

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

Paper

Marked

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Report of	OFFICES OF CHIEF CONSTABLE
Subject	FORCE RISK REGISTER
Date	THURSDAY 20 th JANUARY 2022
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 6 'COVID-19' risks managed through the Op Talla Gold Group. These are detailed in appendix D with the other new risks.

High Risks

4. 13 risks are currently rated as 'High' priority, with one proposed additional risk moving from 'medium' but to be ratified at Strategic Performance Delivery Board (SPDB) on 25th January 2022. 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. Three risks have been archived since JARAP last met in October 2021, and a further risk is proposed to be archived in January 2022, subject to the SPDB. These are detailed in Appendix B.

Changes in risk score

6. One risk has had a change in risk score since the last JARAP. Four additional risks have a recommended change in risk score. These are being resented at the SPDB on 25th January 2022. These are detailed in Appendix C.

New risk

7. There are three new risks, 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. 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 (including proposed risk score changes):

	Low	Medium	High	Very High
Very High	1	0	5	2
High	0	2	3	4
Medium	0	0	8	3
Low	1	1	3	2

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 – Assistant Chief Officer (Finances and Resources) – (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

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Appendix A: Risks Overview

Highlighting Legend:

Risks Archived / proposed archived since last JARAP (Oct 21)
Change to risk score
New risk since last meeting

Appendix A		Force Risk Register				20 th January 2022			
Reference	Owner	Title	Impact	Likelihood	Status	First Recorded	Last review	Current/ proposed 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	21/12/21	16	16
STR0081	David Craig Head of I.T	Capacity within I.T.	High	Very High	Controls Tasked	May 2019	21/12/21	16	12
STR0127	Alastair Kelly ACO HR	Inability to meet regional Occupational Health demand	High	Very High	Controls Tasked	January 2020	21/12/21	12	12
STR0187	Rob Nixon DCC	Churn of staff and ongoing establishment pressure	Very High	High	Controls Tasked	April 2020	21/12/21	12	12
STR0228	Paul Dawkins ACO Finance & Resources	Pension remedy for police pension scheme	High	Very High	Controls Tasked	December 2020	21/12/21	12	12
STR0256	Shane O'Neill C/Supt - CalD	Safeguarding repeat domestic abuse victims	High	Very High	Controls Tasked	June 2021	21/12/21	12	12
STR0292	Julia Debenham ACC	Violence, abuse and intimidation against women and girls	Very High	High	Controls Tasked	October 2021	21/12/21	12	NEW RISK
STR0257	Alastair Kelly ACO HR	Risk of not conducting appropriate health surveillance	Very High	High	Controls Tasked	June 2021	21/12/21	12	12

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STR0258	Reme Gibson DCI CaID	Removal, retention and deletion of data in Digital Hub	High	Very High	Controls Tasked	June 2021	21/12/21	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	21/12/21	12	12
SRT0277	Shane O'Neill C/Supt – CaID	Number of historical investigations subject to public inquiry	High	High	Controls Tasked	June 2021	21/12/21	9	9
STR0279	Rich Ward Supt - PSD	High profile complaints and legal claims	High	High	Controls Tasked	June 2021	21/12/21	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	21/12/21	9	9
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	21/12/21	8	8
COVID STR0185	Kerry Smith C/Supt - SSD	Risk of staff being exposed to COVID virus due to work activities	Very High	High	Controls Tasked	April 2020	21/12/21	8	8
STR0184	David Craig Head of IT	CMD ageing plant and ongoing maintenance	Very High	Medium	Controls Tasked	April 2020	21/12/21	12	8
STR0259	David Craig Head of IT	Risk of network vulnerability from insecure firewall	Very High	Medium	Controls Tasked	June 21	21/12/21	8	8
STR0016	Rob Nixon DCC	Maintaining Workforce Wellbeing	High	Medium	Controls Tasked	November 2018	21/12/21	6	6
STR0055	Shane O'Neill C/Supt - CaID	Diminished CSI Capacity	High	Medium	Controls Tasked	May 2019	21/12/21	2	6
STR0078	Kerry Smith ACC	Ineffective Tracking of Force Assets	High	Medium	Controls Tasked	May 2019	21/12/21	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	21/12/21	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	21/12/21	6	6
COVID STR0176	Kerry Smith ACC	Risk to staff wellbeing due to COVID-19 epidemic	High	Medium	Controls Tasked	March 2020	21/12/21	6	6
COVID STR0183	Paul Dawkins ACO Finance & Resources	Financial impact of the COVID pandemic on the force	High	Medium	Controls Tasked	April 2020	21/12/21	6	6
STR0188	Steve Durrant Supt - CMD	Management of geographical information	Medium	High	Controls Tasked	April 2020	21/12/21	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	21/12/21	6	6

