

Corporate Risks

ID	Risk or Issue	Title	Description	Impact	Key Controls and Activities	Q3 Status	Appetite	Score
60	Risk	Financial Management	There is a risk that WMP's finances are not sustainable over the medium term and/or efficiency savings required may adversely impact the operational services.	<p>i - Impact on overall funding position. Medium term financial plan (MFTP) 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>November 2024 - Since the previous update we have received confirmation of the agree pay award for both officers and staff, this has been fully funded. The medium term financial plan has been updated to reflect the impact to 24/25 and the future years. The MFTP was presented to the FET at its meeting on the 18th October and the Accountability and Governance Board setting out the forecasted income; expenditure and funding gaps between 2025/26 and 2028/29. The Chancellors Autumn Budget announcement provided limited information on future funding for policing. Following the budget the NPCC and APCC finance leads wrote today to the Policing Minister. The letter requested that the minister provides clarity on the police settlement, that it is provided promptly and ideally within the next three weeks. The letter also seeks urgent information on the approach taken with regards to employer National Insurance Contributions, seeking reassurance as to how policing will be supported to absorb those significant costs. As ever, the detail relating to our force-level grant allocations/funding will not be known until the provisional financial settlement is announced in early December 2024.</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>November 2024:Continued detentions are still being authorised, there are concerns around the use of force and powers after the 24 hours have passed. However, this is a national issue that is being dealt with at ministerial and NPCC level to formulate a nationally policing and health service response. To help mitigate and treat this risk the Right Care Right Person (RCRP) programme will go some way to address certain aspects of the problem but that will only be the start of treating the current acute position. We have concluded a peer review of the work to date in relation to RCRP and are awaiting the formal report. Due to challenges in relation to system MOU's we have delayed the go live date which is now anticipated to be the 18th November 2024.</p> <p>Partners are committed to being more responsive to custody and will be providing a 24/7 contact number to a mental health professional which will support the right decisions being made in relation to the use of section 136 mental health act.</p> <p>Following the section 46 PACE advise WMP are also reviewing the current legal position of ongoing detention after the legal framework of the mental health act is exceeded. Legal services will update in relation to any significant impact.</p> <p>We continue to have in place a robust escalation process to hold our partners to account and to evidence from a police perspective due diligence.</p> <p>The risk was assessed by the DCC at the October Risk and Organisational Learning Board, assessing the risk as still high for the force, data in relation to the number of people that are being detained vs and civil claims is constantly monitored and under review.</p> <p>Data for those exceeding legal timeframes currently averages to 10 per month, with no current civil claims being processed through our Joint Legal Services department</p>	↔	ACCEPT Service Provision	High
83	Issue	Sensitive				↔	OPEN Transparency and Public Access	Medium
132	Risk	Sensitive				↔	ACCEPT Service Provision	High
312	Risk	Sensitive				↔	OPEN Cohesion and trustworthiness	High

