

**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	THURSDAY 25 <sup>th</sup> AUGUST 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 40 strategic risks on the risk register. This includes 4 'COVID-19' risks and 3 EU Exit risks.

### **High Risks**

4. 15 risks are currently rated as 'High' priority. These risks are detailed at Appendix A. All 40 risks are summarised in Appendix A with the COVID-related risks marked by 'COVID' in the reference column.

### **Archived risks**

5. Three risks has been archived since JARAP last met in April 2022. This is detailed in Appendix B.

### **Changes in risk score**

6. Three risks have had a change in risk score since the last JARAP. These are detailed in Appendix C.

### **New risks**

7. There is one new risk, 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 40 strategic risks on the force risk register.

Risk Matrix Grid Chart:

	Low	Medium	High	Very High
Very High	0	0	5	1
High	0	4	6	3
Medium	0	2	5	4
Low	1	2	4	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 / proposed archived since last JARAP (Apr 22)
Change to risk score
New risk since last meeting

Appendix A		Force Risk Register				25 <sup>th</sup> AUGUST 2022			
Reference	Owner	Title	Impact	Likelihood	Status	First Recorded	Last review	Current/ proposed Risk Score	Previous Score
STR0081	David Craig Head of I.T	Capacity within I.T.	Very High	Very High	Controls Tasked	May 2019	05/07/22	16	16
STR0127	Alastair Kelly ACO HR	Inability to meet regional Occupational Health demand	High	Very High	Controls Tasked	January 2020	05/07/22	12	12
STR0307	David Craig Head of I.T	Risk to network storage	Very High	High	Controls Tasked	February 2022	05/07/22	12	12
STR0228	Paul Dawkins ACO Finance & Resources	Pension remedy for police pension scheme	High	Very High	Managed	December 2020	05/07/22	6	12
STR0257	Alastair Kelly ACO HR	Risk of not conducting appropriate health surveillance	Very High	High	Controls Tasked	June 2021	25/07/22	12	12
STR0256	Shane O'Neill C/Supt - CaID	Safeguarding repeat domestic abuse victims	High	Very High	Controls Tasked	June 2021	06/07/22	12	12
STR0258	Reme Gibson D/Supt CaID	Removal, retention and deletion of data in Digital Hub	High	Very High	Controls Tasked	June 2021	06/07/22	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	06/07/22	12	12

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STR0187	Alastair Kelly ACO HR	Churn of staff and ongoing establishment pressure	Very High	High	Controls Tasked	April 2020	06/07/22	12	12
STR0243	Dwight Barker C/Insp - SSD	Frequent failures with the Boxi system affecting the efficiency of the performance team	High	High	Controls Tasked	January 2021	06/07/22	9	9
SRT0277	Shane O'Neill C/Supt – CaID	Number of historical investigations subject to public inquiry	High	High	Controls Tasked	June 2021	06/07/22	9	9
STR0279	Rich Ward Supt - PSD	High profile complaints and legal claims	High	High	Controls Tasked	June 2021	06/07/22	9	9
STR0318	David Craig Head of I.T	Inability to use current DSE training and assessment system due to IT issues	High	High	Controls Tasked	May 2022	06/07/22	9	9
STR1679	Adam Streets ACC	Complying with Home Office Counting Rules & Ensuring High Levels of Crime Data Integrity	High	High	Controls Tasked	June 2013	06/07/22	9	9
STR0295	Paul Dawkins ACO Finance & Resources	Impact on the police of Leicester City Council Parking Levy Scheme	High	High	Controls Tasked	January 2022	21/07/22	9	9
STR278	Paul Dawkins ACO Finance & Resources	The Financial Challenge – 2021/2022 - 2024/25	Very High	Medium	Controlled	September 2021	06/07/22	8	8
STR0292	David Sandall DCC	Violence, abuse and intimidation against women and girls	Very High	Medium	Controls Tasked	October 2021	06/07/22	8	8
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	06/07/22	8	8
STR0304	C/Insp Parkes Interim Head of Transport	Risk of engine failure to operational vehicles using the BMW N57 engine	Very High	Medium	Controls Tasked	January 2022	06/07/22	8	8
STR0291	David Sandall DCC	Impact of ISO standard for forensic science	High	Medium	Controls tasked	October 2021	06/07/22	6	6
<b>EU Exit STR0224</b>	TBC	Loss of data sharing tools the EU membership provided	High	Medium	Controls Tasked	November 2020	TBC	6	6
<b>COVID STR0168</b>	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	26/05/22	6	6
STR0280	David Sandall DCC	Appetite for regional collaboration	Medium	High	Controls Tasked	June 2021	06/07/22	6	6
STR0016	Alastair Kelly ACO HR	Maintaining Workforce Wellbeing	High	Medium	Controls Tasked	November 2018	06/07/22	6	6

