

**POLICE & CRIME
COMMISSIONER FOR
LEICESTERSHIRE
JOINT AUDIT, RISK &
ASSURANCE PANEL**

Paper
Marked

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Report of	OFFICES OF CHIEF CONSTABLE AND POLICE AND CRIME COMMISSIONER
Subject	FORCE RISK REGISTER
Date	WEDNESDAY 22 JANUARY 202 – 10:00AM
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Purpose of report

1. To provide JARAP with an update on the force strategic risk register, highlighting high priority, newly registered risks, risks of note and archived risks.

Recommendation

- The panel is recommended to review the contents of this report and the updates provided in respect of both high priority risks and risks of note.

Summary

2. There are currently 30 strategic risks on the risk register with nine of these risks being rated as 'High' priority.

High Risks

- Nine risks are currently rated as 'High' priority. These risks are detailed at Appendix A.

New Risks

- There are no new risks.

Risks of Note / Archived

- **3.1 Risks of Note**
None.
- **3.2 Archived Risks**
None.

Risk Grading Criteria

3. The strategic risk register identifies the key strategic risks to the force. In the main, these risks represent long-term issues and typically remain on the register for long periods.
4. All risks are scored on an ascending scale of 1 - 4 in terms of impact and likelihood. Multiplication of these two figures leads to a Risk Score, which is expressed as a Red/Amber/Green or 'RAG' rating.

Risk Score	'RAG' Rating	Review
9 - 16	High	Monthly
5 - 8	Medium	3 Monthly
1 - 4	Low	3 Monthly

The only exception to the above timescales are risks borne from Force Management Statements. These are known as 'FMS Risks'. The enormous scope and complexity of these risks means that they are reported on through several channels within the Force and therefore it is appropriate to report on these risks every 6 months.

Risk Status

5. The 'status' of a risk gives an indication of the extent to which the risk is being managed/controlled. The categories are detailed below:
 - Controls Tasked – when additional controls have been identified. These additional controls will have an owner tasked to complete them and a target completion date. Within the Keto risk management system the term 'Pending Control' is used to describe this status.
 - Overdue Control – when the completion date for additional controls has passed.
 - Managed – when no further controls have been identified at that time to reduce the risk further, however, the risk is not acceptably 'controlled'.
 - Controlled – this risk is in the ideal state. Circumstances or time may change this state.
 - Awaiting Review – a managed risk which requires a review or a new risk to be reviewed for the first time or a risk transferred to a new 'Responsible Officer'.

Overview of Current Strategic risks

6. There are currently 30 strategic risks on the force risk register. The overall risk rating grid can be seen below.

Risk Matrix Grid Chart

	Low	Medium	High	Very High
Very High	0	2	4	2
High	0	0	2	1
Medium	1	2	2	5
Low	3	1	1	4

Appendices

Appendix A: High priority risks and risks of note

Appendix B: Summary force risk register

Appendix C: Risk scoring matrix

Appendix D: Risks supported for removal from the strategic risk register

Persons to contact

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Appendix A: High Priority Risks (Red)

FMS 3 - Evolving Digital Sophistication Impacting Ability to Undertake Investigations					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0015	3	2	16 ●	16 ●	→
Risk Owner: DCI Reme Gibson					
Responsible Officer: Dee Singh					
Controls: <ul style="list-style-type: none"> • Blueprint 2025 • Dedicated Digital Hub • Digital Delivery & Optimisation Board • Digital Futures Board • Enterprise & Digital Team • Extracting data from complex car entertainment systems • I.T work streams • J-Tag examinations, Chip-off and ISP examinations • Mobile Phone Encryption Solution • National Change Programmes • Design of Tasking & Briefing Tools with Office 365 • National Digital Forensics Aid Memoir • Pegasus Suite - Professional Upgrades • Virtualisation and automation project 					
Latest Update: <i>The following update from Sept 2019 SORB is still valid. The next update will be presented at February 2020 SORB. This is in line with the agreed bi-annual review cycle for FMS risks.</i>					

