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

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Report of	**OFFICES OF CHIEF CONSTABLE AND POLICE AND CRIME COMMISSIONER**
Subject	**FORCE RISK REGISTER**
Date	**WEDNESDAY 29th JULY 2020**
Author	**MATT JONES – HEALTH, SAFETY AND RISK ADVISOR**

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

2. 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

3. There are currently 45 strategic risks on the risk register with 16 of these risks being rated as 'High' priority. This includes several new risks added as part of the COVID-19 response.

High Risks

4. 16 risks are currently rated as 'High' priority. These risks are detailed at Appendix A.

New Risks

5. There are 28 new risks. 19 of these are related to COVID-19 and are updated weekly through the Op Talla Gold Group. These have been colour-coded in Appendix B.

Risks of Note / Archived

6. **Risks of Note**

    1 risk has increased

    1 risk has decreased

    These have been colour-coded and can be seen in Appendix B.

7. **Archived Risks**

    13 risks have been archived since JARAP last met in January 2020.

    These have been colour-coded and can be seen in Appendix B.

Risk Grading Criteria

8. 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.

9. 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

Risk Status

10. 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

11. There are currently 46 strategic risks on the force risk register.

Risk Matrix Grid Chart:

	Low	Medium	High	Very High
Very High	1	2	6	2
High	0	1	6	2
Medium	1	0	8	5
Low	1	0	4	6

Appendices

Appendix A: High priority risks

Appendix B: Summary of 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)

Churn of staff and ongoing establishment pressure					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0187	4	4	16 🔴	16 🔴	→

Risk Owner: DCC Nixon
Responsible Officer: Alastair Kelly

Controls:

- Workforce Development Board
- Target Operating Model and change team analysis
- Volunteer support
- Development of an academy and apprenticeships
- Management of staff uplift
- Improving skills and technologies
- Recruitment strategy
- Workforce Engagement Strategy
- Mentors and tutors
- PC to Sgt development programme
- COVID-19 Recovery Cell and Establishment Workshops

July 20 Update:
- The Workforce Development Board met for the first time on 22nd April, merging the previous Strategic Establishment, Leadership & Capabilities Board and the People Programme Board.
- During the ongoing COVID-19 pandemic, establishment workshops were held and essential training was maintained.
- The risk register for the People Programme Board was refined to cover this strategic risk.
- The new risk is being fully reviewed at the next Workforce Development Board on 16th July 2020.

Uncertainty regarding future COVID19 restrictions on the public and lack of notice when restrictions change					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0198	4	4	16 🔴	12 🔴	↑

Risk Owner: ACC Smith

Responsible Officer: ACC Smith

Controls:

- Concerns regarding the timing of announcements fed back to NPCC
- Action plan created
- Short notice Gold Group held when necessary following government announcements
- Additional resources provided through Op Formidable
- Monitoring of force resources
- Availability of volunteers and former officers and staff
- Liaison with partners to understand their enforcement approach
- External media strategy
- Scenario planning within the force
- Scenario planning with LRF partners

July 20 Update:

- Last reviewed with ACC Smith and Peter Coogan 11/06/20. Monitored at Op Talla Gold.

Diminished Capacity and Lack of Accreditation within CSI					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0055	3	4	12 🔴	12 🔴	→

Risk Owner: C/Supt Shane O'Neill

Responsible Officer: John O'Dwyer

Controls:

- 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

Jul 20 Update:

- Scene attendance criteria is being amended and will be sent to Ch Supt CAID for review
- Vehicle racking re-fits are currently being done on a rolling programme
- There is a view to increase admin support post C19
- Awaiting a new deadline for ISO accreditation
- There has been staff recruitment, and when 7 vulnerable staff are able to return to work post C19 the risk is expected to reduce

			Ineffective Tracking of Force Assets		
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0078	3	4	12 🔴	12 🔴	→

Risk Owner: C/Supt Martyn Ball

Responsible Officer: Steve Morris

Controls:

- 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
- 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
- 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

Jul 20 Update:

- Due to impacts of COVID-19 this initially lost traction.
- In April the Information Manager opened up a wider corporate governance work stream, to look at the wider tracking of force assets.

