

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

Paper

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Report of	OFFICES OF CHIEF CONSTABLE AND POLICE AND CRIME COMMISSIONER
Subject	FORCE RISK REGISTER
Date	TUESDAY 27th APRIL 2021
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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 29 strategic risks on the risk register. This includes 11 'COVID-19' risks managed through the weekly Op Talla Gold Group.

High Risks

4. 10 risks are currently rated as 'High' priority. These risks are detailed at Appendix A. All 29 risks are summarised in Appendix A with the COVID-related risks marked by 'COVID' in the reference column.

Archived risks

5. Three risks have been archived since JARAP last met in January 2021. These are detailed in Appendix B.

Changes in risk score

6. One risk has had a change in risk score, as detailed in Appendix C.

New risk

7. There is one new risk, as 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.
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.

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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 29 strategic risks on the force risk register.

Risk Matrix Grid Chart:

	Low	Medium	High	Very High
Very High	1	0	5	0
High	0	1	2	3
Medium	0	0	7	5
Low	1	0	1	3

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 (Mar 2021) SORB
Change to risk score
New risk since last meeting

Appendix A		Force Risk Register				27 th April 2021			
Reference	Owner	Title	Impact	Likelihood	Status	Recorded	Last review	Risk Score	Previous Score
STR0055	Shane O'Neill C/Supt - CalD	Diminished CSI Capacity	High	Very High	Controls Tasked	May 2019	26/03/21	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	23/03/21	12	12
STR0127	Alastair Kelly ACO HR	Inability to meet regional Occupational Health demand	High	Very High	Controls Tasked	January 2020	23/03/21	12	12
COVID STR0185	Kerry Smith ACC	Risk of staff being exposed to COVID virus due to work activities	Very High	High	Controls Tasked	April 2020	23/03/21	12	12
STR0187	Rob Nixon DCC	Churn of staff and ongoing establishment pressure	Very High	High	Controls Tasked	April 2020	23/03/21	12	12
STR0188	Steve Durrant Supt - CMD	Management of geographical information	Very High	High	Controls Tasked	April 2020	23/03/21	12	12
STR0228	Paul Dawkins ACO Finance & Resources	Pension remedy for police pension scheme	High	Very High	Controls Tasked	December 2020	23/03/21	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	23/03/21	12	12
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	23/03/21	9	9

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STR1679	Lou Cordiner Supt - SSD	Complying with Home Office Counting Rules & Ensuring High Levels of Crime Data Integrity	High	High	Controls Tasked	June 2013	23/03/21	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	23/03/21	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	23/03/21	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	23/03/21	8	8
STR0186	Shane O'Neill C/Supt - CalD	Use of Cloud to store Indecent Images of Children (IIOC)	Very High	Medium	Controls Tasked	April 2020	23/03/21	8	8
STR0184	David Craig Head of IT	CMD ageing plant and ongoing maintenance	Very High	Medium	Controls Tasked	April 2020	23/03/21	8	8
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	23/03/21	8	8
COVID STR0212	Kerry Smith ACC	Excessive demand during winter from increased COVID cases, flu and adverse weather events	Very High	Medium	Controls Tasked	August 2020	23/03/21	8	8
STR0016	Rob Nixon DCC	Maintaining Workforce Wellbeing	High	Medium	Controls Tasked	November 2018	23/03/21	6	6
STR0078	Kerry Smith ACC	Ineffective Tracking of Force Assets	High	Medium	Controls Tasked	May 2019	23/03/21	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	23/03/21	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	23/03/21	6	12
COVID STR0176	Kerry Smith ACC	Risk to staff wellbeing due to COVID-19 epidemic	High	Medium	Controls Tasked	March 2020	23/03/21	6	6
COVID STR0183	Paul Dawkins ACO Finance & Resources	Financial impact of the COVID pandemic on the force	High	Medium	Controls Tasked	April 2020	23/03/21	6	6
COVID STR0190	Mark Harrison Head of Prosecutions	Additional demand produced by witness care for magistrate courts during COVID	Medium	High	Controls Tasked	April 2020	23/03/21	6	6
STR0253	Shane O'Neill C/Supt - CalD	Lack of CSI accreditation	High	Medium	Controls Tasked	March 2021	26/03/21	6	New Risk
STR0128	Paul Dawkins ACO Finance & Resources	Potential loss of Kier payroll service	Low	Very High	Controls Tasked	January 2020	23/03/21	4	4
COVID STR0209	Kerry Smith ACC	Risk of detained people being exposed to COVID19 in custody	Very High	Low	Controls Tasked	July 2020	23/03/21	4	4