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<b>EU Exit STR0234</b>	Ian Fraser Head of Procurement	No deal EU Exit increases prices and lead times for force procurement	Medium	High	Controls Tasked	December 2020	TBC	6	6
<b>EU Exit STR0214</b>	Steve Durrant Supt - CMD	The force may be required to host and sustain a Silver Command Suite for more than 24 hours	Medium	High	Controls Tasked	November 2020	TBC	6	6
STR0188	Steve Durrant Supt - CMD	Management of geographical information	Medium	High	Controls Tasked	April 2020	06/07/22	6	6
<b>COVID STR0185</b>	Adam Slonecki C/Supt - SSD	Risk of staff being exposed to COVID virus due to work activities	Very High	High	Controls Tasked	April 2020	14/06/22	6	8
<b>COVID STR0183</b>	Paul Dawkins ACO Finance & Resources	Financial impact of the COVID pandemic on the force	High	Medium	Controls Tasked	April 2020	08/04/22	6	6
STR0253	Shane O'Neill C/Supt - CaID	Lack of CSI accreditation	High	Medium	Controls Tasked	March 2021	28/05/22	6	6
STR0259	David Craig Head of IT	Risk of network vulnerability from insecure firewall	Medium	Medium	Controls Tasked	June 2021	06/07/22	4	4
STR184	David Craig Head of IT	Total loss of power to CMD/IT	Very high	Low	Controls tasked	April 2020	06/07/22	4	4
STR1844	Dan Pedley C/Insp – SSD	Failure to transition to the ESN	Very High	Low	Controls Tasked	August 2014	06/07/22	4	4
STR2017	Steve Durrant Supt – CMD	Ineffective Communication of Firearms Markers to Deployed Officers	Very High	Low	Controls Tasked	April 2018	06/07/22	4	4
STR0261	David Craig Head of IT	Risk of running an unsupported Windows 10 platform	Medium	Medium	Controls Tasked	June 2021	06/07/22	4	4
STR0078	Adam Slonecki C/Supt - SSD	Ineffective Tracking of Force Assets	High	Low	Controls Tasked	May 2019	22/06/22	4	6
<b>COVID STR0173</b>	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	26/05/22	3	3
STR0317	David Craig Head of IT	Hosting of the National ANPR Service	High	Low	Controls Tasked	May 2022	05/07/22	3	N/A
STR0189	Shane O'Neill C/Supt – CaID	Potential withdrawal of LRFS from forensic arson investigation	High	Low	Controls Tasked	April 2020	06/07/22	3	3
STR0055	Shane O'Neill C/Supt - CaID	Diminished CSI Capacity	Medium	Low	Controls Tasked	May 2019	06/07/22	2	2
<b>COVID STR0176</b>	Adam Slonecki C/Supt SSD	Risk to staff wellbeing due to COVID-19 epidemic	Medium	Low	Controls Tasked	March 2020	14/06/22	2	6
STR1475	Emma Maxwell Supt – LPD	Limited ability to collate ASB incidents onto SENTINEL	Low	Low	Managed	May 2012	06/07/22	1	1

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

Financial impact of the COVID pandemic on the force					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0183	3	2	6 □	6 □	→
Date first recorded: 20/04/2020		Risk Owner: ACO Paul Dawkins		Responsible Officer: ACO Paul Dawkins	
<b>Controls:</b> PSA with airport in place Calculation of indirect and opportunity costs Creation of methodology of calculating costs with partners Monthly report created and sent to the Home Office regarding costs and income forgone Oversight regarding the fitting of screens Comms issued regarding free fuel being available again at BP petrol stations Finance to claim back the costs of intruder alarms fitted at 17 vaccinations sites at force expense					
<b>June 22:</b> No longer a risk.					

