Change** There is a risk that the appetite to transition at pace increases the probability that new organisational and operational skills and capabilities are not fit for purpose.	This may result in a reduction in performance and may also subsequently result in negative reputational impact.	5	5	25	Control	1. Phased transition approach to implement the new model 2. Business readiness planning and engagement activities undertaken from the outset to understand critical impact points and manage them effectively - CIAs, design impact assessments, briefings & consultation with HoDs and unions, regular comms.		02/08: Discussed with Programme Manager and agreed this can be closed - go-live delivered, with performance monitoring in place and no negative trends seen. Task & Finish group established during LPA go live as a forum to raise and address any issues identified.	5	4	20
OMRR007	Closed	No	**Organisational Risk - Performance Impact** There is a risk that the transition to a new force operating model will have a negative impact on performance both during and post transition.	This may impact the quality of the services we deliver and subsequently may have a negative reputational impact.	4	5	20	Reduce	1. Performance Baselining 2. Robust transition planning for a phased approach 3. Undertake impact assessments with business leads at the earliest opportunity		02/08: Discussed with Programme Manager and agreed this can be closed - go-live delivered, with performance monitoring in place and no negative trends seen. Performance management post-go live is subject to standard BAU processes and governance.	4	4	16
OMRR008	Closed	No	**Organisational Risk - Systems and Technology** There is a risk that the impact on systems and technology to transition to a new operating model requires intensive change.	This may impact upon the capacity and capability of the organisation to maximise the current investment in IT.	5	4	20	Investigate	1. Undertake design impact assessments with business leads at the earliest opportunity 2. Create a specific workstream within the programme to assess the technical/systems requirements for the new op model - both new and changes to existing tech/systems. 3. Manage any required tech changes through the Op Model governance set up - ensuring all stakeholders are engaged 4. Adopt a phased transition approach	Closed pre 3/4/23 - The extent of the changes was understood early, planned for, and delivered against.	Closed pre 3/4/23 - The extent of the changes was understood early, planned for, and delivered against.	3	5	15
OMRR009	Closed	No	**Systems / Tech workstream - General** Unknown process / approach for 'future dated assignments'.	Not yet clear on sequencing / approach to activating changes (potential to stagger by LPA?)	3	4	12	Investigate	To discuss in weekly tactical group meeting	Closed pre 3/4/23 - an approach for FDAs was agreed and delivered upon	Closed pre 3/4/23 - an approach for FDAs was agreed and delivered upon	3	3	9
OMRR010	Closed	No	**Systems / Tech workstream - CONNECT** Legacy tasks remaining after changes made	Action to be determined for outstanding legacy tasks for CONNECT, post-move to the new operating model, to take into account changes made to accommodate op model.	4	5	20	Investigate	To discuss in weekly tactical group meeting	Closed - future CONNECT changes to be born out of Phase 2 requirements.	Closed - future CONNECT changes to be born out of Phase 2 requirements.	4	4	16
OMRR013	Closed	No	**Systems / Tech workstream - General** The detail behind the Op Model review designs is required to inform the work required for system/tech changes (Designs to be finalised by 17/2/23).	Without it, detailed system solutions design and the work required, cannot be planned / commenced.	3	5	15	Investigate	SDA BA team looking to finalise all business designs by 17/2/23	Closed - all phase 1 requirements were confirmed as needed	Closed - all phase 1 requirements were confirmed as needed	4	2	8
OMRR014	Closed	No	**Systems / Tech workstream - General** Despite us wanting to confirm designs by 17/2/23, there is a risk of future change to designs, impacting on the solution design for systems	Could result in re-work to existing tech/system design plans, or require additional activity. Either of which may result in a delay to the overall schedule and may impact performance.	3	4	12	Investigate	Monitor but make clear the impact of late changes	Closed - all phase 1 requirements were confirmed and delivered to. Future changes will be via phase 2.	Closed - all phase 1 requirements were confirmed and delivered to. Future changes will be via phase 2.	3	3	9
OMRR015	Closed	No	**Systems / Tech workstream - General** We have 7 weeks to complete all work. There is a risk that certain milestones (e.g. confirmation of design requirements) have already 'timed out'	This may impact the schedule of the overall implementation and leaves no contingency period should issues arise with implementing required system changes	3	5	15	Investigate	Plan being developed to understand delivery risks	Closed - all work completed on time, as required	Closed - all work completed on time, as required	4	3	12