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STR1844	Dan Pedley C/Insp - SSD	Failure to transition to the ESN	Very High	Low	Controls Tasked	August 2014	23/03/21	4	4
STR2017	Steve Potter Supt – LPD	Ineffective Communication of Firearms Markers to Deployed Officers	Very High	Low	Controls Tasked	April 2018	23/03/21	4	4
STR430	Lynne Woodward Head of Equalities	Grievances Related to Disability	Medium	Medium	Controls Tasked	May 2019	23/03/21	4	4
STR0189	Shane O’Neill C/Supt - CaID	Potential withdrawal of LRFS from forensic arson investigation	High	Low	Controls Tasked	April 2020	23/03/21	3	3
STR1475	Steve Potter Supt – LPD	Limited ability to collate ASB incidents onto SENTINEL	Low	Low	Managed	May 2012	23/03/21	1	1



Appendix B: Risks archived from strategic risk register

Use of Cloud to store Indecent Images of Children (IIOC)					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0186	4	2	8 ●	8 ●	→
Date first recorded: 18/04/2020		Risk Owner: Ch Supt O'Neill		Responsible Officer: DCI Gibson	
Controls: <ul style="list-style-type: none"> • Legal and GDPR advice obtained • AWS as host of data • Security considerations • Planned management of public perception • Proof of concept completed • Proof of functionality • Risk mitigation and options report 					
Mar 21: <ul style="list-style-type: none"> • Nationally, no further ahead due to legal considerations • 4 other forces were chosen to look at CSE automation in Cloud • Locally, Leics Police looked at reducing costs through collaboration but not pursued • Now looking at continuing work in 2022/23 fiscal year so SORB Mar 21 agreed to archive until work resumed • This will however remain on the project risk register to allow for future escalation when work resumes • Work done so far was not wasted. Other forces will benefit from the groundwork Leics Police made. 					



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Risk of excessive demand during winter 2020/21 due to upsurge of COVID cases, flu and adverse weather events					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0212	4	2	8 	8 	→
Date first recorded: 25/08/2020		Risk Owner: ACC Smith		Responsible Officer: ACC Smith	
<p>Controls:</p> <ul style="list-style-type: none"> • Ongoing COVID controls help protect staff from flu • Planned and coordinated return to workplace • Ongoing monitoring of resources and calculation of resources needed over winter 2020 • Continued staff working from home where possible • Support and communication of test and trace app • LRF planning exercise • Considered the grading of COVID incidents 					
<p>Mar 21:</p> <ul style="list-style-type: none"> • The force is headed out of the winter period, COVID cases continue to fall including within Leicester city which was at high level during most of the pandemic and flu like illnesses are remaining low as indicated in PHE documents. • ACC Debenham agreed that this risk could be archived at COVID gold on 23rd March 2021. 					