Lack of CSI accreditation					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0253	3	2	6 □	6 □	→
Date first recorded: 15/05/2019		Risk Owner: C/Supt Shane O'Neill		Responsible Officer: John O'Dwyer	
<b>Controls:</b> UKAS accreditation plan and budget					

Additional staff recruited

**May 22:**  
 May 22 ORB agreed to archive from strategic risk register and put on EMSOU risk register, because there is already a strategic risk covering ISO accreditation across forensic science.

Hosting of the National ANPR Service (NAS)					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0317	3	1	3 □	3 □	→
Date first recorded: 04/05/2022		Risk Owner: David Craig		Responsible Officer: Kerry-Anne Macintosh	
<b>Controls:</b> BC Plans Local BOF Secure local copy of evidence and data from NAS OP Sable Home Office advice					
<b>July 22:</b> Risk archived because NAS have confirmed that there is no longer a service risk.					



## Appendix C: Changes in risk score

Pension Remedy for the police scheme					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0228	3	2	6 □	12 □	↓
Date first recorded: 09/12/2020		Risk Owner: Paul Dawkins		Responsible Officer: Ruth Gilbert	
<p><b>Controls:</b> Remedy Plan and Remedy Lead Local Pension Board Monthly NPCC Pension Team Meeting</p>					
<p><b>Jul 22:</b></p> <ul style="list-style-type: none"> <li>➤ Force Pension Board continues to monitor developments</li> <li>➤ Government is working to address the discrimination issues against younger members in certain schemes</li> <li>➤ 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.</li> <li>➤ From 1 April 2022 all officers are in the 2015 CARE scheme and all members will be treated equally in terms of which pension scheme they are a member of. Members impacted by these changes have been notified. This was covered by the prospective legislation.</li> <li>➤ The Government is now legislating to make the changes for the retrospective period which has to be in force by the 1<sup>st</sup> October. Consultation on the retrospective leg of remedy is expected to commence in January 2023.</li> <li>➤ Regarding immediate detriment, the Home Office withdrew their guidance in December 2021, the Pension Scheme Manager is monitoring national developments carefully.</li> <li>➤ The Government Actuaries Department (GAD) 'modeller' has been made available on the Force intranet on the Pension Remedy Page assisting members understand their benefit entitlement.</li> <li>➤ A dedicated 'Pension remedy Intranet Page' has been launched to inform officers of the changes.</li> </ul>					

➤ Recommend risk has reduced from '12' to '8' (likelihood reduces from '4' to '2')

Ineffective tracking of force assets					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0078	3	1	3 □	6 □	↓
Date first recorded: 24/06/2019		Risk Owner: C/Supt Slonecki		Responsible Officer: Steve Morris	
<p><b>Controls:</b>                      Lost assets                      Internal audit of INCA System Apr 2019                      Urgent review of policy and procedure                      Asset owner assigned                      Review of all existing users                      Refresher training                      Auditing                      Contract details review</p>					
<p><b>July 22:</b></p> <ul style="list-style-type: none"> <li>• Ch Insp Gillard changed the INCA/ Captor process so that is now in hand and we have SPOCS and a process for that.</li> <li>• All of the controls for this risk are in place except the waste disposal element</li> <li>• IT are mapping out and designing a Leics Police bespoke database that can be used to manage all assets</li> <li>• DOIT team looking at building an in-house asset register</li> <li>• The likelihood that the risk will transpire has been reduced from medium to low and therefore, the overall risk score has reduced from a medium 6 to a low 3.</li> </ul>					

