

**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	WEDNESDAY 27 th APRIL 2022
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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 37 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. These risks are detailed at Appendix A. All 37 risks are summarised in Appendix A with the COVID-related risks marked by 'COVID' in the reference column.

Archived risks

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 One risks has been archived since JARAP last met in January 2022.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

Changes in risk score

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

New risks

7. There are four 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 37 strategic risks on the force risk register.

Risk Matrix Grid Chart (including proposed risk score changes):

	Low	Medium	High	Very High
Very High	0	0	4	1
High	0	2	5	3
Medium	0	2	8	5
Low	1	1	2	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 (Jan 22)
Change to risk score
New risk since last meeting

Appendix A		Force Risk Register				27 th APRIL 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.	High	Very High	Controls Tasked	May 2019	21/03/22	16	16
STR0127	Alastair Kelly ACO HR	Inability to meet regional Occupational Health demand	High	Very High	Controls Tasked	January 2020	19/04/22	12	12
STR0307	David Craig Head of I.T	Risk to network storage	Very High	High	Controls Tasked	February 2022	11/03/22	12	NEW RISK
STR0228	Paul Dawkins ACO Finance & Resources	Pension remedy for police pension scheme	High	Very High	Managed	December 2020	13/04/22	12	12
STR0257	Alastair Kelly ACO HR	Risk of not conducting appropriate health surveillance	Very High	High	Controls Tasked	June 2021	13/04/22	12	12
STR0258	Reme Gibson DCI CaID	Removal, retention and deletion of data in Digital Hub	High	Very High	Controls Tasked	June 2021	09/04/22	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	13/04/22	12	12
STR0187	Rob Nixon DCC	Churn of staff and ongoing establishment pressure	Very High	High	Controls Tasked	April 2020	04/03/22	12	12

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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	08/04/22	9	9
SRT0277	Shane O'Neill C/Supt – CaID	Number of historical investigations subject to public inquiry	High	High	Controls Tasked	June 2021	08/04/22	9	9
STR0279	Rich Ward Supt - PSD	High profile complaints and legal claims	High	High	Controls Tasked	June 2021	13/04/22	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	13/04/22	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	13/04/22	9	NEW RISK
STR0304	Ray Adkins Head of Transport Unit	Risk of engine failure to operational vehicles using the BMW N57 engine	Very High	Medium	Controls Tasked	January 2022	18/03/22	8	NEW RISK
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	13/04/22	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	21/03/22	8	8
STR278	Paul Dawkins	The Financial Challenge – 2021/2022 - 2024/25	Very High	Medium	Controlled	September 2021	13/04/22	8	16
STR0292	Julia Debenham ACC	Violence, abuse and intimidation against women and girls	Very High	High	Controls Tasked	October 2021	19/04/22	8	12
STR0291	David Sandall ACC	Impact of ISO standard for forensic science	High	Medium	Controls tasked	October 2021	22/03/22	6	6
STR0078	Kerry Smith ACC	Ineffective Tracking of Force Assets	High	Medium	Controls Tasked	May 2019	21/03/22	6	6
STR0280	Rob Nixon DCC	Appetite for regional collaboration	Medium	High	Controls Tasked	June 2021	22/03/22	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	08/04/22	6	6
COVID STR0183	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
STR0256	Shane O'Neill C/Supt - CaID	Safeguarding repeat domestic abuse victims	High	Very High	Controls Tasked	June 2021	22/03/22	6	12
STR0016	Rob Nixon DCC	Maintaining Workforce Wellbeing	High	Medium	Controls Tasked	November 2018	16/03/22	6	6

