POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

JOINT AUDIT, RISK & ASSURANCE PANEL

PAPER MARKED

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Report of Subject	**POLICE AND CRIME COMMISSIONER** **OPCC RISK REGISTER**
Date Author	**TUESDAY 26 JANUARY 2021 – 10.00 AM** **TEMPORARY FINANCE DIRECTOR DAWKINS**

Purpose of Report

1.   The purpose of this report is to consider the OPCC Risk Register

Recommendation

2.   To note the information contained within this report.

Background

3.   None

Implications
Financial :
Legal :
Equality Impact Assessment :
Risks and Impact :
Link to Police and Crime Plan :
Communications :

List of Appendices
Appendix 1 – OPCC Risk Register 061120

Background Papers
None

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Police and Crime Commissioner Strategic Risk Register

			Date:	Nov-20
			Next Review:	Feb-20

Risk #	Date Originated	Risk Originator	Risk Title	Risk Description (source of risk, threat, consequence)	Risk Owner	Control Measures	Residual Impact	Residual Likelihood	Residual Risk Score
OPCC012	30/08/2018	OPCC Risk Workshop	Impact of Comprehensive Spending Review on the 2021/22 budget, precept settlement and medium term financial strategy.	Financial Implications of the CSR for the next financial year not yet known. Possible funding reductions (including the impact of increased demand and pensions pressures) impact on the resources available to the Commissioner for the provision of frontline policing.	Paul Dawkins	Medium term financial projections look forward four years providing time to address any funding problems expected. Reserves are carefully managed. The in-year budget is monitored on a monthly basis. External grant funding is applied for when available and there is a desire to seek funds for that particular initiative. Scenario planning being undertaken and looking at possible ways to reduce the funding shortfall. Spending analysis being undertaken to identify areas for possible efficiency savings.	4	3	12
OPCC024	06/11/2020	OPCC Risk Workshop	Risk of National Pandemic on business continuity	Pandemic impact on the working practices from the office and the ability meet face to face.	Angela Perry	Business continuity plan in place and shared with the team. All contact numbers reviewed to ensure that staff members can be contacted quickly. Risk Assessment in place for the office which is regularly updated. Safe system of working document shared with all OPCC staff. For those attending the office, when government guidance permits, control measures in place i.e. one way system, bubbles, allocated maximum number of individuals. Documents updated monthly in line with government guidance. Project plan in place for recovery and current way of working. All staff have laptops and other equipment supplied in order for staff to work from home. Working practices reviewed at start of pandemic to ensure business as usual.	3	4	12
OPCC021	30/08/2018	Managers' meeting	Unsuccessful consolidation of People Zones Initiative	People Zones is an initiative that is being rolled out across the LLR area. Unsuccessful roll out of the People Zones initiative could lead to significant reputational damage and damage the current partnership working arrangements thereby impacting on the most vulnerable in the area.	Paul Hindson	Post currently being recruited into to oversee this area of work. Project plans in place which capture risk associated area and feed into SMT regularly which significant risk will be added to the Strategic risk register. A plan and toolkit is in place to deliver the initiative and being monitored against.	3	3	9
OPCC022	06/11/2020	OPCC Risk Workshop	Changes as a result of the PCC review	A review taking place of the roles of PCC nationally which includes expanding the powers of the metro mayors which could negatively impact on the PCCs role.	Paul Hindson	Participating in the review and expressing our views in order to minimise the negative impact.	3	3	9
OPCC023	06/11/2020	OPCC Risk Workshop	Delayed recruitment of OPCC staff	Due to vetting the recruitment of key staff can be delayed	Angela Perry	A review is being undertaken of the HR SLA and discussion will take place with ACO HR as to future service future delivery.	3	3	9
OPCC005	30/08/2018	OPCC Risk Workshop	Inadequate external communication	Poor communication externally leading to reputational damage and loss of confidence and trust in the Police Commissioner	Paul Hindson	There is a communication lead contracted to provide external communications and digital media. The new structure provides sufficient resource to enable proper consideration of issues and the best means to communicate them effectively. Need to enhance capabilities around digital media within the current structure. OPCC Communications planning grid implemented and reported on to SMT meetings.	4	2	8
OPCC026	27/11/2020	VRN Risk Register	Funding unavailable from the Home Office for 2021/22	No indication of future funding post 31st March 2021. If the Home office do not continue to fund the project beyond 2020/21 the VRN would not be able to continue. This would result in possible financial implications for the OPCC for staff employed on a fixed contract or possible redundancy. Possible increase in knife crime levels.	Grace Strong	Decision still not known from HO of outcome of funding for next financial year, although discussion with HO SPOC and SV team do not indicate that funding will cease next year. Risk raised with the VR Board and commitments made from OPCC to continue to support the VRN, although no agreement of support and resources that would be available if funded was from HO was not provided.	2	4	8
OPCC008	30/08/2018	OPCC Risk Workshop	Reduced Partner Funding	Partners reduce the amount of funding that is put into joint service delivery and arrangements	Simon Down	Active role in the Strategic Partnership Board and other strategic boards to push our agenda to the forefront and cohesive partnership working. There are a number of posts within the office structure that have the opportunity to influence the actions of partners. Effective partnership governance arrangements in place for considering how to manage reductions.	2	3	6
OPCC013	30/08/2018	OPCC Risk Workshop	Engagement with the Community	Engagement with the Community is poor and damages the reputation of the Commissioner as a result.	Victoria Charlton	Engagement officer in process of being recruited, communications and marketing advisers employed, casework officer in post with policies and procedures in place. Reputation of the commissioner is currently high. A weekly blog has been implement for the Commissioner since the start of the pandemic in order to reach members of the community and keep up the engagements. Increase in digital engagements such as what matters to you. Comms grid has	3	2	6
OPCC014	30/08/2018	Managers' meeting	General Data Protection Regulations (GDPR)	The requirements set out under the GDPR legislation are not met	Angela Perry	Project plan in place and updated monthly. Additional Resource provided from force to assess initial and ongoing compliance with the new regulations. Staff training being delivered in bitesize sessions. ICO Audit undertaken on OPCC and audit findings being addressed through the project plan in place.	3	2	6
OPCC009	30/08/2018	OPCC Risk Workshop	Partner Relationships deteriorate	The relationships with partners deteriorate and partners become disengaged in projects and initiatives impacting negatively on the reputation of the Commissioner and potentially the delivery of the Police and Crime Plan.	Paul Hindson	Currently the relationships with partners are good and the newly implemented office structure provides resource to improve these relationships. Effective partnership governance arrangements currently in place.	2	3	6
OPCC002	30/08/2018	OPCC Risk Workshop	Effectiveness of the OPCC Structure	The new structure does not become embedded quickly or carry out its role effectively as a result of lack of training, inability to recruit staff, development of staff and operating as an effective team.	Paul Hindson	A number of new posts have been recruited and the structure appears to be bedding in well. The structure will be reviewed by the Chief Executive to ensure it is delivering as expected. Training for the new staff will be identified and support provided where required. Manager meetings have been implemented to ensure effective working across the teams.	2	2	4
OPCC006	30/08/2018	OPCC Risk Workshop	Inadequate IT systems in operation	ICT systems are not used effectively and therefore become an inefficient way of operating. For example Skype and Office 365	Paul Dawkins	Training programmes been delivered around Microsoft teams. Office 365 implementation plan continues and requires further training.	2	2	4
OPCC018	30/08/2018	Managers' meeting	Provider failure or poor performance.	Significant amounts of money are provided through the Commissioning Framework. If the service is provided poorly or the organisation runs into financial or operational difficulties it could have a significant reputational and financial impact.	Simon Down	Strong governance arrangements in place with regards to the major contracts issued. Strong relationships with partners and organisational leads. Requirement to provide monitoring information and how the funds have been used from all recipients of Commissioning Framework funding. Outcomes framework in the process of being implemented.	4	1	4