Risk to staff wellbeing due to COVID 19 epidemic					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0176	2	1	2 □	6 □	↓
Date first recorded: 24/03/2020		Risk Owner: C/Supt Slonecki		Responsible Officer: ACO Alistair Kelly	
<p><b>Controls:</b>            3<sup>rd</sup> party assistance provider            Creation of wellbeing cell            Remote management supervision            Wellbeing website to signpost staff to assistance            Absent staff contacted to check their wellbeing            Dedicated email inbox for OHU            Recovery Cell considering wellbeing issues in their risk control strategy            Interactive Q&amp;A sessions            New wellbeing working groups in place            Period of shielding for staff extended            OHU referrals analysed            Principles issued re working post COVID            Return to Work newsletter published            Resumption of wellbeing calls and feedback            FAQs published            Wellbeing website updated            Reopening of force gyms            Annual leave and sickness codes assessed            Childcare clarification issued</p>					
<p><b>Jun 22:</b>            ➤ Risk level reduced to Low 2 as the issues with economic hardship, childcare and the possibility of bereavement are far lower now than previously.</p>					

Appendix D: New Risks

Inability to use the current DSE training and assessment system due to IT issues					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0318	3	3	9 <input type="checkbox"/>	N/A New Risk	<b>NEW RISK</b>
Date first recorded: 23/05/2022		Risk Owner: David Craig		Responsible Officer: Peter Coogan	
<p><b>Controls:</b></p> <ul style="list-style-type: none"> <li>Paper-based contingency system</li> <li>H&amp;S review and request for H&amp;S Administrator</li> <li>Requests for support from IT</li> <li>Developing Microsoft Forms DSE document</li> <li>Deployment of other staff</li> <li>Ending Q-Pulse contract</li> </ul>					

**Appendix E: High Priority Risks (Red)**

Capacity within I.T.					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
<b>STR0081</b>	4	4	16 □	16 □	→
Date first recorded: 28/06/2019		Risk Owner: David Craig		Responsible Officer: David Craig	
<p><b>Controls:</b>                      Change Board and Change Team Programme Management                      Design Authority and Digital Futures Board                      IT Department Work Programme                      Project Management                      Tactical and Strategic TOM group and IT TOM Management Forum                      Change, Digital Transform, Information Management and IT Working Group                      Review of I.T Job Descriptions                      Solutions Architects within the IS Section                      Scheduling and prioritisation process                      Restructured Comms and Support Section</p>					
<p><b>Jul 22:</b></p> <ul style="list-style-type: none"> <li>• The IT Department continues to maintain a work programme.</li> <li>• This allows for planning and prioritisation of work.</li> </ul>					

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><b>Controls:</b></p> <p>Cohort IT system has been purchased which will make OHU processes more efficient, aid case management and manage OH related records                      A project manager is being recruited for the Cohort IT system                      Cancellations are managed and currently mostly consist of cancellations due to unavoidable operational reasons                      A deputy role has been created to add resilience and progression as well as reducing the gap in competencies between junior and senior staff                      A student placement has been organised and a more formal student placement scheme is being considered</p>					
<p><b>Jul 22:</b></p> <ul style="list-style-type: none"> <li>➤ Staffing issues remain the same. Agency staff are being used to fill gaps whilst the market is short of OH professionals</li> <li>➤ Police role and salaries are not attractive in the current market</li> <li>➤ Recruited 1 FTE nurse for Leics; 1 FTE Admin for Notts; 1 0.6 nurse for Lincs and a regional agency nurse (0.6) who will support Derbys initially</li> <li>➤ Supported 1/52 student placement to demonstrate what policing OH has to offer</li> <li>➤ Ongoing discussions about future of regional collaboration</li> <li>➤ Hep B vaccination now being well managed</li> <li>➤ Project Manager is in place and project commenced for the Case Management System</li> <li>➤ The Business Manager role has been extended for 6 months</li> </ul>					