- Telematics and Tier 3 (ISP / Chip-off) Lab - Comprehensive training has now been delivered to specified staff within the Digital Hub, and some equipment sourced which enables more of this work to take place. Additional funding has been sought from the S106 board to re-purpose an un-used area of the Command/Admin building. Bringing this area back online will enable a purpose built lab which is both HSE and ISO 17025 compliant. Bid will be submitted to Change Board in Sept 2019.
- Architecture Role - The Cybercrime Team investigate offences which often require an advanced level of knowledge about the architecture of networks and the interpretation of the data we seize from them. Recruitment is underway to employ an 'Enterprise Architecture' role to the Force.
- Open Source Portal - The Digital Media Investigators have been testing several different means of carrying out internet intelligence and investigation work. A piece of software called 'Longarm' has now been purchased which will allow up to 200 people in the Force to have access to the internet in a non-attributable manner. The software also has purpose built capturing and visualisation tools which will greatly improve the Force's ability to manage auditing and usage stats.

FMS 4 - Maintaining Workforce Wellbeing					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0016	4	4	16 	16 	→
Risk Owner: DCC Rob Nixon					
Responsible Officer: Alex Stacey-Midgley					
Controls: <ul style="list-style-type: none"> • Appointment of a Tactical Mental Health Manager • CiC, Occ Health & Chaplains • Enhanced Role Based Risk Assessments • General Analysis Intervention and Needs Model 					

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- Health, Safety & Wellbeing Surveys / Assessments
- Toolkits & Events
- Wellbeing agenda and working group
- Wellbeing Awards
- Wellbeing Support SPOCs / Champions
- Wellbeing Training for Managers
- Workforce Wellbeing Board
- 'Your Wellbeing' website
- LPF Trust Wellbeing sessions

Nov Update:

The following update from Sept 2019 SORB is still valid. The next update will be presented at February 2020 SORB. This is in line with the agreed bi-annual review cycle for FMS risks.

We have seen a general decrease in sickness days attributable to psychological illness for Police Officers, but an increase for Staff. This will be investigated through the appropriate Working Groups and Boards.

Enhanced Wellbeing package is due to be piloted for those investigating sexual offences (POLIT, CSE, CAIU, Signal).

Work currently underway to look at all the mental health training requirements throughout the Force. This is an ongoing piece of work reported through the Mental Health Working Group.

LPF Trusts continue to visit various force locations throughout the year offering wellness sessions to all. The sessions give people the opportunity to have health checks such as Blood pressure, Cholesterol, Pulse, Temperature, BMI, and Blood sugar levels. Alongside this, HR are holding meetings with anyone interested in becoming a Wellbeing Champion and also offer advice and support on health and fitness matters.

FMS 1 - Meeting Increased Demand					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0050	4	3	12 ●	12 ●	→
Risk Owner: ACC Julia Debenham					
Responsible Officer: C/Supt Jason Masters					
<p>Controls:</p> <ul style="list-style-type: none"> • Appointment of a Tactical Mental Health Manager • Continued Alignment of Processes and Resources in CSE (FMS36) • Crime Reporting Technological Improvements • Demand Board and Strategic PDG Oversight • Design Authority • Developing Service Offer Work • EU Exit - Op Bee Gold meetings • Improved Software on Demand Gaps • Increased Resources (PRT, Missing Persons Team) • Increased use of Powers and Targeted Strategies on Force Priorities • Investigations on POLIT (FMS24) • Manage RSO Increase • New Supportive Depts • Operations on High Risk/Volume Crime Area • Prioritisation/ Assessment of Work (EMSOU-FS, POLIT, THRIVE) 					

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- 'Problem Solving' Plans and Operational Delivery Plan
- Refocus and Prioritise Commissioning of Forensic Analysis (FMS20)
- Specialist Roles, Training & Shift Pattern Reviews
- Supervising/ Monitoring of Triage Sergeants in CMD
- VIP support
- Work with Partners to Reduce/Remove Non-Police Demand
- Blueprint 2025

Nov Update:

The following update from Sept 2019 SORB is still valid. The next update will be presented at February 2020 SORB. This is in line with the agreed bi-annual review cycle for FMS risks.

