

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

Paper

Marked

F

Report of	OFFICES OF CHIEF CONSTABLE
Subject	FORCE RISK REGISTER
Date	WEDNESDAY 21 ST JULY 2021
Author	MATTHEW 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 risks, newly registered risks, changes of risk score and archived risks.

Recommendation

2. The panel is recommended to review the contents of this report and the updates provided within.

Summary

3. There are currently 35 strategic risks on the risk register. This includes 11 'COVID-19' risks managed through the weekly Op Talla Gold Group. There are an additional 4 risks that were being scored at the time of writing. These are detailed in appendix D with the other new risks.

High Risks

4. 9 risks are currently rated as 'High' priority. These risks are detailed at Appendix A. All 35 risks are summarised in Appendix A with the COVID-related risks marked by 'COVID' in the reference column. The 4 additional risks to be scored are included at the end of appendix A.

Archived risks

5. No risks have been archived since JARAP last met in April 2021. Future archived risks are detailed in Appendix B.

Changes in risk score

6. Two risks have had a change in risk score, as detailed in Appendix C.

New risk

7. There are 10 new risks, as detailed in Appendix D. 4 of these were due to be scored at the time of writing (25/06/21) having been ratified at SORB on 22/06/21.

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.

OFFICIAL

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 35 strategic risks on the force risk register (plus 4 new risks to be scored)

Risk Matrix Grid Chart:

	Low	Medium	High	Very High
Very High	1	0	6	0
High	0	2	1	2
Medium	0	0	9	6
Low	1	1	1	5

Appendices

Appendix A: Summary of force risk register

Appendix B: Archived risks

Appendix C: Changes in risk score

Appendix D: New risks

Appendix E: High priority risks not included in above appendices

Appendix F: Risk scoring matrix

Persons to contact

Rob Nixon – Deputy Chief Constable – (0116) 248 2002

Email: Rob.Nixon@leicestershire.pnn.police.uk

Paul Dawkins – Temp CFO for OPCC – (0116) 248 2244

Email: Paul.Dawkins@leicestershire.pnn.police.uk

Matt Jones – Health, Safety and Risk Advisor – (0116) 248 6943

Email: matthew.jones@leicestershire.pnn.police.uk

OFFICIAL

Appendix A: Risks Overview

Highlighting Legend:

Risks Archived at last (Jun 2021) SORB
Change to risk score
New risk since last meeting (scored)
New risk since last meeting (not yet scored)

Appendix A		Force Risk Register				21 st July 2021			
Reference	Owner	Title	Impact	Likelihood	Status	First Recorded	Last review	Risk Score	Previous Score
STR0081	David Craig Head of I.T.	Capacity within I.T.	High	Very High	Controls Tasked	May 2019	22/06/21	12	12
STR0127	Alastair Kelly ACO HR	Inability to meet regional Occupational Health demand	High	Very High	Controls Tasked	January 2020	22/06/21	12	12
STR0187	Rob Nixon DCC	Churn of staff and ongoing establishment pressure	Very High	High	Controls Tasked	April 2020	22/06/21	12	12
STR0228	Paul Dawkins ACO Finance & Resources	Pension remedy for police pension scheme	High	Very High	Controls Tasked	December 2020	22/06/21	12	12
STR0256	Shane O'Neill C/Supt - CaID	Safeguarding repeat domestic abuse victims	High	Very High	Controls Tasked	June 2021	22/06/21	12	NEW RISK
STR0257	Alastair Kelly ACO HR	Risk of not conducting appropriate health surveillance	Very High	High	Controls Tasked	June 2021	22/06/21	12	NEW RISK
STR0258	Reme Gibson DCI CaID	Removal, retention and deletion of data in Digital Hub	High	Very High	Controls Tasked	June 2021	22/06/21	12	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	22/06/21	12	12
STR1679	Lou Cordiner Supt - SSD	Complying with Home Office Counting Rules & Ensuring High Levels of Crime Data Integrity	High	High	Controls Tasked	June 2013	22/06/21	9	9