OMRR016	Closed	No	**Systems / Tech workstream - General** There is a risk that we have not identified all 'in-scope' / critical systems	This could impact performance and/or service delivery, should a key system or change not be identified.	3	3	9	Avoid	Governance process agreed that will allow wider systems to be considered and included in scope if required	Closed pre 3/4/23 - all core and critical systems were updated prior to 3/4/23. This has been proven since go live on 3/4/23 in that no issues have been reported	Closed pre 3/4/23 - all core and critical systems were updated prior to 3/4/23. This has been proven since go live on 3/4/23 in that no issues have been reported.	3	2	6
OMRR017	Closed	No	**Systems / Tech workstream - General** Supplier availability to support changes may be a constraint to delivery plans	This may impact the delivery schedule	4	4	16	Investigate	MW led on supplier engagement. Packs being created to issue to suppliers	Closed pre 3/4/23 - all suppliers, where needed, supporting the change activities.	Closed pre 3/4/23 - all suppliers, where needed, supporting the change activities.	4	3	12
OMRR018	Closed	No	**Systems / Tech workstream - General** There is a risk that despite agreements made that the Tech workstrand would deliver to the initial Phase 1 ambition (structural / organisational changes) only, there is a desire to implement role / responsbility changes for 3/4/23. Role based access and permission changes are	The impact would be that we cannot deliver the required access and permission changes for the 3/4/23 as these changes were initially planned for a later phase of delivery.	5	4	20	Investigate	1. Understand the final detail of proposed role / responsibility changes - who can provide this? 2. Impact assess the changes required 3. Understand feasibility for 3/4/23 4. Make desired RBAC changes if feasible in timescales / Escalate issue if not	Closed pre 3/4/23 - this was accepted by the Programme. Post 3/4/23, requirements for RBAC will be defined as analysis is undertaken to understand role changes.	Closed pre 3/4/23 - this was accepted by the Programme. Post 3/4/23, requirements for RBAC will be defined as analysis is undertaken to understand role changes.	1	1	1

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OMRR021	Closed	No	There is a significant risk that if news resource is embedded into the LPAs more than 2/3 days per week we will be unable to maintain a resilient 24/7 on call service. Additionally, this could mean we will be unable to deal with the very high levels of internal and external demand at a corporate level around WMP and national policing priorities, including demand from the WM CTU.	This may impact our ability to deal with corporate communications for major and critical incidents. And could increase risk and vulnerability for the public and may undermine trust, confidence and legitimacy in the force and result in reputational/compliance issues.	5	4	20	Reduce	1. CC design and implementation local news resource approved - COMPLETE 2. Implementation of agile/on site service offer - COMPLETE		28/03: THE AGREED APPROACH TO PROVIDING A LOCAL COMMS SERVICE EMBEDS NEWS SPOCS 2/3 DAYS A WEEK SO THIS MITIGATES THE RISKS. WE WILL MONITOR SERVICE DELIVERY ON AN ONGOING BASIS TO IDENTIFY AND MITIGATE ANY RISKS WHICH MAY ARISE	3	2	6
OMRR022	Closed	No	There is a risk that we do not optimise the efficiencies of a coordinated cross-WMP approach to designing and delivering insight-based communications and that we have duplication and inefficiency at an LPA level.		3	3	9	Reduce	28/03: THE AGREED MODEL MITIGATES THIS RISK		28/03: THE AGREED MODEL MITIGATES THIS RISK	3	3	9
OMRR029	Closed	No	**Command and Cadre** Training is key to ensuring Superintendents fully understand their responsibilities, upskilling around major incident activation plans and authorising officer courses. There's a risk to L&D's capacity to deliver training to required timeframes	Could mean they're posted into roles but not yet fully upskilled. If there is a major incident, there's a risk the only Superintendent on call is not yet fully trained.	5	4	20	Avoid	this can be mitigated by a recruitment timeline that leads up to September 2023 - Sept'23 delivery date agreed by approval panel 01/03/23		02/08: Risk closed. Related only to the April go-live, which was delivered successfully and with agreement to phase changes to Ops over April to September'23	2	1	2