- All Crime, in line with all Forces, has increased. Leicestershire has seen an increase of 7,259 cases (8.6%) on the previous year. That said, levels remain significantly below Most Similar Forces and having peaked in the summer of 2018 have been declining subsequently.
- In the 12 months ended June 2019, we saw an increase of 12.2% 999 calls. Emergency Response demand is also increasing. PRT are attending 70% of Grade 1 and less Grade 2. Increasing reliance on NPA officers to assist and this is an ongoing issue.
- Attrition of Police Staff for 19/20 is way down from 18/19; retaining our staff numbers helps with managing demand. Attrition of Specials is also down and Volunteer numbers have remained stable over the last year.
- Non-Emergency calls has continued to decline compared to previous years. This can be attributed to a number of potential factors such as improved self service options and use by callers, direct routing to crime recording, online crime recording and education of the most appropriate agency to contact. This has reduced the switchboard demand by approximately 40-45%.
- Force looking to make use of Power BI to identify repeat victims and crimes and thus repeat demand, and also the most appropriate departments to manage this demand.



Current JES non-equalities compliant and the implementation of new JES scheme carries risk					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR380	3	4	12 ●	12 ●	→
Risk Owner: Carol Hever					
Responsible Officer: Colette Cloete					
<p>Controls:</p> <ul style="list-style-type: none"> • Consulting regularly with the TUs • Development of Employee Support • Gold Group Considering Hay Scheme Implementation • Intrusive management of the current JES • Working with External Consultant to develop the new pay model • Implementation of the Hay Scheme • Silver Group Considering Hay Scheme Implementation 					
<p>Sept Update:</p> <p>Regular weekly consultation meetings in place with Unions. Project Lead has changed resulting in slight delay in timescales. Timeline document is now progressed and elements requiring consultation pre-offer completed. Silver Group meetings have been arranged and have commenced.</p> <p>Nov Update:</p> <p>Awaiting union response to Employer Offer re JE Implementation which will inform the next steps in consultation. Informal consultation continuing in the meantime and UNISON/GMB attending Silver Group implementation meetings which commenced in August. Project timeline document is being updated with a revised aspirational implementation date that reflects the Employer Offer been supplied to the unions a few weeks later than previously anticipated.</p>					

Diminished Capacity and Lack of Accreditation within CSI					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0055	3	4	12 ●	12 ●	N/A
Risk Owner: C/Supt Andy Lee					
Responsible Officer: John O'Dwyer					
<p>Controls:</p> <ul style="list-style-type: none"> • EMSOU-FS Cross Border Assistance • UKAS Accreditation plan and budget • Amending Scene Attendance Criteria • Business Case for CSI Capacity • Increase admin support to operational staff 					
<p>Sept Update - New Risk:</p> <p>There is a risk around forensic capacity as CSIs are inundated with recent homicides and volume of serious crime. There are also risks associated with the forensics UKAS accreditation. CPS warns CSI fingerprint experts must be accredited by April 2020 and if not, evidence will not be suitable for court. This risk has ramifications for EMSOU; if one Force fails to have full accreditation then the East Mids Region as a whole will fail.</p> <p>Nov Update:</p> <ul style="list-style-type: none"> • EMSOU-FS Cross Border Assistance – This is still ongoing with daily ring rounds to regional forces as to work load and capacity to help where needed • UKAS Accreditation plan and budget – This is on target for accreditation by October 2020, new office is in use as are new cleaning rooms and drying cabinet room, Finance have agreed to fund the initial monies needed for initial UKAS assessment. • Amending Scene Attendance Criteria – limited examination being conducted of low level crime inc vehicle crime where we are concentrating 					

on drivers area only to maximise results

- Business Case for CSI Capacity – Nick Loxley is working with C/Supt Lee on a business case for more staff based on the current crime profile and predicted future profile
- Increase admin support to operational staff – Post being created for office manager within CSI