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STR0253	Shane O'Neill C/Supt - CaID	Lack of CSI accreditation	High	Medium	Controls Tasked	March 2021	21/03/22	6	6
STR0188	Steve Durrant Supt - CMD	Management of geographical information	Medium	High	Controls Tasked	April 2020	22/03/22	6	6
COVID STR0176	Kerry Smith ACC	Risk to staff wellbeing due to COVID-19 epidemic	High	Medium	Controls Tasked	March 2020	08/04/22	6	6
STR0259	David Craig Head of IT	Risk of network vulnerability from insecure firewall	Very High	Medium	Controls Tasked	June 2021	21/03/22	4	8
STR1844	Dan Pedley C/Insp – SSD	Failure to transition to the ESN	Very High	Low	Controls Tasked	August 2014	17/03/22	4	4
STR2017	Steve Potter Supt – LPD	Ineffective Communication of Firearms Markers to Deployed Officers	Very High	Low	Controls Tasked	April 2018	18/03/22	4	4
STR184	David Craig Head of IT	Total loss of power to CMD/IT	Very high	Low	Controls tasked	April 2020	13/04/22	4	12
STR0261	David Craig Head of IT	Risk of running an unsupported Windows 10 platform	Medium	Low	Controls Tasked	June 2021	14/04/22	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	08/04/22	3	3
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	08/04/22	3	3
STR0189	Shane O'Neill C/Supt – CaID	Potential withdrawal of LRFS from forensic arson investigation	High	Low	Controls Tasked	April 2020	16/03/22	3	3
STR0055	Shane O'Neill C/Supt - CaID	Diminished CSI Capacity	High	Medium	Controls Tasked	May 2019	21/03/22	2	6
STR1475	Steve Potter Supt – LPD	Limited ability to collate ASB incidents onto SENTINEL	Low	Low	Managed	May 2012	18/03/22	1	1

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

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 □	3 □	→
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>					
<p>March 22: Risk archived as no longer relevant.</p>					

Appendix C: Changes in risk score

The financial challenge 2021/22 – 2024/25					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0278	4	2	8 □	16 □	↓
Date first recorded: 03/09/2021		Risk Owner: ACO Paul Dawkins		Responsible Officer: ACO Paul Dawkins	
<p>Controls: Oversight of MTFP and financial strategy. Budget review</p> <p>April 22:</p> <ul style="list-style-type: none"> • MTFP position has markedly improved following the Government’s announcement of a 3-year settlement for 2022/25. In addition, the PCC’s decision to raise the Band D precept by £10 for 2022/23 has also improved the force’s financial position. • The MTFP covers the 4-year period between 2022/26 and, whilst this extends beyond the settlement period, current assumptions suggest that the budget will balance through to 2026. • The budget for 2022/23 was approved in January. • The MTFP is balanced and will continue to be reviewed each quarter. • The likelihood that the risk will transpire has been reduced from very high to medium and therefore, the overall risk score has reduced from a High 16 to a medium 8. 					

Violence, Abuse and Intimidation Against Women and Girls					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0292	4	3	8 □	12 □	↓
Date first recorded: 29/10/2021		Risk Owner: ACC Julia Debenham		Responsible Officer: Sgt Crisp	

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
Problem profile being compiled by analyst team

Apr 22:

- Major campaign launched 'You're Right, That's Wrong' to encourage men to reject unacceptable behaviour towards women
- Performance framework released clarifying what 'VAWG' offences are and what measures are being considered for monitoring
- Also received the 'Problem Profiles' framework. Analyst Team are completing these.
- workforce survey actively captured the opinions of women across policing in Leicestershire
- Awaiting feedback from National VAWG Taskforce
- Due to the amount of controls now in place, the likelihood has fallen, reducing the overall risk. The impact level remains high.

Safeguarding repeat domestic abuse victims					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0256	3	2	6 □	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>Mar 22:</p> <ul style="list-style-type: none"> • Designed improved models of attendance, risk assessment and investigation • Medium risk DA cases subjected 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 • Due to progress made risk is now medium 					

Total loss of power to CMD and IT					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0184	4	3	4 □	12 □	↓
Date first recorded: 07/04/2020		Risk Owner: ACO Paul Dawkins		Responsible Officer: David Craig	

<p>Controls: Plant improvement options Mirrored system Consider new building Outsourcing of IT equipment On-going planned repair work Migration of systems to the Cloud</p>
<p>Apr 22:</p> <ul style="list-style-type: none"> A planned electrical shutdown has allowed essential maintenance to take place. While the impact of a loss of power remains very high, the likelihood of this occurring has now reduced substantially and therefore, the risk level has fallen.