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Unacceptable Volume of Grievances Related to Disability					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR430	2	2	4 	4 	→
Date first recorded: 02/03/2010		Risk Owner: Lynne Woodward		Responsible Officer: Lynne Woodward	
Controls: <ul style="list-style-type: none"> • Strategic Equality and Fairness Board • Engagement with key internal stakeholders • Op Fox • Disability Independent Advisory Group 					
Mar 21: <ul style="list-style-type: none"> • Agreed to archive at SORB, March 21. • This was raised in 2010 on the back of a specific finding and then had been tracked for a number of years. • This is now historic and the last 3-4 years have shown the risk to be no longer valid. • Grievances have remained low, both during and prior to COVID19 and there have been no related concerns around disability. • There are various boards that would enable any future trend to be picked up and it is no longer considered to be a risk to the force. 					



Appendix C: Changes in risk score

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	2	6 	12 	↓
Date first recorded: 19/03/2020		Risk Owner: Steve Morris		Responsible Officer: Steve Morris	
Controls: <ul style="list-style-type: none"> • 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 • Police assets generally not used in public places • Managers supervising staff remotely and 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 • Working from home securely' poster distributed force-wide and messages sent force-wide on homeworking scams to be aware of. • Creation of VPNs in high risk cases with remote desk protocol • Requests for software are ratified by DCC • IT carrying out checks on software • The force has identified systems that should not be used at home 					
Mar 21 Update: <ul style="list-style-type: none"> • Risk reduced in Op Tall Gold following new controls that included formal assessments of every role to determine suitability for working from home. There are also formal staff briefings and confidentiality agreements and a working group has been established to embed future homeworking. The risk was therefore reduced from high to medium. 					

Appendix D: New Risks

Lack of CSI accreditation					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0253	3	2	6 	N/A	N/A
Date first recorded: 26/03/2021		Risk Owner: Ch Supt O'Neill		Responsible Officer: John O'Dwyer	
Controls: <ul style="list-style-type: none"> • UKAS Accreditation plan and budget • New staff in 2021 will be able to assist with the accreditation work, once they are trained 					
Mar 21: <ul style="list-style-type: none"> • SORB Mar 21 agreed to create this risk, split from the 'Diminished CSI Capacity and Lack of Accreditation' risk, to create 2 risks • The lack of accreditation risk was determined to be medium due to the updates below • All sites are within timeframe to gain accreditation by deadline • Budget set aside to facilitate accreditation • The new staff will be able to assist with the accreditation work, once they are trained • UKAS was due to assess first force (Northants) in April, but they have cancelled this due to COVID19 demand • All forces will now have assessment visit postponed to between May and August. No further details at this time from UKAS • This gives more time to continue internal work and maintain momentum towards accreditation • It is expected that the Forensic Regulator will postpone the deadline of Oct 21but this currently remains the deadline 					

Appendix E: High Priority Risks (Red)



Diminished CSI Capacity					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0055	3	4	12 	12 	→
Date first recorded: 03/06/2019		Risk Owner: C/Supt Shane O'Neill		Responsible Officer: John O'Dwyer	
<p>Controls:</p> <ul style="list-style-type: none"> • 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>Mar 21:</p> <ul style="list-style-type: none"> ➤ Accreditation element removed to form separate risk. This risk retitled to deal with CSI capacity. ➤ 4 new staff have been recruited, taking total number of CSIs to 26 with some still working at home amid COVID19 ➤ Recommend risk remains high until they are fully trained in Summer 2021 ➤ Bid made for a further 2 staff ➤ Once staff are trained, the risk is expected to fall because in addition to more staff, we continue to be able to choose where to send CSIs ➤ Continue to be able to share resources in the region 					

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 ●	→
Date first recorded: 28/06/2019		Risk Owner: David Craig		Responsible Officer: David Craig	
Controls: <ul style="list-style-type: none"> • 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 					
Mar 21 update: <ul style="list-style-type: none"> • Options are being explored for external companies and contractors to assist with programme delivery. • The paper for additional resource has been approved. • The 1st and 2nd line technical support and delivery sections are being merged to improve efficiency and effectiveness and to move capability toward 3rd line. • Management led applications for regrade will be made where appropriate to ensure staff retention where possible and that roles within the department remain attractive thereby reducing recruitment delays. 					