With regard to the emerging risk EMSOU-FS fingerprint experts are already UKAS accredited so are free to continue to work

Ineffective Tracking of Force Assets					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0078	3	4	12 	12 	→
Risk Owner: C/Insp Steff Shellard					
Responsible Officer: Steve Morris					
<p>Controls:</p> <ul style="list-style-type: none"> • Asset Owner • Auditing • Contract Details Review • General Controls • Internal Audit of Inca System - Apr 2019 • Refresh Training • Review of all existing users • Urgent Review of Policy and Procedure <p>New Controls (Oct 2019):</p> <ul style="list-style-type: none"> • Physical review of Police Buildings to identify the location of all current cannisters. This will include cross referencing every issued canister with the INCA records to ensure that we have an accurate current position 					

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- Circulation of new guidance and procedures to all INCA Special Points of Contact who allocate new cannisters
- Input with the property team to ensure that destruction of cannisters is appropriately logged moving forward
- Replacement of all captor sprays that have a worn identification tracking number (likely to be a small number only)
- Rolling training programme for all SPOCS with constant refreshers
- INCA to be included as a mandatory audit within Information Management on a quarterly basis to begin with and subsequent action plans to be tracked via SORB
- Consideration of replacing INCA and moving to Chronicle – this is the system that currently tracks all of our Firearms

Sept Update:

The Audit of the INCA system has been completed and is with the Information Manager for review. The DCC has had an initial briefing and the Information Manager will provide a recommendation list of next steps in order to reduce the risk posed by this issue

Nov Update:

Since the audit of the INCA system, work has been ongoing to determine the level of risk posed by this issue. The current position is that it is understood that the administration of the system has not been to the standard expected as outlined in our INCA Policy and Procedure. However, it is unlikely that the issue poses any practical risk as it is believed that the Captor Sprays have been destroyed appropriately. However, in order to ensure that this is the case the Information Manager has met with Ch Insp Steff Shellard to discuss a number of actions and for this reason we have not amended the overall risk score until this is complete. The latest control measures being put in place can be seen above under 'new controls'.



Longer term, we are in talks with the developer of Equitrax to create a new asset managing system that is user friendly and allows the tracking and updating of assets via a range of media such as laptops or via mobile. However delays have been caused due to Equitrax itself becoming end of life requiring a complete overhaul at significant cost. IT SMT are exploring new options which is why I have begun exploring the feasibility of Chronicle.

Capacity within I.T. to Support TOM Requirements and Enable Digital Transformation					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0081	3	4	12 ●	12 ●	→
Risk Owner: David Craig					
Responsible Officer: David Craig					
<p>Controls:</p> <ul style="list-style-type: none"> • Change Board • Change Team Programme Management • Design Authority • Digital Futures Board • IT Department Work Programme • Project Management <p>New Controls (Nov 2019):</p> <ul style="list-style-type: none"> • Change, Digital Transform, Information Management and IT Working Group • Review of I.T Job Descriptions • Application for market supplements to ensure the retention of Solutions Architects within the IS Section • Options are being explored for external companies and contractors to assist with programme delivery • Additional funding granted to allow uplifts in numbers of skilled IT staff. Recruitment is underway 					
<p>Sept Update - New Risk:</p> <p>There is a risk that IT Department capacity is insufficient to support implementation of the TOM and the delivery of digital transformation for the Force. This could hinder progressive initiatives, impact strategic objectives and affect the reputation of the Force.</p> <p>Nov Update:</p> <p>The IT Department's Information Systems Section has recently lost 3 Solutions Architects to the Digital Transformation team, reducing the</p>					

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team from 8.6 to 5.6 FTE. Solutions Architects undertake a critical role in the support and delivery of information and communications technology systems and services to the Force. The loss of 35% of capacity creates a significant service and delivery risk. Loss of these Solutions Architects creates an additional deficit in support and delivery capacity whilst time is taken with the remaining architects to transition project and support workloads, undertake knowledge acquisition, complete system and support familiarisation and ensure cover arrangements are in place; this in itself is a significant piece of work and thereby reduces the remaining architects' capacity to deliver.