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STR0291	David Sandall ACC	Impact of ISO standard for forensic science	High	Medium	Controls tasked	October2021	21/12/21	6	NEW RISK
STR0253	Shane O'Neill C/Supt - CaLD	Lack of CSI accreditation	High	Medium	Controls Tasked	March 2021	21/12/21	6	6
STR0280	Rob Nixon DCC	Appetite for regional collaboration	Medium	High	Controls Tasked	June 2021	21/12/21	6	6
STR0128	Paul Dawkins ACO Finance & Resources	Potential loss of Kier payroll service	Low	Very High	Controls Tasked	January 2020	21/12/21	4	4
STR0260	Paul Dawkins ACO Finance & Resources	Exemption to Police Approved Interpreters and Translators (PAIT)	Very High	Low	Controls Tasked	June 2021	21/12/21	4	4
STR1844	Dan Pedley C/Insp – SSD	Failure to transition to the ESN	Very High	Low	Controls Tasked	August 2014	21/12/21	4	4
STR2017	Steve Potter Supt – LPD	Ineffective Communication of Firearms Markers to Deployed Officers	Very High	Low	Controls Tasked	April 2018	21/12/21	4	4
COVID STR0173	Steve Morris Head of Information Security	Risk of an information security breach when staff are working from home during COVID	High	Low	Controls Tasked	March 2020	21/12/21	3	6
COVID STR0293	Kerry Smith C/Supt - SSD	High rates of sickness due to Omicron variant may put pressure on force resources	High	Low	Controls Tasked	April 2020	21/12/21	3	NEW RISK
STR0189	Shane O'Neill C/Supt – CaLD	Potential withdrawal of LRFS from forensic arson investigation	High	Low	Controls Tasked	April 2020	21/12/21	3	3
STR0261	David Craig Head of IT	Risk of running an unsupported Windows 10 platform	Medium	Low	Controls Tasked	June 2021	21/12/21	4	2
STR1475	Steve Potter Supt – LPD	Limited ability to collate ASB incidents onto SENTINEL	Low	Low	Managed	May 2012	21/12/21	1	1

Appendix B: Risks archived (or proposed to be archived) from the strategic risk register

Potential loss of Kier payroll service					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0128	1	4	4 □	4 □	→
Date first recorded: 01/11/2019		Risk Owner: ACO Paul Dawkins		Responsible Officer: Ruth Gilbert	
Controls: Regular meetings with Kier Contingency planning for alternative provision					
Dec 21 Update: New system now in place so risk no longer present and will be recommended for archive at next strategic risk meeting on 25 th January 2022.					

Exemption to Police Approved Interpreters and Translators (PAIT)					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0260	4	1	4 □	4 □	→
Date first recorded: 22/06/2021		Risk Owner: ACO Paul Dawkins		Responsible Officer: Mark Lewis	
Controls: Current suitable contract in place Inspector oversight and governance Compliant to PAIT					

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Nov 21 Update:

This risk was archived from the risk register as the new contract was awarded and Leicestershire Police are fully PAIT compliant from 1st October 2021.

Additional demand produced by witness care for magistrate courts

Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0190	4	1	4 □	4 □	→
Date first recorded: 20/04/2020		Risk Owner: C/Supt Smith		Responsible Officer: C/Supt Smith	

Controls:

Use of volunteers
Scoping out attendance in person

Dec 21 Update:

This risk was archived from the risk register as workload has now returned to pre-COVID levels and we have stopped the fixed term contract for the extra member of staff in the WCU. Relisting by the courts continues to be an issue but this will be the case for a number of years as the courts deal with their backlogs so it has become business as usual.