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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: Julie Feechan	
<p>Controls:</p> <ul style="list-style-type: none"> • 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>Mar 21</p> <ul style="list-style-type: none"> ➤ The current Head of OH is retiring after a long service and OH want to avoid any long-term gap in OH leadership. ➤ Business case signed off for the new case management system. It is anticipated that this will resolve around 70% of the demand. ➤ This will take around 6 months but will not be procured and implemented until new Head of EMCHRS OHU starts. ➤ The new Head of OHU will initially be an interim post which will initially stabilise and review the OH unit and functions. ➤ Whilst there will be some anxiety in OHU following the retirement, it is felt that there is no change in the risk score. ➤ Provision of routine Hep B vaccinations moved back to forces to enable them to procure a contract. ➤ Currently OH provide vaccination to DVI ad body recovery teams and those with significant exposure post incident. ➤ Individuals still able to get Hep B vaccination via pharmacy and claim cost back prior to contract being put in place. 					

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Risk of staff being exposed to COVID 19 virus due to work activities					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
COVID STR0185	4	3	12 	12 	→
Date first recorded: 08/04/2020		Risk Owner: ACC Smith		Responsible Officer: ACC Smith	
<p>Controls:</p> <ul style="list-style-type: none"> • Staff working at home where possible • Force buildings all have COVID risk assessments under regular review and inspection • CMD deployment management to mitigate exposure • PPE management • Delivery Cell, Op Talla Silver and Op Talla Gold • Remote delivery of policing where possible • Ongoing liaison with external agencies • Regular internal and external comms 					
<p>Mar 21</p> <ul style="list-style-type: none"> ➤ Police continue to receive offers for vaccination. Large proportion of force vaccinated ➤ Management and individual guidance regularly advertised ➤ Collected antibody testing kits from officers and staff and all results have now been recorded and analysed ➤ A total of 2,115 tests were completed and returned with a positive rate of 14.17 per cent which is in line with the national average and is lower than some sectors experienced such as the Prison Service, Social Care and Students ➤ Managing the planned opening of front enquiry offices from 12th April, and gyms 					

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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> <ul style="list-style-type: none"> • 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>Mar 21: Pillar approach continues with each having priority activities.</p> <p>1) Pipeline: toy car to day 1</p> <ul style="list-style-type: none"> -The branding of recruitment is being developed -Pillar organised in to 3 workstreams (engage and encourage; attract and recruit; welcome, support and develop): <p><u>Engage and encourage</u></p> <ul style="list-style-type: none"> -Identifying vehicles to liaise with the approx. 600 schools in LLR, likely through PCSOs and neighbourhood policing dedicated youth and school engagement officers -Looking at cadet profile including Somalian cadets <p><u>Attract and recruit</u></p> <ul style="list-style-type: none"> -Special to PC transition scheme – Leics Police one of initial providers. Identifying details of what the scheme will look like. -Detective pathway signed off and going live in February 21 to attract BAME recruits -‘We are Team Leicestershire’ recruitment video 					

Welcome, support and development

-Induction process being revamped

2) Workplace 2.0: *Experience with the Force*

Wellbeing

-Wellbeing audit completed and awaiting final report

-Wellbeing calls being made to all staff

-Improved access to Employer Assistance Provider

-Wellbeing training mapped across L&D

-Wellbeing brochure

-Plans to upgrade force gyms

-Signed up to a Physical health and wellbeing pledge through Leicestershire and Rutland Sport.