OFFICIAL

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	22/06/21	8	8
COVID STR0164	Kerry Smith ACC	Risk of additional demand to the force from the Coronavirus special measures legislation	Very High	Medium	Controls Tasked	March 2020	22/06/21	8	8
COVID STR0172	Kerry Smith ACC	Inability to meet non-emergency demand for a sustained period during COVID	Very High	Medium	Controls Tasked	March 2020	22/06/21	8	8
COVID STR0185	Kerry Smith ACC	Risk of staff being exposed to COVID virus due to work activities	Very High	High	Controls Tasked	April 2020	22/06/21	8	8
STR0184	David Craig Head of IT	CMD ageing plant and ongoing maintenance	Very High	Medium	Controls Tasked	April 2020	22/06/21	8	8
STR0259	David Craig Head of IT	Risk of network vulnerability from insecure firewall	Very High	Medium	Controls Tasked	June 21	22/06/21	8	NEW RISK
STR0016	Rob Nixon DCC	Maintaining Workforce Wellbeing	High	Medium	Controls Tasked	November 2018	22/06/21	6	6
STR0055	Shane O'Neill C/Supt - CaID	Diminished CSI Capacity	High	Medium	Controls Tasked	May 2019	22/06/21	6	12
STR0078	Kerry Smith ACC	Ineffective Tracking of Force Assets	High	Medium	Controls Tasked	May 2019	22/06/21	6	6
COVID STR0168	Peter Coogan Principal H&S Advisor	Muscular-skeletal injury due to staff working from home for significant periods of time during COVID	High	Medium	Controls Tasked	March 2020	22/06/21	6	6
COVID 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	22/06/21	6	6
COVID STR0173	Steve Morris Head of Information Security	Risk of an information security breach when staff are working from home during COVID	High	Very High	Controls Tasked	March 2020	22/06/21	6	6
COVID STR0176	Kerry Smith ACC	Risk to staff wellbeing due to COVID-19 epidemic	High	Medium	Controls Tasked	March 2020	22/06/21	6	6
COVID STR0183	Paul Dawkins ACO Finance & Resources	Financial impact of the COVID pandemic on the force	High	Medium	Controls Tasked	April 2020	22/06/21	6	6
STR0188	Steve Durrant Supt - CMD	Management of geographical information	Medium	High	Controls Tasked	April 2020	22/06/21	6	12
COVID STR0190	Mark Harrison Head of Prosecutions	Additional demand produced by witness care for magistrate courts during COVID	Medium	High	Controls Tasked	April 2020	22/06/21	6	6
STR0253	Shane O'Neill C/Supt - CaID	Lack of CSI accreditation	High	Medium	Controls Tasked	March 2021	22/06/21	6	6
STR0128	Paul Dawkins ACO Finance & Resources	Potential loss of Kier payroll service	Low	Very High	Controls Tasked	January 2020	22/06/21	4	4