Reputational risk to the force due to delays in the criminal justice system

Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0208	3	2	6 □	6 □	→
Date first recorded: 10/06/2020		Risk Owner: C/Supt Smith		Responsible Officer: C/Supt Smith	

<p>Controls:</p> <p>Plan to deal with backlogs GEO Amey used for prisoner transfer Additional resources provided for custody Support for resumption of court hearings Greater use of out of court disposals Sending IO offences directly Use of PI tests and upskilling Sergeants</p>
<p>Dec 21 Update:</p> <p>The risk is archived following the Op Talla Gold meeting on 20th December 2021. We have received 2 complaints relevant to this risk and these were really directed at the courts with the force merely acting as a go between. The force has received more positive feedback in the form of 'thankyous' than negative feedback. While public attitudes may change in future, the risk has not materialised over the course of the pandemic.</p>

Appendix C: Changes in risk score

Capacity within I.T.					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0081	4	4	16 □	12 □	↑
Date first recorded: 28/06/2019		Risk Owner: David Craig		Responsible Officer: David Craig	
<p>Controls:</p> <p>Change Board and Change Team Programme Management Design Authority and Digital Futures Board IT Department Work Programme Project Management</p>					

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

Dec 21 update:



- The IT Department continues to maintain a work programme.
- This allows for planning and prioritisation of work.
- Digital Optimisation and Innovation Team (DOIT) in place.
- Options are being explored for external companies and contractors to assist with programme delivery.
- A working group has been established under ACO Finance
- A review of IT, Digital and Data has been requested by Digital Strategy Group.
- Due to ongoing demands on IT team, it has been suggested that the score has increased from '12' to '16'

CMD ageing plant and ongoing maintenance					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0184	4	3	12 □	8 □	↑
Date first recorded: 07/04/2020		Risk Owner: ACO Paul Dawkins		Responsible Officer: David Craig	
Controls: Plant improvement options Mirrored system Consider new building Outsourcing of IT equipment					

<p>On-going planned repair work Migration of systems to the Cloud</p>
<p>Dec 21 update:</p> <ul style="list-style-type: none"> Continue to scope the use of the Cloud to host the critical services. In respect of the switchgear this planned work is being lead by Ch Ins Dwight Barker in SSD and has been subject to a number of delays due to wider operational impact and availability of essential specialist parts which resulted in the planned works in September being cancelled. It is currently planned for February 2022 as part of wider electrical work at FHQ which will require CMD weekend closure, power failures appear to relate to external supply issues beyond our control there is some vulnerability in respect of availability of out of hours specialist trained staff with no continuity for additional trained engineers combined with reliance on estates goodwill who do not operate a formal on call process. Description of risk updated to emphasise that a less stable power grid has been predicted over the next few years. We have missed opportunities to rectify this issue for a number of reasons and that the rectification work planned for February has just been cancelled. This has raised the likelihood from medium to high and therefore the risk level is now a High 12. The impact level is already very high. *The risk title is recommended to change to 'Risk of total loss of power to IT and CMD'

Risk of an information security breach when staff are working from home					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0173	3	1	3 □	6 □	↓
Date first recorded: 19/03/2020		Risk Owner: Steve Morris		Responsible Officer: Steve Morris	
<p>Controls: Op Talla keeps homeworking under review Dept heads review what work can be done at home Transaction validation monitoring</p>					

Police assets generally not used in public places Remote management of staff Messages and communication through Op Talla Ability to work at police site if risk is too high Collaboration between IT and Information Security IT checks on network Concerns flagged to PSD Personal devices not used for police work Working group Future World of Work group
Dec 21 update: <ul style="list-style-type: none"> Due to ongoing demands on IT team, it has been suggested that the score has increased from '12' to '16'

Diminished CSI Capacity.					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0055	2	1	2 	6 	↓
Date first recorded: 03/06/2019		Risk Owner: C/Supt Shane O'Neill		Responsible Officer: John O'Dwyer	
Controls: EMSOU FS Cross Border Assistance Scene attendance criteria Increased admin support to operational staff Business case for CSI capacity					
Dec 21 update: <ul style="list-style-type: none"> Continue to be able to share CSI resources in the region 					