- By July the momentum had picked up with CI Ben Gillard taking over. The key update is that a working group now exists and our understanding of the risk is that it has actually reduced and we are just doing some work to reality check this before a recommendation is made to SORB. Our focus at the moment is CAPTOR sprays and we will then look at the wider assets.

Capacity within I.T. to Support 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

Controls:
- Change Board
- Change Team Programme Management
- Design Authority
- Digital Futures Board
- IT Department Work Programme
- Project Management
- Tactical and Strategic TOM group and IT TOM Management Forum
- 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

Jul 20 update:

- Three Solutions Architects have now been recruited from the IT Department by the Digital Transformation team.
- The risk originally centred on the capability for IT to support TOM
- In March the TOM was introduced and IT found that the resourcing challenges remained. Recruiting the Solutions Architects exposed

- capacity issues with other teams.
- The risk was then reframed to monitor the support form IT to enable digital transformation

Inability to Meet Regional Occupational Health Demand					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0127	4	4	12 🔴	16 🔴	↓

Risk Owner: Alastair Kelly

Responsible Officer: Julie Feechan

Controls:

- Addressing the retention of staff
- Looking at how cancellations can be reduced
- Identifying IT and process issues
- Considering new future models
- Improving the management of records

Jul 20 Update:

- Questionnaire planned seeking regional views of OH service but stalled due to COVID-19 work.
- Longer term plans in place to improve governance and allocate SPOCS.
- The plan is to stop all forces doing OH work differently.
- By July demand had reduced with fewer referrals during C19, but they are also taking longer.
- Police officer recruits will soon return and will be getting help from West Mids for appointments.
- The OH review was paused but about to restart.
- The review of OH IT system has restarted and there is a meeting coming up.
- Resources being used to review booking system. Hep B is not currently being done unless a BBV incident. OH continue to negotiate with companies to do Hep B vaccinations, blood tests. This would eliminate demand from no shows, and this, plus new IT system will make biggest difference to risk.

Risk of an information security breach when staff are working from home during COVID-19					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0173	3	4	12 🔴	12 🔴	→

Risk Owner: Steve Morris

Responsible Officer: Steve Morris

Controls:

- Op Talla keep home working under review and have distributed communication to staff
- Departmental heads have reviewed what work can be completed at home for highly vetted staff
- Increased transaction validation monitoring
- Police assets generally not used in public places
- Managers supervising staff remotely
- Staff can work from police sites if risk is too high
- Access to high risk apps restricted
- Oversight and guidance from National Cyber Security Centre

Jul 20 Update:

- Communication messages have been released about information security when working from home. This has included information on scams.
- Information security and IT continue to work closely to track the threat.
- Work is ongoing with L&D regarding mandatory information security training.

Financial impact of the COVID pandemic on the force					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0183	4	3	12 🔴	12 🔴	→

Risk Owner: Paul Dawkins

Responsible Officer: Paul Dawkins

Controls:

- PSA with airport in place
- Calculation of indirect and opportunity costs
- Creation of methodology of calculating costs with partners

Jul 20 Update:

- Monthly report created and sent to the Home Office regarding costs and income forgone.

Management of geographical information					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0188	4	3	12 🔴	12 🔴	→

Risk Owner: Supt Wills

Responsible Officer: David Craig

Controls:

• STORM programme support • STORM and Niche upgrades • Support from Enterprise Architect	

Jul 20 Update:

• Looking at measures to control the number of mapping systems and build the capacity to manage geographical management systems

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: Alex Stacey-Midgley

Responsible Officer: Colette Cloete

Controls:

• 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

Jul 20 Update:
• COVID-19 slowed consultation but now back on track
• HR met with UNISON on 18th June and await further progress
• Purple Book remains in use and aim to have new JES in place this financial year

Evolving Digital Sophistication Impacting Ability to Undertake Investigations					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0015	3	3	9 🔴	9 🔴	→

Risk Owner: DCI Reme Gibson

Responsible Officer: DI Pete Flynn

Controls:

- 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

Jul 20 Update:
- Telematics and Tier 3 (ISP / Chip-off) **Lab** – now completed and in use
- Review of all NPAs completed and mobile device kisoks being installed in relevant locations
- Two **Enterprise Architects** have been recruited, bringing in the right technology capabilities to enable digital sophistication.