OMRR037	Closed	No	There is a risk that the logistics of the Investigations teams' moves into LPAs are not currently being co-ordinated by either the Investigations lead or LPA lead.	This could mean staff land on April 3rd but do not have the required kit or office space set up for them to effectively carry out their duties. Causing disruption and confusion for staff, taking them away from duties to try and resolve	4	5	20	Avoid	1. Escalation to programme leads to identify which business lead should be co-ordinating as part of their implementation plan - assume LPA, the same as they are doing for Response? 2. Engage with leads to ensure clear understanding of implementation remit. 3. Monitor and manage via weekly governance	Risk closed as now mitigated.		3	2	6
OMRR042	Closed	No	**OSU incl. Drones** Financial investment required for additional fleet, uniform and equipment for the new serials.		4	5	20	Reduce			02/08: Risk closed. Agreed at approval panel.	4	2	8
OMRR049	Closed	No	**PHT** There is a risk around capacity of response to pick up investigations and or PICs and clear modelling needs to continue on this to understand the impact and optimum time to turn this on. It will be supported by the IIT analysis of thresholds for filing or allocating crimes.		4	4	16	Reduce	1. Seek agreement to defer implementation until training has been delivered - AGREED at approval panel will be part of phase 2/once training delivered. 2. Review of file build capability required for phase 2		02/08: Risk closed. Investigations into LPAs staggered to mitigate any concerns of training and resourcing. Investigations into LPAs live Jul'23	3	2	6
OMRR050	Closed	No	Connect Upskilling- There is a risk that by granting Connect permissions to all LPA officers in Connect (so they can carry out investigations) we are enabling access but users are not sufficiently upskilled to use the system.	Data quality and recording of information may be impacted if officers are not appropriately trained.	4	1	4	Reduce	1. AO has designed a comprehensive upskilling offer which will delivered in the run up to go live. This includes access to information on a portal, short videos, Super Users upskilled and available to support teams, training support materials. 2. Support from Product Owners, L&D and Super Users will enable this work to be carried out at short notice. 3. Super Users will need to be given the time to attend the upskilling events		02/08: Closed as we have now gone live with training delivered. Any future training requirements will be managed in BAU via standard processes.	3	3	9
OMRR051	Closed	No	Training - There is a risk that officers are not appropriately trained to carry out additional investigative duties	Officers may not feel engaged, supported or appropriately skilled to undertake new investigative responsibilities and this could impact on the service offer delivered to local communities	4	4	16	Reduce	1. Develop a training offer with LPA DCIs and L&D 2. Deliver training offer and review to identify further areas of support if required		02/08: Discussed with Programme Manager and agreed this can be closed now that LPA's Investigative functions are live and any additional training requirements will be managed within BAU as and when required.	3	3	9
OMRR052	Closed	No	Service Offer Data - May not be as refined as we would like due to the tight timescales.	Modelling of volume data may not be as accurate and could impact on the ability of LPAs to deliver against the new responsibilities due to an imbalance in volumes vs establishment.	4	4	16	Accept	1. Agree datasets and rationale through T&F Group so stakeholders are clear on the approach. 2. Monitor impact when Phase 2 goes live and continue to remodel data to inform deicsion making on LPA establishments		Transferred to BAU for on-going management	3	3	9
OMRR053	Closed	No	Local Investigations Go Live Date Impact - There are potential risks to other areas of the organisation if the 18th June go live date goes ahead.	This may impact on key operational areas due to other pressures including the peak in tutoring, increase in volumes due to the summer period, mid-HMICFRS inspection, new recruits starting.	4	5	20	Investigate	1. Investigate the impact on PPU if not reassigned the DA volumes anticicpated into the LPAs 2. Enagage with key stakeholders to understand the impact 3. Escalate to ACC Bell/DCC/CC for decision		02/08: Discussed with Programme Manager and agreed this can be closed now that LPA's Investigative functions went live in July'23, mitigating this risk.	3	3	9
OMRR054	Closed	No	People - There is a risk Colleagues are not engaged in the transition and changes to their role and responsibilities.	Officers may not feel engaged, supported or apprpriately skilled to undertake new investigative responsibilities and this could impact on the service offer delivered to local communities	4	4	16	Reduce	1. Establish service offer and go live date 2. Ascertain if support is needed via T&F Stakeholders. If so; 3. Secure support of Comms/Change Practitioner 4. Develop and deliver comms and engagement across LPAs in advance and after the go live date		02/08: Discussed with Programme Manager and agreed this can be closed as mitigated effectively, with LPA's Investigative functions going live successfully in July.	3	3	9