As a result a number of new controls have been put in place, as detailed above in the 'Controls' section. A working group has been established under ACO Finance consisting of senior representatives of Change, Digital Transformation and IT. The remit of the group is to ensure that there is full and effective communication and coordination between the 3 teams to ensure effective delivery of business and digital change for the Force. This group will support the goals of the Digital Futures board by ensuring that there is effective resourcing, scheduling and prioritisation of the current programmes and effective control of new work into the Business, Digital Transformation and IT work programmes.

Back-up Generators unable to operate due to unsuitable diesel					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0083	3	3	9 	9 	→
Risk Owner: Paul Dawkins					
Responsible Officer: Andrew Wroe					
Controls:					
<ul style="list-style-type: none"> • Information from other Forces • Working with Andel • Report outlining viable options 					
Sept Update - New Risk:					
Diesel with added sulphur, which is stored in our backup generators, is no longer permitted for use. There is a need to review diesel					



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replenishment, cost implications etc. which impact on business continuity. The alternative is to look at other options around fuel.

Dip sampling of diesel stock across the Force undertaken by Andel (environmental solutions). Results published in August found that most of our stock is not suitable for use due to sulphur content, mould, and/or diesel bug. Andel have quoted a total to fix all the issues we are facing with disposal, tank cleaning, and filtration system installation and refuelling.

Nov Update:

DCC asked that Paul Dawkins lead on this under TOM Layer 5. The replacement of the diesel has been sanctioned and is underway with a target completion date of December.

Complying with Home Office Counting Rules & Ensuring High Levels of Crime Data Integrity					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR1679	3	3	9 	9 	→
Risk Owner: Supt Lou Cordiner					
Responsible Officer: Caroline Barker					
<p>Controls:</p> <ul style="list-style-type: none"> • Audit Regime • CDI Board • CDI Training • NPCC Lead <p>New Controls (Nov 19):</p> <ul style="list-style-type: none"> • Crime Data Integrity is considered as part of the ongoing TOM planning work • Work with L&D to ensure revised Niche training includes a focus on crime data integrity 					

- On-going audit regime continues to promote internal performance understanding

Sept Update:

We are currently undertaking an audit based on the HMICFRS audit methodology carried out in 2018, albeit with a smaller number of incidents and we are not able to listen to calls. This is to identify the force current position and will enable us to identify areas of good practice and any continuing areas of risk. The results will be shared at the PDG governance group. A fuller update will be provided for next SORB as we will have the results of the audit by then.

Nov Update:

The HMICFRS replica audit has been completed and has shown a small improvement since the force was audited in 2018. To support ongoing improvements key themes have been highlighted to ensure Crime Data Integrity is considered as part of the ongoing Target Operating Model planning work. Collaborative work with Learning and Development has been undertaken to ensure revised Niche training includes a focus on crime data integrity. The on-going audit regime continues to promote internal performance understanding.

