

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

Paper

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Report of	OFFICES OF CHIEF CONSTABLE
Subject	FORCE RISK REGISTER
Date	TUESDAY 26 th OCTOBER 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 7 'COVID-19' risks managed through the Op Talla Gold Group. These are detailed in appendix D with the other new risks.

High Risks

4. 12 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.

Archived risks

5. 4 risks have been archived since JARAP last met in July 2021. These were all COVID-19 risks and are detailed in Appendix B.

Changes in risk score

6. No risks have had a change in risk score since the last JARAP. However, discussion are currently taking place on whether the IT Capacity risk is increasing amid increased demand and ongoing maintenance, as well as a delay in laptop orders. Future risk score changes will be detailed in Appendix C.

New risk

7. There are no new risks. Future new risks will be detailed in Appendix D.

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.

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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. All strategic risks are reviewed at least quarterly.

Risk Score	‘RAG’ Rating	Review
9 – 16	High	3 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.

Risk Matrix Grid Chart:

	Low	Medium	High	Very High
Very High	1	0	6	1
High	0	3	3	2
Medium	0	0	9	4
Low	1	1	1	3

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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

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Appendix A: Risks Overview

Highlighting Legend:

Risks Archived at last (Sep 2021) SORB
Change to risk score
New risk since last meeting

Appendix A		Force Risk Register				26 th October 2021			
Reference	Owner	Title	Impact	Likelihood	Status	First Recorded	Last review	Risk Score	Previous Score
STR0278	Paul Dawkins ACO Finance & Resources	The Financial Challenge – 2021/2022 - 2024/25	Very High	Very High	Controls Tasked	June 2021	01/10/21	16	16
STR0081	David Craig Head of I.T	Capacity within I.T.	High	Very High	Controls Tasked	May 2019	01/10/21	12	12
STR0127	Alastair Kelly ACO HR	Inability to meet regional Occupational Health demand	High	Very High	Controls Tasked	January 2020	01/10/21	12	12
STR0187	Rob Nixon DCC	Churn of staff and ongoing establishment pressure	Very High	High	Controls Tasked	April 2020	01/10/21	12	12
STR0228	Paul Dawkins ACO Finance & Resources	Pension remedy for police pension scheme	High	Very High	Controls Tasked	December 2020	01/10/21	12	12
STR0256	Shane O'Neill C/Supt - CalD	Safeguarding repeat domestic abuse victims	High	Very High	Controls Tasked	June 2021	01/10/21	12	12
STR0257	Alastair Kelly ACO HR	Risk of not conducting appropriate health surveillance	Very High	High	Controls Tasked	June 2021	01/10/21	12	12
STR0258	Reme Gibson DCI CalD	Removal, retention and deletion of data in Digital Hub	High	Very High	Controls Tasked	June 2021	01/10/21	12	12
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	01/10/21	12	12

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SRT0277	Shane O'Neill C/Supt – CalD	Number of historical investigations subject to public inquiry	High	High	Controls Tasked	June 2021	01/10/21	9	9
STR0279	Rich Ward Supt - PSD	High profile complaints and legal claims	High	High	Controls Tasked	June 2021	01/10/21	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	01/10/21	9	9
STR0056	Shane O'Neill C/Supt - CalD	Capability to manage the increase in volume and complexity of Fraud Investigations	Very High	Medium	Controls Tasked	May 2019	01/10/21	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	01/10/21	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	01/10/21	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	01/10/21	8	8
STR0184	David Craig Head of IT	CMD ageing plant and ongoing maintenance	Very High	Medium	Controls Tasked	April 2020	01/10/21	8	8
STR0259	David Craig Head of IT	Risk of network vulnerability from insecure firewall	Very High	Medium	Controls Tasked	June 21	01/10/21	8	8
STR0016	Rob Nixon DCC	Maintaining Workforce Wellbeing	High	Medium	Controls Tasked	November 2018	01/10/21	6	6
STR0055	Shane O'Neill C/Supt - CalD	Diminished CSI Capacity	High	Medium	Controls Tasked	May 2019	01/10/21	6	8
STR0078	Kerry Smith ACC	Ineffective Tracking of Force Assets	High	Medium	Controls Tasked	May 2019	01/10/21	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	01/10/21	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	01/10/21	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	01/10/21	6	6
COVID STR0176	Kerry Smith ACC	Risk to staff wellbeing due to COVID-19 epidemic	High	Medium	Controls Tasked	March 2020	01/10/21	6	6
COVID STR0183	Paul Dawkins ACO Finance & Resources	Financial impact of the COVID pandemic on the force	High	Medium	Controls Tasked	April 2020	01/10/21	6	6
STR0188	Steve Durrant Supt - CMD	Management of geographical information	Medium	High	Controls Tasked	April 2020	01/10/21	6	6