OFFICIAL

COVID STR0209	Kerry Smith ACC	Risk of detained people being exposed to COVID19 in custody	Very High	Low	Controls Tasked	July 2020	22/06/21	4	4
COVID STR0198	Kerry Smith ACC	Uncertainty around future C19 restrictions on the public and lack of notice when restrictions change	Very High	Medium	Controls Tasked	April 2020	22/06/21	4	4
STR0260	Paul Dawkins ACO Finance & Resources	Exemption to Police Approved Interpreters and Translators (PAIT)	Very High	Low	Controls Tasked	June 2021	22/06/21	4	NEW RISK
STR1844	Dan Pedley C/Insp – SSD	Failure to transition to the ESN	Very High	Low	Controls Tasked	August 2014	22/06/21	4	4
STR2017	Steve Potter Supt – LPD	Ineffective Communication of Firearms Markers to Deployed Officers	Very High	Low	Controls Tasked	April 2018	22/06/21	4	4
STR0189	Shane O’Neill C/Supt – CaID	Potential withdrawal of LRFS from forensic arson investigation	High	Low	Controls Tasked	April 2020	22/06/21	3	3
STR0261	David Craig Head of IT	Risk of running an unsupported Windows 10 platform	Medium	Low	Controls Tasked	June 2021	22/06/21	2	NEW RISK
STR1475	Steve Potter Supt – LPD	Limited ability to collate ASB incidents onto SENTINEL	Low	Low	Managed	May 2012	22/06/21	1	1
TBC	Shane O’Neill C/Supt – CaID	Number of historical investigations subject to public inquiry	TBC	TBC	Controls Tasked	June 2021	22/06/21	TBC	NEW RISK
TBC	Paul Dawkins ACO Finance & Resources	The Financial Challenge – 2021/2022 - 2024/25	TBC	TBC	Controls Tasked	June 2021	22/06/21	TBC	NEW RISK
TBC	Rich Ward Supt - PSD	High profile complaints and legal claims	TBC	TBC	Controls Tasked	June 2021	22/06/21	TBC	NEW RISK
TBC	Rob Nixon DCC	Appetite for regional collaboration	TBC	TBC	Controls Tasked	June 2021	22/06/21	TBC	NEW RISK



Appendix B: Risks archived from strategic risk register

None

Appendix C: Changes in risk score

Diminished CSI Capacity					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0055	3	2	6 	12 	↓
Date first recorded: 03/06/2019		Risk Owner: C/Supt Shane O'Neill		Responsible Officer: John O'Dwyer	
<p>Controls:</p> <p>EMSOU-FS Cross Border Assistance Regional Scene attendance criteria (Form FS360) now in place Business Case for CSI Capacity Increased admin support to operational staff</p>					
<p>Jun 21:</p> <p>New staff have been recruited from first uplift These new staff have now been signed off A second uplift is underway to recruit further staff Continue to be able to share resources in the region CAID and CSI management agree that risk score has fallen Suggest same impact but reduce likelihood from '4' to '2' This has reduced the risk from 3x4 (12) to 3x2 (6), ratified at SORB in June 21</p>					

OFFICIAL

Management of geographical information					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0188	2	3	6 	12 	↓
Date first recorded: 19/04/2020		Risk Owner: Supt Durrant		Responsible Officer: David Craig	
<p>Controls:</p> <p>STORM programme support STORM and Niche upgrades Support from Enterprise Architect Controlling the number of mapping systems</p>					
<p>Jun 21 Update:</p> <p>Storm to be upgraded to use the same version of gazetteer as Niche. New post to manage maps and gazetteers Address base work has been completed Contractor engaged for pressing work to update maps New control for the recruitment of resources has been created SORB agreed that impact has reduced from '4' to '2' which reduces risk to a medium risk of $2 \times 3 = 6$</p>					

OFFICIAL


Appendix D: New Risks

Safeguarding repeat domestic abuse victims					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0256	3	4	12 ●	N/A	N/A
Date first recorded: 22/06/2021		Risk Owner: Ch Supt O'Neill		Responsible Officer: Supt Ditcher	
<p>Controls: Force focus on Medium risk investigation and outstanding suspects (DMM, TT&CG and Weekly NPA Threat meetings) Review of repeat DA victims to ensure all investigative and safeguarding options have been taken Domestic abuse policy and procedure Adult Safeguarding Hub oversight and identification of repeat offences MARAC referrals</p>					
<p>Jun 21: New risk agreed at SORB June 21</p>					

Risk of not conducting appropriate health surveillance					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0257	4	3	12 ●	N/A	N/A
Date first recorded: 22/06/2021		Risk Owner: Alastair Kelly		Responsible Officer: Tanya Stacey	
<p>Controls: Health and Safety Committees for each department require hazards and risk assessments to be created Support from Health and Safety Advisors Oversight at Executive Health and Safety Committee</p>					