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Appendix B - Strategic Risks Overview

Appendix B		Force Risk Register				22 nd January 2020			
Reference	Owner	Title	Impact	Likelihood	Status	Recorded	Last review	Risk Score	Previous Score
0015	Shaun Orton DCI - CalD	FMS 3 - Evolving Digital Sophistication Impacting Ability to Undertake Investigations	Very High	Very High	Controls Tasked	November 2018	01/10/19	16	16
0016	Rob Nixon DCC	FMS 4 - Maintaining Workforce Wellbeing	Very High	Very High	Controls Tasked	November 2018	01/10/19	16	16
00380	Alex Stacey-Midgley Senior HR Business Partner	Current JES non-equalities compliant and the implementation of new JES scheme carries risk	Very High	High	Controls Tasked	January 2010	01/10/19	12	12
0050	Jason Masters C/Supt - Ops	FMS 1 - Meeting Increased Demand	Very High	High	Controls Tasked	November 2018	01/10/19	12	12
0055	Andy Lee C/Supt - CalD	Diminished Capacity and Lack of Accreditation within CSI	High	Very High	Controls Tasked	May 2019	01/10/19	12	N/A
0078	Martyn Ball C/Supt - SSD	Ineffective Tracking of Force Assets	High	Very High	Controls Tasked	May 2019	01/10/19	12	N/A
0081	David Craig Head of I.T	Capacity within I.T. to Support TOM Requirements and Enable Digital	High	Very High	Controls Tasked	May 2019	01/10/19	12	N/A
0083	Paul Dawkins ACO Finance &	Back-up Generators unable to operate due to unsuitable diesel	High	High	Controls Tasked	May 2019	01/10/19	9	N/A
01679	Lou Cordiner Supt - SSD	Complying with Home Office Counting Rules & Ensuring High Levels of Crime	High	High	Controls Tasked	June 2013	01/10/19	9	12
0054	Rob Nixon DCC	FMS 2 - Insufficient Workforce Numbers & Skills	Very High	Medium	Controls Tasked	November 2018	01/10/19	8	8
0052	Reme Gibson DCI - CalD	FMS 5 - Reduction in Partnership Working	Very High	Medium	Controls Tasked	November 2018	01/10/19	8	8
01329	Paul Dawkins ACO Finance &	Uncertainty Around Future Funding (CSR) Leading to a Reduction in Available	Very High	Medium	Controls Tasked	Revised May 2019	01/10/19	8	8
0079	Julia Debenham ACC	Impacts of EU Exit on Policing	Medium	Very High	Controls Tasked	May 2019	01/10/19	8	8
0084	Martyn Ball C/Supt – SSD	NEW - Unsafe & Ineffective Transfer of Archives & Evidential Property to EPAC	Very High	Medium	Controls Tasked	July 2019	01/10/19	8	8
0094	Martyn Ball C/Supt – SSD	Loss of Lost & Found Matching Capability due to SOH	Medium	Very High	Controls Tasked	Sept 2019	01/10/19	8	N/A

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0099	Paul Dawkins ACO Finance &	Ineffective Vehicle Tracking	Very High	Medium	Controls Tasked	Sept 2019	01/10/19	8	N/A
0082	Gav Drummond DCI - CalD	Non-compliance around ANPR Practices	High	Medium	Controls Tasked	May 2019	01/10/19	6	6
0430	Lynne Woodward Head of Equalities	Grievances Related to Disability	High	Medium	Controls Tasked	May 2019	01/10/19	6	6
02017	Steve Potter Supt – LPD	Ineffective Communication of Firearms Markers to Deployed Officers	Medium	High	Controls Tasked	April 2018	01/10/19	4	4
1801	Carol Hever Temp Head of HR	Ability to meet mandatory training requirements	High	Medium	Managed	June 2014	01/10/19	4	4
1844	Dan Pedley C/Insp - SSD	Failure to transition to the ESN	Very High	Low	Controls Tasked	August 2014	01/10/19	4	4
1991	Steve Morris Head of Information	Threat of cyber-attack on Leicestershire Police	Very High	Low	Controls Tasked	June 2017	01/10/19	4	4
0056	Andy Lee C/Supt - CalD	Increasing Volume and Complexity of Fraud Investigations	Medium	Medium	Controls Tasked	May 2019	01/10/19	4	4
0080	Martyn Ball C/Supt – SSD	Capacity Risk of EMOpSS Returning into Force	Medium	Medium	Controls Tasked	May 2019	01/10/19	4	4
1935	Jason Masters C/Supt - Ops	Management of seized and found property provision	High	Low	Controls Tasked	June 2016	01/10/19	3	3
11	Carol Hever Temp Head of HR	Potential for industrial action affecting our service	Low	Medium	Controlled	October 2007	01/10/19	2	2
0097	Shane O'Neill Supt - CalD	Capability Issues around the reduction in trained motorbike officers within FIB and	Low	Medium	Controls Tasked	Sept 2019	01/10/19	2	N/A
2006	Jason Masters C/Supt – Ops	Management of archive provision	High	Medium	Controls Tasked	October 2017	01/10/19	1	1
1475	Steve Potter Supt – LPD	Limited ability to collate ASB incidents onto SENTINEL	Low	Low	Managed	May 2012	01/10/19	1	1
0098	Julia Debenham ACC	Impacts from delayed retraining for DVI Training Accreditation	Low	Low	Controls Tasked	Sept 2019	01/10/19	1	N/A