Risk to network storage					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0307	4	3	12 □	12 □	→
Date first recorded: 22/02/2022		Risk Owner: David Craig		Responsible Officer: Steve Morris	
<b>Controls:</b> Gold group governance Long term digital growth strategy Financial investment Data deletion programme Reclaim of storage space Long term road map					
<b>Jul 22:</b> <ul style="list-style-type: none"> <li>➤ Gold Group continues to oversee risk</li> <li>➤ Long term strategy to migrate network to Cloud</li> <li>➤ Financial capital to grow certain areas of our network storage</li> <li>➤ Over 100tb of data have been earmarked for deletion across a range of departments and we are evaluating the risk and compliance issues before progressing</li> <li>➤ Network Storage is to become a standing agenda item on the Digital Futures Board</li> <li>➤ Sign off from Exec to delete a dataset belonging to PSD</li> <li>➤ Discussion on a new Digital and Data Team</li> <li>➤ Plans to set a 1000 day maximum automatic retention period to reduce data consumed by Spectre and Veriato Protective Monitoring Software saving 50TB of storage. Force policies and procedures being updated. This will be monitored internally within PSD for 12 months</li> <li>➤ Looking at a better mechanism for managing data centre locations within the IS team</li> <li>➤ There have been some concerns surrounding the financial stability of UK Cloud. We believe there will not be a significant impact, as only 4 of our systems utilise the UKCloud infrastructure (2 of which are EMSOU led systems), due to our preference for Microsoft and Amazon hosted solutions (the 2 frontrunners in the field).</li> </ul>					

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➤ We will however ensure that PDS/Home Office are dealing with this and can advise on exposure of UKP to UKCloud, and likely scenarios if UKCloud were to go into administration.; and ensure that our suppliers are aware of the situation and have contingency plans in place

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><b>Controls:</b>                      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><b>Jul 22:</b></p> <ul style="list-style-type: none"> <li>• Task lists have been completed for most areas of Leics Police to show what hazards may require health surveillance</li> <li>• Many of these will need a new risk assessment</li> <li>• 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.</li> <li>• Risk assessment processes are being reviewed to ensure all tasks relevant for health surveillance are identified</li> <li>• Noise monitoring equipment has been sent to the supplier for servicing</li> </ul>					



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: DCI Batchelor	
<p><b>Controls:</b>                      Force focus on Medium risk investigation and outstanding suspects (DMM, TT&amp;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><b>Jul 22:</b></p> <ul style="list-style-type: none"> <li>• Domestic abuse remains a focus on the DMM</li> <li>• Domestic Abuse Resolution Team in progress</li> <li>• Risk will continue to be mitigated through the summer and up to full implementation of the new team in September</li> </ul>					

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><b>Controls:</b>                      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>					

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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

**Jul 22:**

- Hardware review ongoing with 300 of 370 drives labelled and linked to crime occurrences
- Gold Group still running
- Local area storage review has begun
- Digital Workplace Solution ordered, representing a £75K investment to improve speed, infrastructure, introduce shared storage and improve service

Current JES non-equalities compliant and the implementation of new JES scheme carries risk					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
<b>STR380</b>	3	4	12 □	12 □	□
Date first recorded: 06/01/2010		Risk Owner: ACO Alistair Kelly		Responsible Officer: Colette Cloete	
<b>Controls:</b>					
Consulting regularly with the TUs Development of Employee Support Gold Group Considering Hay Scheme Implementation Intrusive management of the current JES					

<p>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><b>Jul 22:</b></p> <ul style="list-style-type: none"> <li>• AWE design and application is complete</li> <li>• Data Set for the pay modelling work is being assembled</li> <li>• Costings being included within the medium-term financial plan.</li> <li>• Continued shortage of purple book evaluators within the force creates significant demand on these roles</li> </ul>

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: Alastair Kelly		Responsible Officer: Alastair Kelly	
<p><b>Controls:</b></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><b>Jul 22:</b>  <b>Employment Experience</b></p>					

- Hybrid Working Procedure launched
- New Workstation assessment tool developed to support hybrid working
- Mini Police Pilot planned for September 22

#### **Workforce Engagement**

- Planning future roadshows and a pulse survey
- Pay award for police officers and recommencement of police staff negotiations
- Identifying impact of the rise in the cost of living

#### **Commitment to Inclusion**

- Positive action plan being developed

#### **Pipeline**

- Draft automatic email for new starters created
- Recruitment plans for PC DHEP Sept, Oct March