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COVID STR0190	Mark Harrison Head of Prosecutions	Additional demand produced by witness care for magistrate courts during COVID	Medium	High	Controls Tasked	April 2020	01/10/21	6	6
STR0253	Shane O'Neill C/Supt - CalD	Lack of CSI accreditation	High	Medium	Controls Tasked	March 2021	01/10/21	6	6
STR0280	Rob Nixon DCC	Appetite for regional collaboration	Medium	High	Controls Tasked	June 2021	01/10/21	6	6
STR0128	Paul Dawkins ACO Finance & Resources	Potential loss of Kier payroll service	Low	Very High	Controls Tasked	January 2020	01/10/21	4	4
COVID STR0209	Kerry Smith ACC	Risk of detained people being exposed to COVID19 in custody	Very High	Low	Controls Tasked	July 2020	01/10/21	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	01/10/21	4	4
STR0260	Paul Dawkins ACO Finance & Resources	Exemption to Police Approved Interpreters and Translators (PAIT)	Very High	Low	Controls Tasked	June 2021	01/10/21	4	4
STR1844	Dan Pedley C/Insp – SSD	Failure to transition to the ESN	Very High	Low	Controls Tasked	August 2014	01/10/21	4	4
STR2017	Steve Potter Supt – LPD	Ineffective Communication of Firearms Markers to Deployed Officers	Very High	Low	Controls Tasked	April 2018	01/10/21	4	4
STR0189	Shane O'Neill C/Supt – CalD	Potential withdrawal of LRFS from forensic arson investigation	High	Low	Controls Tasked	April 2020	01/10/21	3	3
STR0261	David Craig Head of IT	Risk of running an unsupported Windows 10 platform	Medium	Low	Controls Tasked	June 2021	01/10/21	2	2
STR1475	Steve Potter Supt – LPD	Limited ability to collate ASB incidents onto SENTINEL	Low	Low	Managed	May 2012	01/10/21	1	1

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Appendix B: Risks archived from strategic risk register



Risk of additional demand to the force from the Coronavirus special measures legislation					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0164	4	2	8 ●	8 ●	→
Date first recorded: 18/03/2020		Risk Owner: ACC Smith		Responsible Officer: ACC Smith	
Controls: Strategy to maximise frontline capability					
July 21 Update: Archived at Op Talla Gold on 14th July. Given the transition to step 4 there is little call for police enforcement of this legislation going forward.					

Inability to meet non-emergency demand for a sustained period					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0172	4	2	8 ●	8 ●	→
Date first recorded: 19/03/2020		Risk Owner: ACC Smith		Responsible Officer: ACC Smith	
Controls: External communications strategy					
July 21 Update:					

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This risk was archived from the risk register as the force was at status blue during the pandemic and the TOM provided the force with additional resources.