Risk of network vulnerability from insecure firewall					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0259	2	2	4 □	8 □	↓
Date first recorded: 22/06/2021		Risk Owner: David Craig		Responsible Officer: Steve Morris	
<p>Controls: Upgraded internal firewalls Action plan in place</p>					
<p>Mar 22:</p> <ul style="list-style-type: none"> Most firewalls have been upgraded with only a few still left to do, risk reduced to low 					

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Diminished CSI capacity					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0055	2	1	2 □	6 □	↓
Date first recorded: 03/06/2019		Risk Owner: Shane O'Neill		Responsible Officer: John O'Dwyer	
Controls: EMSOU-FS cross border assistance Scene attendance criteria Increased administrative support Increased CSI capacity					
Mar 22: <ul style="list-style-type: none"> Additional staff has increased capacity and risk has reduced 					

Appendix D: New Risks

Risk to network storage					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0307	4	3	12 □	N/A New Risk	NEW RISK
Date first recorded: 22/02/2022		Risk Owner: David Craig		Responsible Officer: Steve Morris	
Controls: Gold group governance Long term digital growth strategy Financial investment Data deletion programme Reclaim of storage space Long term road map					

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 □	Moved from department to strategic risk
Date first recorded: 07/01/2021		Risk Owner: Dwight Barker		Responsible Officer: Steve Morris	
Controls: 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

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 □	N/A New Risk	NEW RISK
Date first recorded: 11/01/2022		Risk Owner: Paul Dawkins		Responsible Officer: Andrew Wroe	
Controls:					
Consultation with Leicester City Council (decision on the scheme is expected in May 2022).					

Risk of engine failure to operational vehicles using the BMW N57 engine					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0304	4	2	8 □	N/A New Risk	NEW RISK
Date first recorded: 25/01/2022		Risk Owner: Ray Adkins		Responsible Officer: Ray Adkins	
Controls:					
Limits on speed applied Other vehicles used Comms strategy BMW vehicles taken out if service					

Appendix E: High Priority Risks (Red)

Capacity within I.T.					
Risk	Impact Score	Likelihood Score	Current/proposed Score	Previous Score	Movement
STR0081	4	4	16 □	16 □	→
Date first recorded: 28/06/2019		Risk Owner: David Craig		Responsible Officer: David Craig	
<p>Controls: Change Board and Change Team Programme Management Design Authority and Digital Futures Board IT Department Work Programme Project Management Tactical and Strategic TOM group and IT TOM Management Forum 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>Mar 22:</p> <ul style="list-style-type: none"> • The IT Department continues to maintain a work programme. • This allows for planning and prioritisation of work. 					

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Inability to Meet Regional Occupational Health Demand					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0127	4	3	12 □	12 □	□
Date first recorded: 18/01/2020		Risk Owner: Alastair Kelly		Responsible Officer: Tanya Stacey	
<p>Controls:</p> <p>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>Apr 22:</p> <ul style="list-style-type: none"> ➤ The unit is carrying a number of vacancies and is affected by the national shortage of occupational health nurses and the problems trying to recruit staff in a competitive market where attractive salaries are available in the private sector. ➤ The unit has 6 staff over the age of 60 which also reflect demographics nationally. ➤ Given the risk controls put in place, the risk score is predicted to fall in the near future 					

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: Remedy Plan and Remedy Lead Local Pension Board Monthly NPCC Pension Team Meeting					
Apr 22: <ul style="list-style-type: none"> ➤ Force Pension Board continues to monitor developments ➤ Government is working to address the discrimination issues against younger members in certain schemes ➤ Members will be able to choose to receive legacy pension scheme benefits or benefits equivalent to those available under the reformed pension scheme for service between 2015 and 2022. Not all members are better off in the legacy schemes, so individual members will be in a position to choose. ➤ From 1 April 2022 everyone will be in the 2015 CARE scheme and all members will be treated equally in terms of which pension scheme they are a member of. Members impacted by these changes have been notified ➤ 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 March 2022 which will assist members understand their benefit entitlement. ➤ A dedicated ‘Pension remedy Intranet Page’ has been launched to inform officers of the changes. 					