OFFICIAL


Jun 21:
New risk agreed at SORB June 21

Removal, retention and deletion of data in Digital Hub					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0258	3	4	12 	N/A	N/A
Date first recorded: 22/06/2021		Risk Owner: DCI Gibson		Responsible Officer: DI Greenhalgh	


Controls:
 Digital Hub have begun to clear data stored but issues with access to case management systems and limited integration with Force IT. Options being explored for workforce capacity and requirements to conduct the initial assessment and removal of legacy data. Digital Hub are building a business case for digital device data infrastructure solution, which enables RRD of mobile device data to be scheduled and completed. New automated process will incorporate an audit process for data retained
 Records manager (InfoM) consulted and advised re RRD of DECF
 DPIA currently in draft format.
 DCI Gibson to raise risk at the Force Data Storage Board
 EPAT manager consulted and advised regarding evidence retention and destruction
 Guidance being developed to complement the Collaboration in Law Enforcement Programme's (CLEP) 'Management of Physical and Digital Evidence' due for publication shortly
 Work ongoing to update the NPCCs 'Retention, Storage and Destruction of Materials and Records relating to Forensic Examinations' document

Jun 21:
New risk agreed at SORB June 21


OFFICIAL

Risk of network vulnerability from insecure firewall					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0259	4	2	8 	N/A	N/A
Date first recorded: 22/06/2021		Risk Owner: David Craig		Responsible Officer: Steve Morris	
<p>Controls: Nationally the risk is being assessed as 8.6 out of 10 However, our public facing firewalls are unaffected, which lowers the risk score locally quite substantially as this is where our greatest chance of a hacker targeting us comes from. No urgent action is needed but in the near future we need to carry out a program of work to upgrade the internal firewalls. None of which has been budgeted for or planned. IT will draft a plan of action, highlighting what is urgent and the costs associated with doing so. This vulnerability may exist for a matter of weeks or months whilst we upgrade them</p>					
<p>Jun 21: New risk agreed at SORB June 21</p>					

OFFICIAL

Exemption to Police Approved Interpreters and Translators (PAIT)					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0260	4	1	4 	N/A	N/A
Date first recorded: 22/06/2021		Risk Owner: Paul Dawkins		Responsible Officer: Mark Lewis	
<p>Controls: Contract with Cintra, which already provides interpreters that hold the PAIT qualifications, PAIT vetting and PAIT experience criteria, therefore Leicestershire Police is PAIT compliant, but Cintra has not yet entered into an agreement to provide all interpreter details to be included on the PAIT List. This will occur as soon as a new contract is awarded under the DPS (regardless of which company wins the contract). Any assignment for police purposes that does not meet the correct standard of qualifications, vetting or experience, is only permitted on the authority of a police inspector. This is the fall-back position for any non-PAIT deployment. The PAIT list will be created as soon as the new contract is awarded. Leicestershire Police will be fully PAIT compliant on 1st October 2021 at which point this entry may be removed from the force risk register.</p>					
<p>Jun 21: New risk agreed at SORB June 21</p>					

OFFICIAL

Risk of running an unsupported Windows 10 platform					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0261	2	1	4 	N/A	N/A
Date first recorded: 22/06/2021		Risk Owner: David Craig		Responsible Officer: Mark Morris	
<p>Controls: Microsoft issue “one off” patches for vulnerabilities of any note for the unsupported platforms Contact with national monitoring centre and national police information risk management team to highlight any specific vulnerability to us from their horizon scanning Ongoing horizon monitoring by information security team Data network – not exposed directly to Internet GIRR - Governance and Information Risk Return - requires controls in place to keep secure environment and his helps contain this risk Plan to upgrade to supported version of Windows 10 Implementing NEP design refresh 3 – this allows us to deploy and manage Windows 10 more effectively than traditional methods Work has commenced on this In addition – NEP previously advised that under the NEP Design Refresh 1 can only deploy 1809. We have the ability to deviate from this and our deviation is that we will look to deploy Windows 20H2 under design refresh 1. Work has begun on this. Further updates due in May as proof of concept Then, new upgrades will be on 20H2 so we will be compliant to the end of 2023. Impact 2 x Likelihood 1 (likelihood will increase over time)</p>					
<p>Jun 21: New risk agreed at SORB June 21</p>					