Risk of detained people being exposed to COVID19 as all Leicestershire Police custody suites are within the locked down zone					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0209	4	1	4 	4 	→
Date first recorded: 01/07/2020		Risk Owner: ACC Smith		Responsible Officer: ACC Smith	
<p>Controls:</p> <p>Enquiries on whether detainees can be held outside lockdown areas PPE worn when social distancing not possible</p>					
<p>July 21 Update:</p> <p>This risk was archived from the risk register as it was no longer relevant due to relaxations in local lockdowns.</p>					

Uncertainty regarding future COVID19 restrictions and lack of notice when restrictions change					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0198	4	1	4 	4 	→
Date first recorded: 30/04/2020		Risk Owner: ACC Smith		Responsible Officer: ACC Smith	
<p>Controls:</p> <p>Scenario planning NPCC feedback</p>					

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Short notice gold meetings
Resource management
Liaison with partners

July 21 Update:

Risk archived at Op Talla Gold meeting on 14th July - the Government has been giving notice of its intentions and we are aware that restrictions are due to be lifted. This risk is therefore no longer relevant.

Appendix C: Changes in risk score



There are no risks with changes in risk score. However, at SORB on 29th September 2021, the Head of IT raised concern that the IT Capacity Risk may have increased from '12' to '16'. This is currently being discussed and the risk may increase. An update is provided in the risk update below.



Appendix D: New Risks

There are no new risks.

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Appendix E: High Priority Risks (Red)

The Financial Challenge – 2021/2022 - 2024/25.					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0278	Very High	Very High	16 	16 	→
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. Budget review					
Oct 21: <ul style="list-style-type: none"> The MTFP core assumptions have been reviewed and shared with the PCC. These was formally considered at the SAB meeting on 21 September. 					

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	
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					

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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

Oct 21 update:

- The IT Department maintains a work programme of all known new business and pre-project requests, current projects and tasks, training and business as usual.
- This allows for resource utilisation monitoring and planning and prioritisation of all work.
- 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)
- Following an 'Expression of Interest' process for the roles in the new team, a Programme Manager, Business Transformation Analyst, Developer and Project Manager have been appointed.
- An application has been made for market supplements to ensure the retention of Solutions Architects within the Information Systems Section.
- Options are being explored for external companies and contractors to assist with programme delivery. Additional funding may be required.
- A working group has been established under ACO Finance consisting of senior representatives of Change, Digital Transformation and IT.
- A review of IT, Digital and Data has been requested by Digital Strategy Group. Work underway to scope and recruit delivery partner. 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 is currently under review as to whether the score should be increased. This is due to ongoing demand in IT, as well as increases in outages, network issues, delivering cloud solutions and delays in laptop delivery impacting the roll out of new laptops and software. A planned solution is in place to review the IT Department, as well as short-term stabilisation.

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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>Oct 21</p> <ul style="list-style-type: none"> ➤ Hepatitis B vaccine vouchers being sourced by HR and the impact on OHU will be reduced by the end of September 2021 ➤ 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. ➤ Project manager for case management system being sourced for implementation 2022 ➤ A full review of the service has been submitted to the OHU Governance Board. ➤ 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. ➤ Lincolnshire Police submitted notice to leave the collaboration in July 2021 ➤ Regional Service has just over 1600 retrospective recruit medicals to undertake on top of normal recruitment as Covid- 19 alternative medical finished September 2021. 					

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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>Oct 21: Pillar approach continues with each having priority activities.</p> <p>1) Pipeline: <i>toy car to day 1</i></p> <p><u>Engage and encourage</u></p> <ul style="list-style-type: none"> - Planning a booklet that explains the expectations on fitness for police officers - Mini Police scheme to be introduced - St Matthews recruitment targeted due to diverse population began w/c 3rd May 2021. This area was oversubscribed due to excellent advertisement and recruitment campaign - Cadet recruitment: Awaiting a paper for the future of cadets to be submitted. Focus has been on the Somali community to date, further work being undertaken to determine wider diversity. - VIP board overseeing development of level 3 Cadet programme. Cadet recruitment now closed for 2022 with highest number of applications to date. <p><u>Attract and recruit</u></p> <ul style="list-style-type: none"> - Created familiarisation information for Police Staff recruitment 					

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- Undertook a familiarisation event for new police staff
- Application ratio been improved to ensure we are recruiting the correct quality of new recruits
- Reviewing the Police Staff induction process and creating a pack for Line Manager and New Starter
- Trialling a buddy scheme
- DHEP detective pathway progressing with successful applicants who will start in 2022
- Determining a tolerance level for attrition and a process whereby we can highlight any concerns/rends in those that do not pass the recruitment stages.