- **Open Source Portal** – Training has continued to upskill Level 2 internet research and solutions
- **Virtualisation and automation project** – Proof of function stage to assess both feasibility in the 'cloud' and estimate costs.

Maintaining Workforce Wellbeing (FMS)					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0016	3	3	9 🔴	9 🔴	→

Risk Owner: DCC Rob Nixon

Responsible Officer: Alex Stacey-Midgley

Controls:

- Appointment of a Tactical Mental Health Manager
- Health Assured, Occ Health & Chaplains
- Enhanced Role Based Risk Assessments
- General Analysis Intervention and Needs Model
- Health, Safety & Wellbeing Surveys / Assessments
- Toolkits & Events
- Wellbeing agenda and working group
- Wellbeing Awards
- Wellbeing Support SPOCs / Champions
- Wellbeing Training for Managers
- Wellbeing Board and sub-groups
- 'Your Wellbeing' website
- LPF Trust Wellbeing sessions
- Change in recruitment profile

Jul 20 Update:
- Wellbeing Strategy has been signed off and will be published along with a single action plan against the Blue Light Framework

- Moved to new EAP 'Health Assured'
- 4 sub boards (Emotional Health & Resilience, Physical Health, Mental Health and Financial Health) have met and formed a 'plan on a page'
- Separate and focused strategic risk assessment raised during the COVID-19 pandemic, including enhanced support for those shielding and working at home
- Wellbeing award has been achieved
- Briefing and debriefing trial has commenced
- Stress survey and stress risk assessment completed for CMD
- Results of 2019 National Police Wellbeing Survey released
- Emerging issues being captured such as burnout and working hours

Risk of muscular-skeletal injury due to staff working from home for significant periods of time					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0168	3	3	9 🔴	9 🔴	→

Risk Owner: Peter Coogan

Responsible Officer: Peter Coogan

Controls:
- NCALT training package
- Staff permitted to take equipment home with manager permission
- Oskar Kilo home working advice communicated
- Assistive technology and additional equipment for those at most risk
- Information provided to managers about managing remote staff
- Free face-to-face telephone consultations available through Posturite

Jul 20 Update: Scheme of Work and budget agreed for a new and modern display screen equipment assessment system that includes agile working and working within the home, with enhanced case management. Currently in final stage of procurement before moving to implementation phase.

Impact on operational policing if schools close for summer holidays					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0204	3	3	9 🔴	9 🔴	→

Risk Owner: ACC Debenham

Responsible Officer: ACC Debenham

Controls:
- Business Continuity / Prioritisation of Service Plans
- National view sought
- Await further government and scientific advice
- Resourcing Cell

Jul 20 Update:

- It is believed that the children of essential workers will be able to attend school during the Leicester specific lockdown period, however, parents may be less inclined to send their children to school.

Reputational risk to the force due to delays in the criminal justice system					
Risk	**Impact Score**	**Likelihood Score**	**Current Score**	**Previous Score**	**Movement**
STR0208	3	3	9 🔴	9 🔴	→

Risk Owner: Mark Harrison

Responsible Officer: Mark Harrison

Controls:
- Additional resources provided to Custody
- MoU with HMCTS to share data
- GEO Amey used for prisoner transfer
- Sending of IO offences directly
- Police support for resumption of court hearings
- Greater use of out of court disposals

Jul 20 Update:

- Use of PI Tests and upskilling Sergeants
- Review of low value / victimless crime going to task and finish group
- Review of HMCTS' National Recovery Plan when received
- Plan developed to deal with backlog

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

Controls:

- Audit Regime
- CDI Board
- CDI Training
- NPCC Lead
- 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
- Increase in Dedicated Decision Maker staff to support crime data integrity

Jul 20 Update:

- The DDM team have expanded, with an additional 8 staff having started and the remaining 4 recruited.
- The additional DDM staff have enabled additional areas of risk in relation to CDI to be scrutinised.
- The force audit team have carried out a replica HMICFRS audit, and whilst there are caveats around the results as it does not completely mirror the HMICFRS audit due to resources available, the results show an improvement overall with CDI compliance to 91.4% which would move us to the 'Good' grading band.