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- CSI team has increased by 6 staff over the past 2 years to address this. Backfilling of posts and sign off of staff ongoing.
- For this year 22/23 CSI have withdrawn the additional bid of 2 additional staff until we have had time to assess the impact of the additional 6 plus the impact of Covid on the crime profile going forward. There will be a review in following years should the need arise.
- Based on this, recommend reducing risk to Impact Medium and Likelihood Low: $2 \times 1 = 2$ (risk would reduce from medium to low)

Risk of running an unsupported Windows 10 platform					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0261	2	2	4 □	2 □	↑
Date first recorded: 22/06/2019		Risk Owner: David Craig		Responsible Officer: Mark Morris	
<p>Controls: Microsoft patches Local and National horizon scanning Data network not exposed directly to Internet GIRR Plan to upgrade supported version of Windows 10 Implementing NEP design refresh 3 Windows 20H2 New upgrades</p>					
<p>Dec 21 update:</p> <ul style="list-style-type: none"> • Testing for Windows 20H2 is currently ongoing, however it is hoped to conclude in the near future, with priorities shifting to deployment/rollout afterwards. • No new risks have yet been identified re Windows 10 1809. Currently, “Zero Day” vulnerabilities (new and unpatched risks) have been focused on technologies wide spread within systems, such as Log2J. ICT /Info Security have been working closely to manage these risks and patch Force systems at the earliest opportunity. 					

- Both teams are working closely with partners such as the NMC in order to ensure that we keep abreast of developments
- The Force penetration test was recently conducted, which will help reduce the potential for vulnerabilities to be exploited elsewhere.
- Risk likelihood has increased to 2 due to the passage of time. This would make the risk 2 x 2 = 4 (remaining low)

Appendix D: New Risks

High rates of sickness due to Omicron variant may put pressure on force resources					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0293	3	1	3 □	N/A	NEW RISK
Date first recorded: 23/12/2021		Risk Owner: C/Supt Smith		Responsible Officer: C/Supt Smith	
<p>Controls: Comms issues that support the vaccination programme CMD continue to monitor demand Omicron BC Exercise BC Plans Resilience planned for Establishment Officer post</p>					

Violence, Abuse and Intimidation Against Women and Girls					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0292	4	3	12 □	N/A	NEW RISK
Date first recorded: 29/10/2021		Risk Owner: ACC Julia Debenham		Responsible Officer: Sgt Crisp	
<p>Controls: StreetSafe Online Tool Officer and staff training Gender Steering Group and action plan National strategy SWAN funding Street pastors Ask for Angela scheme Partnership bus Welfare and Vulnerability Engagement (WAVE) Targeted social media Work with key partners and stakeholders Independent advisory group Safer Streets Online reporting portal</p>					

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Impact of ISO standards for forensic science					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0291	3	2	6 □	N/A	NEW RISK
Date first recorded: 29/10/2021		Risk Owner: ACC avid Dandall		Responsible Officer: Sgt Brennan	
Controls: Gold group and gold strategy Governance chart Bronze leads					

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					
Dec 21: <ul style="list-style-type: none"> Risk reviewed and no changes to risk. The MTFP core assumptions have been reviewed and shared with the PCC. 					

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>Dec 21</p> <ul style="list-style-type: none"> ➤ Hepatitis B vaccinations finalised by Lincolnshire so far. ➤ Business Manager remains in place 2 days a week to support the procurement and implementation of a case management system and manage Occupational Health administration. ➤ Applications received for Project Manager and being short-listed ➤ All forces except Lincolnshire opted for Option 2 from the Occupational Health review which is for an enhanced OH service but not an Occupational Health and Wellbeing Service. Next phase in development but looking to commence once Lincolnshire leave the collaboration as they voted to stay with the Section 22 agreement. ➤ Shortage of OH nurses nationally is impacting on recruitment and retention (vacancy at Lincoln for 8 months). Also vacancies for nurses at Nottingham, Derby and Leicester. Working to recruit. ➤ Case Management system not yet signed off by the PCC's. Without a case management system OH cannot produce good reporting on service use.. 					