Welcome, support and develop

- Creating a Recruit and Attract strategy
- Creating of a drop-in system to support probationers

2) Workplace 2.0: *Experience with the Force*

-Employee Assistance Provider:

- Developing the provision of professional support
- Working with Health Assured to better refine the Quarterly MI information so it can be seen by directorate.
My Healthy Advantage App now auto installed to all work devices and promoted in range of places to encourage use

Wellbeing

- Review of current champions underway to ensure getting best use of them, to establish those with areas of expertise/ interest and build further wellbeing networks
- W/B Champions event week commencing 13 Sept
- Agreed funding to support training a cohort of welfare SPOCs bi-annually and to hold CPD events

Strategic Workforce Assessment

- Working with the CAID analyst team and SSD to develop the Strategic Workforce Wellbeing Assessment.
- This will bring together the GAIN analysis as 1 core strand to overlay against organisational need. The GAIN element is being considered in terms of frequency to run this twice a year.
- Ongoing series of meetings and work to develop this

Covid wellbeing calls

- Results were positive and feedback shared with force. Similar wellbeing calls are likely to be an annual programme of work

Future World of Work

- Procedure being drafted for Blended Working which will incorporate a simple application form to apply (voluntarily) to work in a hybrid way, so that this is a visible change and long-term direction rather than a response to COVID
- Comms prepared the workforce

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Reward recognition and benefits

- Internal working group set up to implement a new national Pay Progression Standard for Police Officers
- Variable pay: Work ongoing to link to the national programme of pay reform specifically to implement the following once approved through the HO.

1. Payments for work of an outstandingly demanding, unpleasant or important nature (as per the current Reg 34 bonus payment provision but with broader application)
2. Financial incentives:
 - a. To assist with recruitment of officers into 'hard to fill' roles and to retain officers in those roles
 - b. For skills that are in short supply (by virtue of the role/or location)

The financial recognition of particularly demanding Superintendent, Chief Superintendent and commander/assistant chief officer roles

- Trained 12 staff to be certified mediators. There will be comms to launch the service and we will monitor the number of requests for mediation.

Attrition and Exit Insight

- Work being progressed to support exit at retirement beyond financial support and may develop to consider "coaches" for those considering exiting
- Work is being undertaken to understand attrition across the force
- PALS scheme launched for Police Staff to support staff from diverse areas in their development and career progression

3) Careers: *Nurturing potential from entry to exit*

Academy

- Physical branding and signage completed for Academy
- Practice Leads are Teams ambassadors sharing practical knowledge of the application within their own departments
- Practice Lead Master Classes have begun
- PowerApps development underway within the faculty of local policing, focusing on three developmental areas; at the scene, at the station and in the classroom
- Academy to be used as case study for changing culture and behaviour around leadership development in national College of Policing supervision best practice guidance
- On-going Academy news and comms to be produced
- Drafted new model for phase 2 of the Academy

Careers

- Tutor Pilot underway
- Continue to scope Power Bi as an option for KPI reporting

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PDR

- A revised outline business case and to-be process map has been completed in order to inform the progress around the PDR e-solution
- Skills and capabilities
- Continued development and roll-out of Power BI

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>Oct 21 Update:</p> <ul style="list-style-type: none"> ➤ Force Pension Board continues to monitor developments ➤ Government is working to address the discrimination issues against younger members in certain schemes ➤ Members will be able to choose to receive legacy pension scheme benefits or benefits equivalent to those available under the reformed pension scheme for service between 2015 and 2022. Not all members are better off in the legacy schemes, so individual members will be in a position to choose. ➤ From 1 April 2022 everyone will be in the 2015 CARE scheme and all members will be treated equally in terms of which pension scheme they are a member of. ➤ The Government is now legislating to make these changes. ➤ Regarding immediate detriment, the Pension Scheme Manager is considering the force's pension position and monitoring national developments carefully. 					