OFFICIAL

Risk towards organisational reputation due to a number of historical investigations subject to public inquiry.					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
TBC	TBC	TBC	TBC ●	N/A	N/A
Date first recorded: 22/06/2021		Risk Owner: DCC Nixon		Responsible Officer: C/Supt O'Neill	
Controls: Identification of a dedicated lead to ensure appropriate risk management.					
Jun 21: New risk agreed at SORB June 21					

The Financial Challenge – 2021/2022 - 2024/25.					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
TBC	TBC	TBC	TBC ●	N/A	N/A
Date first recorded: 22/06/2021		Risk Owner: Paul Dawkins		Responsible Officer: Paul Dawkins	
Controls: MTFP/Financial Strategy and the ongoing oversight provided by Paul Dawkins.					
Jun 21: New risk agreed at SORB June 21					

OFFICIAL

High Profile Complaints and Legal Claims					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
TBC	TBC	TBC	TBC ●	N/A	N/A
Date first recorded: 22/06/2021		Risk Owner: DCC Nixon		Responsible Officer: Supt Ward	
Controls: Identification of dedicated leads to ensure appropriate risk management.					
Jun 21: New risk agreed at SORB June 21					

Risk to Regional Collaboration Appetite					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
TBC	TBC	TBC	TBC ●	N/A	N/A
Date first recorded: 22/06/2021		Risk Owner: DCC Nixon		Responsible Officer: DCC Nixon	
Controls: Identification of potential risks and addition to risk report for consideration at SORB. Consider further reports to understand the risk and demands placed on areas of business should collaborations cease.					
Jun 21: New risk agreed at SORB June 21					

Appendix E: High Priority Risks (Red)

Capacity within I.T.					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0081	3	4	12 ●	12 ●	→
Date first recorded: 28/06/2019		Risk Owner: David Craig		Responsible Officer: David Craig	
<p>Controls: Change Board and Change Team Programme Management Design Authority and 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 Solutions Architects within the IS Section Scheduling and prioritisation process Restructured Comms and Support Section</p>					
<p>Jun 21 update: Review of Comms and Support control assigned to Ian Freeman. Work has continued to build a team to deliver the strategy. Previously known as DevOps team, the team will now be known as the Digital Optimisation and Innovation Team (DOIT). A Programme Manager, Business Transformation Analyst, Developer and Project Manager have been appointed. A Change Board paper is being drafted to highlight the initial start-up team and the future roles required, the initial work they will start to progress and what we expect the team to deliver. One developer will move over to the DOIT team, this creates a service vulnerability as only one developer remains in IT for support Risk title changed to cover all IT Capacity, not just capacity to enable digital transformation</p>					

OFFICIAL

Inability to Meet Regional Occupational Health Demand					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0127	4	3	12 ●	12 ●	→
Date first recorded: 18/01/2020		Risk Owner: Alastair Kelly		Responsible Officer: Tanya Stacey	
<p>Controls:</p> <p>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 Regional review of Occupational Health</p>					
<p>Jun 21</p> <p>Identifying options regarding a voucher system to allow for Hep B vaccinations (as well as post incident provision). New Head of Occupational Health started 26/04/2021 supported by Deputy Head. Business Manager in place 2 days a week for 6 months to support the procurement and implementation of a case management system and manage Occupational Health administration. Meeting 01/06/2021 to decide on when to employ a project manager for the case management system. Supplier cannot bring us on to the system until next year A full review of the service is being undertaken. Improving collaborative working with HR and Health and Safety across the forces. Assurance that occupational health supports the forces to identify where health surveillance is required if an occupational risk is identified. Developing an Occupational Health Service that is fit for the future. Lincs indicated intention to pull out of collaboration</p>					