Workforce engagement

-Revised Workforce Engagement Strategy drafted

-Chief Inspector secondment commenced to lead engagement

Policy regime and COVID recovery

-Reviewed COVID HR and Wellbeing pages

-1-page document created on future ways of working and programme of meetings in 2021 scheduled

-Mediation training was postponed due to COVID restrictions. May take place March 2021 but may have to be delayed further

Reward recognition and benefits

-Review of non-pay benefits being developed

-Looking at gender pay gap action plan

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

Academy

-Practice leads set up and engaged

-Academy intranet solution and Power App

-Roll out of Foundation Leadership Development Programme to newly appointed Sergeants

-Terms of Reference created for the Team Leicestershire Academy Implementation Group

-Developing our understanding of how long it takes for skills to develop to be competent in a role and linking to establishment planning

PDR

-PDR replacement ready

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-Identifying processes and IT infrastructure required in the background of the new system
 -On target for April 2021 delivery
Skills and capabilities
 -Continued development and roll-out of Power BI
 -Continued review of retirements over next 2 years to identify skills gaps
 -Apprenticeships offer being developed and launching from April
Strategic Placement Board
 -Identifying strategic moves of key posts and the skills needed in these posts
 -Identified the need for more tutors

Management of geographical information					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0188	4	3	12 ●	12 ●	→
Date first recorded: 19/04/2020		Risk Owner: Supt Durrant		Responsible Officer: David Craig	
Controls: <ul style="list-style-type: none"> • STORM programme support • STORM and Niche upgrades • Support from Enterprise Architect • Controlling the number of mapping systems 					
Mar 21 Update: <ul style="list-style-type: none"> • Storm to be upgraded to use the same version of gazetteer as Niche. • Approved new post to manage maps and gazetteers • Contractor engaged for pressing work to update maps. 					



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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	
Controls: <ul style="list-style-type: none"> • Remedy Plan • Remedy Lead • Local Pension Board • Monthly NPCC Pension Team Meeting 					
Mar 21 Update: <ul style="list-style-type: none"> • 9th Feb: Government published its consultation response on how it intends to remove the discrimination identified by the courts in the 2015 pension reforms through legislation and changes to Police pension regulations. • It is expected that the consultation response relating to the separate LGPS Remedy changes will be published later this month. • The Home Office has put together a series of guidance and Q&As which can be found here. • Upon retirement, eligible members will have a choice of having either legacy or reform benefits. • To do this means calculating and implementing remedy for each individual which will take some time, and will require pension administrators to update their systems and processes. • Because this will take time to do, the actual implementation of this change won't be effective until October 2023 at the latest. • The NPCC team are working with the Home Office, Forces and their pension administrators to ensure that the remedy is implemented. 					

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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> <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>Mar 21 Update:</p> <ul style="list-style-type: none"> • There is more work scheduled, following feedback from Unions and this will be at least 12-month work and thus the implementation plan will be revised. • There are two threats within this, which is reputationally how long it will take, and the threat of claims. • It is a cautious path and the force wants to take people with it. • Regular communications continue. • Considered if risk should be split in to implementing JES and not implementing JES but determined that it was not needed at this time. • Instead, all controls have been updated with new narrative on implementing vs not implementing • New control added regarding engagement and communication 					

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Reputational risk to the force due to delays in the criminal justice system					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
COVID STR0208	3	3	9 	9 	→
Date first recorded: 10/06/2020		Risk Owner: Mark Harrison		Responsible Officer: Mark Harrison	
Controls: <ul style="list-style-type: none"> • 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 • Review of low value / victimless crime going to task and finish group • Review of HMCTS' National Recovery Plan • Review of current backlogs and plan created to deal with backlog • Use of PI tests and upskilling Sergeants 					
Mar 21 Update: <ul style="list-style-type: none"> • Work continues with the CPS to deal with delays and avoid reputational risk 					

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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: Caroline Groves	
<p>Controls:</p> <ul style="list-style-type: none"> • 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>Mar 21 Update:</p> <ul style="list-style-type: none"> • HMICFRS replica audit was completed and looked at the recording of sexual offences, violence offences and overall crime recording compliance. • In the categories of violent crime compliance was 88.5% (requires improvement grading) and in sexual crime it was 94.2% (Good grading). • Overall recording compliance was found to be 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. 					

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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