Highlighting Legend:

Risks Archived from SORB
Status Change

Appendix C - Risk Scoring Matrix

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Impact

Impact							
Score	Performance/ Service Delivery	Finance /Efficiency £	Confidence/Reputation	Health and Safety	Environment	Strategic Direction	
Very High	<p>Major disruption to service delivery.</p> <p>Major impact on performance indicators noticeable by stakeholders.</p>	<p>Force: >1,000,000 Business area: >150,000</p>	<p>Major stakeholder/investigations/ longer lasting community concerns.</p> <p>Major reputational damage. Adverse national media coverage > 7 days.</p>	<p>Death or a life changing injury.</p>	<p>Very high negative environmental impact (high amount of natural resources used, pollution produced, biodiversity affected).</p>	<p>Major impact on the ability to fulfil strategic objective.</p>	
High	<p>Serious disruption to service delivery. Serious impact on performance indicators noticeable by stakeholders.</p>	<p>Force: 251,000- 1,000,000 Business area: 41,000- 150,000</p>	<p>Serious stakeholder/investigations/ prolonged specific section of community concerns. Serious reputational damage. Adverse national media coverage < 7 days.</p>	<p>An injury requiring over 24-hours hospitalisation and /or more than 3 days off work or a major injury as defined by the RIDDOR regulations.</p>	<p>High negative environmental impact (medium amount of natural resources used, pollution produced, biodiversity affected).</p>	<p>Serious impact on the ability to fulfil strategic objective.</p>	
Medium	<p>Significant disruption to service delivery. Noticeable impact on performance indicators.</p>	<p>Force: 51,000- 250,000 Business area: 11,000- 40,000</p>	<p>Significant investigations/specific section of community concerns.</p> <p>Significant reputational damage adverse local media coverage.</p>	<p>An injury requiring hospital / professional medical attention and/or between one day and three days off work with full recovery.</p>	<p>Medium negative environmental impact (low amount of natural resources used, pollution produced, biodiversity affected).</p>	<p>Significant impact on the ability to fulfil strategic objective.</p>	

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Low		Minor disruption to service delivery. Minor impact on performance indicators.	Force: <50,000 Business area: <10,000	Complaints from individuals. Minor impact on a specific section of the community.	An injury involving no treatment or minor first aid with no time off work.	Low negative environmental impact (limited amount of natural resources used, pollution produced, biodiversity affected).	Minor impact on the ability to fulfil strategic objective.
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Likelihood		
	Score	Chance of Occurrence
Very High	4	>75% (almost certain to occur)
High	3	51-75% (more likely to occur than not)
Medium	2	25-50% (fairly likely to occur)
Low	1	<25% (unlikely to occur)

Overall Risk Rating
Impact x Likelihood
9 - 16 = High
5 - 8 = Medium
1 - 4 = Low