OFFICIAL

Churn of staff and ongoing establishment pressure					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0187	4	3	12 ●	12 ●	→
Date first recorded: 18/04/2020		Risk Owner: DCC Nixon		Responsible Officer: Alastair Kelly	
<p>Controls:</p> <p>Workforce Development Board oversight with assigned responsibilities providing governance 3 delivery pillars ensuring right numbers of people, with right skills and capabilities, at the right time (pipeline, workforce 2.0, careers) Continued Target Operating Model and change team analysis Management of staff uplift Improving skills and technologies COVID-19 Recovery Cell and Establishment Workshops Development of Academy and practice leads</p>					
<p>Jun 21:</p> <p>Workforce Development Group presented year-on-year organisational health check. There have been several positives: Up over 30% on number joining the organisation across roles. 17% down on leavers as well. A fifth of 'leavers' have left another role and joined as a police officer (50% of specials and 70% of PCSOs). 25% in LGBTQ intake year-on-year. 16.8% reduction in mental ill-health sickness across roles. Reductions in total sickness as well. Increased promotions for females, BME, LGBTQ</p> <p>Pillar approach continues with each having priority activities.</p> <p>Pipeline: <i>toy car to day 1</i> <u>Engage and encourage</u> - Paper submitted for request for 8 Children and Vulnerable Person Officers approved, one per NPA</p>					

OFFICIAL

- St Matthews recruitment targeted due to diverse population began w/c 3rd May 2021
- Cadet recruitment focusing on vulnerable and diverse groups. This programme includes promotion of policing as a career and advice on recruitment pathways; and promotion of positive view of policing in general
- School liaison: Reviewing the role of School Liaison Officers and requested Police Officer to oversee recruitment from NPO uplift to progress liaison in highly populated BME/low socio-economic areas

Attract and recruit

- Reviewing the application form to make the form clearer (following feedback from the 1st Police Staff focus group)
- DPIA information provided by the Project Team to fullest capability and handed back to the Information Management team for their expertise of police legislation and conditions
- DHEP detective pathway application sift and pre-screen completed
- Detective pathways interviews completed
- Looking to replicate DHEP pathway for a non-degree pathway
- Enhanced Cadet recruitment communications including use of video via QR Codes
- Leicester College have selected Leicestershire Police as first police force to be accredited to deliver Level 3 Certificate in Education equivalent to A-Level (jointly badged as Academy product) with curriculum being developed with cadet leaders
- creating additional familiarisation event for Police Officers

Welcome, support and development

- Welcome Booklet review of content with corporate comms
- Creation of a working group for review of the induction process and current state and propose future state
- Sign off received for a brochure to be incorporated into the welcome booklet

Workplace 2.0: *Experience with the Force*

- Spring leadership briefings have been completed

-Employee Assistance Provider:

Improved access to online services.

Making available a quarterly management information to the whole force.

Wellbeing

- Wellbeing audit completed
- Bluelight framework 100% completed
- House of Lords recently commented on the excellent wellbeing offer Leicestershire Police provide in comparison with other organisations, not just police, meaning that other industries can look to us for good practice.

Covid wellbeing calls

OFFICIAL

Calls closed end of April. 25% of force contacted. Consideration being given to making the questionnaire that callers used to capture information available to everyone so that those who didn't get a call can still contribute. Analysis and review of calls being worked on and likely to be ready for June 2021 to enable consideration for future work. Findings were positive with people feeling supported. Final results to be published in full.