#### **Careers/Academy**

- Developed a new KPI Performance Form for each Academy Delivery Team to update (monthly) with their performance and risks against their delivery objectives.
- Future Leaders Development Briefings comms and briefings held
- The Digital Academy has commenced briefing colleagues on the planned phases
- Digital Academy - launch and engagement of Learn at Work Week
- OFSTED mini-inspection completed

#### **Resourcing Cell**

- Retention of Officers over 30 years - Paper drafted for HR review

#### **HR Service Development**

- Looking at adding value to HR Service Centre and improve the service offer
- Reviewed existing processes and now scoping out new processes

Frequent failures with the Boxi system are having a significant effect on the efficiency of the performance team					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0243	3	3	9 □	9 □	→
Date first recorded: 07/01/2021		Risk Owner: Dwight Barker		Responsible Officer: Steve Morris	
<p><b>Controls:</b>                      National guidance on better ways to construct searches                      Force project to improve the way queries are written                      Expanding the use of PowerBI to reduce reliance on Boxi                      Network work to update system as a whole                      The gates are no longer on the same system as Boxi</p>					
<p><b>Jul 22:</b></p> <ul style="list-style-type: none"> <li>➤ The situation improved since April 22 but remains significant</li> <li>➤ We have begun switching automated BOXI searches off to reduce the strain on the system</li> <li>➤ We have reduced the frequency of searches and the time period being searched to reduce process time and reduce the likelihood of it failing</li> <li>➤ Running reports at night to increase the likelihood of reports running</li> <li>➤ Frequent review of the BOXI searches that crash</li> <li>➤ Lincs Police can supply us with any large searches/reports that consume server usage</li> <li>➤ Plan to move NICHE/BOXI to cloud based process</li> </ul>					

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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: C/Supt O'Neill		Responsible Officer: C/Supt O'Neill	
<b>Controls:</b> Identification of a dedicated lead to ensure appropriate risk management.					
<b>Jul 22:</b> <ul style="list-style-type: none"> <li>Op Leveret retains overview of all cases of non-recent investigations and any coronial cases that present organisational reputation.</li> <li>All departments involved in significant investigations have a clear structure of review and oversight to report concerns</li> <li>Dedicated team of IICSA now significantly reduced to finalise and legacy questions or queries</li> </ul>					

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: Supt Ward		Responsible Officer: Supt Ward	
<b>Controls:</b> Identification of dedicated leads to ensure appropriate risk management.					
<b>Jul 22:</b> <ul style="list-style-type: none"> <li>Suitably trained and experienced investigators assigned, who know and understand the complexities of public complaints</li> <li>Where appropriate suitable legal advice is sought through Legal Services</li> <li>We have the structures in place internally to manage complex complaints which carry financial and reputational risk for the force.</li> <li>The internal force governance structures also provide the necessary overview.</li> <li>The force is affected by national and even international events outside of its control.</li> </ul>					

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: ACC Streets		Responsible Officer: Darren Goddard	
<p><b>Controls:</b></p> <p>CDI Board            CDI Training            NPCC Lead            Crime Data Integrity is considered as part of the ongoing TOM planning work            Work with L&amp;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><b>Jul 22:</b></p> <ul style="list-style-type: none"> <li>• PEEL assessment graded the force as outstanding for crime recording within the victim service assessment</li> <li>• However, our local audits and DDM reviews show that performance is on a downward trend</li> <li>• In addition there are some staff shortages to review the reports successfully and in good time</li> </ul>					

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Impact on the police of Leicester City Council Parking Levy Scheme					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0295	3	3	9 □	9 □	→
Date first recorded: 11/01/2022		Risk Owner: Paul Dawkins		Responsible Officer: Andrew Wroe	
<p><b>Controls:</b></p> <p>Consultation with Leicester City Council (decision on the scheme is expected in May 2022).</p>					
<p><b>Jul 22:</b></p> <ul style="list-style-type: none"> <li>➤ Leicester City Council have published a document summarising all the responses to the consultation</li> <li>➤ We now await further information about how it will proceed</li> </ul>					



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