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Risk of not conducting appropriate health surveillance					
Risk	Impact Score	Likelihood Score	Current Score	Previous Score	Movement
STR0257	4	3	12 □	12 □	→
Date first recorded: 22/06/2021		Risk Owner: Alastair Kelly		Responsible Officer: Tanya Stacey	
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					
Apr 22: <ul style="list-style-type: none"> Task lists have been completed for most areas of Leics 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 Risk assessment processes are being reviewed to ensure all tasks relevant for health surveillance are identified 					

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	
Controls: Digital Hub have begun to clear data stored but issues with access to case management systems and limited integration with Force IT. Options being explored for workforce capacity and requirements to conduct the initial assessment and removal of legacy data.					

Digital Hub are building a business case for digital device data infrastructure solution, which enables RRD of mobile device data to be scheduled and completed. New automated process will incorporate an audit process for data retained
 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

Apr 22:

- Gold Group now in place focusing on data storage
- New automated process will incorporate an audit process for future data retained to be delivered approx. late 2022.
- Data deletion in DECF would need dedicated resource on a permanent basis to trawl records and compare to Niche/PNC.
- This risk may be archived to the CAID local risk register as it is covered by the new strategic risk on network storage

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	
Controls:					
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

Apr 22:

- AWE design and application is complete.
- Outstanding Job Evaluations being completed and the Data Set for the pay modelling work is being assembled March/early April.
- Pressures are being experienced due to fewer purple book evaluators being available to evaluate roles within the current scheme. This will be resolved when the new scheme is implemented.
- Next JE Gold April 27th.
- Costings being included within the medium-term financial plan
- There is an emerging risk regarding the purple book scheme as due to staff departures, there are only 6 purple book evaluators within the force. 3 staff are required to grade roles and a different 3 staff are required to consider appeals. This creates significant demand on these roles. Training courses for new staff are expensive and may be inadvisable if the arrival of the Hay scheme is imminent.

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</p>					

Development of Academy and practice leads
Resourcing Cell

Mar 22:

Employment experience

- Programme of resilience training and support now embedded
- New cadre of welfare SPOCs trained
- Menopause Intranet Site – launched and showcases range of tools and support

Workforce Engagement

- Leadership briefings being delivered in March 22
- Workforce survey completed with 40% response rate. Currently analysing data for themes and trends
- Next step will be focus groups on a variety of topic areas
- Planning future roadshows and a pulse survey

Commitment to Inclusion

- Positive action groups continue
- External support for positive action mentoring and support being planned
- PALS continues, mainly targeting at women in the organisation
- Increasing communication around the organisation on what positive action is and how it works
- Leicestershire Police ranked highest police force and one of highest organisations in region on Stonewall

Pipeline

- Plan to recruit 15 DHEP Detective Constables in May and 32 later in the year
- Recruitment plans for PC DHEP Sept, Oct March
- Looking at shorter campaigns to reduce the waiting time for new recruits to wait to hear back from organisation
- In June a national sift assessment will go live, which will be mandatory. This will reduce the number of interviews we complete and the workload in the Recruitment Team
- Support from COT for mini-police and further planning meetings planned
- Specials to PC programme plans are in development
- Planning an Uplift Gold Meeting to focus attention on gaps and issues in recruitment, such as retention
- Work Experience Procedure completed
- Online induction programme in development and addressing initial IT issues with plan to launch in April 22

Careers/Academy

- Proposal for future leader’s development programme approved
- New management group and strategies being developed
- Mini-Ofsted inspection took place and awaiting results
- Looking to develop our own accredited Train the Trainer sessions

Resourcing Cell

- Terms of Reference now completed
- Sub-groups now set up for Establishment and moves (meet weekly), Role Profile, Technology, Skills & Capabilities and Power Bi (meet fortnightly)
- Support and communications, including drop-in sessions to support staff and their supervisors regarding moves across the estate

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

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.					
Apr 22: <ul style="list-style-type: none"> • Op Leveret retains overview of all cases of non-recent investigations and any coronial cases that present organisational reputation. • All departments involved in significant investigations have a clear structure of review and oversight to report concerns • Dedicated team of IICSA now significantly reduced to finalise and legacy questions or queries 					

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.					
Apr 22: <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. • The force is affected by national and even international events outside of its control. 					

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: Steve Morris		Responsible Officer: Darren Goddard	
Controls: CDI Board CDI Training NPCC Lead					

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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

Apr 22:

- Replica audit within the Good grading band for HMICFRS
- PEEL is being published in April

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.	

OFFICIAL

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