Workforce engagement

- Leaders Briefing report completed and shared with Chief Officers.
- Ongoing consideration to having a joint survey enterprise between this internal engagement work and the community engagement team.
- Annual workforce survey: Work being considered with Health and Safety to consider alignment and programming of potential annual Engagement and Health and Safety Survey. Also have national Oscar Kilo survey that we can use locally.

Future World of Work

- 3 working groups have been set up to focus on Health & Safety, Insurance, Information Security, Employment & Contractual Matters, roles that may be suitable for different working styles and Behavioural/Cultural change.
- A new online DSE Assessment is now available

Reward recognition and benefits

- Review of non-pay benefits being developed
- Looking at gender pay gap action plan

Careers: *Nurturing potential from entry to exit*

Academy

- Academy SharePoint site now live including toolkits, learning resources and programmes across the three faculties with Force-wide communications.
- Five-year strategy and roadmap, external and in-house trainer led delivery plans agreed
- 80 Practice Leads in place with content being shared via SharePoint and Teams channels

Careers

- Tutor Pilot underway
- Plan in place to catch up 50 out-date officers from COVID Gold decision to extend tickets. We continue to use 3 venues, using Divisional trainers and weekend delivery for Special Constables.
- Scoping Power Bi as an option for KPI reporting

PDR

- All old PDR documentation and links identified and removed or restructured to align with the new check-in approach
- New guidance documents were rolled out Force-wide
- New IT solution being developed

OFFICIAL

Skills and capabilities

- Continued development and roll-out of Power BI
- New recruits process for capturing skills created
- Generic role profiles created with associated skills with process for leavers

Consideration was made at SORB as to whether the risk score had decreased due to the amount of risk treatment, but it was deemed that the score has not changed at this time.

Pension Remedy for the police scheme					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0228	3	4	12 ●	12 ●	→
Date first recorded: 09/12/2020		Risk Owner: Paul Dawkins		Responsible Officer: Ruth Gilbert	
<p>Controls: Remedy Plan and Remedy Lead Local Pension Board Monthly NPCC Pension Team Meeting</p>					
<p>Jun 21 Update: NPCC Team continue to work on a number of work streams. By the End of June the software supplier of the pension administration software should have produced their implementation plans. Further guidance on the implementation of Immediate Detriment is expected in early June. The NPCC has also taken legal advice. NPCC has received additional funding to assist with the costs of pension remedy implementation. The NPCC are working with the Home Office to produce pension modelling tools and inform Remedy legislation and regulation. The format of the data request spreadsheets have been shared with Forces</p>					

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 ●	→
Date first recorded: 06/01/2010		Risk Owner: Alex Stacey-Midgley		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 Liaison with Corporate Communications to management updates to workforce 					
<p>Jun 21 Update:</p> <p>Work continues, following feedback from Unions This work has so far included contact with managers of certain roles to determine any specific physical and mental demands on their role Regular communications continue.</p>					

OFFICIAL

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 ●	→
Date first recorded: 12/06/2013		Risk Owner: Supt Lou Cordiner		Responsible Officer: Darren Goddard	
<p>Controls:</p> <p>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 12 additional staff have now started within the DDM team</p>					
<p>Jun 21 Update:</p> <p>HMICFRS replica audit found overall recording compliance was 91.7% which would be within the Good grading band for HMICFRS and this is an improvement of 7.6% from the last HMICFRS inspection in 2018. This is a significant improvement and illustrates the forces commitment to crime data integrity. The Audit Team are continuing the HMIC replica audit. HMICFRS will start the Victim Service Assessment (VSA) which includes the CDI audit week commencing 21st June. The risk score is unchanged pending the results from the Victim Service Audit. Change of responsible officer to Darren Goddard</p>					

OFFICIAL

Appendix F - Risk Scoring Matrix

Impact							
Score	Performance/ Service Delivery	Finance /Efficiency £	Confidence/Reputation	Health and Safety	Environment	Strategic Direction	
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.	
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.	
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.	

OFFICIAL

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