Appendix B - Strategic Risks Overview

Highlighting Legend:

Risks Archived at SORB
Status Change
COVID-19 related new risks
New risk since last meeting

Appendix B		Force Risk Register				29th July 2020			
Reference	Owner	Title	Impact	Likelihood	Status	Recorded	Last review	Risk Score	Previous Score
STR0187	Rob Nixon DCC	Churn of staff and ongoing establishment pressure	Very High	Very High	Controls Tasked	April 2020	08/07/20	16	N/A – new risk
STR0198	Kerry Smith ACC	Uncertainty around future C19 restrictions on the public and lack of notice when restrictions change	Very High	Very High	Controls Tasked	April 2020	10/07/20	16	12
STR0055	Shane O'Neill C/Supt - CaID	Diminished Capacity and Lack of Accreditation within CSI	High	Very High	Controls Tasked	May 2019	09/07/20	12	12
STR0078	Martyn Ball C/Supt - SSD	Ineffective Tracking of Force Assets	High	Very High	Controls Tasked	May 2019	09/07/20	12	12
STR0081	David Craig Head of I.T	Capacity within I.T. to Support and Enable Digital Transformation	High	Very High	Controls Tasked	May 2019	10/07/20	12	12
STR0127	Alastair Kelly ACO HR	Inability to meet regional Occupational Health demand	High	Very High	Controls Tasked	January 2020	06/07/20	12	N/A – new risk

STR0173	Steve Morris Head of Information Security	Risk of an information security breach when staff are working from home	High	Very High	Controls Tasked	March 2020	10/07/20	12	12
STR0183	Paul Dawkins ACO Finance & Resources	Financial impact of the COVID pandemic on the force	Very High	High	Controls Tasked	April 2020	10/07/20	12	12
STR0188	Grant Wills Supt - CMD	Management of geographical information	Very High	High	Controls Tasked	April 2020	10/07/20	12	N/A – new risk
STR380	Alastair Kelly ACO HR	Current JES non-equalities compliant and the implementation of new JES scheme carries risk	Very High	High	Controls Tasked	January 2010	01/07/20	12	12
STR0050	Jason Masters C/Supt - Ops	Meeting Increased Demand	High	Very High	Controls Tasked	November 2018	01/04/20	12	12
STR0015	Reme Gibson DCI - CaID	Evolving Digital Sophistication Impacting Ability to Undertake Investigations	High	High	Controls Tasked	November 2018	10/07/20	9	9
STR0016	Rob Nixon DCC	Maintaining Workforce Wellbeing	High	High	Controls Tasked	November 2018	10/07/20	9	16
STR0168	Peter Coogan Principal H&S Advisor	Muscular-skeletal injury due to staff working from home for significant periods of time	High	High	Controls Tasked	March 2020	10/07/20	9	9
STR0204	Julia Debenham ACC	Impact on operational policing if schools close for summer holidays	High	High	Controls Tasked	May 2020	10/07/20	9	9
STR0208	Mark Harrison Head of Prosecutions	Reputational risk to the force due to delays in the criminal justice system	High	High	Controls Tasked	June 2020	10/07/20	9	9
STR0083	Paul Dawkins ACO Finance & Resources	Back-up Generators unable to operate due to unsuitable diesel	High	High	Controls Tasked	May 2019	09/04/20	9	9
STR1679	Lou Cordiner Supt - SSD	Complying with Home Office Counting Rules & Ensuring High Levels of Crime Data Integrity	High	High	Controls Tasked	June 2013	09/07/20	9	9
STR0054	Rob Nixon DCC	FMS 2 - Insufficient Workforce Numbers & Skills	Very High	Medium	Controls Tasked	November 2018	21/03/20	8	8
STR0052	Reme Gibson DCI - CaID	FMS 5 - Reduction in Partnership Working	Very High	Medium	Controls Tasked	November 2018	01/04/20	8	8
STR1329	Paul Dawkins ACO Finance & Resources	Uncertainty Around Future Funding (CSR) Leading to a Reduction in Available Budget	Very High	Medium	Controls Tasked	May 2019	21/03/20	8	8
STR0079	Julia Debenham ACC	Impacts of EU Exit on Policing	Medium	Very High	Controls Tasked	May 2019	10/04/20	8	8
STR0084	Martyn Ball C/Supt – SSD	Unsafe & Ineffective Transfer of Archives & Evidential Property to EPAC	Very High	Medium	Controls Tasked	July 2019	09/04/20	8	8
STR0056	Shane O'Neill C/Supt - CaID	Capability to manage the increase in volume and complexity of Fraud Investigations	Very High	Medium	Controls Tasked	May 2019	07/05/20	8	4