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 Resourcing Cell</p>					
<p>Dec 21:</p> <ul style="list-style-type: none"> New People Strategy 2021-2025 to provide motivated, engaged, supported and inclusive workforce with the right mix of skills and capabilities New control added: 'Strategic Establishment and Resourcing Board'. This involves a number of teams working under one command structure to facilitate a consistent direction of travel to identify effective resolutions. <p>Pillar approach continues with each having priority activities.</p> <p>1) Pipeline: <i>toy car to day 1</i> <u>Engage and encourage</u></p> <ul style="list-style-type: none"> - Mini Police scheme at research phase - Phase 1 of police officer branding completed - 9 School Liaison posts advertised - Focus on attracting Cadets from Somali community completed 					

Attract and recruit

- Recruitment surveys for new starters began in October 21
- Online induction released
- Confirmation of DHEP DC programme timeline approved – first cohort to start November 2021

Welcome, support and develop

- Re-creating the induction booklet onto the cloud
- Line Manager guide completed on Academy SharePoint
- Creating of a drop-in system to support probationers

2) Workplace 2.0: *Experience with the Force*

Wellbeing

- Wellbeing Champions – Surveys have been completed. 50% response rate of which 90% wish to continue with the role and 85% have provided wellbeing support to others
- Welfare SPOCs – Next training scheduled 11th -13th Jan 2022
- Mediation Training completed and service launched in October 2021
- Scoping the appetite for a Men’s Forum

Future World of Work

- Hybrid Working procedure drafted
- Desk Booking App being trailed for the Change Team and SSD

Reward recognition and benefits

- Review of non-pay benefits being developed
- Internal working group formed for Police Officer Pay Progression Standard

Attrition and Exit Insight

- Internal exit interview for probationers being developed to have a more proactive approach understanding the reasons for leaving.
- Work being progressed to support exit at retirement beyond financial support and may develop to consider “coaches” for those considering exiting.

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

Academy/Careers

- Academy now been in place for 1 year
- Video being planned to summarise all the positive work over the last 12 months to raise the profile force-wide
- Other Forces are approaching Leicestershire to see what we are doing in the Academy, so our effort is being recognised

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- Ongoing toolkits, documents and guidance added to Academy SharePoint by Practice Leads
 - Practice lead master classes continue to be implemented
 - Developed new KPI pack
 - Continue to scope Power Bi as an option for KPI reporting
 - Looking at potential use of QR Codes and virtual reality
- PDR
- PDR working group continue to meet monthly
 - PDR Project Board met in September 2021
 - New PDR demo planned for next Force Exec Group
 - Completed an Initial Privacy Risk Assessment (IPRA)

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>Dec 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. 					

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- 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 Home Office withdrew their guidance in December 2021, the Pension Scheme Manager is monitoring national developments carefully.
- Government Actuaries Department (GAD) expected to produce a ‘modeller’ in December / January 2022 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>Dec 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 					

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>Dec 21:</p> <ul style="list-style-type: none"> Task lists have been completed for most areas of Leic Police to show what hazards may require health surveillance Many of these will need a new risk assessment OH are awaiting forces to complete their risk matrices of all occupational risks against role so we can then help them identify who needs health surveillance. So far we have had nothing back from the forces. 					

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.</p>					

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

Dec 21:

- Digital Hub have built a business case for a 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.
- This will deal with future data not legacy data and unlikely to be delivered until late 2022.
- Legacy data stored is now affecting the force network so Records Manager is exploring options for deletion/removal of data
- 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.
- This is now a force level issue with records manager Amanda Purdie and a small working group exploring options due to high data storage effecting the force network.

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>Dec 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. Further update expected around New Year 2022 					

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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.					
Dec 21: <ul style="list-style-type: none"> IICSA has now concluded an aspect that relates directly to Leicestershire Police and the dedicated team is being reduced The new force processes through Op Leveret are now all aligned to OP Fox. SCIU cases will be joining the Complex Crime DCI review Board Remains a score of 9 but expect a reduction in risk in the next quarter. 					

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.					
Dec 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	
<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>Dec 21 Update:</p> <ul style="list-style-type: none"> • Replica audit within the Good grading band for HMICFRS • We are still waiting the report and grading from HMICFRS • Force has had its first draft of the PEEL assessment • This will give us HMICFRS grading on crime recording • Once we get this it is expected that the risk will be considered for archive 					

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