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OPCC025	06/11/2020	OPCC Risk Workshop	Wellbeing of Staff	Poor wellbeing of staff leads to stress in the workplace and also absence related to mental health. This results in a loss of days due to absence, unproductive staff, low staff morale and poor staff retention.	Paul Hindson	Bi-weekly team meetings to engage all staff and keep them informed of current issues. Sharing of successful events or projects which have been undertaken within the team. Regular meetings between staff and team leaders to maintain regular contact and monitor staff wellbeing. Wellbeing staff surveys issued with good uptake from staff and positive feedback. 2 wellbeing champions within the OPCC team, raising awareness of wellbeing events/initiatives and being a source of support. Bitesize training and guest speakers arranged to keep staff up to date with latest developments and areas of training.	2	2	4
OPCC001	30/08/2018	OPCC Risk Workshop	Insufficient Resource within the OPCC	Insufficient resource within the OPCC to properly hold the Chief Constable to account on all matters including the performance of the force and the delivery of the Police and Crime Plan. Significant reliance placed on key individuals which would seriously impact the effectiveness of the team if they were to leave.	Paul Hindson	Individuals within teams do provide support and cover for each other on a regular basis. The managers' meeting highlights any particular pinch points. Regular one to ones take place between line managers and their staff. Processes and important documents are held on the shared drive where other members of staff can access them. Budget and staffing structure in place. Deputies in place for all statutory officers including Deputy PCC, Deputy Monitoring Officer and Deputy S151 Officer	2	2	4
OPCC004	30/08/2018	Managers' meeting	Disruption as a result of the election of a new PCC	Preparation for the election and appointment of a new Police and Crime Commissioner cause additional pressure on the team and disruption to the office.	Angela Perry/Paul Hindson	Project plan in place and updated monthly. Internal transition board have been scheduled. Candidates information packs updated from previous elections. Commencement of transition paperwork in progress. Links made with returning officer for the election.	2	2	4
OPCC019	30/08/2018	Managers' meeting	Project risk management	There are a number of projects being managed by the Office. Should any of them be poorly delivered then there would be a reputational and possible financial impact on the office	Victoria Charlton	There has been business plan portfolio for the whole PCC office which contains all the ongoing projects. There is a Project Office in post to support the business portfolio. There are project management resources within the each team who are responsible for delivering each of the projects. There are regular meetings with the project owners to update the project plan. Highlight reports produced on a monthly basis and exception reports reported quarterly to SMT. Significant risks would become a specific strategic risk and added to this risk register.	3	1	3
OPCC007	30/08/2018	OPCC Risk Workshop	Police and Crime Plan commitments not delivered	The commitments in the Police and Crime Plan are not delivered, not delivered to the standard expected or not properly evidenced which could lead to reputational damage.	Paul Hindson	The Police and Crime plan clearly sets out what is required over the Commissioners terms of office. Progress against the Police and Crime Plan is tracked and reported on a regular basis and reported on through various channels.	3	1	3
OPCC011	30/08/2018	OPCC Risk Workshop	Changes to the Political Landscape across LLR	The structure and/or composition of the political landscape changes across the LLR including the composition of the Police and Crime Panel	Paul Hindson	Outside the direct control of the office and will have to be managed by the office should this occur. New relationships would need to be built but the posts and postholders within the office have the skills to achieve this successfully. Regular contact with key stakeholders across the area which may give an early indication which can then be planned for.	3	1	3