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➤ Government Actuaries Department (GAD) expected to produce a ‘modeller’ in autumn which will assist members understand their benefit entitlement.

Safeguarding repeat domestic abuse victims					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0256	3	4	12 ●	12 ●	→
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>Oct 21:</p> <ul style="list-style-type: none"> • Force focus on Medium risk investigation and outstanding suspects (DMM, TT&CG and Weekly NPA Threat meetings) • Work continuing on longer term review of the Force's DA services • Currently designing improved models of attendance, risk assessment and investigation which will require structural changes and redeployments for Design Authority to consider • Medium risk DA cases subject to enhanced scrutiny and service • Op Farmer – cases of repeat victims of DA are taken to DAIU and monitored daily via Power BI as well as NPA referrals • Repeat victim cases are being reviewed by the Regional Review Unit with deeper review where required 					

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Risk of not conducting appropriate health surveillance					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0257	4	3	12 ●	12 ●	→
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>					
<p>Oct 21:</p> <ul style="list-style-type: none"> Occupational Health have sent a proforma to departments to help them identify hazards that may require health surveillance In addition, due to the lack of task lists from health and safety committees, the health and safety unit are developing a new document in Microsoft Teams that will make it easier for departments to identify their hazards for each activity they undertake. This will help identify the need for health surveillance across the force 					

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

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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

Oct 21:

- Digital Hub have begun to clear data stored but progress is very slow. We are currently considering the need to remove data we have processed for outside agencies as a priority
- Digital Hub have built 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. This has now passed through TAG and work will begin to create the low level blueprint
- Records manager (InfoM) consulted and advised re RRD of DECF. Data deletion in DECF would be possible but would need dedicated resource on a permanent basis to trawl records and compare to Niche/PNC
- DPIA now signed by DCC Nixon
- DCI Gibson has raised risk at the Force Data Storage Board
- EPAT manager consulted and advised regarding evidence retention and destruction. National guidelines now exist which we can follow for records see below
- the Collaboration in Law Enforcement Programme's (CLEP) 'Management of Physical and Digital Evidence' has been published
- NPCCs 'Retention, Storage and Destruction of Materials and Records relating to Forensic Examinations' document has been published

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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> <p>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>					
<p>Oct 21 Update:</p> <ul style="list-style-type: none"> Completed Phase 1 of additional work to incorporate Additional Working Elements factor in the Hay Scheme. Consulting on final design. 					

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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
STR0277	3	3	9 ●	9 ●	→
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.					
Oct 21: <ul style="list-style-type: none"> • Dedicated lead to ensure appropriate risk management • Clear governance structure through Operation Fox (DCC) • Operation Leveret then discusses resourcing and progression • Dedicated team has managed high profile cases through IICSA • PIP4 oversight of Op Chrome • DCC Oversight of UCPI • Major Crime ownership of Medway • Legal services involved to advise on key decisions and impact • Serious Crime Review Board fully participating for non-recent child offences • Complex DCI overseeing Death and Neighbourhood Investigations cases • Review of SCIU and SOC cases to be assessed where best to review and escalate as required. 					

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High Profile Complaints and Legal Claims					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0279	3	3	9 ●	9 ●	→
Date first recorded: 22/06/2021		Risk Owner: DCC Nixon		Responsible Officer: Supt Ward	
Controls: Identification of dedicated leads to ensure appropriate risk management.					
Oct 21: <ul style="list-style-type: none"> • Suitably trained and experienced investigators assigned, who know and understand the complexities of public complaints • Where appropriate suitable legal advice is sought through Legal Services • We have the structures in place internally to manage complex complaints which carry financial and reputational risk for the force. • The internal force governance structures also provide the necessary overview. 					

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	
Controls: 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					

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12 additional staff have now started within the DDM team

Oct 21 Update:

- Replica audit within the Good grading band for HMICFRS
- HMICFRS Victim Service Assessment (VSA) completed
- Following this our crime recording compliance is:
- All crime 95.47%
- Violence 91.3%
- Sexual 98.0%
- We are still waiting the report and grading from HMICFRS

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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.

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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