STR0094	Martyn Ball C/Supt – SSD	Loss of Lost & Found Matching Capability due to SOH	Medium	Very High	Controls Tasked	Sept 2019	07/05/20	8	8
STR0099	Paul Dawkins ACO Finance & Resources	Decreasing ability to track vehicles and get accurate data required for Ops/CMD, TU & PSD	Very High	Medium	Controls Tasked	Sept 2019	07/05/20	8	8
STR0129	Matt Ditcher Supt - CaID	Poor retention of Digital Media Investigators within CAID	Medium	Very High	Controls Tasked	January 2020	07/05/20	8	N/A new risk
STR0164	Julia Debenham ACC	Risk of additional demand to the force from the Coronavirus special measures legislation	Very High	Medium	Controls Tasked	March 2020	10/07/20	8	8
STR0185	Kerry Smith ACC	Risk of staff being exposed to COVID 19 virus due to work activities	Very High	Medium	Controls Tasked	April 2020	10/07/20	8	4
STR0186	Shane O'Neill C/Supt - CaID	Use of Cloud to store Indecent Images of Children (IIOC)	Very High	Medium	Controls Tasked	April 2020	07/05/20	8	N/A new risk
STR0082	Gav Drummond DCI - CaID	Non-compliance around ANPR Practices	High	Medium	Controls Tasked	May 2019	07/07/20	6	6
STR0176	Julia Debenham ACC	Risk to staff wellbeing due to COVID-19 epidemic	High	Medium	Controls Tasked	March 2020	10/07/20	6	6
STR0182	Michelle Keen D/Supt - CaID	Withdrawal of partner diversion services and effects of COVID 19 on the drugs market	High	Medium	Controls Tasked	March 2020	10/07/20	6	6
STR0189	Shane O'Neill C/Supt - CaID	Potential withdrawal of LRFS from forensic arson investigation	High	Medium	Controls Tasked	April 2020	07/05/20	6	N/A new risk
STR0190	Mark Harrison Head of Prosecutions	Additional demand produced by witness care for magistrate courts	Medium	High	Controls Tasked	April 2020	10/07/20	6	6
STR0191	Steve Morris Head of Information Security	3rd party organisations not security cleared nor accredited	High	Medium	Controls Tasked	April 2020	07/05/20	6	N/A new risk
STR0199	Kerry Smith ACC	Risk to organisational learning and corporate memory as some Op Talla decisions have not	High	Medium	Controls Tasked	April 2020	10/07/20	6	6
STR0207	Kerry Smith ACC	Co-ordinating the return to work of directorates and departments	High	Medium	Controls Tasked	June 2020	10/07/20	6	6
STR430	Lynne Woodward Head of Equalities	Grievances Related to Disability	High	Medium	Controls Tasked	May 2019	07/05/20	6	6
STR0128	Paul Dawkins ACO Finance & Resources	Potential loss of Kier payroll service	Low	Very High	Controls Tasked	January 2020	07/05/20	4	N/A new risk
STR0184	David Craig Head of IT	CMD ageing plant and ongoing maintenance	Very High	Low	Controls Tasked	April 2020	07/05/20	4	N/A new risk
STR0172	Kerry Smith ACC	Inability to meet non-emergency demand for a sustained period	Very High	Low	Controls Tasked	March 2020	10/07/20	4	8
STR0209	Kerry Smith ACC	Risk of detained people being exposed to COVID19 as all Leicestershire Police custody suites are within the protected zone	Very High	Low	Controls Tasked	July 2020	10/07/20	4	4