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

Corporate Risks

ID	Risk or Issue	Title	Description	Impact	Key Controls and Activities	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 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.	September 2024: The service owner within IT&D is to attend the ROCU K&E Regional meeting at C3 on 3rd October to discuss the issues officers and staff are experiencing. Initial proactive reach out with ROCU staff/officers was not successful around many reports of issue that IT&D could act upon (a direct fault), however IT&D do recognise this maybe due to officer/staff being engaged/busy. IT&D will look to work through issues discussed on October 3rd and in addition work with the relevant teams to have a clear understanding of the desired end state. The current service offer technology will then be reviewed and options provided to IT&D SLT for escalation and progress at a force level. As a result of the conversations, the risk owner will then review the current technology offer with a view to sharing any proposals with the force to progress July 2024: Meeting to discuss the issues and obtained a list of approximately 25 users who potentially were experiencing issues. An email was sent to these individuals on the 18th June to contact the Infrastructure Services Team Manager directly if or when they experience connectivity issues so the team can investigate the fault as a matter of urgency. As of the present time Infrastructure Services has received only one email which was unrelated to this risk. This information will be fed back next week to understand the next steps. March 2024: Liaised with the Business and technical SME's from other forces about this risk. We have not had any reports about connectivity issues since this was reported, continuing the investigation.	↔	↔	Open Efficient & Effective IT Systems	High
293	Risk	Current Funding for County Lines Task Force Ending March 2025	County Lines Task Force and the benefits supporting wide range of force priorities and harm reduction could be lost unless able to fund this from existing force budget. In addition to the team of investigators which supports a wide range of WMP operations the funding also delivers covert resources and tactics which are utilised regularly to address threat and risk posed by OCGs involved in County Lines activity.	No longer able to use tactics/resources which enable WMP response to be joined up (e.g. currently Homicide/MCU/LPA investigations revealing a CL motivation trigger a CLTF response which addresses the 'underlying cause' and thus can prevent further similar offences/loss of life. Bespoke technology purchased and run by CLTF currently available to rest of force will be withdrawn Funded covert tactics and resources would either be withdrawn or have to sourced from other mainstream budgets/resources thus potentially decreasing service to public	September 2024: All funding decisions were paused as result of the political elections. Since then MCU head as met and discussed this with the national lead. We are still awaiting a decision on funding, however MCU have initiated conversations with HR and Trade Unions for Police Staff with a view to move to formal consultation around September 2025 if the continuation of the funding is still not known by this point. Furthermore a paper for consideration has been submitted to FET which focuses on some long-term solutions which require further refinement and detail for consideration to FET. July 2024: Crime Governance Board 11/07 - MCU Ch Supt met with the National Lead Yesterday, still awaiting a decision around funding but there has been a request to get a decision re funding for police staff roles (nationally they requested a costing for the staff roles and this has now been completed and sent by MCU Ch Supt).	↔	↔	ACCEPT Service Provision	High
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. 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.	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.	November 2024: Senior Lawyer Interviews took place - No suitable candidates for one role - potential internal candidate for the other, but recruitment/replacement would be required creating the same recruitment difficulty - potentially more difficult because the vacancy would be a lower grade. MGLMS to look for support from FET in the area of recruitment and outsourcing to legal recruitment specialist. There is an associated cost. September 2024: Closing date for Senior Lawyer vacancies Mid Oct - Initial scope of applicants indicate lack of suitable candidates, especially for the Commercial role. Real assessment can only be made once adverts close. August 2024: 2 resignations of senior lawyers in difficult to recruit areas have now been received. It is anticipated that it may need more than one round of recruitment to appoint successfully. There will be gaps in these areas for 9-12 months based on recent experiences. RM has increased impact score in line with latest assessment.	-	↑	ACCEPT Service Provision	High
334	Risk	Connect Update - Extract Transform Lift (ETL) Processes and Qlik Dashboards Impact	Updates to CONNECT will lead to changes to the back-end database, meaning changes will need to be made to ETL processes and Qlik dashboards, likely including PDI. Some of these may not work and so will not be available. There is a risk that updates to connect will lead to changes to the back-end database that provides data for Qlik dashboards meaning that this will not be available until changes are made to the Extract, transform, Load (ETL) process.	Inability to access and retrieve business management information (including re: investigations) Negatively impacts the capacity and capability to make informed decisions through lack of access to timely and accurate relevant information	October 2024: Such updates to system have always required changes to be made to processes, due not enough sampling of data it is unclear what changes to system(s) maybe required. The risk owner is awaiting updates to the Connect system before more information is available.	-	NEW	ACCEPT Service Provision	High
337	Risk	Demand Increase on SW LPA - Midland Metropolitan Hospital	The demand generated at City Hospital, Birmingham is significant and this will be transferred to the new site which is now on Sandwell. The risk from a Sandwell perspective is that the LPA will not have the resources or assets to accommodate the transfer in demand from Birmingham to Sandwell LPA.	Sandwell LPA will be unable to meet calls for service due to the increase in demand The LPA will not have the staff and assets to deal with the increase. Impact on performance metrics negatively. Negative impact on trust and confidence and police legitimacy if we are unable to respond to the public at pace. The increase in demand vs the establishment staying the same will cause additional pressures to the workforce, with the levels of stress and wellbeing affected.	OCTOBER 2024: Sandwell are currently looking for local planning team to carry out some analysis and present the latest data, once we have this we will be better informed around potential demand. It may take a few months for us to get some meaningful data. Ongoing monitoring in relation to performance around response demand in the Local Policing Area.	-	NEW	ACCEPT Service Provision	High
136	Issue	SENSITIVE				↔	↔	ACCEPT Service Provision	Critical
271	Issue	SENSITIVE				↔	↔	ACCEPT Trust & legitimacy in data management	High
301	Issue	SENSITIVE				↔	↔	Open Efficient & Effective IT Systems	High
331	Risk	SENSITIVE				-	NEW	ACCEPT Service Provision	High

Risk Trend key - Improved (↓), 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:

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