STR1801	Alastair Kelly ACO HR	Ability to meet mandatory training requirements	High	Medium	Managed	June 2014	08/04/20	4	4
STR1844	Dan Pedley C/Insp - SSD	Failure to transition to the ESN	Very High	Low	Controls Tasked	August 2014	07/05/20	4	4
STR1991	Steve Morris Head of Information Security	Threat of cyber-attack on Leicestershire Police	Very High	Low	Controls Tasked	June 2017	07/05/20	4	4
STR2017	Steve Potter Supt – LPD	Ineffective Communication of Firearms Markers to Deployed Officers	Medium	High	Controls Tasked	April 2018	07/05/20	4	4
STR0080	Martyn Ball C/Supt – SSD	Capacity Risk of EMOpSS Returning into Force	Medium	Medium	Controls Tasked	May 2019	10/04/20	4	4
STR1935	Martyn Ball C/Supt – SSD	Management of seized and found property provision	High	Low	Controls Tasked	June 2016	09/04/20	3	3
STR0169	Julia Debenham ACC	Risk of reduced confidence in the force due to changes in its service delivery brought about by the need for social distancing	High	Low	Controls Tasked	March 2020	10/05/20	3	3
STR0177	Kerry Smith ACC	Risk to the force due to closure of front enquiry offices	High	Low	Controls Tasked	March 2020	10/05/20	3	3
STR0178	Steve Potter Supt – LPD	Risk to staff from lack of available PPE	High	Low	Controls Tasked	March 2020	10/05/20	3	3
STR0201	Kerry Smith ACC	Managing the return to work of staff with building based H&S or wellbeing roles	High	Low	Controls Tasked	May 2020	10/05/20	3	9
STR11	Alastair Kelly ACO HR	Potential for industrial action affecting our service	Low	Medium	Controlled	October 2007	18/04/20	2	2
STR0097	Shane O'Neill Supt - CaID	Capability Issues around the reduction in trained motorbike officers within FIB and Regionally	Low	Medium	Controls Tasked	Sept 2019	07/05/20	2	2
STR2006	Martyn Ball C/Supt – SSD	Management of archive provision	High	Medium	Controls Tasked	October 2017	09/04/20	1	1
STR1475	Steve Potter Supt – LPD	Limited ability to collate ASB incidents onto SENTINEL	Low	Low	Managed	May 2012	07/05/20	1	1
STR0098	Julia Debenham ACC	Impacts from delayed retraining for DVI Training Accreditation	Low	Low	Controls Tasked	Sept 2019	09/04/20	1	1

Appendix C - Risk Scoring Matrix

	Score	Performance/ Service Delivery	Finance /Efficiency £	Confidence/Reputation	Health and Safety	Environment	Strategic Direction
Impact							
Very High	4	Major disruption to service delivery. Major impact on performance indicators noticeable by stakeholders.	Force: >1,000,000 Business area: >150,000	Major stakeholder/investigations/longer lasting community concerns. Major reputational damage. Adverse national media coverage > 7 days.	Death or a life changing injury.	Very high negative environmental impact (high amount of natural resources used, pollution produced, biodiversity affected).	Major impact on the ability to fulfil strategic objective.
High	3	Serious disruption to service delivery. Serious impact on performance indicators noticeable by stakeholders.	Force: 251,000-1,000,000 Business area: 41,000-150,000	Serious stakeholder/investigations/ prolonged specific section of community concerns. Serious reputational damage. Adverse national media coverage < 7 days.	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.	High negative environmental impact (medium amount of natural resources used, pollution produced, biodiversity affected).	Serious impact on the ability to fulfil strategic objective.
Medium	2	Significant disruption to service delivery. Noticeable impact on performance indicators.	Force: 51,000-250,000 Business area: 11,000-40,000	Significant investigations/specific section of community concerns. Significant reputational damage adverse local media coverage.	An injury requiring hospital / professional medical attention and/or between one day and three days off work with full recovery.	Medium negative environmental impact (low amount of natural resources used, pollution produced, biodiversity affected).	Significant impact on the ability to fulfil strategic objective.
	1	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.

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